

RESOLUTION 2021-96

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA RECEIVING A PRESENTATION ON THE MARINA EQUESTRIAN CENTER PARK; APPROVING CHAPARRAL COUNTRY CORPORATION, INC. OF WOODSIDE, CA AS THE MOST QUALIFIED RESPONDENT TO THE REQUEST FOR PROPOSALS (RFP) TO PROVIDE RECREATIONAL FACILITIES AND PROGRAMS TO THE PUBLIC AT THE MARINA EQUESTRIAN CENTER PARK; DIRECTING STAFF TO NEGOTIATE THE TERMS OF A CONCESSION AGREEMENT WITH CHAPARRAL COUNTRY CORPORATION, INC. OF WOODSIDE, CA; DIRECTING STAFF TO OBTAIN NATIONAL PARK SERVICE'S CONCURRENCE WITH THE TERMS OF A CONCESSION AGREEMENT; DIRECT STAFF TO DO FURTHER VETTING OF THE FINANCIALS BY THE CHAPARRAL CORPORATION; AND DIRECTING STAFF TO RETURN TO CITY COUNCIL WITH A CONCESSION AGREEMENT FOR APPROVAL.

WHEREAS the 35-acre parcel of property at 5th Avenue and 9th Street known as the "Marina Equestrian Center Park" was deeded by the U.S. Government to the City of Marina on April 13, 1998, under the National Park Service's (NPS) Federal Lands to Parks Program; and

WHEREAS the Quitclaim Deed recorded April 24, 1998 attached as **EXHIBIT A**, the "Public Conveyance of Parks and Recreation Property at Fort Ord" July 1993 attached as **EXHIBIT B**, and the letter dated May 25, 1994 with City of Marina Resolution No. 94-23 attached as **EXHIBIT C** provided for the transfer of 34.7 acres commonly referred to as "horse stables at Fort Ord" to remain as equestrian center for public recreation and use; and

WHEREAS on July 16, 2013, City Council unanimously adopted a proposed Program of Utilization (POU) for the Marina Equestrian Center Park; and

WHEREAS in July 2013, the proposed POU was submitted to the National Park Service; and

WHEREAS on January 12, 2017, the National Park Service communicated its approval of the proposed POU with the proviso that the private long-term boarding of horses is not a public recreational use of the site and the City must establish a suitable plan to make boarding of horses an equitable park use; and

WHEREAS in order to implement the POU, the City Council adopted resolution 2017-28 on March 21, 2017, directing staff to prepare and issue a Request for Proposals (RFP) for a concessionaire to operate an equestrian facility at the Marina Equestrian Center Park consistent with the POU and direction from the NPS; and

WHEREAS staff issued an RFP for potential concessionaires on October 23, 2020. Three proposals in response to the RFP were received on January 4, 2021; and

WHEREAS three proposals in response to the RFP were received on January 4, 2021. The proposing concessionaires were Chaparral Country Corporation, Inc. (proposal attached as **EXHIBIT H**); Marina Equestrian Association (proposal attached as **EXHIBIT I**); and Fort Ord Equine Foundation (proposal attached as **EXHIBIT J**). Interviews of all three proposers were conducted on February 8th, 2021; and

WHEREAS staff evaluated the proposals, presentations by the proposers and interview responses according to the criteria stated in the RFP. The proposers were rated and ranked to determine the most qualified respondent to the request for proposals. Staff determined that Chaparral Country Corporation, Inc., of Woodside CA is the most qualified concessionaire.

NOW, THEREFORE BE IT RESOLVED that the City Council hereby approves Resolution No. 2021– which includes the following actions:

1. Receiving a presentation on the Marina Equestrian Center Park;
2. Approving Chaparral Country Corporation, Inc. of Woodside CA as the most qualified respondent to the request for proposals (RFP) to provide recreational facilities and programs to the public at the Marina Equestrian Center Park;
3. Directing staff to negotiate the terms of a concession agreement with Chaparral Country Corporation, Inc. of Woodside CA;
4. Directing staff to obtain National Park Service’s concurrence with the terms of a concession agreement; and
5. Direct staff to do further vetting of the financials by the Chaparral Corporation; and
6. Directing staff to return to City Council with a concession agreement for approval.

PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting duly held on the 8th day of September 2021, by the following vote:

AYES: COUNCIL MEMBERS: Burnett, Berkley, Biala

NOES: COUNCIL MEMBERS: Medina Dirksen, Delgado

ABSENT: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ATTEST:

Bruce C. Delgado, Mayor

Anita Sharp, Deputy City Clerk

**PUBLIC CONVEYANCE OF
PARKS AND RECREATION PROPERTY
AT FORT ORD**

July 1993

Prepared for:

The City of Marina
211 Hillcrest Avenue
Marina, CA 93933
(408) 384-3715

Prepared by:

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INTRODUCTION

In accordance with applicable laws, rules and regulations pertaining to the conveyance of surplus military real and personal property, the City of Marina is requesting a public conveyance of all land, land interests (i.e. leases, easements, licenses, permits, etc.) buildings, fixtures, appurtenances, personal property, and utilities and infrastructure improvements comprising Main Parade Field, Sports Arena, Stillwell Hall, Twelfth Street Tennis Courts, Second Avenue Tennis Courts, Abrams Park, and Passive Park/Future Sports Complex and their environs.

The City of Marina requests full conveyance of all rights, title and in interest in approximately 238 acres of the Fort Ord Military Reservation lying southerly of Reservation Road as depicted in the attached maps, including easements for public utilities and roadways, leaseholds and mineral and water rights.

The City of Marina requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the sites, including natural gas and electrical transmission lines and distribution systems, water wells, distribution and storage systems, sanitary sewers and wastewater processing facilities, storm drains and drainage system, and the military telephone system on the sites.

APPLICATION FOR FEDERAL SURPLUS PROPERTY
FOR PUBLIC PARK OR RECREATION PURPOSES

Part A

To: National Park Service
(For address, see letterhead)

The undersigned City of Marina
(State or local government or instrumentality thereof)

hereinafter referred to as the Applicant or Grantee, acting by and through

Edith Johnsen, Mayor
(Name and Title of person having authority to make application)

211 Hillcrest Avenue, Marina CA 93933 (408) 384-3715
(Street address and business telephone number)

hereby makes application to the United States pursuant to Section 203(k)(2) of the Federal Property and Administrative Services Act of 1949 (63 Stat. 387), as amended, and in accordance with the rules and regulations of the Department of the Interior, for the transfer of the following property which has been declared surplus by the General Services Administration and is subject to assignment to the Secretary of the Interior for disposal for public park or recreation purposes:

Main Parade Field is an 8 acre facility bound by Twelfth Street to the north and Third Avenue to the east. The Sports Arena is a 3 acre facility bound by Ninth Street to the north, Second Avenue to the east, and Eighth Street to the south. Stillwell Hall is a 77 acre facility bound by Beach Range Road to the southeast and the Pacific Ocean to the north and west. Twelfth Street Tennis Courts is a 2 acre facility bound by Twelfth Street to the south and Third Avenue to the west. Second Avenue Tennis Courts is a 1 acre facility bound by Second Avenue to the east, and Third Street to the south. Abrams Park is a 27 acre facility bound by Abrams Place to the north and Imjin Road to the south. Passive Park/Future Sports Complex is an 120 acre facility bound by Inter-Garrison Road and Schoonover Residential Development to the north, Abrams Drive to the northwest, Travel Camp to the east, and informal training grounds to the south and east.

The property is more fully described in Part B of this application, attached hereto and made a part thereof.

Enclosed herewith as Part C of the application is a resolution or certified statement showing the authority of the undersigned to execute this application and to do all other acts necessary to consummate the transaction.

The undersigned agrees that this application is made subject to the following terms and conditions:

1. This application and its acceptance by the Department of the Interior shall constitute the entire agreement between the Applicant and the Department of the Interior, unless modified in writing signed by both parties.
2. The descriptions of the property set forth above are believed to be correct, but any error or omission shall not constitute ground or reason for non-performance of the agreement resulting from the acceptance of this application.
3. It is understood that the property is to be conveyed "as is" and "where is" without representation, warranty, or guaranty as to quantity, quality, character, condition, size, or kind, or that the same is in condition or fit to be used for the purpose intended and no claim for any adjustment upon such grounds will be considered after this application has been accepted.
4. The Applicant agrees to assume possession of the property within 15 days of any written request given by the Department of the Interior after the property has been assigned to the Department of the Interior by the General Services Administration. Should the Applicant fail to take actual possession within such period, it shall nonetheless be charged with constructive possession commencing at 12:01 A.M., local time, of the 16th day after such request by the Department of the Interior. The word "possession" shall mean either actual physical possession or constructive possession.
5. At the date of assumption of possession of the property, or the date of conveyance, whichever occurs first, the Applicant shall assume responsibility for any general and special real and personal property taxes, which may have been or may be assessed on the property, and to prorate sums paid, or due to be paid, by the Federal Government in lieu of taxes.
6. At the date of assumption of possession of the property, or the date of conveyance, whichever occurs first, the Applicant shall assume responsibility for care and handling and all risks of loss or damage to the property, and have all obligations and liabilities of ownership.
7. The Applicant shall on a mutually agreeable date not later than 30 days after the property has been assigned to the Department of the Interior, or such longer period as may be agreed upon in writing, tender to the Department of the Interior the purchase price, if a purchase price is due.

8. Conveyance of the property shall be accomplished by an instrument, or instruments, in form satisfactory to the Department of the Interior without warranty, express or implied, and shall contain reservations, restrictions, and conditions substantially as follows:
- A. That the Grantee shall forever use the property in accordance with its application and the approved Program of Utilization included in Part B of this application.
 - B. That the Grantee shall, within six months of the date of the signing of the Deed of Conveyance, erect and maintain a sign or marker near the point or principal access to the conveyed area indicating that: the property is a park or recreation area; has been acquired from the Federal Government for such use; is or will be made available for use by the general public.
 - C. The property shall not be sold, leased, assigned, or otherwise disposed of except to another eligible governmental agency that the Secretary of the Interior agrees in writing can assure the continued use and maintenance of the property for public park or public recreational purposes subject to the same terms and conditions in the original instrument of conveyance. However, nothing in this provision shall preclude the Grantee from providing related recreational facilities and services compatible with the approved program mentioned under the above Item A through concession agreements entered into with third parties, provided the prior concurrence of the Secretary of the Interior is obtained in writing to such agreements.
 - D. The Grantee shall prepare biennial reports setting forth the use made of the property during the preceding two-year period and submit it to the appropriate Regional Office of the National Park Service (whose return address appears on the transmittal letter to you) for ten consecutive reports, and as further determined by the Secretary of the Interior.
 - E. If at any time the United States of America shall determine that the premises herein conveyed, or any part thereof, are needed for the national defense, all right, title, and interest in and to said premises, or part thereof determined to be necessary to such national defense, shall revert to and become the property of the United States of America.
 - F. The Federal Government shall have the right to reserve all oil, gas, and mineral rights.
 - G. Title to the property transferred shall revert to the United States at its option in the event of non-compliance with any of the terms and conditions of disposal.

9. The Program of Utilization included in Part B of the application may be amended at the request of either the Applicant or the Federal Government with the written concurrence of the other party. Such amendments will be added to and become a part of the original application and shall be consistent with purposes for which the property was transferred. The Applicant further agrees to furnish such data, maps, reports, and information as may be needed by the National Park Service.
10. Any title evidence which may be desired by the Applicant will be procured by the Applicant at its sole costs and expense. The Federal Government will, however, cooperate with the Applicant or its authorized agent in this connection and will permit examination and inspection of such deeds, abstracts, affidavits of title, judgements in condemnation proceedings, or other documents relating to the title of the premises and property involved as it may have available. It is understood that the Federal Government will not be obligated to pay for any expense incurred in connection with title matters or survey of the property.
11. The Applicant shall pay all taxes imposed on this transaction and shall obtain at its own expense and affix to all instruments of conveyance and security documents such revenue and documentary stamps as may be required by federal and local law. All instruments of conveyance and security documents shall be recorded within 30 days of their receipt in the manner prescribed by local recording statutes at the Applicant's expense.
12. "Assurance of Compliance with the Department of the Interior Regulations under Title VI of the Civil Rights Act of 1964:"

The following agreement is made by the Applicant in consideration of and for the purpose of obtaining the transfer of any or all property covered by this application and the Applicant recognizes and agrees that any such transfer will be made by the United States in reliance on said agreement.

The Applicant agrees that (1) the program for or in connection with which any property covered by this application as transferred to the Applicant will be conducted in compliance with, and the Applicant will comply with and require any other person (any legal entity) who through contractual or other arrangements with the Applicant is authorized to provide services or benefits under said program to comply with, all requirements imposed by or pursuant to the regulations of the Department of the Interior (43 CFR Part 17) issued under the provisions of Title VI of the Civil Rights Act of 1964; (2) this agreement shall be

subject in all respects to the provisions of said regulations; (3) the Applicant will promptly take and continue to take such action as may be necessary to effectuate this agreement; (4) the United States shall have the right to seek judicial enforcement of this agreement; and (5) this agreement shall be binding upon the successors and assigns of the Applicant.

13. "The applicant agrees to comply with the requirements of Public Law 90-480 (82 Stat. 718) the Architectural Barriers Act of 1968 as amended by Public Law 91-205 of 1970 (84 Stat. 49) to assure that development of facilities on conveyed surplus properties for public park and recreation purposes are accessible to the physically handicapped; and, further assure in accordance with Public Law 93-112, The Rehabilitation Act of 1973 (87 Stat. 394) that no otherwise qualified handicapped individual shall solely by reasons of his handicap be excluded from the participation in, be denied benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance."

It is agreed that the instrument effecting the transfer to the Applicant of any property covered by this application will contain provisions satisfactory to the United States, incorporating the substance of the foregoing agreement such provisions to consist of (a) a condition, coupled with a right reserved to the United States to cause the property to revert to the United States in the event of any breach of such condition and (b) a covenant running with the land.

Edith Johnson
(Signature)

Mayor

(Title)

7/28/93
(Date)

211 Hillcrest Avenue, Marina CA 93933
(Address of Applicant)

ACCEPTANCE BY THE GOVERNMENT

Accepted by and on behalf of the United States of America this 21st
day of September, 19 93.

U. S. DEPARTMENT OF THE INTERIOR

By Ray Murray

PART B.**1. DESCRIPTION OF PROPERTY**

- A. A legal survey of the properties is unavailable at this time. The City of Marina intends to prepare a legal survey of the properties upon notification of approval of transfer of the title to the properties.
- B. The maps provided in Attachment A depicts the physical boundaries of each location and existing roads serving the facilities. The following information provides a written discussion of the location of each of the facilities.

Main Parade Field: Bound by Twelfth Street to the north, Third Avenue to the east, a parking lot and baseball diamond to the south, and Martinez Hall to the west.

Sports Arena: Bound by Ninth Street to the north, Second Avenue to the east, Eighth Street to the south, and an indoor swimming pool to the west.

Stillwell Hall: Bound by Beach Range Road to the southeast, and the Pacific Ocean to the north and west. This facility is located west of Highway 1 at the intersection of Eighth Street and Quartermaster Avenue.

Twelfth Street Tennis Courts: Bound by a Patton Park residential neighborhood and play area to the north, a child development center and undeveloped land to the east, Twelfth Street to the south, and Third Avenue to the west.

Second Avenue Tennis Courts: Bound by service buildings to the north, Second Avenue to the east, Third Street to the south, and residential units to the west.

Abrams Park: Bound by Abrams Drive to the north, Imjin Road to the south and Abrams Park Residential Development to the north, east and west.

Passive Park/Future Sports Complex: Bound by Inter-Garrison Road and Schoonover Residential Development to the north, Abrams Drive to the northwest, Travel Camp to the east, and informal training grounds to the south and east.

- C. In accordance with applicable laws, rules and regulations pertaining to the conveyance of surplus military property, the City of Marina is requesting a public conveyance of all land, land interests (i.e. leases, easements, licenses, permits, etc.) buildings, fixtures, appurtenances, personal property, and utilities and infrastructure improvements comprising the properties and its environs. The following is the physical description of each of the facilities:

Main Parade Field: This facility is the main parade ground at Fort Ord and is adjacent to Martinez Hall. The City requests full conveyance of all rights, title and in interest in approximately 8 acres as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system. There are 8 portable bleachers that can accommodate up to 300 people, a flag poll, and several large pine and sycamore trees surrounding the field. A parking lot accommodating approximately 150 vehicles is located adjacent to the site and is included in this conveyance request. (See Attachment B)

Sports Arena: This arena consists of a 31,000 square foot wooden structure. The City requests full conveyance of all rights, title and in interest in approximately 3 acres as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system, and the military telephone system on the site. The building was constructed in 1946 and currently provides basketball, volleyball, weight training, handball and squash facilities for Fort Ord troops. The structure has 1 main pavilion area that includes 3 regulation side-by-side basketball courts (6 permanent hoops and 2 drop-down hoops). The basketball courts can also be used as volleyball courts. A weight training area is located west of the courts. The arena also contains permanent pull-down bleachers and a few aluminum portable bleachers. Flanking the main pavilion area are men's and women's locker rooms, restrooms with saunas, storage rooms, and offices. The women's restroom contains a private weight training facility. The facility also contains a box office. Parking is available on both sides of the building for approximately 60 vehicles and is included in this conveyance request. (See Attachment B)

Stillwell Hall: This facility was constructed in 1941. The City requests full conveyance of all rights, title and in interest in approximately 77 acres as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system, and the military telephone system on the site. The building embodies distinctive characteristics of both the Mission Revival and Spanish Hacienda Styles in American architecture. The historical significance of the building is discussed in Part B-1.E of this application. The building has a red tile roof, a covered

veranda, and adobe bricks covering portions of the exterior. The facility has expansive views across Monterey Bay. Stillwell Hall is presently used as a community center. The facility contains original murals located in the tap room and meeting rooms that were installed in the 1940's. The building has been poorly maintained in the past few years resulting in decaying mortar, brick and rusting reinforcement bar in the concrete. In 1984, the army built a concrete/rock retaining wall to delay the ongoing erosion of the sand dune the building was erected on. The retaining wall is currently in need of repair. Remodeling over the years has somewhat distorted the architectural context of the structure. A parking lot accommodating approximately 135 vehicles is located on the site and is included in this conveyance request. (See Attachment B)

Twelfth Street Tennis Courts: The City requests full conveyance of all rights, title and in interest in approximately 2 acres as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system. This parcel has 4 tennis courts surrounded by a windbreak and a chainlink fence. The tennis courts are across the street from the Main Parade Field. The tennis courts are not lighted. One parking lot accommodating approximately 15 vehicles is located along Twelfth Street and another parking lot accommodating 150 vehicles is located on the corner of Twelfth Street and Third Avenue. Both are included in this conveyance request. (See Attachment B)

Second Avenue Tennis Courts: The City requests full conveyance of all rights, title and in interest in approximately 1 acre as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system. This parcel has 4 tennis courts surrounded by a windbreak and a chainlink fence. The tennis courts are lighted. Parking is available on the surrounding streets. (See Attachment B)

Abrams Park: The City requests full conveyance of all rights, title and in interest in approximately 27 acres as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system. This facility was constructed in 1982 as part of the Abrams Park housing development. There are 4 baseball fields, 1 football/soccer field, 1 kickball area, 1 handball court, 4 tennis courts, and 1 basketball court. (See Attachment B)

Passive Park/Future Sports Complex: The City requests full conveyance of all rights, title and in interest in approximately 120 acres as depicted in Attachment A, including easements for public utilities and roadways, leaseholds and mineral and water rights. The City requests full conveyance of all government owned utilities and infrastructure improvements located on or connecting with the site, including natural gas and electrical transmission lines and distribution systems, water wells, storm drains and drainage system. This facility is currently used for informal training exercises. The site currently has several hundred mature oak trees, dirt roads and utility lines throughout it. (See Attachment B)

- D. Photographs of the seven sites were taken on Monday, July 12, and Wednesday, July 21, 1993. Please refer to Attachment B for the photographs showing each site.
- E. All seven sites were evaluated to see if they were on, nominated to, or eligible for nomination to the National Register of Historic Places. Per discussions with the National Parks Service, the State Office of Historic Preservation, and the Fort Ord Department of Engineering and Housing, Stillwell Hall was found to be eligible for the National Register of Historic Places under the following criteria: Stillwell Hall qualifies under "Criteria A" because of its association with the training and demobilization of troops who fought in both the Second World War and the Korean Conflict. Many soldiers had their first and last contact with the military at both Fort Ord and Stillwell Hall, and were influenced greatly by their experiences. Both of these conflicts have helped to shape our relationship with the Far East (Japan, China and Korea) and are important for our understanding of the present world political situation.

Stillwell Hall also qualifies under "Criteria B" because of its association with lives of persons significant in our past. General Joseph Stillwell (whom the building was named after) was an extremely important figure in the development of the United States' relationship with China. General Stillwell and General Frank Dorn led Chinese and American Forces in Burma fighting the Japanese in the Second World War. In addition, General Stillwell was the American military liaison with Generalissimo Chiang-Kai Shek's Government in China during the Second World War. This liaison helped to shape our relationship with Taiwan and the Republic of China up to the present.

Finally, Stillwell Hall qualifies under "Criteria C" as embodying the distinctive characteristics of the Mission Revival Style in American architecture. Stillwell Hall is an excellent example of the Mission Revival Style both on the interior and the exterior and is significant because of its scale and integrity. The building form is classic with a red tile roof, a covered veranda in front, and adobe bricks covering portions of the exterior. The interior is characterized by large open spaces (i.e. a large ballroom), a walk-in fireplace, and a large tap room. There are murals in the tap room and in the reading room. There are five fireplaces in the interior, one of which has plaster cast heads attached to the mantle.

None of the other sites are on, nominated to, or eligible for nomination to the National Register of Historic Places.

2. NEED

In order to accommodate future population growth, the City is dedicated to providing recreation opportunities for its citizens. There is a current and future need for additional tennis courts, football/soccer fields, baseball fields, and indoor/outdoor basketball and volleyball courts and picnic areas which are currently available at the Fort Ord Main Parade Field, Sports Arena, Twelfth Street and Second Street Tennis Courts, Abrams Park, and Passive Park/Future Sports Complex. The City of Marina is additionally in need of a community center such as Stillwell Hall to hold classes, programs, dances, concerts, and meetings.

The City of Marina General Plan-Section 3.2 states the following recreation goals:

- Encourage passive recreation opportunities on the beach and sand dune areas;
 - Encourage and support recreational and visitor oriented activities;
 - Encourage the use of Marina State Beach to the extent possible so as not to degrade the quality of the dunes and shores;
 - Provide at least five acres of recreation and park space per thousand population;
 - Recreational open space should be within one-half mile of user population where possible; and
 - Parks should be located so that the user population does not cross major arterials to enjoy their use.
- A. There are 5 existing City-owned park and recreation facilities in the City of Marina. The following is a description of the type, location and description of the existing City park and recreation facilities.

Marina City Park: Located at 3200 Del Monte Boulevard in the City of Marina. This facility is approximately 4.8 acres and contains a community building, picnic area, horse shoe pits, park benches, playground, restrooms, and a barbecue. The community building provides space for evening rentals and contract classes.

Civic Center Park: Located at 211 Hillcrest Avenue in the City of Marina. This facility is approximately .33 acres and has a 6000 square foot community center building, a playground, and restrooms. The Youth Center was built in 1982 on the east side of the community center building. This facility hosts the majority of the recreation classes and civic functions.

Glorya Jean Tate Park: Located on the corner of Abby Way and Cordoza Road in the City of Marina. This facility is approximately 3.9 acres, 3.4 of which are lawn and scrub. This facility contains a soccer/football field, baseball field, community building, picnic area, playground, restrooms, open space, and lighted parking lot.

Locke-Paddon Park: Located on the corner of Reservation and Del Monte Boulevard in the City of Marina. This facility is approximately 17.4 acres and contains a picnic area, stone amphitheater which seats approximately 200 people, restrooms, open turf, pedestrian trails, and a wildlife preserve.

Los Arboles Sports Complex: Located at 327 Reindollar Avenue in the City of Marina. This facility is approximately 6 acres and contains the City's only outdoor lighted sports facility. The facility contains a lighted baseball field, batting cage, soccer field, snack bar, community building, restrooms, open turf, and four public tennis courts. The City's Parks & Recreation Department seasonally hosts a men's fastpitch leagues and tournaments, men's socko and co-ed slow pitch softball at this facility.

The City of Marina utilizes three school playgrounds (Vista, Olson, and Del Mar) for after school activities and the Los Arboles Middle School Gym for evening programs (adult basketball program, karate, and volleyball). Additionally, the City annually holds the following special events: Marina 5 Miler and Easter Egg Hunt, Children's Christmas Party, Bicycle Rodeo, Jr. Olympics, Pass, Punt and Kick Competition, Elks Lodge Hoops Shoot, Pepsi Hot -Shot and various youth basketball and football leagues.

The City of Marina Parks and Recreation Department offers the following classes or programs on a contract basis: Jazzercise, Senior Aerobics, Ballroom Dancing, Children's Day Care, Dance and Twirl, Ballet, Tennis, Martial Arts, Dog Training, Yoga, Weight Watchers and Square Dancing.

In addition to the City's facilities, the State of California owns and operates Marina State Beach which is located at the terminus of Reservation Road west of Highway 1. Marina State Beach contains approximately 165 acres of park and open space.

- B. The City of Marina Department of Public Works has prepared the Park Facilities Plan (November, 1991) for expansion of the existing City's parks and recreation system. There are currently four projects being considered under the Park Facilities Plan, they include: expansion of Glorya Jean Tate Park, expansion of Los Arboles Sports Complex, construction of Monterey Bay Estates Park, and construction of Armstrong Ranch Park. The following is a detailed description of the planned park facilities:

Glorya Jean Tate Park: Expansion of this existing park facility is planned by for the construction of field lighting and a restroom/concession facility. The total project cost would be \$400,000. The project would be completely funded by the Park Facilities Improvement Fee.

Los Arboles Sports Complex: Plans to expand this existing park facility call for the construction of additional tennis courts and a parking lot. The total project cost (including a \$400,000.00 land acquisition fee) would be \$667,000.00. The project would be completely funded by the Park Facilities Improvement Fee.

Monterey Bay Estates Park: Plans for this new park facility include construction of tennis courts, a tot lot, restrooms, landscaping, a turf irrigation system, and parking. The total project cost would be \$665,000. The project would be completely funded by the Park Facilities Improvement Fee.

Armstrong Ranch: A new park facility is planned with construction of 13.5 acres of passive and active uses such as ball fields, lighting facilities, restrooms, tennis courts, tot lots, benches, tables, pathways, landscaping, and a turf and irrigation system. The total project cost would be \$4,064,000. The project would be completely funded by the Park Facilities Improvement Fee.

- C. The City of Marina is located in northern Monterey County on the Monterey Peninsula. The current population of the City of Marina is 26,300. (Source: California Department of Finance, May, 1992). This figure is expected to decline to 11,070 by the year 1995 due to the effects of the closure of Fort Ord. As the reuse of Fort Ord is developed, the City of Marina is expected to absorb a large proportion of the population due to its location and cost of housing. As a result, the population of the City of Marina is expected to increase to 28,700 by the year 2000, and 33,500 by the year 2015. (Source: Association of Monterey Bay Area Governments, March 13, 1992).
- D. City of Marina residents have participated in recreational opportunities offered by the City Recreation Department. The 1992 Recreation Department Attendance Report for parks and recreation facilities indicates that the attendance for 1992 was 73,346 participants. Ten to fifteen percent of the participants are from outside the Marina city limits (Monterey Peninsula and Salinas Valley). The following are annual attendance figures from 1985 to 1992.

<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
69,242	65,586	61,725	56,517	58,143	69,393	72,138	73,346

- E. The proposed properties provide excellent accessibility to the residents of the City of Marina and the surrounding communities (Monterey Peninsula and Salinas Valley). All of the seven facilities are within minutes of the City of Marina. All of the seven sites are accessible from Highway 1 and Twelfth Street.

The sites all combine excellent access with proximity to several population centers in Marina and the surrounding communities. The following is a listing of the accessibility of acquisition site to population centers in the City of Marina.

Main Parade Field: Located 1.5 miles from the City of Marina population center. The site is accessible from Highway 1, Twelfth Street and Third Avenue.

Sports Arena: Located 1.5 miles from the City of Marina population center. The site is accessible from Highway 1, Twelfth Street, Ninth Street, and Second Avenue.

Stillwell Hall: Located 2 miles from the City of Marina population center. The site is accessible from Highway 1 and Beach Range Road.

Twelfth Street Tennis Courts: Located 1.5 miles from the City of Marina population center. The site is accessible from Highway 1, Twelfth Street, and Third Avenue.

Second Avenue Tennis Courts: Located 2 miles from the City of Marina population center. The site is accessible from Highway 1, Twelfth Street, Main Gate, and Second Avenue.

Abrams Park: Located 3 miles from the City of Marina population center. The site is accessible from Highway 1, Twelfth Street, Reservation Road, Imjin Road and Abrams Drive. Monterey-Salinas Transit currently runs a bus line along Abrams Drive.

Passive Park: Located 3 to 4 miles from the City of Marina population center. The site is accessible from Highway 1, Twelfth Street, Reservation Road, Imjin Road, and Inter-Garrison Road.

- F. As indicated in Part B-2.C of this application, there will be an increasing need for additional recreational opportunities in the City of Marina to achieve the goal of the City's General Plan. As indicated in Part B-2.A of this application, the existing recreational opportunities in the City are limited and do not include weight training facilities, handball courts, and only 1 football/soccer field and 4 tennis courts. The City currently has several unmet needs for recreation facilities. The Park Facilities Plan (Part B-2.B of this application) will partially fulfill the current recreational needs

of the City. The additional current and future deficiencies in the City's park and recreational facilities would be ameliorated by obtaining the Fort Ord facilities.

The existing City parks and recreation facilities had ~~73,346 attendees in 1992~~. As the City of Marina grows, the need for additional parks and recreation facilities will increase.

Approximately forty percent of the anticipated growth will occur as infill of vacant or under utilized parcels within the developed portions of Marina. Sixty percent of the growth would result from residential development of the 249-acre portion of the Armstrong Ranch within City Limits. It is the City's policy for new residential developments which generate additional park and recreation needs to finance the cost of providing the necessary facilities to meet those needs. It is the City's objective to distribute the cost of the park facilities among the developing properties in an equitable manner. A Park Facilities Improvement Fee for new residential development is charged on the number of bedrooms per dwelling unit as follows:

<u>TYPE OF DWELLING UNIT</u>	<u>FEE PER UNIT</u>
1 Bedroom	\$1,181.00
2 Bedroom	\$1,574.00
3 Bedroom	\$1,968.00
4 Bedroom	\$2,755.00

The City requires the fee be paid prior to issuance of any building permit for new development within the City pursuant to Chapter 15.50 of the Marina Municipal Code.

The City of Marina welcomes the opportunity of adding park and recreation facilities to their community. The public conveyance request of 4 sets of tennis courts will fulfill the City's current and future need of tennis courts. The City currently has one set of tennis courts for a population of 26,000. The indoor Sports Arena will provide volleyball, basketball, weight training, handball and squash facilities. The City currently utilizes school playgrounds and gyms for these activities. The Main Parade Field will provide an additional soccer/football field for future recreational needs. The City currently has only 1 football/soccer field. Abrams Park and the Passive Park/Future Sports Complex will provide baseball, softball, basketball, football/soccer, kickball, and handball. The City has a current and future unmet need for these recreational facilities. Stillwell Hall would provide a much needed community center for recreational classes. The City currently provides several classes and is in current and future need of an additional community center.

- G. The annual volume of anticipated public use and the design capacity for each facility is indicated below:

Main Parade Field: The capacity of Main Parade Field is dependent upon the type of use proposed. Sporting activities (football/soccer) on the field would accommodate up to 52 players, plus additional numbers of coaches and spectators. The portable aluminum bleachers can accommodate up to 300 people. Approximately 20,000 people per year are anticipated to use this facility.

Sports Arena: The Sports Arena has three basketball/volleyball courts, a weight training area, handball and squash facilities (approximately 50 players). Additionally, the arena can accommodate up to 200 spectators. Approximately 35,000 people per year are anticipated to use this facility.

Stillwell Hall: Stillwell Hall has 1 large ballroom and 4 meeting rooms. The entire facility can accommodate up to 2,000 people. The parking lot provides approximately 135 parking spaces. Approximately 35,000 people per year are anticipated to use this facility.

Twelfth Street Tennis Courts: This facility can accommodate up to 16 players at one time assuming doubles are played in each of the 4 courts. Approximately 5,000 people per year are anticipated to use this facility.

Second Street Tennis Courts: This facility can accommodate up to 16 players at one time assuming doubles are played in each of the 4 courts. Approximately 5,000 people per year are anticipated to use this facility.

Abrams Park: This park contains 4 baseball fields, 1 football/soccer field, 1 kickball area, 1 handball court, 4 tennis courts, and 1 basketball court. All of the recreational uses can accommodate up to approximately 200 players at one time (plus additional numbers of coaches and spectators). Approximately 25,000 people per year are anticipated to use this facility.

Passive Park/Future Sports Complex: This facility is planned to be used as a passive park until the year 2003 (or longer). The park facilities will include hiking trails, picnic tables, barbecues, and park benches. The passive park will accommodate hundreds of people. Approximately 20,000 people per year are anticipated to use this facility.

Between the years 2003 and 2025 the City plans to build a Sports Complex on this site. The Sports Complex will have 2 baseball fields, 1 soccer/football/track field, 1 basketball court, 1 volleyball court, 4 tennis courts, a concession stand, and restrooms. The park will also include hiking trails, picnic tables, barbecues and park benches. This facility will accommodate hundreds of people. Approximately 45,000 people per year are anticipated to use this facility.

3. SUITABILITY OF THE SITE FOR PROPOSED USE

The suitability of each of the sites for the proposed use are described below:

Main Parade Field: The field has adequate public access and is adjacent to a parking lot for approximately 150 vehicles. The site has approximately 8 acres of usable land for soccer/football fields. There are currently no constraints on this land use. The site is located within 1.5 miles from the existing City of Marina population center.

Sports Arena: The Sports Arena has adequate public access and provides a parking lot for up to 60 vehicles. The 31,000 square foot structure is suitable for the proposed sporting activities. There are currently no constraints on this land use. The site is located within 1.5 miles of the existing City of Marina population center. The proposed land use will remain the same as the existing land use.

Stillwell Hall: Stillwell Hall has adequate public access and provides a parking lot for up to 135 vehicles. The site has approximately 77 acres of usable land and a structure designed to accommodate up to 2,000 people. The proposed use of the site will not change as it will remain a community center. There are currently no constraints on this land use.

Twelfth Street Tennis Courts: The tennis courts are in an easy public access location and provide a parking lot for up to 165 vehicles. The courts are located on two acres and can accommodate up to 16 tennis players. There are currently no constraints on this land use.

Second Street Tennis Courts: The tennis courts are in an easy public access location. The courts are located on approximately 1 acre and can accommodate up to 16 players. There are currently no constraints on this land use.

Abrams Park: The 27 acres of usable land has adequate public access. The facility is suitable for the various sporting activities. The park is located on a landfill and the ball fields have settled. The park is located within 3 miles of the City of Marina population center.

Passive Park/Future Sports Complex: The 120 acre site is suitable for a passive park and a future sports complex due to its size and proximity to the City of Marina, the Monterey Peninsula and Salinas Valley. The site is accessible from Reservation Road/Imjin Gate and Highway 1/Twelfth Street Gate.

- A. The following provides the physical characteristics of the sites and their relation to development of the area:

Main Parade Field: This field is bound by Martinez Hall, a baseball field, a vacant lot and a parking lot. The proposed uses for the field will not conflict with surrounding land uses (baseball field, tennis courts, Martinez Hall). The site is located within the Marina city limits. Monterey Peninsula College has also requested conveyance of the Main Parade Field.

Sports Arena: This indoor sports arena is located adjacent to an indoor swimming pool to the west, barracks and parking lots to the north and south, and service facilities to the east. This indoor sports facility is compatible with surrounding uses and will not create any land use impacts. The site is located within the Marina city limits. There are no conflicts with other agencies with this conveyance request.

Stillwell Hall: This facility is located adjacent to the Pacific Ocean, a sewage treatment plant to the northeast, and vacant land to the south. This facility is located on sand dunes and the topography is generally flat. A retaining wall was built in 1984 because the underlying dunes were being undermined by the Pacific Ocean. The uses associated with a community center are compatible with surrounding open space and coastal land uses. The site is located within the Marina city limits. The California State Parks Department has additionally requested public conveyance of this property.

Twelfth Street Tennis Courts: This facility is located on flat land surrounded by Patton Park residential units to the west, Main Parade Field to the south, a child development center to the east, and a play area to the north. The uses associated with tennis courts are compatible with the residential units, Main Parade Field, and the Child Development Center land uses. The site is located within the Marina city limits. There are no conflicts with other agencies with this conveyance request.

Second Avenue Tennis Courts: This facility is located on flat land which is surrounded by residential units and service buildings. The uses associated with tennis courts are compatible with the residential units and service buildings. The site is located within the Marina city limits. There are no conflicts with other agencies with this conveyance request.

Abrams Park: This facility is surrounded by open space (landfill) to the south and Abrams Park residential neighborhood to the north, east and west. The park was built on a landfill and has experienced fill settling resulting in uneven playfield surfaces and cracked and heaved court surfaces and walkways. The park is surrounded by dense pine trees and scrubs and is located on a knoll above Abrams Park residential units. The location of a sports field park adjacent to a landfill and residential units does not create land use conflicts. The site is located

within the Marina city limits. There are no conflicts with other agencies with this conveyance request.

Passive Park/Future Sports Complex: This facility is located on rolling hills which is surrounded by open space to the south and east and Schoonover Park Residential Development to the north. The Passive Park/Future Sports Complex will not create land use conflicts with surrounding uses due to its location which is adjacent to open space and residential units. Although the site is not located within the Marina city limits, a portion of the site is within the City's Sphere of Influence. There are no conflicts with other agencies with this conveyance request.

- B. No outstanding easements or encumbrances are known to exist on the seven sites. All of the properties are entirely within the boundaries of Fort Ord.
- C. The following is a list of physical improvements on each of the properties.

Main Parade Field: The property is currently landscaped with grass and large pine and sycamore trees. Water, sewer, power and telephone lines are adjacent to the site. The property contains 8 portable aluminum bleachers, a flag pole, portable bathrooms, and a paved parking lot.

Sports Arena: The building is surrounded by a landscaped grass and scrub area. The site contains a paved parking lot and sidewalks leading to the facility. The facility is 31,00 square feet and contains lights, wooden floor, weight equipment, boxing equipment, lockers, locks, nets, basketball backboards and hoop nets, bleachers, washers, dryers, towels, balls, chairs, desks, tables, telephones, and supporting equipment. All power, heat, light, water, fire alarm suppression system, telephone lines are also on the property.

Stillwell Hall: This 17,500 square foot building is located on 77 acres on a sand dune. The building contains furnishings, chairs, tables, lights, office equipment, telephones, desks, paintings, stage equipment, wooden bar, photographs, curtains, and a covered storage area. A retaining wall is located on the eastern portion of the building. A 135 vehicle paved parking lot and Beach Range Road are located east of the building. All power, heat, light, water, fire alarm suppression system, telephone lines are also on the property.

Twelfth Street Tennis Courts: The property is paved for tennis courts with nets, locks, sidewalks and parking spaces. A windbreak and chainlink fence surround the tennis courts.

Second Avenue Tennis Courts: The property is paved for tennis courts with nets, locks, lights and sidewalks. A windbreak and chainlink fence surround the tennis courts. Power lines for lights are also provided.

Abrams Park: This property has football goal posts on a grass field, paved basketball courts with hoops, portable aluminum bleachers, backstop, playground equipment, fencing, nets, windbreaks, a paved parking lot, four baseball playing fields, dug outs, chainlink fencing and a smashball board. The property additionally has a water sprinkler system.

Passive Park/Future Sports Complex: This property currently has hundreds of mature oak trees, a major roadway in the northern portion of the site, power lines and dirt roads.

- D. All seven of the facilities are currently accessed exclusively through the Fort Ord road system. Access to Fort Ord road system is currently through five active gates which restrict access to the Military Reservation. The existing road system is characterized as having insufficient capacity on several major roads and an overall street pattern that is too circuitous, leading to safety and congestion problems. All of the various alternatives for reuse of the post would require the construction of a new roadway system (Fort Ord EIS). Attachment C provides a vicinity map depicting the road systems servicing the subject properties.

State Route 1 is a 4 lane freeway which runs north-south through the Monterey Peninsula with freeway interchanges providing access to the Twelfth Street Gate, the Main Gate and Reservation Road. State Route 1 in the vicinity of Fort Ord generally operates at a Level of Service "C".

Public transportation is provided by Monterey-Salinas Transit (MST). MST currently has one bus line that runs along Abrams Drive.

- E. Stillwell Hall is the only facility out of the seven properties that contains an outstanding scenic and/or historic resource. Stillwell Hall was found to be eligible for the National Register of Historic Places. The historical significance of Stillwell Hall is discussed in Part B-1.E of this application. Stillwell Hall is located on a bluff overlooking the Pacific Ocean. The building has several rooms that have expansive views across Monterey Bay.
- F. Public access to Fort Ord is currently regulated through gated entrances. These entrances to Fort Ord provide access from north and south via Highway 1, and from west and east via Highway 218 and 68. All of the sites except for Abrams Park and the Passive Park/Future Sports Complex would use the Highway 1-Twelfth Street entrance to Fort Ord. Access to Abrams Park and the Passive Park/Future Sports

Complex sites is from the Imjin Gate entrance located off Reservation Road in Marina. The following is a listing of the streets adjacent to each of the properties:

Main Parade Field: Twelfth Street and Third Avenue.

Sports Arena: Ninth Street and Second Avenue.

Stillwell Hall: Beach Range Road, Eighth Street, and Fifth Street.

Twelfth Street Tennis Courts: Twelfth Street and Third Avenue.

Second Avenue Tennis Courts: Third Street and Second Avenue.

Abrams Park: Imjin Road and Abrams Drive.

Passive Park/Future Sports Complex: Inter-Garrison Road, Imjin Road, Abrams Drive, and Schoonover Drive.

- G. The City of Marina has determined that five of the seven properties are currently at their highest and best use. Each of the facilities (except the Main Parade Field and the Passive Park/Future Sports Complex), will remain in the originally planned recreational use. The City does not plan to alter any of the sites except where required by safety concerns. It is in the City of Marina's best interest to continue to use the facility for public recreational purposes. Stillwell Hall will continue to be used as a community center available for recreation classes, meetings, and conferences.

The Main Parade Field will be used as a soccer/football field. The City does not have a need to use this area for a parade field. The Passive Park/Future Sports Complex is currently used for informal training exercises. The City proposes to use this area for a passive park from the time of acquisition until the year 2003. Between the years 2003 and 2025, the City will develop 2 baseball fields, 1 football/soccer/track field, 1 basketball court, 1 volleyball court, 4 tennis courts, a concession stand, and restrooms. The park will also include hiking trails, picnic tables, barbecues, and park benches. The Passive Park/Future Sports Complex area has hundreds of mature oak trees throughout the site. The City has determined that this area is suitable for a passive park/future sports complex due to its location, size and tree cover.

4. CAPABILITY

- A. The City of Marina presently has 1 full-time Recreation Department Director who coordinates city-wide recreational activities servicing three area playgrounds, a youth center, and a gymnasium. The Recreation Department Director is assisted by 1 full

time staff member and 8 part-time employees. A 7 member Parks and Recreation Commission meets once a month in the Council Chambers to review programs, park development and related matters and makes recommendations to the City Council for their consideration. The City of Marina has offered numerous classes, programs, and special events since 1984 and has had an average monthly attendance in excess of 6,000 participants.

- B. The proposed source of funds to acquire, develop, operate, and maintain the Main Parade Field, the Sports Arena, the Twelfth Street and Second Street Tennis Courts, Abrams Park and the Passive Park/Future Sports Complex is the General Fund and the Park Facilities Improvement Fee. The proposed City of Marina 1993/1994 annual Interfund Transfers has designated a \$121,147 transfer from the General Fund to the Parks and Recreation Fund for this purpose.

Funds for Stillwell Hall will come from a variety of grant applications (to government agencies and historical groups), volunteer donations, and the General Fund.

- C. The City of Marina currently has 52 full-time employees. The Recreation Department has 1 full-time Director, 1 full-time employee, and 8 part-time employees. The 5 member Marina City Council meets twice a month at a regular meetings. The acquisition of the seven properties may require additional hours from the part-time employees. Additionally, a team of professional help and volunteers may need to be developed to help restore Stillwell Hall. The Recreation Department is able to operate and maintain all seven of the properties as required to serve the needs of the citizens of Marina.
- D. The proposed City of Marina 1993/1994 annual total budget is \$3,579,913. The proposed recreation budget is \$158,647. Parks and Recreation's proposed operations and maintenance budget is \$6,773 (The city can draw from the General Fund for Parks and Recreation operation and maintenance costs). Refer to Attachment E.
- E. Attachment D provides a organizational chart for administration of the Parks Department and its relationship to the City Government.

5. PROGRAM OF UTILIZATION

- A. The City of Marina does not plan to construct any new facilities at the Main Parade Field, Sports Arena, Stillwell Hall, Twelfth Street and Second Avenue Tennis Courts, or Abrams Park. The City will use the 84 acre Passive Park/Future Sports Complex site as a passive park with hiking trails, approximately 100 picnic tables, barbecues, and park benches within the next 10 years. In the future the City plans to develop

the site into a Sports Complex with 2 baseball fields, 1 soccer/football/track field, 1 basketball court, 1 volleyball court, 4 tennis courts, a concession stand and restrooms. The park will continue to also have hiking trails, picnic tables, barbecues, and park benches. The City will attempt to upgrade existing facilities to City standards, if necessary. The City will properly maintain the facilities to the extent that all facilities will attract users and be maintained at a level that users will find pleasing, comfortable and safe. These facilities will be used for their intended purposes.

- B. The following provides the schedule of development/maintenance for each of the facilities.

Main Parade Field: This facility will not be altered by the City of Marina. It shall be maintained as is and be used for sports activities such as football and soccer. There is no revenue or a one time improvement cost associated with the Main Parade Field. The estimated cost for operations and maintenance would be approximately \$5000 per year¹.

Sports Arena: The Sports Arena's main hardwood floor will need to be resurfaced. The plumbing will need to be replaced and the leak in the roof repaired. The cost to fix the floor, plumbing and roof will be approximately \$25,000 to \$30,000. The City proposes performing these repairs within one year of acquisition. The estimated cost of operations and maintenance is approximately \$20,000 per year. The revenue for this facility is estimated to be approximately \$15,000 per year¹.

Stillwell Hall: This facility has a roof that leaks, extensive rust in the reinforcement bars embedded in the concrete walls, water damage to the floors, rotting window sills and window frames. The exterior adobe brick has eroded throughout the structure. The retaining wall on the western portion of the property will need to be reinforced. The original oil paintings in the various rooms are slightly damaged, except for the painting behind the bar which has been extensively damaged over the years by drilling holes to accommodate shelves. The cost to upgrade the facility has not been calculated at this time. The revenue for this facility is estimated to be approximately \$11,000 per year. The estimated cost for operations and maintenance is approximately \$39,000 per year¹. The time it would take to upgrade the facility is estimated to be 3 to 5 years.

¹ Estimate from the Report to the City Council City of Marina, dated May 4, 1993 and by the City of Marina Staff.

Twelfth Street Tennis Courts: This facility is presently maintained at a high level allowing immediate use. Only normal court maintenance is required. The revenue for this facility is estimated to be approximately \$5,000 per year. There is no one time improvement cost associated with the Twelfth Street Tennis Courts. The estimated cost for operations and maintenance is approximately \$1,500 per year¹.

Second Avenue Tennis Courts: This facility is presently maintained at a high level allowing immediate use. Only normal court maintenance is required. There is no revenue or a one time improvement cost associated with the Second Avenue Tennis Courts. The estimated cost for operations and maintenance is approximately \$1,000 per year¹.

*schedule
for upgrading
renovation*

Abrams Park: This facility is poorly maintained. All of the playing fields are in poor condition due to its location on a landfill. The tennis courts do not have a net. The basketball courts do not have poles. The concrete paths leading to the residential units have heaved and settled. The cost to upgrade the facility is estimated to be approximately \$75,000. Only normal field maintenance is required. There is no revenue associated with Abrams Park. The estimated cost for operations and maintenance is approximately \$7,000 per year¹.

Passive Park/Future Sports Complex: The City plans to develop this area into a passive park within one year of acquisition. The park will include hiking trails, approximately 100 picnic tables, barbecues, and park benches. This area is presently undeveloped and contains hundreds of mature oak trees. The cost to implement the passive park facilities is approximately \$50,000. Only normal park maintenance is required. There is no revenue associated with the passive park. The estimated cost of operations and maintenance is approximately \$1,000 per year¹.

Between the years 2003 and 2025 the City plans to build a Sports Complex at this site. The Sports Complex will have 2 baseball fields, 1 soccer/football/track field, 1 basketball court, 1 volleyball court, 4 tennis courts, a concession stand and restrooms. The park will also have hiking trails, picnic tables, barbecues, and park benches. The estimated cost to implement the Sports Complex is approximately \$1,000,000. Only field maintenance is required. The revenue is anticipated to be approximately \$50,000 per year. The estimated cost of operations and maintenance is approximately \$20,000 per year¹.

¹ Estimate from the Report to the City Council City of Marina, dated May 4, 1993 and by the City of Marina Staff.

CONVEYANCE REQUEST COST/REVENUE ¹			
SITE	ONE-TIME COST	OPERATIONS & MAINTENANCE	REVENUE
Main Parade Field	-0-	\$5,000/year	-0-
Sports Arena	\$25,000-35,000	\$20,000/year	\$15,000/year
Stillwell Hall	N/A ²	\$39,000/year	\$11,000/year
12th Street Tennis Courts	-0-	\$1,500/year	-0-
2nd Avenue Tennis Courts	-0-	\$1,000/year	\$5,000/year
Abrams Park	\$75,000	\$7,000/year	-0-
Passive Park / Future Sports Complex	\$50,000 ³ \$1,000,000 ⁴	\$1,000/year ³ \$20,000/year ⁴	-0- ³ \$50,000 ⁴
² = At this time, the cost of repairing the facility has not been estimated. ³ = Passive Park ⁴ = Future Sports Complex			

C. Site Development Plan

Main Parade Field: The City proposes no development changes to the Main Parade Field. The field will be used for football and/or soccer.

Sports Arena: The Sports Arena will continue to be used for basketball/volleyball, weight training, handball, and squash. No development changes are proposed by the City of Marina. However, the City will provide immediate funding to refinish the floor, fix the plumbing and the leaks in the roof.

Stillwell Hall: The City proposes to use this facility for a community center. No development changes to the facility are proposed by the City. The City will ensure that the use of the building will protect the historical integrity of the property.

¹ Estimate from the *Report to the City Council City of Marina, dated May 4, 1993 and by the City of Marina Staff.*

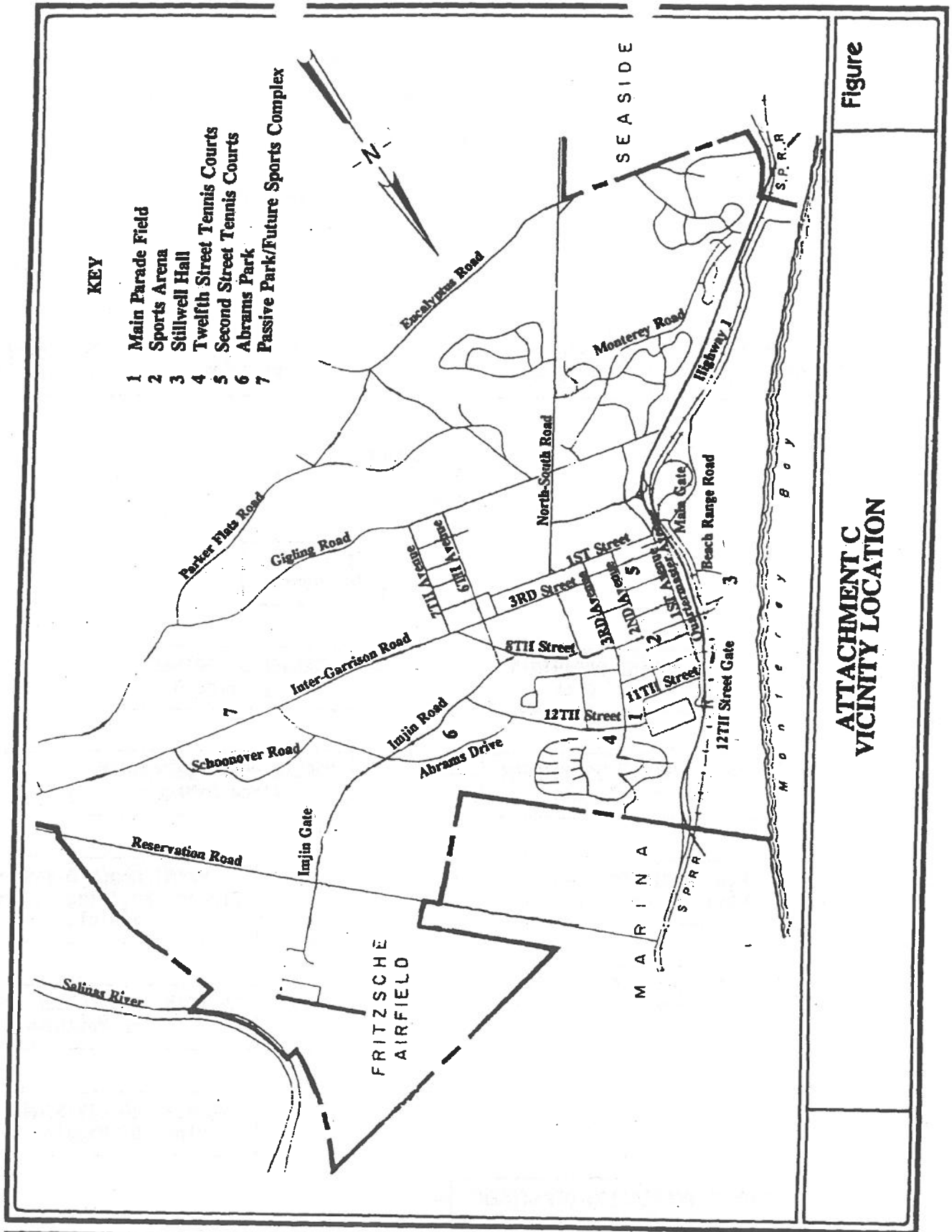
Twelfth Street Tennis Courts: The City proposes no development changes to the tennis courts.

Second Avenue Tennis Courts: The City proposes no development changes to the tennis courts.

Abrams Park: The City proposes no development changes to the baseball fields, football/soccer field, kickball, handball, or basketball courts.

Passive Park/Future Sports Complex: The City proposes to use this site as a passive park within one year of acquisition. The park will include hiking trails, approximately 100 picnic tables, barbecues, and park benches. Between the years 2003 and 2025, the City plans to build a Sports Complex at this site. The Sports Complex will have 2 baseball fields, 1 soccer/football/track field, 1 basketball court, 1 volleyball court, 4 tennis courts, a concession stand and restrooms. The park will also have hiking trails, picnic tables, barbecues, and park benches. Refer to Attachment F for the Sport Complex Site Development Plan.

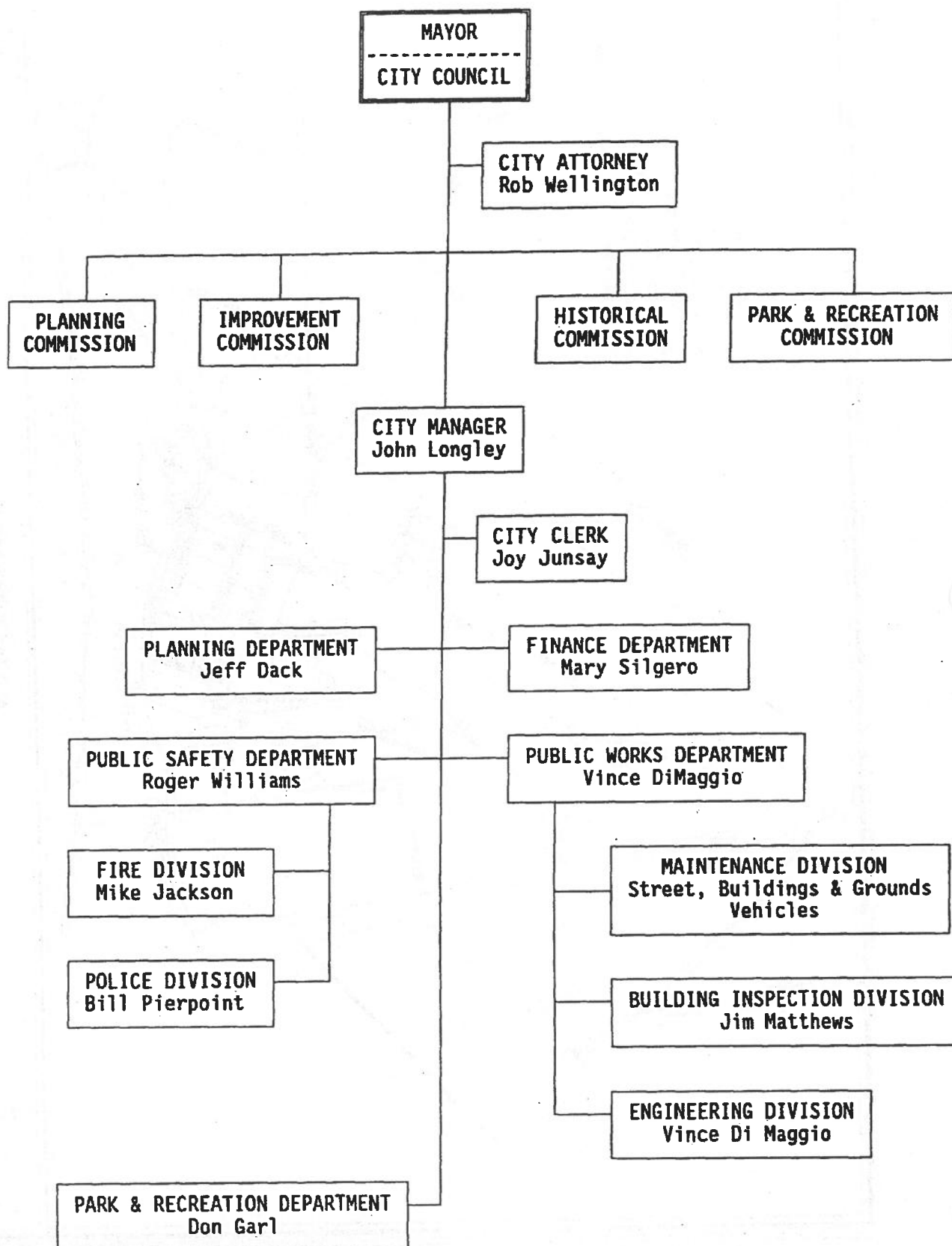
- D. Six of the seven sites are neither on, nominated to, or eligible for nomination to the National Register of Historic Places. Through discussions with the National Park Service, the State Office of Historic Preservation, and the Fort Ord Department of Engineering and Housing, Stillwell Hall has been found to be eligible for nomination to the National Register of Historic Places. The City of Marina will use Stillwell Hall in a use compatible with the historic integrity of the property.



Figure

ATTACHMENT C
VICINITY LOCATION

ATTACHMENT D



ATTACHMENT L

1993/94 FISCAL YEAR

CASH BUDGET SUMMARY

FUND	REVENUES	TRANSFERS IN	EXPENDITURES	TRANSFERS OUT	1993/94 FY BALANCE	6/30/93 CASH BALANCE	6/30/94 CASH BALANCE
General Fund	\$3,392,413	\$0	\$3,088,345	\$354,068	(\$50,000)	\$271,745	\$227,745
Comm. Development Fund		\$182,921	\$332,921	\$0	(\$0)		\$179,900
Special Gas Tax Fund	\$538,400	\$0	\$495,968	\$4,905	\$37,527	\$1,215,335	\$1,252,862
Traffic Signal Fund		\$0	\$0	\$0	\$45,000		\$355,770
Park & Rec. Fund	\$37,500	\$121,147	\$158,647	\$0	\$0	\$19,632	\$19,632
Street Improvement Fund		\$0	\$464,481	\$0	(\$0)		\$339,225
Park In Lieu Fund	\$3,200	\$0	\$12,000	\$0	(\$8,800)	\$72,100	\$63,300
Park Facility Fund		\$0	\$0	\$0	\$15,500		\$69,045
Economic Development Grant	\$30,000	\$28,722	\$58,722	\$0	\$0	\$0	\$0
General Fund Reserve Fund	\$2,250	\$50,000	\$0	\$0	\$52,250	\$52,910	\$105,160
C.D.B.G. Fund	\$3,900	\$0	\$0	\$28,722	(\$24,822)	\$24,900	\$78
Public Safety Bldg. Fund		\$0	\$171,433	\$0	(\$139,433)		\$567
Habitat Conservation Fund	\$52,314	\$0	\$0	\$0	\$52,314	\$0	\$52,314
Special Projects Fund		\$4,905	\$2,423,971	\$0	(\$1,137,505)		\$496,770
Debt Service Fund	\$72,875	\$0	\$72,650	\$0	\$225	\$48,420	\$48,645
(GRAND TOTALS)	\$6,121,394	\$387,695	\$7,279,139	\$387,695	(\$1,157,745)	\$4,368,757	\$3,211,013

ATTACHMENT

1993/94 FISCAL YEAR
CITY OF MARINA EXPENDITURE BUDGET

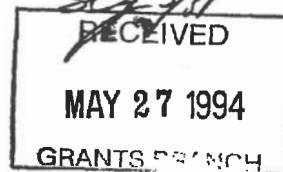
FUND: Parks And Recreation

DEPARTMENT: General Services
(406)

	\$0	APPROVED 92/93 BUDGET	THROUGH 3/31/93	DEPT. DIRECT. REQUEST	C.M. RECOMM.
Permanent Salaries		\$70,308	\$52,324	\$72,492	\$72,492
Temporary Salaries		\$37,100	\$22,691	\$37,100	\$37,100
Retirement		\$0	\$0	\$0	\$0
Group Insurance		\$0	\$0	\$0	\$0
Life Insurance		\$0	\$0	\$0	\$0
(Benefit Offset at)					
42.75%		\$25,200	\$19,057	\$30,991	\$30,991
7.45%		\$2,838	\$1,736	\$2,764	\$2,764
EMPLOYEE SER. TOTAL		\$135,446	\$95,808	\$143,347	\$143,347
Office Supplies		\$150	\$54	\$106	\$106
Repair & Maint. Sup.		\$100	\$56	\$50	\$50
Fuels & Lubricants		\$800	\$0	\$600	\$600
Small Tools & Equip.		\$85	\$123	\$0	\$0
Clothing & Pers. Equip.		\$0	\$0	\$0	\$0
Books & Publications		\$50	\$0	\$0	\$0
Special Dept. Supplies		\$2,800	\$1,578	\$2,507	\$2,507
Street Materials		\$0	\$0	\$0	\$0
Chemicals		\$25	\$0	\$0	\$0
Communications		\$0	\$0	\$0	\$0
Utilities		\$2,300	\$1,807	\$2,300	\$2,300
Rents & Leases		\$0	\$0	\$0	\$0
Maint. Services		\$0	\$0	\$0	\$0
Professional & Spec. Svs.		\$50	\$0	\$0	\$0
Other Contractual Svs.		\$100	\$0	\$0	\$0
				\$0	\$0
Advert. & Legal Publ.		\$1,752	\$472	\$1,000	\$1,000
Travel, Confer. & Mtg.		\$300	\$11	\$0	\$0
Membership Dues		\$110	\$0	\$110	\$110
Training		\$0	\$0	\$0	\$0
Promotional Activities		\$850	\$556	\$100	\$100
Social Services		\$0	\$0	\$0	\$0
Insurance		\$0	\$0	\$0	\$0
Refunds, Awards, & Taxes		\$0	\$0	\$0	\$0
MAINT. & OPER. TOTAL		\$9,472	\$4,657	\$6,773	\$6,773

City of Marina

211 HILLCREST AVENUE
MARINA, CA 93933
TELEPHONE (408) 384-3715
FAX (408) 384-0425



Pete Sly
Manager, Federal Lands To Parks Program
600 Harrison Street, Suite 600
San Francisco, CA 94107-1372

May 25, 1994

Dear Pete:

Per our recent discussions, I am writing to formally request an amendment to the Recreation Conveyance Application filed by the City of Marina to include the horse stables at Fort Ord. Recently, citizens of this community approached our City Council regarding the need to keep the stables open at Fort Ord to provide public recreation and to take advantage of the extensive trail system currently available, particularly in the north-easterly region of the base.

The stables facilitate 82 boarding stalls, several fenced corrals and several wooden structures for storage, tack rooms and office space. The entire stable area encompasses 34.7 acres. The City has been approached by the Marina Equestrian Association (a non-profit organization) regarding a need to operate the stables for community benefit and to make the stables available to military families, as well as the civilian community at large. Recently F.O.R.G. (the Fort Ord Reuse Group) amended the reuse plan to allow the use of a stable in the area it is currently located.

Please find enclosed a Resolution (No. 94-23) of the City Council of Marina authorizing public conveyance of the Fort Ord stables and a map denoting the location of the facility.

If there is anything further that I need to include or follow-up on, please feel free to contact me at (408)384-4636.

Sincerely,

Don Garl
Director, Parks & Recreation

cc: Corps of Engineers, Sacramento
John Longley, City Manager

RESOLUTION NO. 94-23

A RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF MARINA AUTHORIZING
PUBLIC CONVEYANCE OF PARKS AND
RECREATION PROPERTY AT FORT ORD.

-oOo-

Whereas, certain real property owned by the United States, located in the County of Monterey, State of California, has been declared surplus and at the discretion of the Department of Defense, may be assigned to the Secretary of the Interior for disposal for public park or recreation purposes, under the provision of Section 203(k)(2) of the Federal Property and Administrative Services Act of 1949 (63 Stat. 387), as amended, and rules and regulations promulgated pursuant thereto, more particularly described as follows:

Equestrian Center is a 33 acre facility bound by Ninth Street on the north to the south, Fifth Avenue to the west, 12th Street to the north and the post stockade to the east.

Now, Therefore, Be It Resolved, that the City of Marina, shall make application to the Secretary of the Interior for and secure the transfer to it of the above mentioned property for said use upon and subject to such exceptions, reservations, terms, covenants, agreements, conditions, and restrictions as the Secretary of the Interior, or his authorized representative, may require in connection with the disposal of said property under said Act and the rules and regulations issued pursuant thereto; and Be It Further Resolved that the City of Marina has legal authority, is willing and is in a position to assume immediate care and maintenance of the property, and that Zaruk Takali, Mayor, be and he is hereby authorized, for and on behalf of the City of Marina to do and perform any and all acts and things which may be necessary to carry out the foregoing resolution, including the preparing, making and filing of plans, applications, reports, and other documents, the execution, acceptance, delivery, and recordation of agreements, deeds, and other instruments pertaining to the transfer of said property, including the filing of copies of the application and the conveyance documents in the records of the governing body, and the payment of any and all sums necessary on account of the purchase price thereof or fees or costs incurred in connection with the transfer of said property for survey, title searches, recordation or instruments, or other costs identified with the Federal surplus property acquisition.

Resolution No. 94- 23
Page 2

PASS AND ADOPTED at a adjourned regular meeting of the City Council
of the City of Marina duly held on the day of May 1994, by the
following vote:

AYES,	COUNCIL MEMBERS: John Wilmot, Loyde Yates, Jim Perrine and Tak Takali.
NOES,	COUNCIL MEMBERS: NONE
ABSENT,	COUNCIL MEMBERS: NONE


Zaruk Takali, Mayor

ATTEST:


Joy P. Gunsay, City Clerk

City of Marina

211 HILLCREST AVENUE
MARINA, CA 93933
TELEPHONE (408) 384-3715
FAX (408) 384-0425

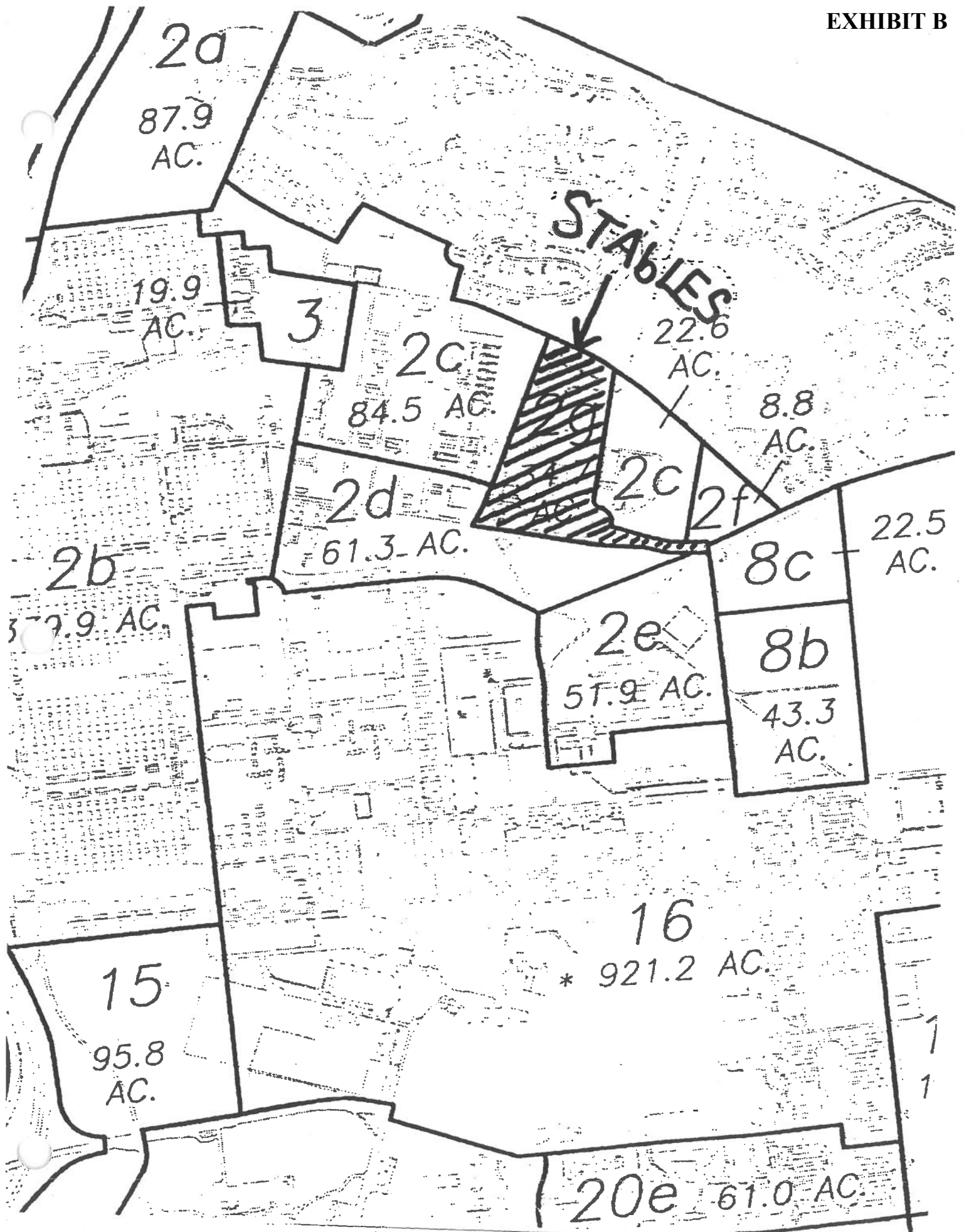


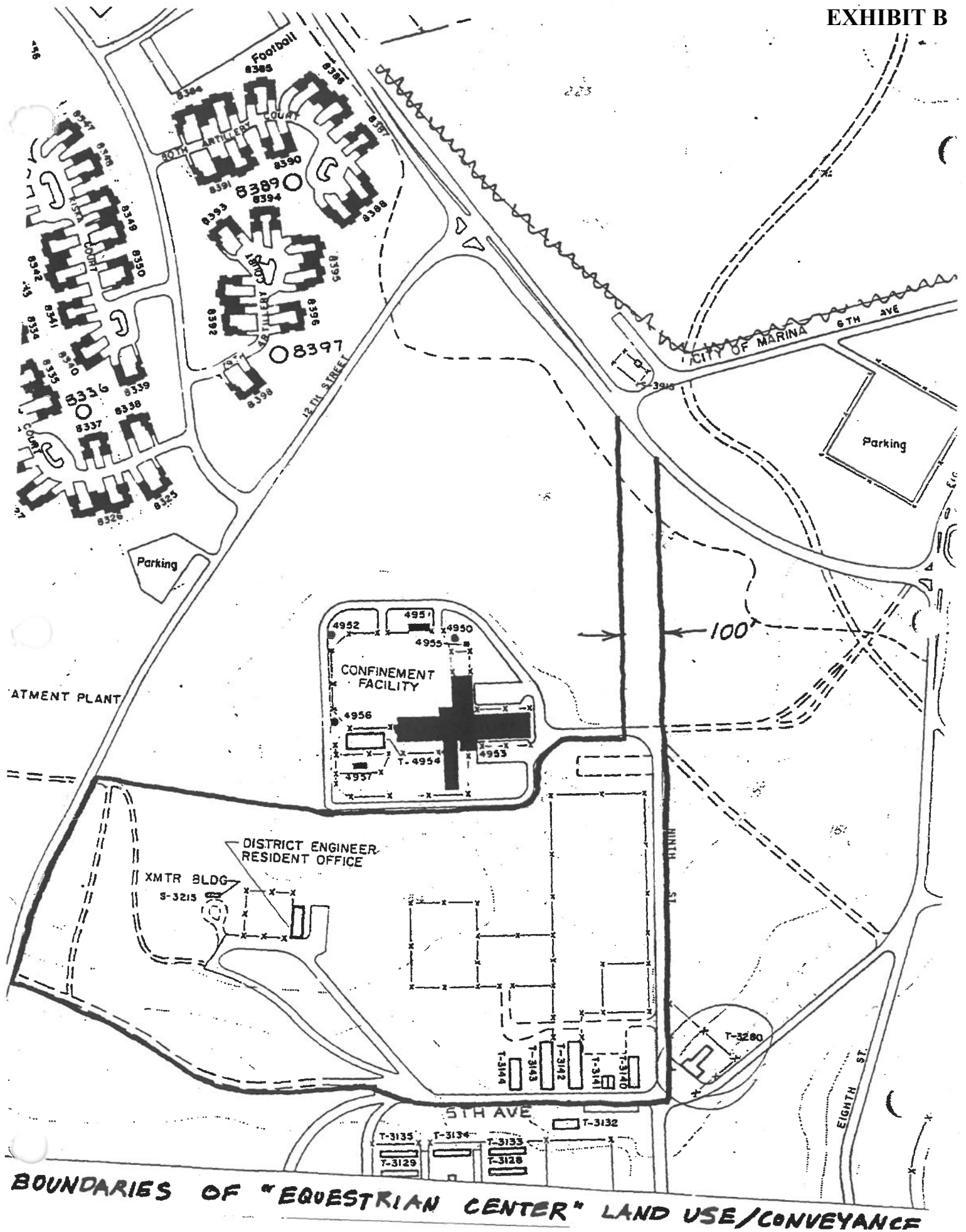
C E R T I F I C A T I O N

I hereby certify that the attached Resolution No. 94-23, authorizing public conveyance of Parks and Recreation property at Fort Ord (Equestrian Center), is a true and correct copy of the Resolution duly and regularly adopted and passed by the City Council of the City of Marina at a regular meeting held on the 17th day of May, 1994, and that the original appears on record in the Office of the City Clerk.


JOY P. JUNSAY, City Clerk

Dated this 19th day of May, 1994.





RECORDING REQUESTED BY:

WHEN RECORDED MAIL TO:

City Clerk

City of Marina

211 Hillcrest Avenue

Marina, CA 93933

Bruce A. Reeve
Monterey County Recorder
Recorded at the request of
City of Salinas

EXHIBIT C

CROLIE

4/24/1998

8:45:44

DOCUMENT: **9824966**



0009824966

Titles: 1 / Pages: 12

Fees....

Taxes....

Other....

AMT PAID

TITLE(S) OF DOCUMENT

Quitclaim Deed

MARINA EQUESTRIAN CENTER - FT ORDCA

DACA05-9-97-610

ENCL 4

Parcel L5.9.1, Fort Ord
Equestrian Center Parcel
Monterey County, California

QUITCLAIM DEED

THE UNITED STATES OF AMERICA, acting by and through the Secretary of the Interior, acting by and through the Director, National Park Service, under and pursuant to the power and authority contained in the provisions of the Federal Property and Administrative Services Act of 1949 (63 Stat. 337), as amended, and particularly as amended by Public Law 485, 91st Congress, and regulations and orders promulgated thereunder (hereinafter designated "Grantor" or "Army" in specific situations), for and in consideration of the perpetual use of the hereinafter described premises as and for public park and public recreation area purposes, by the City of Marina, California (hereinafter designated "Grantee"), does hereby release and quitclaim to Grantee, and to its successors and assigns, all Grantor's right, title and interest in and to property, including all buildings, improvements, and fixtures thereon, located in Monterey County, California, consisting of approximately 27.235 acres, and identified as Parcel A in Exhibit A, attached hereto;

The property is conveyed "As Is, Where Is" without any representation, warranty or guarantee, except as required pursuant to applicable law or otherwise stated herein, by the Grantor as to quantity, quality, title, character, condition, size, or kind, or that the same is in condition or fit to be used for the purpose for which it was intended, and no claim for allowance or deduction upon such ground will be considered. There is no objection on the part of the Grantor to make any alterations, repairs, or additions, and neither said Grantor or Army shall be liable for any latent or patent defects in the property.

The hereinbefore described property is granted by the Grantor to the Grantee subject to valid and existing easements for streets, utility systems, rights-of-way, railroads, pipelines; and/or covenants, restrictions, reservations, conditions, and agreements which now exist affecting the foregoing the described premises and further subject to the reservations, exceptions, restrictions, conditions and covenants herein expressed and set forth unto the Grantee, its successors and assigns, forever.

Pursuant to authority contained in the Defense Base Closure and Realignment Act of 1990, as amended and the Federal Property and Administrative Services Act of 1949, as amended, and applicable rules, regulations, and orders promulgated thereunder, the Department of the Army determined the property to be surplus to the needs of the United States of America and assigned the property to the Department of the Interior for conveyance to the Grantee.

The Grantor expressly excepts and reserves all oil, gas, and mineral rights and deposits in said land to the Grantor or to such person(s) as may be authorized by the Grantor to prospect, mine, and remove such deposits from the hereinbefore described property under applicable laws.

And the Grantee by its acceptance of this deed does acknowledge its understanding of the agreement, and does covenant and agree for itself, and its successors and assigns, forever, as follows:

1. This property shall be used and maintained for the public purposes for which it was conveyed in perpetuity as set forth in the program of utilization and plan contained in an application submitted by the Grantee on July 28, 1993, and amended by letter dated May 25, 1994, which program and plan may be amended from time to time at the written request of either the Grantor or Grantee, with the written concurrence of the other party, and such amendments will be added to and become a part of the original application.

2. The Grantee shall, within 6 months of the date of the deed of conveyance, erect and maintain a permanent sign or marker near the point of principal access to the conveyed area indicating that the property is a park or recreation area and has been acquired from the Federal Government for use by the general public.
3. The property shall not be sold, leased, assigned or otherwise disposed of except to another eligible governmental agency without the prior approval of the Secretary of the Interior in writing. Any such disposition shall assure the continued use and maintenance of the property for public park or public recreational purposes subject to the same terms and conditions in the original instrument of conveyance. However, nothing in this provision shall preclude the Grantee from providing related recreational facilities and services compatible with the approved application, through concession agreements entered into with third parties, provided prior concurrence to such agreements is obtained in writing from the Secretary of the Interior.
4. From the date of this conveyance, the Grantee, its successors and assigns, shall submit biennial reports to the Secretary of the Interior, setting forth the use made of the property during the preceding two-year period, and other pertinent data establishing its continuous use for the purposes set forth above, for ten consecutive reports and as further determined by the Secretary of the Interior.
5. As part of the consideration for this Deed, the Grantee covenants and agrees for itself, its successors and assigns, that: (1) the program for or in connection with which this Deed is made will be conducted in compliance with, and the Grantee, its successors and assigns, will comply with all requirements imposed by or pursuant to the regulations of the Department of the Interior as in effect on the date of this Deed (43 C.F.R. Part 17) issued under the provisions of Title VI of the Civil Rights Act of 1964; (2) this covenant shall be subject in all respects to the provisions of said regulations; (3) the Grantee, its successors and assigns, will promptly take and continue to take such action as may be necessary to effectuate this covenant; (4) the United States shall have the right to seek judicial enforcement of this covenant; (5) the Grantee, its successors and assigns, will (a) obtain from each other person (any legal entity) who, through contractual or other arrangements with the Grantee, its successors or assigns, is authorized to provide services or benefits under said program, a written agreement pursuant to which such other person shall, with respect to the services or benefits which he is authorized to provide, undertake for himself the same obligations as those imposed upon the Grantee, its successors and assigns, by this covenant, and (b) furnish a copy of such agreement to the Secretary of the Interior or his successor; (6) this covenant shall run with the land hereby conveyed, and shall in any event, without regard to technical classification or designation, legal or otherwise, be binding to the fullest extent permitted by law and equity for the benefit of, and in favor of the Grantor and enforceable by the Grantor against the Grantee, its successors and assigns; and (7) the Grantor expressly reserves a right of access to, and entrance upon, the above described property in order to determine compliance with the terms of this conveyance.
6. The Grantee further agrees to comply with the requirements of Public Law 90-480 (82 Stat. 718) the Architectural Barriers Act of 1968 as amended by Public Law 91-205 of 1970 (84 Stat. 49) to assure that public facilities developed on this property are accessible to the physically handicapped; and, further assure in accordance with Public Law 93-112, the Rehabilitation Act of 1973 (87 Stat. 394) that no otherwise qualified handicapped individual shall solely by reasons of his handicap be excluded from the participation in, be denied benefits of, or be subjected to discrimination under any program or activity in effect on this property; and agrees to comply with the provisions of Title III of the Age Discrimination Act of 1975, as amended (Public Law 94-135; 45 C.F.R. Part 90) prohibiting discrimination on the basis of age in programs and activities conducted on this property.
7. The Grantee further agrees to comply, where applicable, with the provisions of the Flood Disaster Protection Act of 1973 (87 Stat. 975) and the National Flood Insurance Act of 1968 (42 U.S.C. 4102).

8. The Grantee, its successors and assigns, shall hold harmless, defend and indemnify the United States, its employees, agents, and representatives from and against any suit, claim, demand or action, liability, judgement, cost or other fee arising out of any claim for personal injury or property damage (including death, illness, or loss of or damage to property or economic loss) that relates to the Grantee's failure to comply with the terms of this deed or from the use or occupancy of the property by the Grantee and/or the Grantee's successors and assigns, transferees, or agents, except as otherwise provided in this deed or law.
9. The conveyed property is subject to the condition and requirement that the Grantee shall convey to Monterey County an easement for a future light rail corridor. The area subject to this condition and requirement is described as a portion of Parcel A, labeled as the "approximate limits of future light rail corridor", an area containing approximately 4.117 acres, as depicted on a Record of Survey attached as Exhibit B. Said future conveyance shall be at no cost, except for direct and indirect expenses of such conveyance, and will be subject to prior approval and any condition deemed appropriate by the Grantor.
10. The conveyed property is subject to the following reservations;
 - 10.1. A reservation for use by the U.S. Army Corps of Engineers of a 0.942 acre area for a period of ten years. The area subject to the reservation is described as a 0.942 acre parcel, a portion of Parcel A, as depicted on attached Exhibit C. Said reservation requires the Grantee to permit the use of said described property by the U.S. Army Corps of Engineers, subject to mutually agreeable terms and conditions contained within a reservation agreement.
 - 10.2. A reservation for all storm sewer and sanitary sewers collection lines located on the property, serving and collecting stormwater and wastewater from locations not on the property, subject to future assignment and transfer of said facilities.
 - 10.3. A reservation for water distribution lines located between the property boundary and water meter location. All telecommunications facilities located on the property are transferred to the Grantee without reservation.
 - 10.4. The Grantee shall not impair the reasonable maintenance, repair, or replacement of improvements described within this section, provided that proper consultation and coordination has occurred with the Grantee.
11. The Grantee acknowledges that it has received the technical environmental reports, described within this instrument, prepared by, or on behalf of the Army. The Grantee acknowledges that it has inspected and accepts the physical condition and current level of environmental hazards on the property and deems the property to be safe for the Grantee's intended use, human health, and the environment in general, except as otherwise noted herein. The Grantee's acknowledgement of the condition of the Property creates a rebuttable presumption that hazardous substances, pollutants, contaminants, or petroleum products discovered on the property after the date of the transfer are related solely to the activity of, caused, deposited, or created by the Grantee, its agents, transferees, successors or assigns. The Grantee, its agents, transferees, successors or assigns as consideration for the conveyance, agrees to release the Grantor and Army from any liability or responsibility for any claims or damages arising out of or in any way related to the release of any substances on the property occurring after the conveyance of the property to the Grantee. This paragraph shall not affect or limit liabilities of the Army under applicable law or its responsibilities to conduct response actions or corrective actions that are required by law.
12. By accepting this deed, the Grantee, acknowledges that the Army has provided the Grantee with a copy of the *Federal Facilities Agreement* (FFA) dated July 23, 1990, between the Army and the U.S. Environmental Protection Agency (EPA). The Army shall provide the Grantee with a copy of any future amendments to the FFA. In this regard, it is understood that:

- 12.1. In exercising the rights hereunder, the Army shall give the Grantee or its successor or assigns reasonable notice of action taken on the property under the FFA and shall, to the extent reasonable, consistent with the FFA endeavor to minimize the disruption to the operation and use of the subject property.
 - 12.2. The Grantee agrees that notwithstanding any other provision of this deed, the United States assumes no liability to the Grantee, its successor or assigns, or any other person, should implementation of the FFA interfere with the use of the property. The Grantee and its successors and assigns shall have no claim on account of any such interference against the United States or any officer, agency, employee, or contractor thereof.
 - 12.3. The Grantee covenants for itself, its successors and assigns to not interfere with any response action being undertaken on the subject property, or interrupt, relocate, or directly or indirectly interfere with any remediation system, now or in the future located, over, through, or across any portion of the property without the prior written consent of the Army and EPA.
 - 12.4. Prior to the determination by the United States that all remedial action is complete under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA) of the Fort Ord National Priorities List (NPL) site, the Grantee, its successors and assigns shall; (a) not undertake activities on the property that would interfere with or impede the completion of the CERCLA clean-up at the Fort Ord NPL site, (b) give prior written notice to the Army, EPA, and DTSC of any construction, alterations, or similar work on the property which may interfere with or impede said clean-up, and (c) comply with any institutional controls put in place by the Grantor or required by the previously issued Record of Decision (ROD) or amendments thereto, issued pursuant to the National Environmental Policy Act (NEPA) or the FFA, and (d) ensure that any permit or license for the use of property provides for legally binding compliance with terms herein.
 - 12.5. All terms and conditions contained within this section shall bind and run with the land and are forever enforceable by the Army, EPA or DTSC. The Grantor reserves the right to rescind all or portions of this section, upon request of the Grantee, following the receipt of a determination by the United States that all remedial actions at the Fort Ord NPL site are complete.
 - 12.6. Prior to the determination by the Army that all remedial action under CERCLA and the FFA are complete for the Fort Ord NPL site, the Grantee shall provide written notice by certified mail to the appropriate regional office of the EPA and the State of California Department of Toxic Substances Control (DTSC), together with the required authorization of the Grantor as required by other terms and conditions of the deed, of any conveyance of interest in the subject property. Said notice shall be made within fourteen days of the date of transfer.
13. Pursuant to Section 120(h)(3)(A)(i) of CERCLA (42 U.S.C. 9620), the Grantor has been provided a copy and an opportunity to review the *Finding of Suitability to Transfer* (FOST), dated July 14, 1997 and the Letter of Assignment (LOA) dated September 5, 1997. The FOST and LOA contains, to the extent such information is available, a notice of the type and quantity of hazardous substances stored on the property for one year or more, a notice of the time at which such storage, release, or disposal took place, and a description of the remedial actions taken of the property.
 14. Pursuant to Section 120(h)(3)(A)(ii)(I) and (B) of CERCLA, and pursuant to a finding by the EPA that the groundwater remedy for the property is operating properly and successfully, the Army has covenanted, by virtue of a 1997 Memorandum of Agreement (hereby incorporated and made a part of this agreement by reference) between the Grantor and the Department of Defense among others, that all remedial action necessary to protect human health and the environment with respect to any hazardous substances on the property has been taken prior to this conveyance.
 15. The Grantee acknowledges the receipt of notice contained within the FOST and LOA regarding the contamination of groundwater located beneath the property with volatile organic chemicals. The Grantee

covenants for itself, its successors and assigns that it shall not engage in or authorize the drilling water wells, use the groundwater, or access to the groundwater beneath the property. These restrictions bind and run with the land and are forever enforceable by the Grantor or the State of California.

16. Pursuant to Section 120(h)(3)(A)(ii)(II) of CERCLA, the Army has covenanted, by virtue of a 1997 Memorandum of Agreement (hereby incorporated and made a part of this conveyance) between the Grantor and the Department of Defense among others, that any additional remedial action found to be necessary after the date of this conveyance that resulted from the Army's use or occupancy of the property shall be conducted by the Army.
17. Pursuant to Section 120(h)(3)(A)(iii) of CERCLA, the Grantor reserves a right of access to the property on behalf of the Army, EPA, and DTSC in any case in which remedial action or correction action is found to be necessary, after the date of this conveyance. To the extent permitted by law, this reservation includes the right or access to and the use of available utilities at reasonable cost. The Army shall give the Grantee reasonable notice of action requiring access to the property and endeavor to minimize the disruption of the Grantee's use of the property.
18. The Grantee, its successors or assigns, acknowledges the provisions of the *Habitat Management Plan* (HMP), incorporated and made a part hereof, may apply to the subject property. The property is shown in the HMP as parcel L5.9, land is designated as a Development Area. The Grantee, its successors or assigns, is responsible for complying with the Endangered Species Act (16 U.S.C. 1531-1544), its regulations, the HMP, and the accompanying Biological Opinion by the U.S Fish and Wildlife Service, dated April 11, 1997, as may be applicable to the property conveyed by this deed.
19. The Grantee is hereby informed and does acknowledge nonfriable asbestos and asbestos containing materials have been found on the property [*Asbestos Survey Report, U.S. Army Corps of Engineers-Fort Ord Installation, Fort Ord, California* (April 1993)]. The Grantee covenants and agrees, on behalf of it, its successors and assigns, that in its use and occupancy of the property, it will comply with all Federal, State and local laws relating to asbestos; and that neither the Grantor or Army assumes liability for damages for personal injury, illness, disability or death, to the Grantee, its successors or assigns, or to any other person, including members of the general public, arising from or incident to the purchase, transportation, removal, handling, use, disposition, or other activity causing or leading to contact of any kind whatsoever with asbestos on the property, whether Grantee, its successors or assigns have properly warned or failed properly to warn the individual(s) injured. The Grantee further agrees to be responsible for any future remediation of asbestos found to be necessary on said property.
20. The Grantee is hereby informed and does acknowledge that all buildings on the property constructed prior to 1978 are presumed to contain lead based paints. The presence of lead based paints within these structures effects there possible use for residential purposes in compliance with 24 CFR Part 35, Subpart H. The Grantee acknowledges receipt of notice to this effect as contained in the FOST, LOA, Environmental Baseline Survey or the *Community Environmental Response Facilitation Act (CERFA) Report, Fort Ord* (April 8, 1994).
 - 20.1. The Grantee acknowledges that lead based paints present an exposure risk to young children and pregnant women, which could result in lead poisoning resulting in neurological damage. The Grantee covenants and agrees to provide notice of said risks to any successor or assign of any interest in said property pursuant to this deed.
 - 20.2. The Grantee covenants that it has received the opportunity to conduct a risk assessment or inspection for the presence of lead-base paints or lead based paint hazards prior to the execution of this conveyance. The Grantee further covenants that it will provide for an inspection, abatement, and/or elimination of any lead based paint hazard prior to the occupancy or use said portion of the property.

containing a lead based paint hazard by successors or assigns as required by and in compliance with applicable federal and state law. The Grantee covenants and agrees to be responsible for any remediation of lead based paint or lead based paint hazards on the property found to be necessary after the date of conveyance.

- 20.3. The Grantee covenants and agrees, on behalf of it, its successors and assigns, to indemnify and hold harmless the Grantor and Army, its agents and employees against any health problems which may result from the existence of lead-based paint on the property or any claims by the parties in relation to thereto.
21. The Grantee acknowledges that said property is located on a former military installation with a history of ordnance and explosive (OE) use. Although OE investigations indicate that OE is unlikely on the property, there is a potential for OE to be present. In the event that the Grantee, its successors or assigns, should discover or become aware of ordnance or explosives on the property, the Grantee agrees it shall not attempt to remove or destroy it but shall notify local law enforcement officials and the Directorate of Law Enforcement at the Presidio at Monterey for prompt disposal of such ordnance at no expense to the Grantee.
22. The Grantee, its successors and assigns, acknowledges that said property is located within the vicinity of general aviation airports, and covenants and agrees to obtain a determination of no hazard to air navigation issued by the Federal Aviation Administration, pursuant to 14 CFR 77, for any proposed structure which would exceed an elevation of 330 feet mean sea level at its highest point.
23. An obligation by the Army to reimburse any money under this deed is subject to the availability of appropriated funds, and nothing in this deed shall be interpreted to require obligations or payment by the United States in violation of the Anti-Deficiency Act.
24. The Grantee and its successors and assigns shall hold harmless, defend, and indemnify the United States, its employees, agents, and representatives, from and against any suit, judgment, cost or other fee (including death, illness, or loss of or damage to property or economic loss) that results from, or is in any manner predicated upon, the release or threaten release of any hazardous substance, pollutant, or contaminant, or petroleum or petroleum derivative as a result of the activities of the Grantee or the Grantee's successors, assigns, transferees, and/or agents except where such suit, claim, demand or action, liability, judgment, cost or other fee is the result of negligence or willful misconduct by the Department of Defense or any of its employees, agents, or representatives.
25. Subject to the limitation and other requirements contained in Section 303 of the National Defense Authorization Act for Fiscal Year 1993 (P.L. 102-484), as amended (10 U.S.C. 2687), the Secretary of Defense shall hold harmless, defend, and indemnify the Grantee, its successors and assigns, transferees, and/or agents from and against any suit, judgment, cost or other fee arising out of any claim for personal injury or property damage (including death, illness, or loss of or damage to property or economic loss) that results from, or is in any manner predicated upon, the release of any hazardous substance, pollutant, or contaminant, or petroleum or petroleum derivative as a result of Department of Defense activities at the Fort Ord NPL site.
26. In the event that there is a breach by the Grantee, its successors or assigns, of any of the conditions and covenants, whether caused by the legal or other inability of the Grantee, its successors or assigns, to perform said conditions and covenants, the Grantor will give written notice, with a reasonable time stated therein, that the Grantee shall eliminate, rectify, cure, or commence actions necessary to cure said breach. Upon failure to eliminate, rectify, cure, or commence actions necessary to cure said breach within the time set forth in the notice, all right, title, and interest in and to said premises shall, at the Grantor's option revert to and become the property of the Grantor. In addition to all other remedies for such breach, the Grantee, its successors and

assigns, at the Grantor's option, shall forfeit all right, title, and interest in any and all of the tenements, hereditaments, and appurtenances thereunto belonging. The failure of the grantor to require in any one of more instances complete performance of any of the conditions or covenants shall not be construed as a waiver or relinquishment or such future performance, but obligation of the Grantee, its successors and assigns, with respect to such future performance shall continue in full force and effect.

27. The Grantor, Army, and other federal agencies, have the right of access, upon reasonable notice, to inspect for compliance with the provisions herein, as well as applicable federal laws and regulations. The Grantor, to the extent it knows, will give the Grantee reasonable prior notice of the intention of Army or other federal agencies to enter. Such notice shall not apply when the entry is required for safety, environmental, operation, or security or law enforcement purposes.

During the above access situations, the United States, and its agencies will be liable to the extent allowed by the Federal Tort Claims Act for wrongful death, personal injuries, or property damage resulting from negligent or wrongful act or omission of any employee of the United States while acting within the scope of his employment, arising out of this conveyance. Further, said Grantor, or other federal agency employees will be covered by the Federal Employees Compensation Act, to the extent allowed by law, for injuries to said employees.

28. The Grantee, by its acceptance of this deed, covenants and agrees for itself, and its successors and assigns, that in the event the Grantor exercises its option to revert all right, title, and interest in the property to the Grantor, or the Grantee voluntarily returns title to the property in lieu of a reverter, then the Grantee shall provide protection to and maintenance of said property at all times until such time as the title is actually reverted or returned to and accepted by the Grantor, including the period of any notice of intent to revert. Such protection and maintenance shall, at a minimum, conform to the standards prescribed by the General Services Administration in its regulations FPMR 101-47.402 in effect as of the date of this deed.

IN WITNESS WHEREOF, the Grantor has caused these presents to be executed in its name and on its behalf on this the 13th day of April, 1998.

UNITED STATES OF AMERICA

Acting by and through the Secretary of the Interior

By Martha K. Leicester

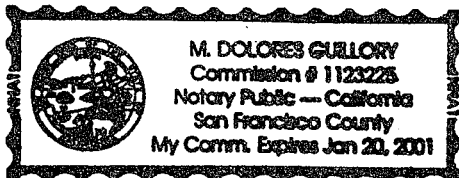
Martha K. Leicester

Acting Regional Director, Pacific West

National Park Service

(COUNTY OF SAN FRANCISCO)
) SS.
 (STATE OF CALIFORNIA)

On this 13th day of April, 1998, before me, the subscriber, personally appeared Martha K. Leicester, to be known and personally known to me to be the Acting Regional Director, Pacific West, National Park Service, of the United States of America, acting by and through the Secretary of the Interior, a governmental agency of the United States of America, and known to me to be the same person described in and who executed the foregoing instrument as such Acting Regional Director, Pacific West aforesaid, as the act and deed of the United States, for and on behalf of the Secretary of the Interior, and he acknowledged that he executed the foregoing instrument for and on behalf of the United States of America, for the purposes and uses therein described.



Witness my hand and official seal.

M. Dolores Guillory
 NOTARY PUBLIC

The foregoing conveyance is hereby accepted and the undersigned agrees, by this acceptance, to assume and be bound by all the obligations, conditions, covenants and agreements therein contained.

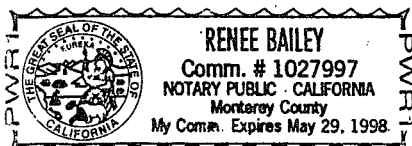
City of Marina, California

By *[Signature]*

Date 4-23-98

(COUNTY OF MONTEREY)
) ss.
 (STATE OF CALIFORNIA)

On this 23 day of April, 1998, before me, the undersigned notary, the subscriber, personally appeared and being the duly authorized official of the City of Marina, California and known to me to be the same person described herein and who executed the foregoing acceptance of said on behalf of the city of Marina, California, for the purposes and uses therein described.



Witness my hand and official seal.

Renee Bailey
 NOTARY PUBLIC

Exhibit A

Description of Parcel A, Being a Portion of Fort Ord
Military Reservation, Shown as Parcel 1 in Volume 19
Page 1 for the City of Marina

CERTAIN real property situated in Monterey City Lands Tract No. 1, County of Monterey, State of California, particularly described as follows:

PARCEL A (27.235 ACRES)

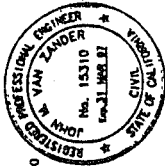
COMMENCING at a 6" concrete monument with lead and tack (no tag) found at that certain Corner Numbered two hundred sixty-one (261) of Parcel 1, as said corner and parcel are shown and so designated on that certain map entitled "Record of Survey showing the Perimeter Boundary of the Fort Ord Military Reservation, etc.", filed September 7, 1994 in Volume 19 of Surveys, at Page 1, Records of Monterey County, California, said monument and corner being at coordinate Northing = 2138286.563 and Easting = 5745102.987; thence

- (a) S. 77° 55' 43" W., 3680.54 feet to the TRUE POINT OF BEGINNING (being at coordinate Northing = 2137516.848 and Easting = 5741503.834); thence
- (1) S. 56° 33' 29" E., 181.47 feet; thence
- (2) S. 47° 51' 16" E., 403.83 feet; thence
- (3) S. 29° 11' 45" W., 478.33 feet; thence
- (4) S. 39° 53' 22" W., 171.53 feet; thence
- (5) S. 14° 58' 50" W., 308.06 feet; thence
- (6) S. 20° 53' 46" W., 96.22 feet; thence
- (7) S. 15° 18' 06" E., 183.54 feet; thence
- (8) S. 17° 52' 59" W. (at 78.15 feet, a point hereinafter being referred to as "Point A"), 208.16 feet; thence
- (9) N. 72° 39' 23" W., 894.99 feet; thence
- (10) N. 16° 51' 19" E., 793.54 feet; thence
- (11) N. 44° 32' 33" E., 921.14 feet to the TRUE POINT OF BEGINNING.

SURVEYOR'S STATEMENT

THIS MAP CORRECTLY REPRESENTS A SURVEY MADE BY ME OR UNDER MY DIRECTION IN CONFORMANCE WITH THE REQUIREMENTS OF THE LAND SURVEYORS ACT AT THE REQUEST OF THE CITY OF MARINA IN JANUARY 1998

JOHN M. VAN ZANDER
P.C.E. 15310
STATE OF CALIFORNIA
EXPIRES 31 MARCH 1997



RECORDER'S STATEMENT

FILED FOR RECORD AT THE REQUEST OF BESTOR ENGINEERS, INC. THIS MAP HAS BEEN EXAMINED IN ACCORDANCE WITH SECTION 8766 OF THE LAND SURVEYORS ACT THIS DAY OF 1998, AT PAGE 11 OF 11. RECORDS OF MONTEREY COUNTY, CALIFORNIA.

BRUCE A. REEVES
COUNTY RECORDER
SERIAL NO. _____
FEE: \$ _____
DEPUTY _____

COUNTY SURVEYOR'S STATEMENT

THIS MAP HAS BEEN EXAMINED IN ACCORDANCE WITH SECTION 8766 OF THE LAND SURVEYORS ACT THIS DAY OF 1998.

COUNTY SURVEYOR _____
STATE OF CALIFORNIA
EXPIRES: _____

LEGEND
• SET 3/4" I.P. WITH PLASTIC PLUG "RCE 15310"

RECORD OF SURVEY

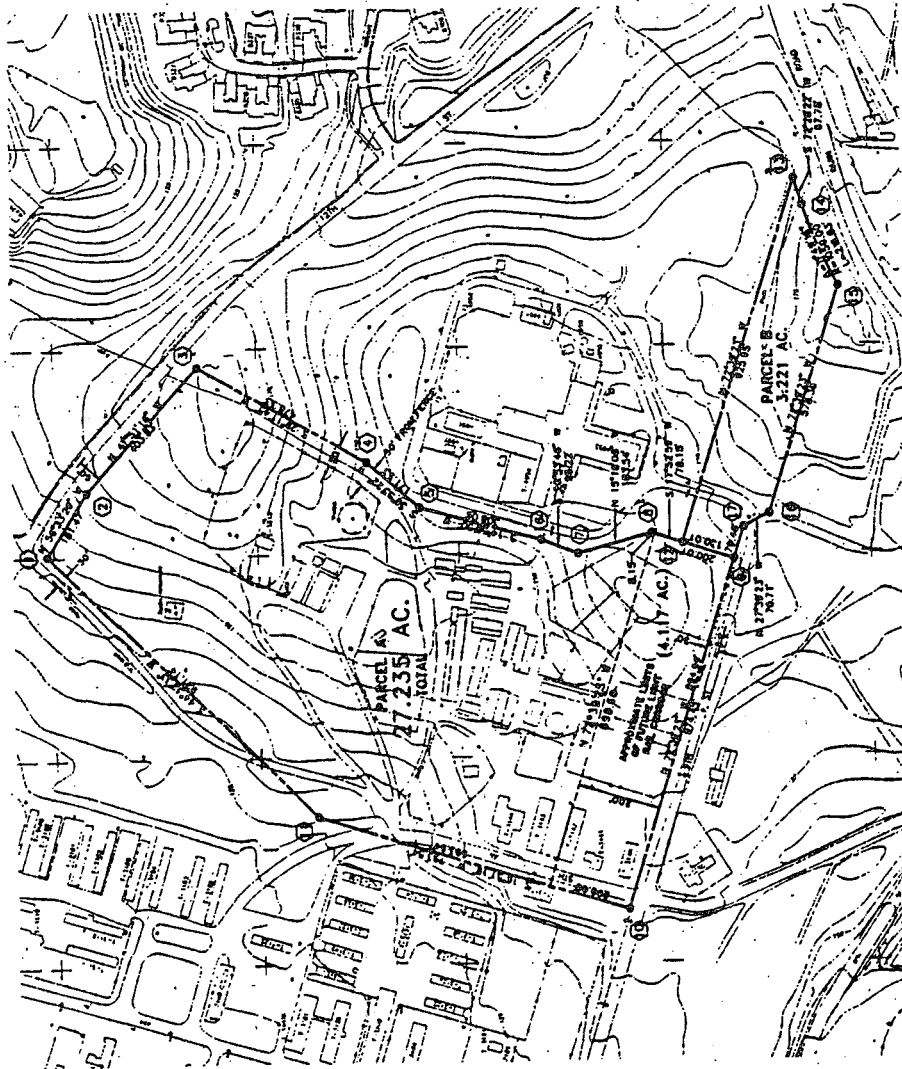
SHOWING
BOUNDARY OF A 27.235 AND 3.221 ACRE PARCEL
BEING A PORTION OF FORT ORD MILITARY RESERVATION
(AS SHOWN IN VOL. 18 OF SURVEYS, PAGE 1)

IN
MONTEREY CITY LANDS TRACT No. 1,
MONTEREY COUNTY, CALIFORNIA

FOR
CITY OF MARINA



BESTOR ENGINEERS, INC.
CIVIL ENGINEERS - SURVEYING - LAND PLANNING
8701 BLUE LAMBERT LANE, MONTEREY, CALIFORNIA 93940
JANUARY 1998 SCALE: 1" = 200' W.O. 5443 113
SHEET 1 OF 1



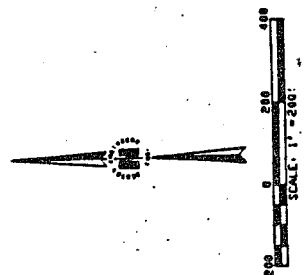
NOTE REGARDING DERIVATION OF COORDINATES:

STATE PLANE COORDINATES BASED ON THE NORTH AMERICAN DATUM OF 1983 (1987). ZONE 4 WERE DETERMINED FOR THE BOUNDARY CORNERS USING GLOBAL POSITIONING SYSTEM (GPS) FAST-STATIC SURVEYING TECHNIQUES. THE COORDINATES LISTED ARE THEREFORE NOT STATE PLANE COORDINATES. THE COORDINATES LISTED ARE THEREFORE NOT STATE PLANE COORDINATES. TO OBTAIN GRID DISTANCES, MULTIPLY THE GROUND DISTANCES BY THE MEAN PROJECT COORDINATION FACTOR. NO ROTATION WAS APPLIED WHEN THE STATE PLANE COORDINATES WERE SCALED THEREFORE, THE BEARINGS SHOWN ARE BEARINGS BASED ON THE LAMBERT PROJECTION FOR CALIFORNIA STATE PLANE ZONE 4.

BASIS OF BEARINGS

THE BASIS OF BEARINGS FOR THIS SURVEY IS THE GRID BEARING OF N 37°05'40" E BETWEEN CALIFORNIA HIGH PRECISION GEODETIC NETWORK (CHPN) CONTROL POINTS CA HPN 105 13 AND 941 3450 N. THE GRID BEARING IS BASED ON THE LAMBERT PROJECTION FOR CALIFORNIA STATE PLANE ZONE 4. THE COORDINATES FOR THE TWO CONTROL POINTS WERE ESTABLISHED BY THE CALIFORNIA DEPARTMENT OF TRANSPORTATION (CALTRANS) IN CONJUNCTION WITH THE NATIONAL GEODETIC SURVEY (NGS) IN 1992. THE BEARINGS FOR THIS SURVEY WERE ESTABLISHED USING GLOBAL POSITIONING SYSTEM (GPS) FAST-STATIC SURVEYING TECHNIQUES.

	NORTHING	EASTING
1	213716.818	5741481.918
2	213716.818	5741481.918
3	213716.818	5741481.918
4	213716.818	5741481.918
5	213716.818	5741481.918
6	213716.818	5741481.918
7	213716.818	5741481.918
8	213716.818	5741481.918
9	213716.818	5741481.918
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11	213716.818	5741481.918
12	213716.818	5741481.918
13	213716.818	5741481.918
14	213716.818	5741481.918
15	213716.818	5741481.918
16	213716.818	5741481.918
17	213716.818	5741481.918



APPENDIX A

Form A.2 Program of Utilization and Site Map

RESOLUTION 2017-28

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA APPROVING THE ADOPTION AND IMPLEMENTATION OF THE PROGRAM OF UTILIZATION FOR THE MARINA EQUESTRIAN CENTER PARK APPROVED BY THE NATIONAL PARK SERVICE ON JANUARY 12, 2017; DIRECT STAFF TO PREPARE AND ISSUE A REQUEST FOR PROPOSAL (RFP) FOR A CONCESSIONAIRE TO OPERATE AN EQUESTRIAN FACILITY AT THE MARINA EQUESTRIAN CENTER PARK CONSISTENT WITH THE PROGRAM OF UTILIZATION AND DIRECTION FROM NPS; AND PROVIDE STAFF WITH ANY FURTHER DIRECTION.

WHEREAS on July 16, 2013, City Council unanimously adopted a proposed Program of Utilization (POU) for the Marina Equestrian Center Park (Exhibit A);

WHEREAS in July 2013, the proposed POU was submitted to the National Park Service;

WHEREAS on January 12, 2017, the National Park Service communicated its approval of the proposed POU with the proviso that the City establish a suitable plan to make boarding of horses an equitable park use (Exhibit B);

WHEREAS the City is authorized to seek a concessionaire to operate the equestrian facility and Council's adoption of the POU is required preliminary to issue a Request for Proposal (RFP);

NOW, THEREFORE BE IT RESOLVED that the City Council hereby:

1. Approves Resolution No. 2017- approving the adoption and implementation of the Program of Utilization for the Marina Equestrian Center Park, submitted to the National Park Service in July 2013 and approved by the National Park Service on January 12, 2017;
2. Directs staff to prepare and issue a Request for Proposal (RFP) for a concessionaire to operate an equestrian facility at the Marina Equestrian Center Park consistent with the Program of Utilization and direction from NPS

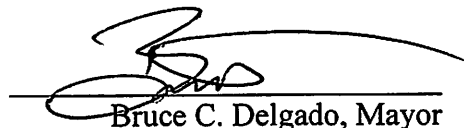
PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting duly held on the 21st day of March, 2017, by the following vote:

AYES: COUNCIL MEMBERS: Amadeo, Morton, O'Connell, Brown, Delgado

NOES: COUNCIL MEMBERS: None

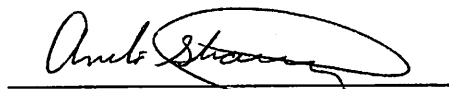
ABSENT: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None



Bruce C. Delgado, Mayor

ATTEST:



Anita Sharp, Deputy City Clerk

Proposed Program of Utilization

This is a Program of Utilization for property known as the "Marina Equestrian Center" (herein referred to as "MEC"), deeded from the US Government to the City of Marina on April 13, 1998 under the National Park Service's Federal Lands to Parks Program.

This program of utilization specifies the use of the property consistent with the Quitclaim Deed recorded in the County of Monterey on April 24, 1998; and specifies budget, time for completion and environmental impacts.

Physical Description

The MEC is an approximately 35-acre facility bound by Ninth Street on the south, California Avenue to the west, Imjin Parkway to the north and the former post stockade to the east. The site includes five of the six original buildings of the 1941 Fort Ord Station Veterinary Hospital, three arenas, one round pen, 73 horse stalls, and 33 horse turnouts. Unrelated existing structures on the site are a portable building formerly used by the Army Corps of Engineers, and a shortwave radio building with accompanying radio antennas. There is a cell tower on the site from which additional monthly income for park development is generated.

Purpose

Geographically, Marina is without dispute the northern gateway to the Monterey Peninsula, Fort Ord National Monument, and Fort Ord Dunes State Park. The MEC will be key in Marina's plans to market this identity, besides being a recreational draw in itself.

The MEC shall serve the residents of the City of Marina and tourists to the Monterey Peninsula as a multi-use recreational facility with a primary focus on outdoor recreation serving as a primary connection between the urban and natural resources of the City of Marina by capitalizing on its proximity and connections to the newly designated Fort Ord National Monument (Department of the Interior) and the Fort Ord Dunes State Park (California State Parks). It will serve as a spacious public park with natural landscapes, stables, horse and bicycle rentals; serve as a recreation hub for activities by individuals and groups; and be a venue for public events and celebrations for the city and region. Community access and programming will be developed for the radio and portable buildings in coordination with recreation and cultural programs provided by the City alone and in cooperation with regional park programming providers.

The park is half a mile from another Lands to Parks transfer, consisting of 12 acres at 8th Street and 2nd Avenue. With proper planning, the MEC will connect the two federally granted parks and provide much-coveted northern gateway to the Monterey Bay at Fort Ord Dunes State Park. The existing Monterey Bay Coastal Trail through the state park enables recreationers to travel 29 miles between Castroville to the north and Asilomar/Pacific Grove to the south. Trekkers will branch off the coastal trail into Marina and to the MEC for amenities, services, rental of horses and bikes, and greenway access to Fort Ord National Monument.

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In addition to the connection between the urban and natural worlds the park will provide a connection between Fort Ord's past and present. Combining a location rich in recreational potential with structures whose history unites a number of compelling themes, the park will beckon locals and visitors to exploration and refreshment. With enhancement of naturalistic landscapes, the addition of scenic walking paths and facilities for picnics, horse/bicycle rentals, outdoor recreation, and public and private events, the MEC shall be the emblem of Marina excellence in recreation, as Golden Gate Park is for San Francisco.

In addition to creating new and needed recreational opportunities, the proposal further benefits the public by potentially anchoring a new community identity, creating jobs, and supporting the local economy. The City of Marina and its residents have identified these benefits as goals consistent with the community's vision (City of Marina, 2003).

Outdoor recreation is a \$46B annual industry in California. Marina's weather, location, and the resources given by the Army on the breakup of Fort Ord, including airport, beach, equestrian center, and trail system make it an ideal destination for outdoor recreation tourists.

Concept Plan

Outdoor recreation is prescribed by the Fort Ord Base Reuse Plan. The City of Marina is already an outdoor recreation venue on the Peninsula. The MEC is very well situated to provide both a destination venue and to fulfill the desired connection between the urban and natural resources of the City of Marina, and the City with the newly designated Fort Ord National Monument and the Fort Ord Dunes State Park.

The MEC will provide and manage significant new public outdoor recreation opportunities for all on the park site and the surrounding area. It will serve as both a venue and a recreation hub for residents and tourists to enjoy the horseback riding, off-road and on-road bicycling, and hiking. The equestrian facilities on the site will be available for public use, horse rentals, lessons, guided trail rides, both temporary and some private, long-term boarding, and multiple disciplines of equine therapy. All amenities will promote informal and structured cultural and recreational opportunities. All recreational opportunities will be available to the local and regional public, and insofar as possible be accessible for people with disabilities. Associated parking and other required support amenities will be included as part of the development of the site.

The MEC's second major connection is cultural. Thematically, the park will capitalize on the five Fort Ord Station Veterinary Hospital structures, which provide an excellent example of the mobilization-style construction now fast disappearing on Fort Ord. This medical facility is a significant landmark in the history of warfare, represented the final years of horse use by U.S. cavalry and field artillery. The continuity of use and unaltered appearance of the structures create an opportunity for living history. Historical continuity will also be an important aspect of MEC design and branding. The park will have a retro military theme for signage, accouterments, and amenities, to contribute to the singular identity of the venue and to avoid stylistic clashes when used for living history events. The buildings have been identified as the last existing World War II era veterinary hospital in the United States.

FUNCTIONS OF THE MARINA EQUESTRIAN CENTER**Public Park**

The MEC will serve as a community park with picnic area, benches, landscaping, bike racks, and walking paths for visitors.

The area north of 9th Street, east of California Avenue and west of the large arena, south of the small arena will be closed to vehicular traffic. This southeast corner of the property, in and around the historical structures lining California Street (the C-5 Building and Colic Building and its surrounding area) will be most heavily used for general park purposes. The large open space between these buildings and the main arena will serve as picnic area, a place for public and private events. Addition of picnic facilities, barbecues, bench seating, and landscape will transform this area and provide an inviting place to meet, eat and mingle. The addition of a gazebo will provide a stage, enhancing both private and public events.

Hiking paths will be developed through the natural landscape of the northwestern portion of the property. A trail will traverse the northern perimeter of the property along Imjin Parkway to further the objective of creating connections for multiple disciplines of recreational users and commuters to the residential neighborhoods of Marina. Developing a run/walk path between the park and Peninsula Wellness Center to the west along Imjin Parkway will encourage development of a cooperative, outdoor fitness program for fitness center members and its patients.

Landscaping will pay homage to traditional military and national-park practices such as white-painted rocks demarking flowerbeds. Additional trees will be added to soften sea breezes and improve shade and aesthetics. Nature trails will draw visitors into the natural, coastal landscape. Interpretive signage will enhance the knowledge and enjoyment. Vista points will be accessed by trails and enhanced with installation of seating.

Trails and Recreation Hub

The City of Marina will capitalize on the open space corridor prescribed in Fort Ord Reuse Plan Map 3.6-1. The MEC will provide trailhead amenities as set forth in the land application submitted by the City of Marina to the National Park in a letter of May 25, 1994, citing “the need to keep the stables open at Fort Ord to provide public recreation and to take advantage of the extensive trail system currently available, particularly in the north-easterly region of the base.” Connection with the trail system is an extremely valuable aspect of the MEC, both in economic and recreational terms. The MEC will provide bike racks, hitching posts, trailer parking, and water for man, horse, and dog, maps, restrooms, picnic tables, and other typical recreation hub amenities, including a snack shop. The City will also plan a route for the “Beach to National Monument” that connects with the MEC and the second Lands to Parks transfer at 8th Street and 2nd Avenue.

Cultural and Educational Center

Stabilization and revitalization of the veterinary hospital buildings will allow for interpretation of the buildings in their original use as well as stress the broader scope of military presence on the Monterey Peninsula; provide meeting and event space; provide a venue for historical displays

both from Fort Ord and other military periods of interest; and incorporate a Marina visitor center and reception area with brochures and maps. Installation of equipment to accommodate automated slide-talks and/or movie programming that tells the history of the Fort, Marina and the County through photos and films will be incorporated. The story of the soldier and the warhorse may be further illustrated with reenactments and demonstrations in the equestrian portion of the park.

The MEC will be integrated into Marina life as a destination for annual school trips and senior outings, rec department activities, and community events. Children's horse, art, and nature day-camps will be offered in the summer. Instruction will be provided by volunteer docents, groups, and businesses or city or school district staff. Space for these classes will be available in the C-5, Colic, C-6, and portable and radio buildings.

Focuses may include:

- Fort Ord and Presidio of Monterey history
- site history
- equestrian topics
- native plants
- Native American history
- leave-no-trace trail principles
- bike-horse safety
- art
- shortwave radio and citizens' emergency response

Equestrian Center

Utilization of the property as an equestrian center was the guiding purpose of the land grant from the National Park Service through the Federal Lands to Parks program. In its application letter, dated May 25, 1994, the City of Marina cites a need to "operate the stables for community benefit and to make the stables available to military families, as well as the civilian community at large. Recently F.O.R.G. (the Fort Ord Reuse Group) amended the reuse plan to allow the use of a stable in the area it is currently located."

The equestrian functions of the property will continue. The City currently is engaged in preparation of a Request for Proposal for a concessionaire to restructure and manage equestrian uses of the park, with the specific direction to increase public uses and access. Guided trail rides, lessons, and equine activities are to be offered to the public.

The ability to rent horses for riding lessons and guided trail rides will be a significant feature of the park. The facility will also accommodate transient horse use by enabling tourists to board horses for a day or for the duration of a longer stay in our local hotels/motels and for equine events.

A portion of the existing stables will be available for self-care and full-care boarding. Fees for these services will be at market rate, although City of Marina residents may receive a resident discount. This is not to suggest fewer privately owned horses, but rather, better management of the space available to minimize the area dedicated to private use. Partial funding of the planned park improvements is dependent upon generation of revenues from horse boarding.

Qualified providers will offer a variety of horse-based therapeutic programs such as PATH, EAGALA, and Horses for Heroes.

Public-event Venue

Public events such as history days, Halloween, Veterans Day, and other holiday celebrations put on by City of Marina and partners, as well as lectures, and meetings will be accommodated in and around the buildings. The buildings will provide multiple private party and meeting venues. Uses are expected to include city-sponsored activities and events as well as use of the buildings and grounds for weddings, birthdays, and other private events. Possible addition of a gazebo may enhance these uses. Currently the C-5 building will accommodate approximately 75 seats for meetings and has a sink/prep/storage area with no oven. The Colic Building contains a kitchen with oven and small stage/meeting area. The portable building will also accommodate such use.

The outdoor arenas will be available for public rental.

Recreation Center

Bike rentals and bicycle tours to Fort Ord National Monument and Fort Ord Dunes State Park will be available. The venue will be marketed as bike friendly, with trailer parking, bike racks, and maps.

This currently under-utilized City land resource will address a newly identified, continually growing need in Marina and the region for easy access to trails and open space that offer significant distances and points of interest. The MEC will allow the development and ongoing operation of unique multi-use recreational facilities and opportunities otherwise unattainable by the City.

Site Improvements

The City anticipates working with a park planner to develop future improvements on the site. For example, the topography of the north easterly area of the property may be ideally suited for an amphitheater cut into the leeward side of the property. The natural bowl-like setting may lend itself to construction of a community amphitheater. This will provide a venue for live stage productions, movies, and other performances.

Bike rental and storage facilities will be developed. Hitching posts and watering troughs added. Additional bathrooms installed and food concession incorporated. Portions of the areas presently identified as turnouts will be transformed to complement the park uses.

Time for Completion

The City of Marina regards the fulfillment of this Program of Utilization as high priority.

Budget

The City of Marina will retain the oversight of the proposed park and facility; enlist a park

planner as needed; and direct the development through full implementation. An independent concessionaire will be sought for operation of the site consistent with the intended use and ongoing operating costs.

Environmental Impacts

The proposed utilization is consistent with prior public and equestrian use under army ownership, albeit with expansion of the number of users/visitors. While appropriate site specific environmental evaluation will occur during project planning, larger scale environmental evaluations conducted under the base re-use process did not identify any sensitive environmental resources on this site (Fort Ord Base Reuse Authority, 1997).

Guiding Documents

Current and future uses of the Project Site must be consistent with several planning documents including the National Park Service's Federal Lands to Parks Program, the California Outdoor Recreation Plan, the Fort Ord Reuse Plan, and the City of Marina Parks and Recreation Plan.

The National Park Service (NPS) requires land acquired through the Federal Land to Parks Program be used for "public park and recreational use in perpetuity." The land may be "developed for a single recreational activity, or multiple recreation activities, or be used to support an existing park or recreation area by providing parking or improved access. It may serve as a community center, a neighborhood park, a town square, or a regional or state park" (National Park Service, 2004). The proposed use for the Project Site is consistent with NPS goals as it develops a public park and recreational area serving several recreational purposes. The proposed services will attract individuals and groups throughout the community and beyond and will serve as a community center, a neighborhood park, a recreation hub, and a venue for public and private events.

The California Outdoor Recreation Plan (CORP), as developed by the California State Parks' Planning Division, serves as the master plan for parks, outdoor recreation, and open space for all recreation providers. The CORP states that the goal of all park and recreation providers in California should be meeting the park and recreation needs of all current and future residents.

The Fort Ord Reuse Plan for the City of Marina further defines CORP's broader goals by setting the overall parameters for recreational uses in the former Fort Ord area within which this park is situated. In particular, Objective D for the City of Marina's Recreation Policies and Program is, "Establish a system of community and neighborhood parks which provide recreation opportunities reflective of local community standards" (Fort Ord Reuse Authority, 1997). Objective E reads, "Create opportunities for economic revitalization of the former Fort Ord through encouragement of commercial recreation opportunities in appropriate settings" (1997). Both of these objectives are accomplished in the proposed use.

The Fort Ord Reuse Plan also suggests the City "utilize the existing equestrian center site as a major community open space for the district to provide recreational amenities for the residents" (1997).

The following sub-policy statements in the Recreation and Open Space Element of the Fort Ord Reuse Plan further support the proposed use:

Recreation Policy D-1: The City of Marina shall designate and locate park facilities to adequately serve the current and projected population of Marina within the former Fort Ord for both active recreation as well as to provide for passive uses such as scenic vistas, fish and wildlife habitat, and nature study.

The proposed use for the MEC will provide facilities for active and passive recreation for the current population and accommodate the projected population for the City of Marina, including the expected increase in population related to planned housing developments in the surrounding area.

Recreation Policy D-2: The City of Marina shall develop active parkland within the former Fort Ord which reflects the adopted City of Marina standard of 5 acres of neighborhood/community parks per 1,000 population.

The proposed facility would provide significantly increased access to quality recreation opportunities for this population in a unique park.

Recreation Policy D-3: The City of Marina shall maximize use of existing former military recreation facilities as a catalyst for creation of quality parks and recreation opportunities.

The military used this site for equestrian recreation when Fort Ord was an army base. This proposal would improve currently under-utilized equestrian resources to allow increased public recreational opportunities for both the horse enthusiast and the passive observer. This plan will expand the use of the facilities and create an equestrian and outdoor recreation venue for the 3.3 million tourists annually to the Monterey Peninsula, in addition to its residents.

The California Outdoor Recreation Plan acknowledges one of the major advantages to participating in outdoor recreation and having a more active lifestyle is improved physical health. Safe and attractive facilities that promote physical activities are important to city residents and enhance Marina as an attractive place to live and work. The proposed use includes facilities that support opportunities to maximize the health benefits of active recreation.

The Marina Parks and Recreation Facilities Master Plan (MP&RFMP) mission states "The City of Marina is committed to establishing and maintaining facilities, parks and services that enhance the quality of life for all ages, cultural origins and abilities" (2005). The plan describes a "Community Park" as "a recreation area that provides recreational opportunities for several neighborhoods" and avoids "duplication of facilities already provided in neighborhood parks." The proposed use will serve people of all ages, cultural origins and abilities from neighborhoods throughout the region, and would be unique in size and scope in the City of Marina and the County of Monterey.

In addition, the following statements contained in the document further support the proposed use:

Goal 7: Promote regional and state park and recreational facilities that contribute Marina's evolving role as a visitor-serving/recreational-based destination on the Monterey Peninsula.

Objective 7-2: Explore the development of new regional-based recreational facilities.

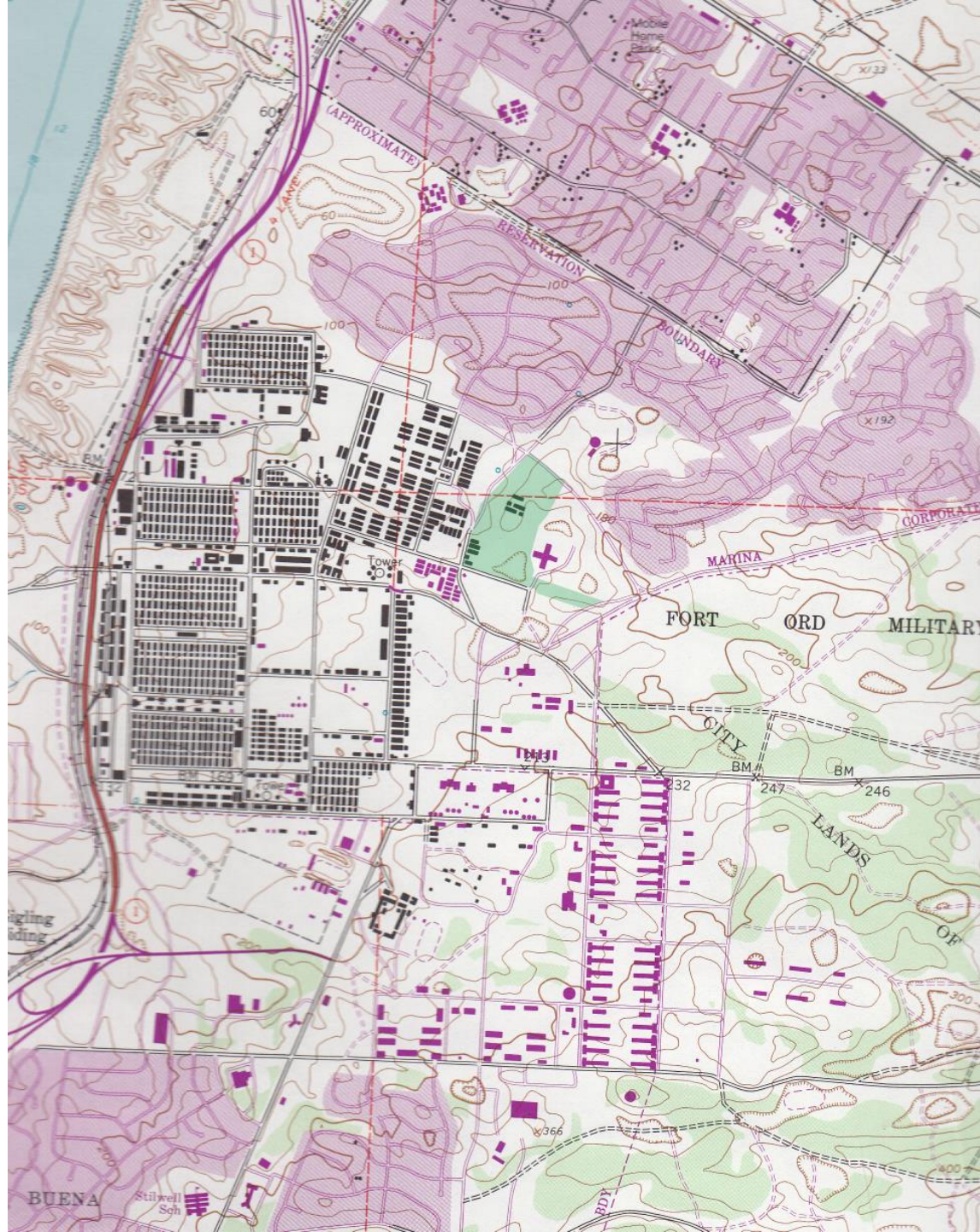
Objective 7-3: Identify opportunities that would enhance Marina's identity and role as a visitor-serving coastal destination.

Policy 7-3: Solicit proposals to develop new, regional based recreational facilities.

Summary

Overall, the proposed project meets or exceeds the approved recreational goals and objectives set forth in the guiding documents that govern the use of the MEC and enables the City of Marina to achieve its recreation and open space objectives. The proposed use provides the City of Marina with a unique and significant public recreational opportunity that is consistent with the community's vision for the future of the City.

United States
Geological
Survey Map
1976



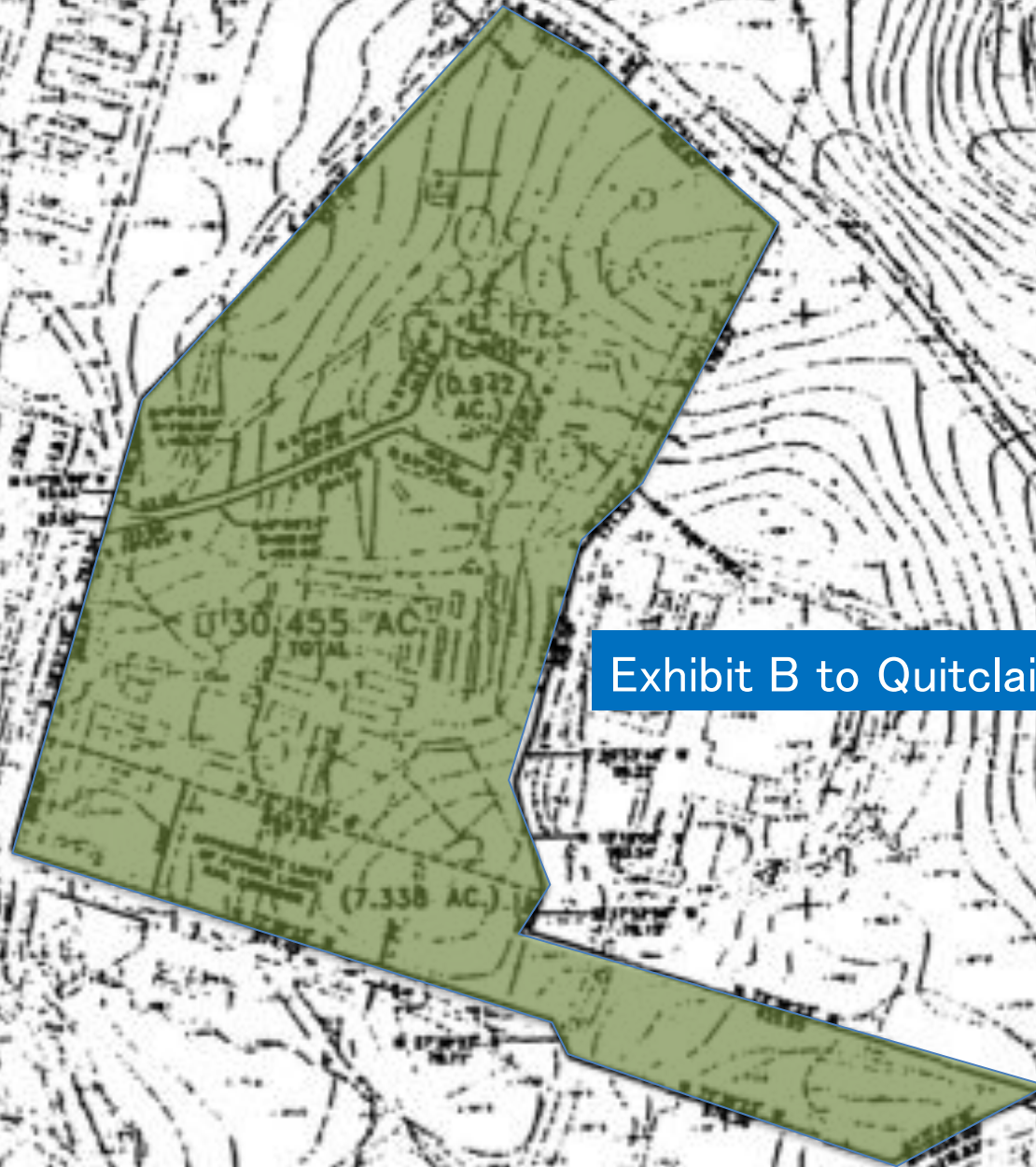
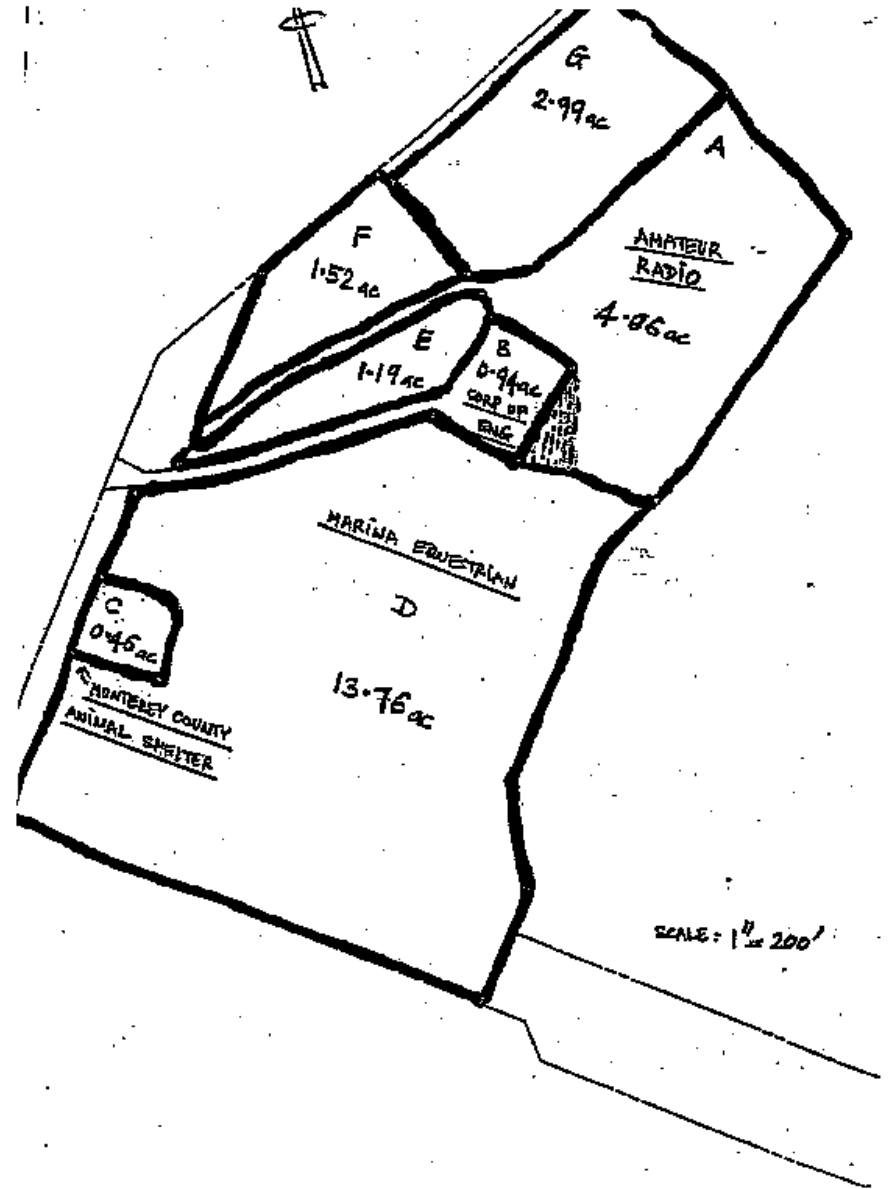


Exhibit B to Quitclaim Deed



Current Configuration

- 14 acres of stables
- Amateur Radio Station
- *Unoccupied* Army Corps of Engineers Building
- *Unoccupied* dog kennel
- 100'-wide trail extending towards open space



The map illustrates the layout of the 2010 Winter Paralympic Village, situated between Imjin Road to the north and 8th Street to the south. The village is bounded by 5th Avenue to the west and DX Drive to the east. A 'Corridor to Recreational Trails and Open Space' runs along the southern boundary.

Legend:

- VETERINARY STRUCTURES
- STALLS
- TURNOUTS
- ARENAS
- NORTHERN STRUCTURES

Key:

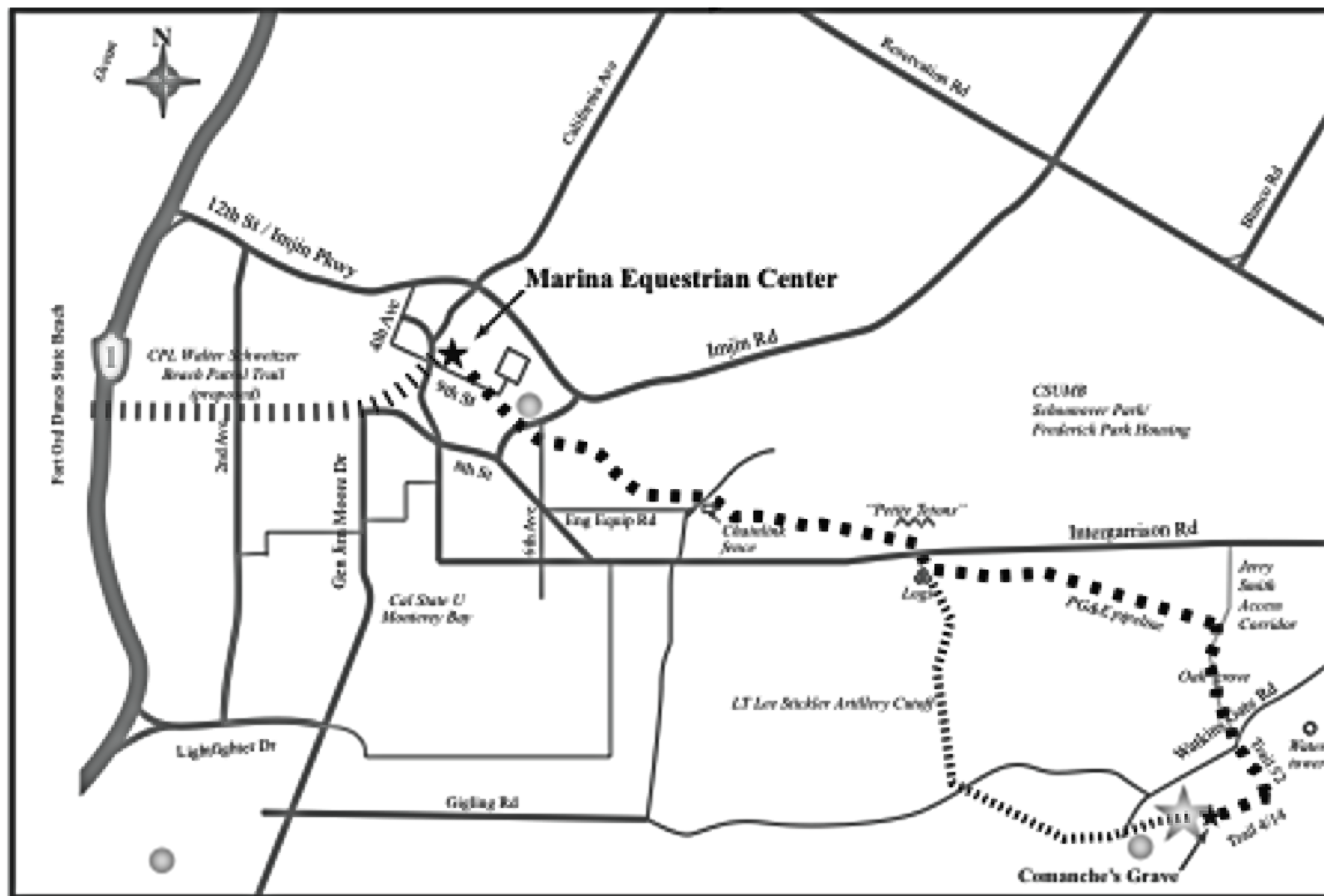
- P parking
- R restroom

Map Details:

- Northern Structures:** Includes the 'Army Engineers' building and a 'Radio' tower.
- Arenas:** Three red rectangular buildings labeled 'Arena 1', 'Arena 2', and 'Arena 3'.
- Turnouts:** Yellow-outlined areas labeled '8 turnouts', '15 Turnouts', and '17 Turnouts'.
- Stalls:** Blue-outlined rectangular buildings arranged in rows, labeled 'Row A' through 'Row H', with specific stall counts (e.g., '16 self', '10 self').
- Veterinary Structures:** Green-outlined buildings on the left side, labeled '3144 "kennel"', '3143 "barn B"', '314 "barn A"', '3141 "cottage"', and '3140 "hall"'. Restroom symbols (R) are shown near the kennel and barn A.
- Other Features:** A 'Pen' (red circle) is located near Arena 2. A 'Stockade' (gray cross-shaped area) is on the right. A 'Corridor to Recreational Trails and Open Space' is at the bottom right.
- Roads:** Imjin Road (top), 8th Street (bottom), 5th Avenue (left), and DX Drive (middle).

Key
 parking
 restroom

Trails from Marina Equestrian Center Trailhead





FORT ORD REUSE PLAN



SOURCE: Jones & Stokes, 1995; Reimer Associates, (Re-projected), 1995; Monterey Co., 1995; EDAW, 1996.

LEGEND:

- | | |
|--|--|
|  Riparian/ Estuarine Corridor |  Trail/Open Space Link |
|  Parks/Open Space |  Major Projected Habitat: |
| | BLM: Bureau of Land Management |
| | UCNRS: University of California |
| | Natural Reserve System |

FORARREC.DWG
EMC Planning Group Inc. Rev.: 6/7/01 9:37 PM

FIGURE 3.6-1
REGIONAL OPEN SPACE SYSTEM

From: Siegenthaler, David [mailto:david_siegenthaler@nps.gov]
Sent: Thursday, January 12, 2017 5:10 PM
To: Gail Morton; Layne Long
Cc: Terry Siegrist
Subject: Marina Equestrian Center Program of Utilization

In September 2013 we received an updated draft Program of Utilization (POU) for the 27.24-acre Marina Equestrian Center ("MEC POU Approved by Council 7-16-2013"). Since that time we have had several conversations regarding implementation of a Program of Utilization at the site, and our reservations regarding approval of a POU that contained a statement that some areas would still be dedicated to private use. We also understood that there may be some local controversy regarding the highest and best public recreational use to which the property should be put that perhaps the City was still in the process of resolving. In general, however, we find that the proposed utilization plan represents an improved approach to opening the area to public recreational use and would meet NPS requirements for consistency with the terms of the property transfer, with one caveat.

The one area of major concern for us is the private boarding of horses. The first priority, as we understand your POU, would be for stabling horses needed for lessons and rentals, as well as some short-term boarding for visitors coming to the area to use the trails. Those very clearly serve the public park purpose.

Private long-term boarding of horses is not a public recreational use of the site. As we have stated in previous communications, boarding of horses is not precluded as a legitimate public recreational use of the park in certain circumstances. Those circumstances require that boarding of horses be structured such that it is a public use, not one that establishes a long-term right of exclusive occupancy. This requires a fair allocation system for boarding opportunities – such as waiting lists, rotations, and award of limited duration (even if longer than short-term) boarding contracts with no guarantee of renewal that allow broad public use. Boarding of horses for anything more than short-term periods, if allowed at all, should use a small percentage of the boarding space available. The presence of privately owned boarded horses may not impede the public access to and use of the park. Horses owned by a concessionaire that are used for public rental, trail rides, and riding instruction may reside at the stables while in such service. No portion of the park may be dedicated to private use.

The proposed POU remarks that park improvements depend upon income from horse boarding. As stated above and previously, the park is restricted to use only for park and public recreation area purposes. Therefore any activity conducted on the site must be for that purpose. Generation of revenues by a non-public-recreational use may not be justified on the basis of its eventual economic support of the park. Therefore, any boarding that occurs, must be carried out as a public use. Also, under the terms of the deed, any revenues generated on the parkland must be channeled back to park maintenance, operations, and improvements.

With the proviso that the City establishes a suitable plan to make boarding of horses an equitable public park use, we concur in the revised program of utilization presented in the referenced 2013 document.

We assume that any site plans that would alter the facilities or use of the area would be subject to compliance with state and local requirements regarding environmental and cultural resources.

As a reminder, the area must be permanently and clearly signed as land that was received from the federal government for use as a public park. Our current guidance is for the following language: “This park land was acquired through the FEDERAL LANDS TO PARKS PROGRAM of the United States Department of the Interior, National Park Service, for use by the general public”.

As you know, any concession or license agreements must be reviewed by the National Park Service for consistency with the terms of the transfer. Leases and granting of easements or any property rights, are not allowed.

Biennial Reports are also required under the terms of the transfer, and should be submitted to NPS by the City of Marina, not by a licensee or concessionaire. They should include reports of park use and condition, revenues and expenditures, capital improvements, management issues, and a certification regarding non-discrimination and use of revenues. We have a standard form available for this purpose.

Please let me know if you have questions or concerns about any of this, and best wishes to you in the next phase of this project.

Sincerely,

David Siegenthaler
Pacific West Region
National Park Service
333 Bush Street, Suite 500
San Francisco, CA 94104-2828
V: 415-623-2334
F: 415-623-2387

Federal Lands to Parks
Land and Water Conservation Fund
Urban Park and Recreation Recovery Program
National Historic Lighthouse Preservation Program

March 17, 2017

Agenda Item: **11c**

Honorable Mayor and Members
of the Marina City Council

City Council Meeting
March 21, 2017

**CITY COUNCIL CONSIDERS ADOPTING RESOLUTION NO. 2017–
APPROVING THE ADOPTION AND IMPLEMENTATION OF THE
PROGRAM OF UTILIZATION FOR THE MARINA EQUESTRIAN
CENTER PARK AND DIRECT STAFF**

REQUEST:

It is recommended that the City Council:

1. Consider adopting Resolution No. 2017– approving the adoption and implementation of the Program of Utilization for the Marina Equestrian Center Park, submitted to the National Park Service in September 2013 and approved by the National Park Service on January 12, 2017;
2. Direct staff to prepare and issue a Request for Proposal (RFP) for a concessionaire to operate an equestrian facility at the Marina Equestrian Center Park consistent with the Program of Utilization and direction from NPS; and
3. Provide staff with any further direction.

BACKGROUND:

The 35-acre parcel of property at 5th Avenue and 9th Street known as the “Marina Equestrian Center Park” was deeded by the U.S. Government to the City of Marina on April 13, 1998, under the National Park Service’s Federal Lands to Parks Program. Government ownership is mandatory and the land must be used as a public park and recreational area in perpetuity.

Together, the Quitclaim Deed recorded 4/24/1998, the “Public Conveyance of Parks and Recreation Property at Fort Ord 7/28/1993,” and the letter dated 5/25/1994 with City of Marina Resolution No. 94-23 provided for the transfer of 34.7 acres commonly referred to as “horse stables at Fort Ord” to remain as equestrian center for public recreation and use.

Use of the premises is subject to review and approval by the National Park Service. In a letter to the City dated 12/30/1997, the National Park Service requested a more detailed program of utilization for the stable parcel.

The Program of Utilization was developed by means of an ad-hoc committee, public hearings, and direction of council. On July 16, 2013, City Council received the proposed POU for consideration. (See **EXHIBIT A**, “Proposed Program of Utilization,” approved by City Council on July 16, 2013.) Council voted unanimously to accept the proposed POU and appointed Councilmember Morton to a) meet with city staff, the city manager, and the city attorney when necessary to review and modify the document where necessary, b) incorporate councilmembers’ revisions from the meeting, c) contact the NPS representative for input and approval of the POU, and d) report back to the City Council no later than the first meeting in September 2013 with a status update. The POU was submitted to the National Park Service and on July 25, 2013, a telephonic conference was held with David Siegenthaler of the National Park Service, wherein NPS acknowledged receipt and cursorily reviewed the proposed POU with staff and Councilmember Morton.

Councilmember Morton and City Manager Layne Long repeatedly made efforts to secure written response to the POU and the first communication was received on January 12, 2017.

On January 12, 2017, the National Park Service communicated its approval of the revised POU with the proviso that the City establishes a suitable plan to make boarding of horses an equitable park use. This communication is attached as **EXHIBIT B**.

ANALYSIS:

The Marina City Council has prioritized the development of the equestrian center as a public park, consistent with the land grant and the best interests of Marina residents and the surrounding community.

The proposed POU was approved by the National Park Service as fulfilling the intentions of the land grant, which cites the park's ideal location along the trail system between Fort Ord National Monument and Fort Ord Dunes State Park. The POU now requires adoption and implementation by the City. The operation and management of an equestrian facility and activities are highly specialized. The City of Marina is not presently equipped to operate an equestrian facility and will not be so within a reasonable period. The Lands to Park program authorizes the use of concessionaires to offer public services. It is advantageous to the City to issue a Request for Proposal (RFP) to solicit a concessionaire for the establishment of a public equestrian facility and park on approximately 15 acres of the Marina Equestrian Center Park property.

The National Park Service has final approval of any concession agreement. In its approval of the POU, the National Park Service identified private boarding of horses as an area of major concern, as not being a public recreational use of the site. The boarding of horses is not precluded, however, if structured such that it is a public use, "not one that establishes a long-term right of exclusive occupancy." The public use may be achieved by: a) allocating a limited percentage of the available boarding space for private boarding, b) limiting the duration of boarding contracts, with no right of renewal, and c) implementing rotations and waiting lists, *inter alia*.

The POU sets as first priority the stabling of horses for lessons and rentals, as well as short-term boarding for visitors traveling to use the trails and attend events. Boarding should be structured so that no one requesting public-access use of stabling facilities be turned away owing to lack of accommodations. Transient use must have priority over private boarding; if transient demand cannot be met, renters must be removed to free up space. When transient demand is met, short-term boarding is permitted.

Any concessionaire will necessarily need to provide a fair allocation system for private boarding opportunities for the National Park Service to approve.

FISCAL IMPACT:

The financial impact of the City Council's decisions is unknown at present. The funds in Fund 25, Dept. 282, "National Park Service Activity," shall be applied to offset any monetary impact of the City Council's decisions from this agenda item.

CONCLUSION:

This matter is submitted to the city council for consideration and action.

Respectfully Submitted

Gail Morton

Gail Morton

City Council Member

REVIEWED/CONCUR:

Layne P. Long

City Manager, City of Marina

APPENDIX B
Form B.1

PROPOSED RENT TO CITY

The portion of the MEC Park designated for use by the equestrian lessee shall be set at a base rent per month. The proposer shall offer a minimum base rent or may also offer a combination of fixed rent and a percentage of gross sales from operations. The proposed rent does not include the utility payments, which shall be the responsibility of the lessee.

Proposers bidding for use of facilities outside of the equestrian designated area may offer a minimum rent and/or calculate price by \$X.XX per square foot of business space.

The area of the additional buildings are as listed:

- Veterinary Ward A 3142 (---- sq ft)
- Veterinary Ward B 3143 (---- sq ft)
- Colic Building 3141 (---- sq ft)
- Veterinary Clinic 3140 (---- sq ft)

Budget Item	Amount Payable to City (\$)
Proposed Rent for Equestrian Concessionaire Property	
Proposed Rent for Additional/Outside Square Footage	
<i>Veterinary Ward A 3142 (4780 sq ft)</i>	
<i>Veterinary Ward B 3143 (4475 sq ft)</i>	
<i>Colic Building 3141 (1315 sq ft)</i>	
<i>Veterinary Clinic 3140 (1864 sq ft)</i>	
Proposed Security Deposit	
Total	



CITY OF MARINA
ENGINEERING

JAN 04 2021

RECEIVED

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f. Proposer's Cash Flow Analysis and Pro Forma.....	Page 23-25
g. Additional Information.....	Page 26-36
Site Map	
Brochures	
Branding ideas	
Dunn and Bradstreet credit score	
Waiver	
Incident Report	



a. Transmittal Letter

Request for Proposal to lease the Marina Equestrian Park and provide recreational facilities and programs to the public.

Chaparral Country Corporation
4040 Woodside Rd
Woodside, Ca 94062
408-726-8453
info@chaparralcorporation.com

Contacts and Authorizations to represent firm:
Shawn Mott info@chaparralcorporation.com or shawnhorsepark@yahoo.com
Susan Pennell sue@psrt.com

Chaparral Country Corporation will act as a single proposer.

Chaparral Country Corporation will bear sole and complete responsibility for all work.

Shawn Mott: 

(408) 726-8453
458 Palo Alto Avenue Mountain View CA 94041
chaparralcorporation.com

B. Proposers Qualifications and Evidence of Financial Stability

Chaparral Ranch is committed to provide an exceptional horse activity program for the general public. We focus on fun, education, safety and appreciation of the benefits that interaction with the horses can bring. We strive deliver a quality and enriching experience.

Horseback riding and other horse activities promote many benefits to participants and the community at large. These benefits include fitness, outdoor activity, plus many educational and behavioral insights through working in partnership with an animal. This appreciation of the natural world through the immersive experience of being with horses is the key to the services that Chaparral brings to the public. With the current situation of our world at this time this has become increasingly more important to the community.

Chaparral Ranch has been providing horse activities to the public since 2009. Prior to 2009 we offered similar services at Sheridan Equestrian Center in Sunol.

Chaparral is currently contracted with several counties and many external organizations.

We currently have a program in Ed Levin Park in Milpitas which includes teaching lessons, educational programs, camps and trail rides. We have been serving the county of Santa Clara since 2009. We have currently approximately 50 horses at a facility in Milpitas.

We have been serving San Mateo since 2015 at Folger stable in Wunderlich Park. At Folgers stable we currently offer boarding, lessons, trail rides, camps, Educational programs and youth activities such as scouting. We also maintain the horse portion of the facility and a large arena. There are currently 15 horses at our Woodside location.

Our San Francisco facility currently runs programs at Bercut Equitation field in Golden Gate Park. We are currently offering lessons, trail rides, saddle club, pony rides, camps and we will be adding beach rides. There are currently 15 horses at our San Francisco site.

Chaparral is also contracted with the city and county of San Francisco for rides at their Camp Mather facility in Yosemite during the summers. We have been working with the city and county of San Francisco since 2017. Due to covid the facility has not been able to hold their programs. When this program is in full swing it runs from June to September with approximate 15 to 20 horses. We service the San Francisco residents and the general public for trail rides and pony rides

Our other contracts include the cities of Redwood City, Los Gatos, Santa Clara, Milpitas, The National Parks Association, Ocean Grove and Connecting Waters charter school and boy and girls scouts of Northern California.

Chaparral focuses on a safe and reliable experience for the public, our complement of 100 plus horses and friendly staff are handpicked to deliver our services with high standard of service, safety and professionalism. These core values align with our vision statement. We are excited to be able to expand this vision to the city of Marina and the county of Monterey.

Our Mission Statement: To service the public with horse experience's through, recreation, outdoor experiences, California heritage, nature, hands on interaction and to help preserve open space and county facilities for future generations. To also bring together the amazing relationship between horses and humans through a positive fun and safe interaction.

Key Personnel**Shawn Mott CEO and trainer**

Shawn has been working with horses and clients for over forty years. Shawn is an Eagle Scout who prides himself on teaching all the values he has learned to his students and constituents. Shawn grew up riding gaited horses and mules. At the age of 10 he worked with a Native American who was his mentor and taught him how to train and work with horses. Shawn started the carriage program in downtown Los Gatos. Shawn also trained the Oakland Mounted Police Department at Shoreline Park in Mountain View. Through the years Shawn has created teams of horses that love their jobs and are comfortable working with people of all ages and abilities.

Susan Pennell Secretary/Treasurer

Susan is a veteran owner and manager of two successful restaurants and a catering company in the Bay Area. She brings depth of knowledge of customer service and operational oversight coupled with her love of horses to Chaparral Corporation and along with Shawn is a founding member.

Siobhan MacDermott/Financial Advisor

Siobhan joined Bank of America in July 2016 after leading the Cyber Economics Practice at Ernst and Young consulting to Fortune 500 board on geopolitics and cybersecurity. She is currently vice chairman in Global Corporate an Investment banking based in Silicon Valley with a primary focus on global technology clients. Siobhan is currently on several board seats around the world. She graduated from Temple University with a Bachelor of Arts in German Language and Literature. She also has a Master in Economics from Thunderbird School of Global Management and has worked in eight countries and speaks five languages. As a child Siobhan learned to ride in Germany. She currently owns several Andalusian and quarter horses and is an avid rider.

Jenny Bryant/Operations

Growing up Jenny spent every school break she could at her cousin's stable, Birch Park Arabians. There were many gorgeous Arabians that were bred and foaled there. Jenny was able to handle new babies and stallions and learn basic ground work and then started taking lessons. She learned enough to begin helping on her grandfather's cattle ranch. Jenny joined Chaparral Ranch in 2009 in her senior year in high school. During the time with us, Jenny has expanded on her skills learning directly from Shawn. Jenny has been an invaluable asset for the last 10 years.

Jessica Pennell/ Marketing and Operations

Jessica comes from a background of catering and event planning for one of the largest caterers in Silicon Valley for 2 years. She has always been very athletic and moved on to manage a yoga studio in downtown Palo Alto for over 3 years. She came to us with a wealth of information on how to run an event, run a business and has taken business profits up with her marketing skills. Jessica is passionate about horses and business in general. We welcome her and her skills.

Chaparral Corporation currently employees twenty five full and part time roles. As well as direct employees we utilize outside contractors and noncore business services as needed.

The recreational activities such as trail rides and camps are highly seasonal and we serve this cyclical need through part time employees during the peak seasons.

We have a network of relationships including special trainers, horse therapy programs and experienced payroll and employment law and financial specialists that we use.

Below is the qualifications for our staff positions.

Professional resumes for the Managers, lead instructors will be provided.

Manager Position – on site:

4 years management experience

2 years professional experience with horses

Managers are responsible for the overall operational success of the site; this includes but not limited to maintaining a safe and secure environment for clients, visitors and employees.

Specific manager duties will include:

Hiring and maintaining staff levels

Defining and implementing staff roles and responsibilities

Staff discipline, professionalism and clear rules of conduct.

General appearance of staff and uniform requirements.

Regular communication meetings with staff.

Assurance of staff quality and customer service to clients.

Employee handbook.

Staff training.

Employee time cards

Lesson Instructors:

Minimum 3 years prior lesson instruction experience

Proficient in English and Western riding disciplines

Customer service focused

Will be required to do life scan background checks

Must be at least 18 years of age

CPR/first aid certified

Trail Guides:

Minimum 2 years experience with horses

Minimum 1 year experience in customer service

All other staff are required to have at least 2 years experience with horses and or customer service

Instructors will be covered under liability insurance of proposer.

Enclosed is a listing of up to three locations in which we have we have provided the services outlined in this RFP

- 1. Name of Property:** Chaparral Ranch
- 2. Address/location:** 3375 Calaveras Rd, Milpitas Ca

3. **Years of operation:** 2009 to 2017
4. **Size and Scope:** 32 stalls 300 acres pasture and trails. Lesson and camp programs
5. **Performance metrics:** Most stall are occupied by owner. 10 are boarder stalls
6. **Gross revenue:** Lessons 427,000.00, Camps 201,000.00, Trail rides 103,000.00
7. **Private leasing fee:** \$4400.00 monthly
8. **Years at this location** 8 years
9. **Contact info:** Susan Pennell 408-726-8453 or info@chaparralcorporation.com

1. **Name of Property:** Chaparral at Woodside
2. **Address/location:** 4040 Woodside Rd, Woodside Ca
3. **Years of operation:** 2015 to present
4. **Size and Scope:** 30 stalls, 972 acres of park trails, lessons, camps, trail rides
5. **Performance metrics:** 20 stalls occupied by boarders, 10 by owner, multiple turnouts
6. **Gross revenue (5years):** Boarding 1,440,000.00, lessons 312,000.00, trail rides 263,000.00, camps 284,000.00, youth events 162,000.00
7. **Public leasing fee:** 1% for 2 years, 4% for remainder of contract on gross revenue
8. **Contact info** Susan Pennell 408-726-8453or info@chaparralcorporation.com

1. **Name of Property:** Chaparral at Golden Gate
2. **Address/location:** 1 Chain of Lakes Drive, San Francisco Ca
3. **Years of operation:** 2017 to present
4. **Size and Scope:** 20 stalls for our horses, use of west side of Golden Gate park and Ocean beach
5. **Gross revenue:** lessons 346,000.00, trail rides 133,000.00, youth 349,000.00
6. **Leasing fee:** 4% of gross revenue per month
7. **Years operating:** 2 years Camp Mather in Yosemite and 1 year Golden Gate park
8. **Contact:** Susan Pennell or Shawn Mott 408-726-8453 or info@chaparralcorporation.com

Conflict of Interest

Chaparral Country Corporation acknowledges that no city employee whose position in the city enables him/her to influence the selection of a Proposer for this RFP, or competing RFP, nor any spouse or economic dependent of such employees, shall be employed in any capacity be a proposer or have any direct or indirect financial interest in the selection of a Proposer.

Chaparral Ranch as never been in any contract terminations, lawsuits, litigation or claims, settlements connected to any of our programs or contracts.

Evidence of Tax Revenue / Filings (years 2018 & 2019) – Refer to Subsequent Pages
(Refer to Section G for Dun & Bradstreet Credit Score Info)

Form **1120**

U.S. Corporation Income Tax Return

OMB No. 1545-0123

Department of the Treasury
Internal Revenue ServiceFor calendar year 2019 or tax year beginning _____, 2019, ending _____,
Go to www.irs.gov/Form1120 for instructions and the latest information.**2019**

A Check if:

1a Consolidated return
(attach Form 990)☒

TYPE

b Life/nonlife consolidated return

☐

OR

2 Personal holding co.
(attach Schedule C)☐

PRINT

3 Personal service
corp. (see instructions)☐CHAPARRAL COUNTRY CORPORATION
458 PALO ALTO AVENUE
MOUNTAIN VIEW, CA 94041

B Employer identification number

27-0939720

C Date incorporated

9/21/2009

D Total assets (see instructions)

\$ 196,672.

4 Schedule M-3 attached ☐E Check if: (1) ☐ Initial return (2) ☐ Final return (3) ☐ Name change (4) ☐ Address change

INCOME	1a Gross receipts or sales.	1a	1,786,096.	
	b Returns and allowances.	1b		
	c Balance. Subtract line 1b from line 1a	1c	1,786,096.	
	2 Cost of goods sold (attach Form 1125-A)	2	554,039.	
	3 Gross profit. Subtract line 2 from line 1c.	3	1,232,057.	
	4 Dividends and inclusions (Schedule C, line 23)	4		
	5 Interest	5		
	6 Gross rents	6		
	7 Gross royalties	7		
	8 Capital gain net income (attach Schedule D (Form 1120))	8		
	9 Net gain or (loss) from Form 4797, Part II, line 17 (attach Form 4797)	9		
10 Other income (see instructions — attach statement)	10			
11 Total income. Add lines 3 through 10.	11	1,232,057.		
DEDUCTIONS FOR LIMITATIONS ON DEDUCTIONS SEE INSTRUCTIONS	12 Compensation of officers (see instructions — attach Form 1125-E)	12	35,000.	
	13 Salaries and wages (less employment credits)	13	158,129.	
	14 Repairs and maintenance	14	12,242.	
	15 Bad debts	15		
	16 Rents	16	52,752.	
	17 Taxes and licenses	17	22,700.	
	18 Interest (see instructions)	18	9,209.	
	19 Charitable contributions	19		
	20 Depreciation from Form 4562 not claimed on Form 1125-A or elsewhere on return (attach Form 4562)	20	21,285.	
	21 Depletion	21		
	22 Advertising	22	4,214.	
	23 Pension, profit-sharing, etc., plans	23		
	24 Employee benefit programs	24		
	25 Reserved for future use	25		
	26 Other deductions (attach statement)	26	1,016,595.	See Statement 1
	27 Total deductions. Add lines 12 through 26	27	1,332,126.	
	28 Taxable income before net operating loss deduction and special deductions. Subtract line 27 from line 11	28	-100,069.	
CREDITS, AND PAYMENTS TAX REFUNDABLE	29a Net operating loss deduction (see instructions)	29a	0.	Stmnt 2
	b Special deductions (Schedule C, line 24)	29b		
	c Add lines 29a and 29b	29c		
	30 Taxable income. Subtract line 29c from line 28. See instructions.	30	-100,069.	
	31 Total tax (Schedule J, Part I, line 11)	31	0.	
32 2019 net 965 tax liability paid (Schedule J, Part II, line 12)	32			
33 Total payments, credits, and section 965 net tax liability (Schedule J, Part III, line 23)	33	0.		
34 Estimated tax penalty. See instructions. Check if Form 2220 is attached	34			
35 Amount owed. If line 33 is smaller than the total of lines 31, 32, and 34, enter amount owed	35	0.		
36 Overpayment. If line 33 is larger than the total of lines 31, 32, and 34, enter amount overpaid	36			
37 Enter amount from line 36 you want: Credited to 2020 estimated tax Refunded	37			

Sign
Here

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Signature of officer

Date

Title

May the IRS discuss
this return with the
preparer shown below?
See instructions.☒ Yes ☐ NoPaid
Preparer
Use Only

Print/Type preparer's name

Trisha Moore

Preparer's signature

Trisha Moore

Date

Check ☐ if
self-employed

PTIN

P11791420

Firm's name ▶ Trisha L. Moore

Firm's address ▶ 1129 Wright Ave.

Mountain View, CA 94043

Phone no.

2019

Federal Income Tax Summary

Page 1

CHAPARRAL COUNTRY CORPORATION

27-0939720

	2019	2018	Diff
INCOME			
Gross receipts less returns/allowance	1,786,096	915,312	870,784
Cost of goods sold	554,039	516,410	37,629
Gross Profit	1,232,057	398,902	833,155
Interest	0	1	-1
Gross rents	0	5,755	-5,755
Total income	1,232,057	404,658	827,399
DEDUCTIONS			
Compensation of officers	35,000	50,800	-15,800
Salaries/wages less employment credits	158,129	109,410	48,719
Repairs and maintenance	12,242	7,919	4,323
Rents	52,752	50,570	2,182
Taxes and licenses	22,700	5,521	17,179
Interest	9,209	3,054	6,155
Depreciation	21,285	66,052	-44,767
Advertising	4,214	2,542	1,672
Other deductions	1,016,595	143,596	872,999
Total deductions	1,332,126	439,464	892,662
TAXABLE INCOME			
Taxable income (line 28)	-100,069	-34,806	-65,263
Taxable income	-100,069	-34,806	-65,263
TAX COMPUTATION			
Income tax	0	0	0
Total tax	0	0	0
PAYMENTS AND CREDITS			
Total payments and credits	0	0	0
REFUND OR AMOUNT DUE			
Overpayment	0	0	0
Tax due	0	0	0
SCHEDULE L			
Beginning Assets	210,758	169,220	41,538
Beginning Liabilities & Equity	210,758	169,220	41,538
Ending Assets	196,672	210,758	-14,086
Ending Liabilities & Equity	196,672	210,758	-14,086
TAX RATES			
Marginal tax rate	0.0%	0.0%	0.0%

2019

Federal Balance Sheet Summary

Page 1

CHAPARRAL COUNTRY CORPORATION

27-0939720

ENDING ASSETS

Cash		33,582
Inventories		5,005
Other current assets		62,669
Buildings and other assets	355,010	
Less: Accumulated depreciation	(264,794)	90,216
Other assets		5,200
Total Assets		196,672

ENDING LIABILITIES & EQUITY

Other current liabilities		80,311
Loans from shareholders		213,671
Long term notes payable		74,000
Other liabilities		41,465
Common stock	110,500	110,500
Unappropriated retained earnings		-323,275
Total Liabilities and Equity		196,672

DO NOT MAIL

Form 1120 Department of the Treasury Internal Revenue Service	U.S. Corporation Income Tax Return For calendar year 2018 or tax year beginning _____, 2018, ending _____ ▶ Go to www.irs.gov/Form1120 for instructions and the latest information.	OMB No. 1545-0123 2018
A Check if: 1 a Consolidated return (attach Form 951) ☒ TYPE OR PRINT b Life/nonlife consolidated return ☐ 2 Personal holding co. (attach Sch. PH) ☐ 3 Personal service corp. (see instrs) ☐ 4 Schedule M-3 attached ☐		B Employer identification number 27-0939720 C Date incorporated 9/21/2009 D Total assets (see instructions) \$ 210,758.
E Check if: (1) Initial return (2) Final return (3) Name change (4) Address change		
INCOME	1 a Gross receipts or sales	1 a 916,302.
	1 b Returns and allowances	1 b 990.
	2 c Balance. Subtract line 1b from line 1a	1 c 915,312.
	3 Cost of goods sold (attach Form 1125-A)	2 516,410.
	4 Gross profit. Subtract line 2 from line 1c	3 398,902.
	5 Dividends and inclusions (Schedule C, line 23, column (a))	4
	6 Interest	5 1.
	7 Gross rents	6 5,755.
	8 Gross royalties	7
	9 Capital gain net income (attach Schedule D (Form 1120))	8
	10 Net gain or (loss) from Form 4797, Part II, line 17 (attach Form 4797)	9
11 Other income (see instructions — attach statement)	10	
11 Total income. Add lines 3 through 10	11 404,658.	
DEDUCTIONS SEE INSTRUCTIONS	12 Compensation of officers (see instructions — attach Form 1125-E)	12 50,800.
	13 Salaries and wages (less employment credits)	13 109,410.
	14 Repairs and maintenance	14 7,919.
	15 Bad debts	15
	16 Rents	16 50,570.
	17 Taxes and licenses	17 5,521.
	18 Interest (see instructions)	18 3,054.
	19 Charitable contributions	19
	20 Depreciation from Form 4562 not claimed on Form 1125-A or elsewhere on return (attach Form 4562)	20 66,052.
	21 Depreciation	21
	22 Advertising	22 2,542.
	23 Pension, profit-sharing, etc., plans	23
	24 Employee benefit programs	24
	25 Reserved for future use	25
	26 Other deductions (attach statement) See Statement 1	26 143,596.
	27 Total deductions. Add lines 12 through 26	27 439,464.
	28 Taxable income before net operating loss deduction and special deductions. Subtract line 27 from line 11	28 -34,806.
TAX, C.R.S., AND REFUNDABLE	29 a Net operating loss deduction (see instructions) Stmt 2	29 a 0.
	29 b Special deductions (Schedule C, line 24, column (c))	29 b
	29 c Add lines 29a and 29b	29 c
	30 Taxable income. Subtract line 29c from line 28. See instructions	30 -34,806.
	31 Total tax (Schedule J, Part I, line 11)	31 0.
	32 2018 net 965 tax liability paid (Schedule J, Part II, line 12)	32
	33 Total payments, credits, and section 965 net tax liability (Schedule J, Part III, line 23)	33 0.
34 Estimated tax penalty. See instructions. Check if Form 2220 is attached ☐	34	
35 Amount owed. If line 33 is smaller than the total of lines 31, 32, and 34, enter amount owed	35 0.	
36 Overpayment. If line 33 is larger than the total of lines 31, 32, and 34, enter amount overpaid	36	
37 Enter amount from line 36 you want: Credited to 2019 estimated tax ☐ Refunded ☒ 37		
Sign Here Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.		May the IRS discuss this return with the preparer shown below? See instructions. ☒ Yes ☐ No
Signature of officer _____ Date _____ Title _____ Print/Type preparer's name _____ Preparer's signature _____ Date 4/20/20		Check ☒ self-employed PTIN P11791420 Firm's EIN _____ Phone no _____
Paid Preparer Use Only Firm's name ▶ Trisha L. Moore Firm's address ▶ 1129 Wright Ave. Mountain View, CA 94043		

General Staff:

Chaparral has full staff of experienced horse professional and instructors. Their experience and support will be leveraged to provide consistent quality of service and training for any new employees.

A site-specific organizational chart below; we anticipate a mix of new hires and transfer of existing staff to support the Marina site. This staff will be organized as follows:

1 General Manager

1 full time on-site manager

1 full time night security

1 part to full time operations manager

2 part time lesson instructors

1 full time stall cleaner/maintenance (also do turnouts, feed, blanketing)

1 full time camp director (as needed for camp season)

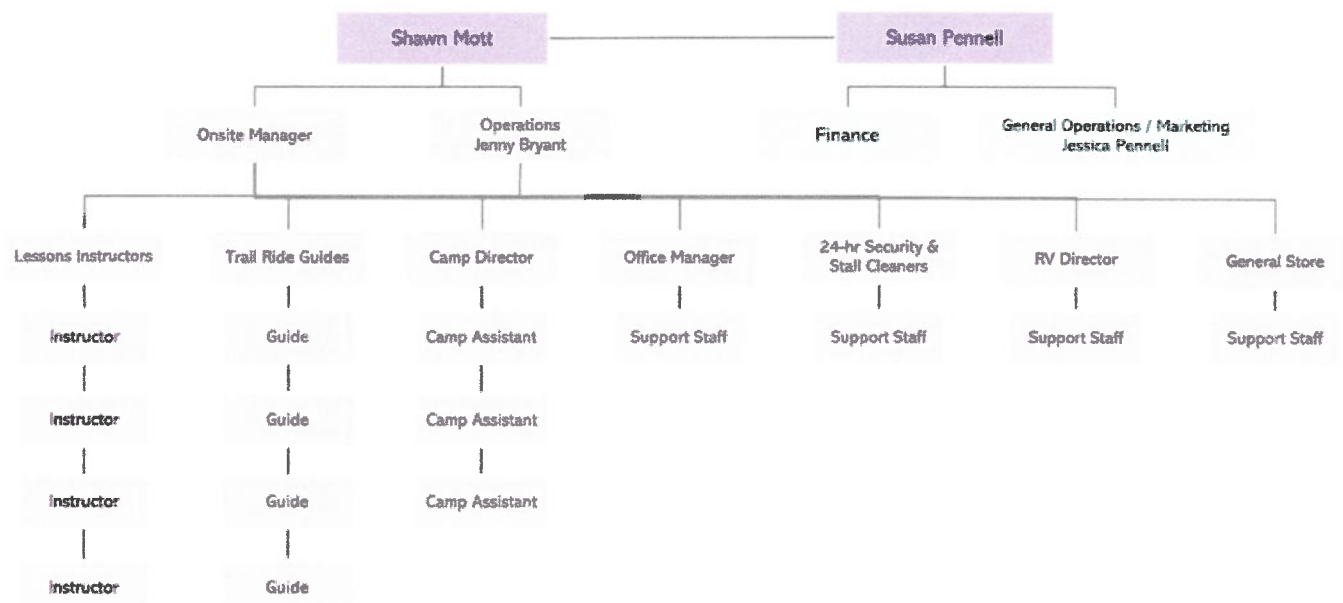
2 full time camp counselors (depends on number of students)

2 part time camp helpers

2 part time trail guides

1 part time accounting person

Other positions to be determined.



C. Proposers References

Phil Ginsberg
General Manager of San Francisco parks and rec
Philip.ginsberg@sfgov.org
415-831-2701

Brian DeWitt
Property manager
Brian.dewitt@sfgov.org
415-328-8249

Scott Lombardi
Supervisor parks and recreation County of San Mateo
slombardi@smcgov.org
650-363-1906 or 650-255-9924

Brian Christensen
Anderson county parks visitor center host
Santa Clara county parks
Brian.christensen@prk.sccgov.org
408-918-7981

Aniko Millan
Previous parks and recreation director for Santa Clara County
aniko@savedbynature.org
415-857-3586

D. Proposer's Concept Plan

Chaparral's vision is to build all an inclusive interactive horse park to introduce the relationship between horses and humans through education, art, history and hands on interaction.

Phase 1

Chaparral ranch proposes phase one of plan for Marina Equestrian center. We will bring in our experienced horses and staff to start lessons, trail rides, camps, scouting programs and other educational programs. Trail rides will amble from Marina Equestrian center through the base to the BLM land. Riders will learn about history, see plants and animals in their natural habitat and can book a 1 hour or longer ride. The connection between Marina Equestrian facility and the Fort Ord National Monument and Fort Ord Dunes State Park is vital to the proposed recreational activities.

Pony rides are a big part of our business and will either be led in the arena or be in a pony ring. Educating children about horses and introducing them helps support horse activities in the future.

We would like to start by improving the main hall, such as painting and cleaning to be able to have events as soon as possible. This space would also be used for camp and scouting programs. Improvements for the fire pit and picnic area need to start immediately. New picnic tables, landscaping, built in barbecue, fire pit, gazebo are to follow the Fort Ord concept. Events such as a grand opening, barbecues, old fashioned picnics, weddings can be marketed and booked in relative time.

Themed events will be held such as War Horse Days depicting the life of cavalry horses, reenactments, American Indian history, Horses through history, holiday themes, and other horse themed events will be depicted.

Chaparral would like to use the cottage as an office and check in for all horse activities. Students would check in, sign waivers, get helmets and be informed where to meet for their ride.

This would be our temporary main office as other building are being finished and it will also serve as the temporary information office.

One of first concepts to be put into place is horses through history program. This would include a wagon or stagecoach ride around the property with a description of different horses and how they were used in the past and today. We will have many different breeds of horses so that the public will receive an informative education about horses and what they were used for and how they have evolved from past to the present.

We would like to start a small pop up museum to be enlarged at a later phase which will show the history of Fort Ord and the horses and how they were used in the military. This could be in the event hall until moved to the army corps of engineers building. The museum will be expanded to have Military memorabilia including the History of Fort Ord and Presidio of Monterey, photos, private collections of western and cowboy history along with horses through history. We have contacted several private collectors and some nonprofit organizations that are excited to help with this endeavor.

We would need to use the caged area next to the Army Corps of Engineers building to lock up equipment such as kubotas, tractor, bobcat, our horse trailers and other necessary equipment. The fencing and gate will need to be repaired.

At this time we will be making decisions about which stalls stay and which may be torn down and how the turnouts and pasture will be set up. An addition of shed rows, barns, hay barn, possible restructure of some turnouts, covered arena, fencing, wagon trail, signs, start of restructure of veterinary wards to house carriages, possible stalls, maintenance area and storage will all be coordinated at this time. All to fit in with the Military theme.

We would like the existing special needs program to stay and continue at their present location. We understand that there is a huge demand for this program. We would like to work with this program and use our website and marketing to build on the existed program.

Chaparral will be responsible for all utilities.

Phase 2

The kennel will house the office for rental of bikes and Segways. These will be run by outside vendors. The public will be taught horse and bike safety, interaction with horses and trail education. The kennel will serve as a storage for their equipment and will also be part of the main offices. An informative display of wild life, native plants wild flowers and education on how to treat the park as a guest in general will be displayed. This building will need some renovation but the existing format will not be disturbed.

The veterinary buildings will be used for carriage storage, storage for other supplies and converted back to horse stalls.

This phase will also include start of renovation on the army corps of engineering building such as painting, clean up and any necessary repairs. This area will serve as a general store, feed store, school for horse education, the main museum, and check in office for the RV Park and play scape area. There will be a main booking office for some of the events in the town and overnight camping such as scouting or school groups.

The play scape course will be an interactive course that represents military training, obstacle course and other activities for all ages.

This phase will include the process of putting in a covered arena for all weather riding.

The RV Park will be included in this phase. RV's would have access to the bathrooms with a camping spot assigned. Other amenities will need to be discussed but will include volley ball court, ping pong table and bocce ball area.

The ham radio area would be set up for picnicking, camping and a western town complete with an Army fort and Army replicas, blacksmith shop, saloon/hotel, jail, town square, bank, trading post, general store,, petting zoo, tipi, canoe and gold panning along with other activities. Most of the town will be facades but some will be interactive. The fort will be interactive. There will be army and old western reenactments scheduled throughout the day. Hands on art stations and other hands on activities will be throughout the town and fort. The ham radio area will be the telegraph office and the jail. Security personnel (sheriff) will be located here.

We would like to add food concession stands at this time to the town and possible other locations. These would also be vendors.

We are concerned about parking so there will be parking by the entrance, by the kennel building and by the army corps of engineers building. We may will be looking at expanding the parking areas as required. To start with lessons and horse activities the existing parking should be sufficient.

Phase 3

Finishing of covered arena.

Finishing of town, museum and general store.

Finishing of RV Park and discovery play scape.

A Firm Example of our Vision

With its rich history and extensive facilities, Ford Ord is the ideal venue for programs and activities aiming to educate about multiple aspects of American history and culture, especially during the first half of the 20th Century. While the flapper scene is nearly universally recognized, contemporary rural America has not received much notice. However, this was the last of the commercial non-mechanized farms. To educate about this, Chaparral would offer a 1930s-themed petting zoo, where children could meet and pet typical farm animals such as (miniature) pigs, sheep, and goats, as well as engage with interactive exhibits describing and depicting rural American farm life before mechanization, such as drawing water from a pump, egg gathering, hay pitching, cow milking, and food preservation.

During this same time period, cowboys were leaving the wide-open ranges and riding, if not into the sunset, at least into Hollywood. Movies shaped public perception of the iconic American cowboy, and with it much of American culture and values. Visitors will be able to walk along a main strip resembling an old-west movie set, order a sarsaparilla from the local saloon, and enjoy many wild-west themed photo opportunities as they enjoy chili and fresh barbeque. They might even catch a glimpse of a larger-than-life hero or villain, or possibly witness a bank robbery or shootout.

Balancing this star-struck view, visitors will also be exposed to less sensationalized depictions of historical cowboys, including themes of multicultural and racial inclusion and the kinds of hard work that helped build this country. Adventuresome spirits can try their hand at throwing a lasso or even enjoying a bareback horse ride experience. They can also learn about famous figures like coachman extraordinaire Charley Parkhurst - who lived as a man until their death.

As always, horses (and mules) will be in the spotlight, both movie stars like Silver, Trigger, and (eventually) Mr. Ed, and their less celebrated but no less important counterparts who provided transportation of soldiers, goods, and families both on and off the screen, in war and in peace. Tribute will be paid to the many horses and mules who have fought alongside humans throughout their shared history, but particularly in the early 20th Century. In addition to informative exhibits, visitors can enjoy seasonal (simulated) sleigh and hayrides, and even caroling in December.

Marketing Strategies:

Chaparral has an extensive marketing program and would like to discuss the possible marketing opportunities that are available to help facilitate the programs at Marina Equestrian stables.

Enclosed is an overview of our marketing strategies

Chaparral's marketing plan is designed to ensure maximum enrollment in all programs/offerings throughout the year. It includes promotion/advertising of services via

Chaparral's website, social media, and twice monthly "Pony Express" newsletter that is sent to over 8000 of our subscribers.

Chaparral is also a Commercial Member of the Bay Area Equestrian Network (BAEN) – <http://www.bayequest.info> - the most popular equestrian resource in Northern California with over 70,000 visitors monthly.

Chaparral also has an extensive website that advertises all of our programs. In addition we have brochures for each facility. We will create a brochure specific to Marina Equestrian Center.

More importantly, Chaparral is a creative, innovative and devoted to expanding and fine tuning it's programs and services to help horse lovers of all ages and capabilities connect and interact with horses in many meaningful ways. We are confident that Chaparral has all of the equine and human resources necessary to be able to accommodate any needs.

Chaparral has a marketing staff devoted to analyzing and staying on top of industry trends. Our staff regularly reviews all available industry and regional news, as well as competitive offerings and advertising, to make sure we are aware of any changes in the industry and modifying our marketing and services as appropriate. Chaparral communicates this information to other staff members in weekly meetings and timely emails. Chaparral's staff works closely with one another so information is also shared verbally on a daily basis.

Chaparral is currently a member of the Pacific Grove and Monterey Chamber of Commerce. We will continue to use brochures and their websites to market Marina Equestrian Facility to the tourists and the local population who flourish this area.

We are looking forward to meeting you to discuss any further marketing needs.

E. Proposer's Services and Maintenance Program**Scope of Services:**

Lessons – English or Western
 Trail rides
 Youth and adult camps
 Saddle club
 Pony rides for children 2 to 5 years old
 Wagon, carriage, hay rides and stage coach rides
 Company groups and team building
 Boy and Girl scout troops
 Charter schools
 Little ranchers
 Little riders
 Clinics
 Horsemanship classes
 Overnight boarding
 Short term boarding
 Themed events
 School
 Camping and RV park

Lesson Program: Students will learn all basics of riding including but limited to safety around the horse, steering, stopping, turning, sitting trot, posting trot, proper balance, control of horse, parts of saddle, tying your horse, mounting, dismounting, grooming, placement of saddle, proper posture position and much more. Student's progress at their own rate. All lessons will be tailored to student's ability.

Western lessons

All levels offered 7 days per week

Lessons are by online reservation only

Ages 6 to 8 ½ hour lessons, 8 years and up one hour lessons

½ hour lesson	45.00
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1 hour lesson	70.00
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English lessons

All levels offered 7 days per week

Ages 10 years and up

½ hour lesson	50.00
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1 hour lesson	80.00
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Camps

Camps are designed for riders of all levels. Students will be divided into groups according to age and ability. Camps are a fun for the students to make friends and have the ability to bond with a special horse. Students will learn to groom, saddle, unsaddle, lead, halter, mount, dismount, parts of the horse, history of the horse, parts of the saddle, tying, horse management such as feeding, washing the horse and much more. Students ride for at least 1 hour per day. On Friday there is a show for to see parents what the students have learned during the week. Students will receive a certificate at the end of the week and have a chance to take pictures on the last day after the show. Camps are from 9 am to 3 pm Mon-Fri.

Spring, summer, fall and winter camps

6 to 14 years of age

9 to 2 Monday-Friday

Extended care until 4	20.00 per hour per child
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Weekly camp fee	600.00 per child
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Daily camp fee	130.00 per day per child
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Trail rides

Come join us for a trail ride through the beautiful tree lined hills of Wunderlich park. Beginner to advanced riders can enjoy the miles of all- weather trails year round. Wildlife and nature abound. We offer ½ hour, 1 hour and 1.5 hour rides. We can offer longer rides also, up to ½ day. Reservations must be made in advance. Riders must be 8 years old. Riders under 18 years of age must wear helmet. Ride levels are left to discretion of wrangler and riders ability. Beginner rides are walking only.

½ hour	45.00
--------	-------

1 hour	70.00
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1.5 hour	100.00
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Saddle club

This 45 minute class has 15 minutes of ground work, such as grooming, learning to lead or pick a hoof. Then students mount and head into the arena for a 30 minute lesson starting with the basics. This is geared more toward the beginning rider.

240.00 for 4 class session

Pony rides

Pony rides are for the younger children between the ages of 2 and 5 years. A wrangler will lead your horse for up to 15 minutes for a pony ride. We also have a ring for walking pony rides.

Pony rides 1.00 per minute

Carriage, wagon and hay rides

Have a ride around our grounds in one of our carriages, wagon or stagecoach. This ride will walk you through the history of horses and the fort Ord facility. You will also be able to rent a carriage for a wedding.

Scout troops

Scouts can take a class for 1.5 hours. This class consists of 45 minutes of ground work. Students will learn about the horse, safety, grooming, parts of the saddle, parts of the horse and general care. Then scouts will mount a horse and take a 45 minutes lesson in the arena.

Scouting 50.00 per student

Charter schools

We offer lessons to charter schools in place of their physical fitness classes. Students can do lessons Monday thru Friday

Prices are same as lesson prices above

Little ranchers

This is a program for children 2 to 5 years of age to learn about the horses. They can groom a horse or pony and then they get to ride with their parent in tow.

Little ranchers 45.00 per hour

Little riders

This is a ½ hour program for the beginning rider. Children can start riding at 5 years old. It is a ½ hour program with 15 minutes of safety, ground work and a 15 minute lesson to start the basics.

½ hour 45.00

Clinics, team building and company groups

Clinics are a wonderful way to introduce the public to horses. There are many different clinics that we can either do ourselves or have special guests. These are tailored to different needs of clients such as what you need to know to own your own horse.

Team building will be structured toward the clients needs. They can be an arena experience that helps

Size and price of clinics TBD

Basic horsemanship class

Basic horsemanship class

This is a 4 week class that entails 3 weeks of learning about horses and ground basics such as grooming, colors and markings, basic vet care, safety, how to clean a hoof, parts of the saddle, herd behavior, leading, lunging and much more. The last class is a 1 hour lesson in the arena. This is geared for the beginner ages 8 and up.

4 week class 250.00

Boarding

Cost to be determined depending on length of stay.

General on Site Manager: Shawn Mott, Jenny Bryant

General Manager Position 40 hours per week

4 Years general management experience

2 Years professional experience with horses

The General Manager is responsible for the overall operational success of the site; this includes maintaining a safe and secure environment for clients, visitors and employees.

Specific General Manager duties will include:

Staffing

Hiring and maintaining staff levels,

Defining and implementing staff roles and responsibilities,

Staff discipline, professionalism and clear rules of conduct.

Staff access to uniforms and general appearance of staff.

Regular Staff communication meetings

Ensuring Staff quality of service to clients

Employee handbook

Staff training

Employee payroll

Regulatory

Responsible for all permits and licenses

OSHA

ADA/ABA requirements

Customer Service and Service Quality

Customer satisfaction.

Customer loyalty

Dispute resolution

Customer guidelines and rules

First aid/incident procedures

CPR qualified

Pricing and service levels

Office, telephone access and online access.

Liaison with city and park staff

Developing Emergency Procedures

Overall Facility Maintenance and appearance.

Coordination with Chaparral Executive team.

Lead Instructor Position 9 to 3, 7 days per week

- Minimum 3 Years prior lesson instruction experience
- Proficient in English and Western riding disciplines.
- Customer service focused
- Will be required to undertake Life scan or similar background checks.
- Must be at least 18 years of age.
- CPR, First aid certified
- In charge of all lesson instructors
- Develops lesson programs for all rider abilities and disciplines
- Teaches lessons

Lesson Instructor duties will include:

- Safety
- Ensuring a safe and secure experience for customers,
- Enforcing all safety rules.
- Lesson Programs
- Ability to provide structured lessons in English and Western riding styles.
- Customer Service and Service Quality
- Customer satisfaction.
- Customer loyalty
- Teach lessons
- Help with camps

Trail ride guides part time 3 days per week 9 to 4 to start will add more as needed

- Responsible for getting trail rides out on time
- Responsible for safety of clients on trail
- Make sure clients mount and dismount safely
- Checking horses to make sure they are tacked properly and ready to go
- Greets clients with friendly smile
- Interacts with clients while on trail

24 hour onsite security:

Chaparral will hire a full time night supervisor that will live on site. The night supervisor will be required to check all horse stalls to make sure horses are in good safe, check all locks and doors on offices and subsequent buildings, walk grounds to make sure area is safe. They will be required to have full knowledge of all evacuation requirements in case of an emergency overnight such as fire or act of nature. They will be responsible for checking all personal and county properties to make sure they are safe and in their proper place.

They will fill in night sheet check list and have a list of emergency numbers, boarder numbers, emergency vet info, incident report forms and instructions to call day manager, county parks or Chaparral Ranch to report any issues or problems depending on the extent of the circumstance.

Camp director part time 9 to 3 when camps are scheduled

- Responsible for staffing of counselors and overall working of the camp
- Scheduling of camp counselors
- In charge of camp protocol
- Develops camp lesson structure

Camp counselors 9 to 2 during camp

- Responsible for groups and safety of children
- Teach children to ride
- Teach about the horses such as marking, colors, parts of the saddle, knot tying and more
- Responsible for keeping the children in their groups
- Must stay with children through the day and help them with any needs
- Camps are from 9 to 2 so counselors would work 8 to 3

Office staff 9 to 5, 7 days per week

- Greet clients
- Answer phones
- Schedule of staff and activities
- Work with event staff
- Work with marketing staff

Marketing staff also helps with events and operations 9 to 5, 5 days per week

- In charge of brochures
- Social media
- Website

Theme event manager as needed

- For our cavalry and themed events. Will coordinate all themed events and schedule special groups. Possible ideas included in section g.

Hours of operation

- 7 days per week 9 am to 4 pm
- May add more hours as demand increases.

Horse riding and other horse activities promote many benefits to the participants and the community at large. These benefits include fitness, outdoor activity, and many educational and behavioral insights through working in partnership with a living animal. This appreciation of the natural world through the immersive experience of being with the horses is the key to the services that Chaparral delivers

Maintenance Program:

Onsite manager will be responsible for maintenance.

On site stall cleaner and maintenance will live on site. They will be part of the security team, will clean stalls, bathrooms and other common areas.

All stalls will be cleaned daily. Chaparral will use the existing manure plan that is in place. Manure will be removed from the site at least once per week. This will keep the fly cycle to a minimum.

There will be water truck onsite for any dust issues.

Fly issues will be dealt with in a timely manner with non- pesticides as needed.

Customer Satisfaction:

Chaparral Ranch prides itself in excellent customer service.

Customer feedback is received through our Yelp review and our surveys. We are also very hands on with our clients. They are not just a commodity for us they are part of the Chaparral family. We hope to bring this same feel to Marina equestrian stables.

We ask all of our customers to come to us with feedback. Any complaints are dealt with utmost urgency and diligence. We encourage our customers to give us all positive and negative feedback. Any negative feedback is dealt with through conversation with our client and one on one customer care. We are more than willing to compensate any unhappy customers with either, a refund, gift certificate or free class.

Chaparral Corporation Revenue Sharing Proposal

Starting date Mar 2021

	Months 0-6	Months 7-24	Months 25-60	Months 61-84	Months 85-180	TOTAL
Payout (totals for proposed timeframe) \$	-	\$27,360.00	\$ 64,080.00	\$ 48,960.00	\$ 208,320.00	\$ 348,720.00

Payout Assumptions

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Total
Rent pmt to City	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 180,000.00
Revenue Share	\$ 3,120.00	\$ 6,240.00	\$ 9,360.00	\$ 9,360.00	\$ 9,360.00	\$ 12,480.00	\$ 12,480.00	\$ 14,040.00	\$ 14,040.00	\$ 14,040.00	\$ 14,040.00	\$ 14,040.00	\$ 14,040.00	\$ 14,040.00	\$ 14,040.00	\$ 174,720.00
Total	\$ 15,120.00	\$ 18,240.00	\$ 21,360.00	\$ 21,360.00	\$ 21,360.00	\$ 24,480.00	\$ 24,480.00	\$ 26,040.00	\$ 26,040.00	\$ 26,040.00	\$ 26,040.00	\$ 26,040.00	\$ 26,040.00	\$ 26,040.00	\$ 26,040.00	\$ 354,720.00

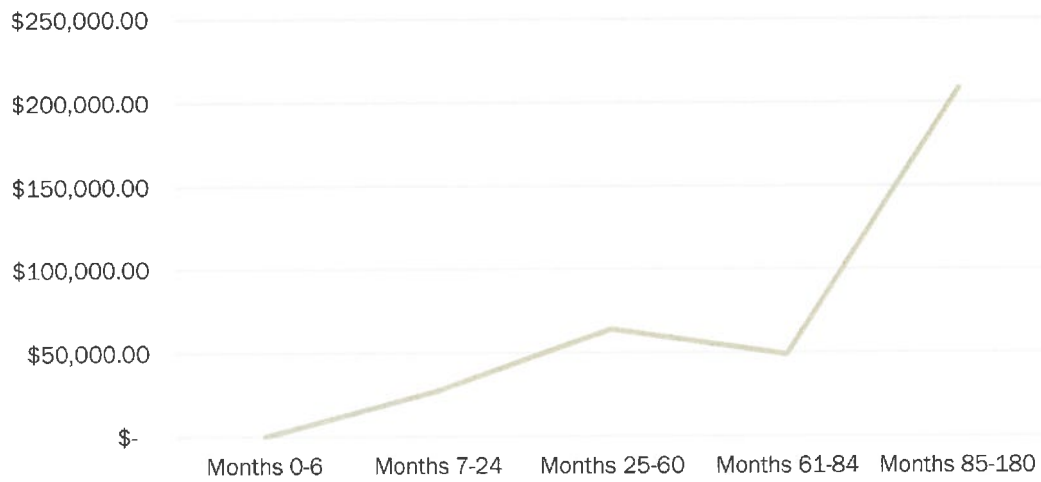
Assumptions:

No revenue during ramp up period months 0-6

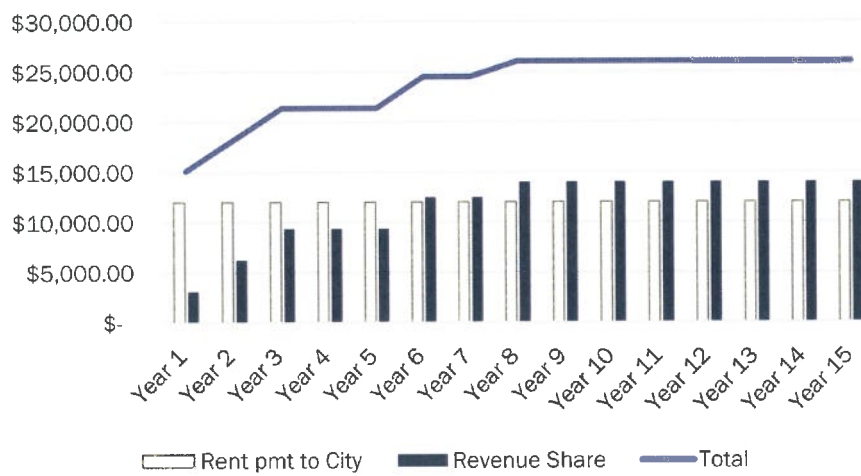
Percentage Revenue Share/year = months 0-6, 0%; months 7-24, 2%; months 25-60, 3%; months 61-84, 4%; months 85-180, 4.5%

Performance fee/additional percentage to be paid to city upon threshold revenue of \$50K/month at additional 1.5%

Payout (totals for proposed timeframe)



Revenue Sharing Proposal



RFP APPENDIX B**B.1 Proposed Rent to City**

Rent to be paid to city on monthly basis of \$1,000.00/month, beginning after 6 month ramp up period.

Annualized rent

Year 1 - \$6,000

Year 2 - \$12,000

Year 3 - \$12,000

Year 4 - \$12,000

Year 5 - \$12,000

Year 6 - \$12,000

Year 7 - \$12,000

Year 8 - \$12,000

Year 9 - \$12,000

Year 10 - \$12,000

Year 11 - \$12,000

Year 12 - \$12,000

Year 13 - \$12,000

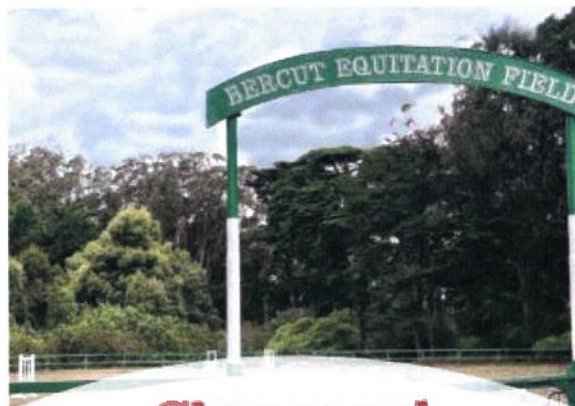
Year 14 - \$12,000

Year 15 - \$12,000

TOTAL \$174,000

****Please note we are also proposing a monthly revenue sharing percentage to the city, see charts in proposal**

[illegible]



Chaparral at Golden Gate Park Bercut Equitation Field

Chain of Lakes Drive East
San Francisco, CA 94122



**Trail Rides • Lesson Program
Camps • Pony Rides and More**

(408) 726-8453

chaparralgoldengate@gmail.com
www.chaparralcorporation.com



The San Francisco Recreation and Park Department's Mission is to provide enriching recreational activities, maintain beautiful parks and preserve the environment for the well-being of everyone in our diverse community.

For Camp Dates
please visit our website at:
www.chaparralcorporation.com



TRAIL RIDES

Come join us for a trail ride through beautiful Golden Gate Park. Riders must be 8 years of age. Beginner rides are walking only. Ride levels are left to the discretion of the wranglers and the riders ability

Trail Rides	
1/2 hour	\$40
45 minutes	\$60
1 hour	\$80

Pony Rides	
\$1 per minute	15 minute max.

Beach Rides	
1.5 hours	\$120



LESSON PROGRAM

English or Western

Students will learn all basics of riding including but not limited to safety around the horse, steering, stopping, turning, trotting proper balance grooming and much more. All lessons will be tailored to students ability.

We accommodate all levels of riding. Children must be 6 years old to take lessons. Children under 6 years of age may do a pony ride which is led by an adult on our staff. Anyone under the age of 18 must wear a helmet.

Lessons	
1/2 hour	\$40
45 minutes	\$60
1 hour	\$80



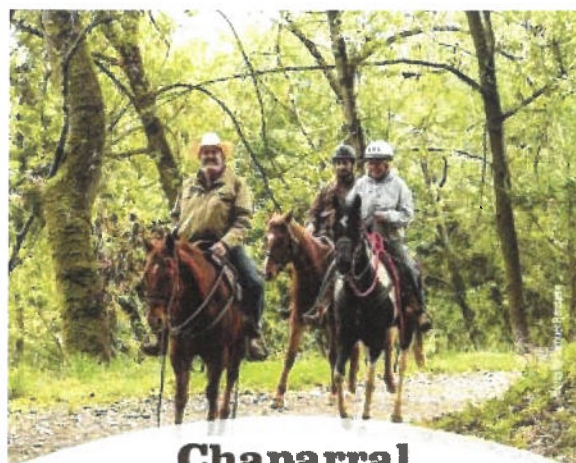
CAMPS

Camps are designed for riders of all levels. Students will be divided into groups according to age and ability. Camps are a fun way for the students to make friends and have the opportunity to bond with a special horse. Students learn safety around the horse, groom, saddle, parts of the horse and much more. Students ride for at least one hour per day. Camp ages 7 to 14 years. Camps hours are from 9 am to 1 pm Monday thru Friday.

Camps	
5 Day Session	\$450
Per Day	\$100



- **Reservations must be made in advance.**
- **No shows will be charged in full.**
- **Cancellations and changes must be made 24 hours in advance.**



Chaparral
at
Woodside Inc.
Folgers Stable Wunderlich Park
San Mateo County
4040 Woodside Road
Woodside, CA 94062

Trail Rides
Lesson Program
Camps
Scout Programs

(408) 726-8453

info@chaparralcorporation.com
www.chaparralcorporation.com
www.chaparralatwunderlich.com



Wunderlich County Park and Folgers Stable are part of the San Mateo County Park system. Stable rentals and lessons are provided on site by Chaparral Country Corporation. San Mateo County Parks manages parks, trails, and historic sites to preserve public lands and provide opportunities for education and recreation. The system's 20 parks, regional, county and local trails, and two historic sites are located throughout the County and encompass more than 17,000 acres.



TRAIL RIDES

Come join us for a trail ride through the beautiful tree lined hills of Wunderlich park. Beginner to advanced riders can enjoy 17 miles of all weather trails year round. Riders must be 8 years old.

Trail Rides

1/2 hour	\$45
1 hour	\$70
1 1/2 hours	\$100
2 hours	\$140

Pony Rides

\$1 per minute	20 minute max.
----------------	----------------

LESSON PROGRAM

English or Western

Students will learn all basics of riding including but not limited to safety around the horse, steering, stopping, turning, trotting proper balance grooming and much more. All lessons will be tailored to students ability.

We accommodate all levels of riding. Children must be 6 years old to take lessons. Children under 6 years of age may do a pony ride which is led by an adult on our staff. Anyone under the age of 18 must wear a helmet.

Western Lessons

1/2 hour	\$45
1 hour	\$70
1 hour-Private Lesson	\$75

English Lessons

1/2 hour	\$50
1 hour	\$80
1 hour-Private Lesson	\$85

CAMPS

Camps are designed for riders of all levels. Students will be divided into groups according to age and ability. Camps are a fun way for the students to make friends and have the opportunity to bond with a special horse. Students learn safety around the horse, groom, saddle, parts of the horse and much more. Students ride for at least one hour per day. On Friday there will be a show for the parents to see what the students have learned. Camp ages 7 to 15 years. Camps hours are from 9 am to 1 pm Monday thru Friday.

Camps

Per Session	\$500
Per Day	\$125



Reservations Must Be Made in Advance
Prices May be Subject to Change



Experience the true spirit of the west

**Chaparral
at
Milpitas
Ed Levin Park Arena**
3100 Calaveras Rd
Milpitas, CA 95035



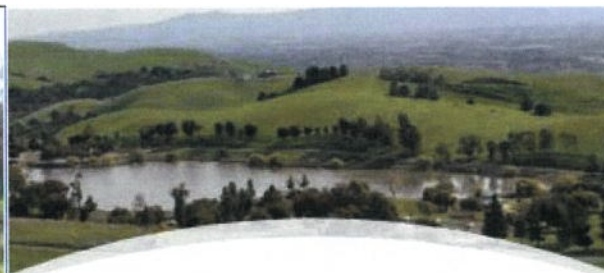
Trail Rides • Lessons • Camps

Go online at
www.chaparralcorporation.com
or call **(408) 726-8453**
to make reservations in advance.

We Accept



@chaparralcorporation



**ED LEVIN LESSONS
AND TRAIL RIDES**

We welcome riders of all experience levels, children and adults. Our teachers and lesson horse are skilled at worked with beginners and advanced riders. Ages 6 to 8 can do a ½ our lesson. Students over 8 can do a 1 hour lesson or join a trail ride.

½ hr Western group lesson	\$45
1 hr Western group lesson	\$65
1 hr Private lesson (Monday-Friday only)	\$75
¾ hr Trail Ride	\$45
1 hr Trail Ride	\$60
1.5 hr Trail Ride	\$80
2 hr Trail Ride	\$100

Longer rides available, please inquire.

Children must be 8 years to go on trail



CAMPS

Join us for seasonal camps. Campers will learn safety, horse care, how to saddle, grooming and more. Campers will ride for at least one hour per day. Fridays is the day for campers to show their parents what they learned during the week. For ages 7 to 14

Camps

Monday thru Friday, 9:00 am to 3:00 pm

Single Day

Full Week

\$125 \$475

GIRL AND BOY SCOUTS

Preferred vendor for both Girl and Boy scout of Northern California. Please call for more information and programs for both organizations.



- **Reservations must be made in advance.**
- **No shows will be charged in full.**
- **Cancellations and changes must be made 24 hours in advance.**

G. Possible Branding Ideas

Chaparral is a family oriented business that strives to provide equine education and hands on opportunities.

Our Mission statement is:

To service the public with horse experience's through recreation, outdoor experiences, California heritage, nature, hands on interaction and top help preserve open space and county facilities through future generations. To bring together the amazing relationship between horses and human through a positive fun and safe interaction.

Possible slogans:

Home is where is herd is

Eat, sleep, ride

May the horse be with you

All the happiness lies on the back of a horse

Horses heal the human soul

Chaparral has a logo that has been used through the years.





Report

[Home](#) [My reports](#) [My account](#) [Products](#) [Help](#) [Business services](#) [Logout](#)

For help reading this report, please review our [sample report](#).

Search inquiry: (My company)

CreditScore™ Report

as of: 12/29/20 15:29 ET

Chaparral Country Corp

Address: 4040 Woodside Rd
Woodside, CA 94062-2545
United States

Phone: 408-591-7633

Experian BIN: 934301857

Agent: Susan Gisselle Pennell

Agent Address: 458 Palo Alto Ave
Mountain View, CA

Family Linkage:

Ultimate Parent: Chaparral Country Corp
4040 Woodside Rd
Woodside, CA

Branches / Alternative Locations: Chaparral Country Corp
458 Palo Alto Ave
Mountain View, CA United States

Key Personnel: President: Shawn W Molt

SIC Code: 0291-Farms, Primarily Animals
7389-Business Services, Nec

NAICS Code: 112990-All Other Animal Production
541990-All Other Professional, Scientific,
And Technical Services

Business Type: Corporation

Experian File Established: June 2010

Experian Years on File: 10 Years

Years in Business: More than 10 Years

Filing Data Provided by: California

Date of Incorporation: 09/17/2009

Experian Business Credit Score

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89

Business Credit Score



The objective of the Experian Business Credit Score is to predict payment behavior. High Risk means that there is a significant probability of delinquent payment. Low Risk means that there is a good probability of on-time payment.

Key Score Factors:

- Number of good commercial accounts
- Length of time on Experian's file
- Commercial account delinquency in last 12 months
- Balance of commercial accounts recently reported

Business Credit Scores range from a low of 1 to high of 100 with this company receiving a score of 89. Higher scores indicate lower risk. This score predicts the likelihood of serious credit delinquencies within the next 12 months. This score uses tradeline and collections information, public filings as well as other variables to predict future risk.

Experian Financial Stability Risk Rating

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1

Financial Stability Risk Rating



A Financial Stability Risk Rating of 1 indicates a 0.55% potential risk of severe financial distress within the next 12 months.

Key Rating Factors:

- Number of active commercial accounts
- Risk associated with the business type
- Employee size of business

Financial Stability Risk Ratings range from a low of 1 to high of 5 with this company receiving a rating of 1. Lower ratings indicate lower risk. Experian categorizes all businesses to fit within one of the five risk segments. This rating predicts the likelihood of payment default and/or bankruptcy within the next 12 months. This rating uses tradeline and collections information, public filings as well as other variables to predict future risk.

Credit Summary

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This location does not yet have an estimated Days Beyond Terms (DBT) or a Payment Trend Indicator. This is often the result of too few active Payment Tradelines.		Payment Tradelines (see details)	3
Please refer to Experian's www.BusinessCreditFacts.com website for more information on establishing Payment Tradelines.		UCC Filings	1
Lowest 6 Month Balance:	\$24	Businesses Scoring Worse:	88%
Highest 6 Month Balance:	\$245	Bankruptcies	0
Current Total Account Balance:	\$0	Liens	0
Highest Credit Amount Extended:	\$378	Judgments Filed	0
		Collections	0

Payment Trend Summary

Back to top

Insufficient information to produce
Monthly Payment Trends
chart



*Percentage of on-time payments by quarter

Insufficient information to produce
Monthly Payment Trends
table

Quarterly Payment Trends - Recent Activity

Date	Current	Up to 30 DBT	31-60 DBT	61-90 DBT	>90 DBT
09/19	0%	0%	0%	0%	0%
12/19	100%	0%	0%	0%	0%
03/20	0%	0%	0%	0%	0%
06/20	68%	32%	0%	0%	0%
09/20	0%	0%	0%	0%	0%

Insufficient information to produce
Continuous Payment Trends
chart

Insufficient information to produce
Newly Reported Payment Trends
chart

Insufficient information to produce
Combined Payment Trends
chart

* The information herein is furnished in confidence for your exclusive use for legitimate business purposes and shall not be reproduced, disclosed, or shared to any third party per the restrictions in the Terms and Conditions that you accepted. Neither Experian nor its sources or distributors warrant such information nor shall they be liable for your use or reliance upon it. (Page 14/15/20)

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Chaparral Country Corporation
4040 Woodside Rd
Woodside, CA

Tel: (408) 726-8453

Instruction, Waiver and Release Agreement

THIS INSTRUCTION, WAIVER AND RELEASE AGREEMENT ("Agreement") IS A LEGAL AGREEMENT BETWEEN YOU AND CHAPARRAL COUNTRY CORP AND ITS ENTITIES. PLEASE READ THE AGREEMENT CAREFULLY BEFORE SIGNING IT. IF YOU DO NOT SIGN THIS AGREEMENT, YOU WILL NOT BE PERMITTED TO PARTICIPATE IN EQUESTRIAN ACTIVITIES WITH CHAPARRAL COUNTRY CORP. EMPLOYEES AND PERSONNEL OF THE COMPANY HAVE NO AUTHORITY TO MODIFY OR WAIVE ANY PART OF THIS AGREEMENT.

This Agreement covers all equestrian activities ("Equestrian Activities") with Chaparral Country Corp; The Company provides services at various locations, Santa Clara County, San Mateo County, Folgers stable 4040 Woodside Rd, Ed Levin Park 3100 Calaveras Rd Milpitas, Redzy, City and County of San Francisco 1 chain of lakes drive Golden Gate Park, Camp Mather 35250 Mather Rd, Groveland, Chaparral Country Corp, Chaparral Ranch, Chaparral at Calaveras, Chaparral at Woodside, Activity hero. **YOUR RESPONSIBILITY:** When you participate in Equestrian Activities with the company you take unconditional responsibility for your actions and those of the horses in your care. You understand the Equestrian Activities involve inherent risks which can lead to injuries. You understand the propensity of horses to react to sounds, sudden movements, smells and unfamiliar objects. You also understand the potential of another individual acting in a negligent or unskilled manner, which may lead to accidents. You understand that maintaining control of horse(s) in your care at all times is your responsibility. This includes, but is not limited to, horses attempting to flee ("run away with the rider"), buck, kick, rear, and/or bite. As a condition of permitting you to participate in Equestrian Activities, you expressly assume responsibility for those risks, and release and agree to hold harmless Chaparral Country Corp, its entities, its employees and volunteers, both as corporate entities and private individuals under the terms and conditions below.

Agreement: The Company and you agree as follows:

1. In consideration of the fees you pay, Chaparral Corp will provide Equestrian Activities. These fees are due in advance of the Equestrian Activity and are non-refundable.
2. You acknowledge that the Company has informed you of the risks involved with Equestrian Activities, some of which are described in "YOUR RESPONSIBILITY" above. You acknowledge that you understand and accept these risks. YOU ACKNOWLEDGE THAT EQUESTRIAN ACTIVITIES CARRY WITH THEM INHERENT RISKS THAT CANNOT BE ELIMINATED REGARDLESS OF THE CARE TAKEN.
3. You are fully aware and acknowledge that Equestrian Activities can be hazardous activities and agree to take unconditional responsibility for your actions as well as their consequences, including but not limited to any injury, illness, death, or damage resulting in any way from your conduct. You are also responsible for injury, illness, death or damage to property caused by horses you own or are under your control. You are voluntarily participating in Equestrian Activities with knowledge of the dangers involved. Accordingly, you assume, agree to, and accept any and all risks of injury, illness, death, or damage to property belonging to, or in the possession, occurring as a result of Equestrian Activities with Company and Company Representatives (as defined below).
4. As consideration for the Company permitting you to participate in Equestrian Activities, you hereby agree that you, and your assignees, heirs, guardians, executors, and personal representatives will not make a claim against or sue the Company, its entities or its members, officers, employees, agents, or volunteers for the Company (collectively, "Company Representatives") on account of injury, illness, death, or damage resulting in any way from the negligence (whether active or passive) or other acts, howsoever caused, by the Chaparral or a Company Representative or its independent contractors as a result of your participation in Equestrian Activities.
5. You release and discharge Chaparral and all Company Representatives, its entities and their respective successors, assigns, heirs, guardians, executors, and personal representatives from, and waive, all claims, demands, actions, demands, or causes of action, known or unknown, that you might otherwise have or may hereafter have against the Chaparral, its entities or any Company Representative for injury, illness, death, or damage resulting in any way from your participation in Equestrian Activities, even if the Chaparral, its entities or a Company Representative is negligent (whether actively or passively) or commits unintentional wrongful acts. Such claims, demands, actions, or causes of action are referred to in this Agreement collectively as "Claims."
6. You hereby agree to hold the Chaparral, its entities and Company Representatives harmless from, and will indemnify the Chaparral, its entities and Company Representatives for: (a) injury, illness, death, or damage of or to you, horses that you own, or any other property of yours resulting in any way from your participation in Equestrian Activities, (b) any Claims, (c) your own conduct while participating in Equestrian Activities, including but not limited to any injury, illness, death, or damage to property caused by you and (d) injury, illness, death, or damage to property caused by horses that you own or are under your control.
7. You acknowledge that the Chaparral and Company Representatives are not responsible for any hazards or hazardous conditions at the Activity Locations, or for any injury, illness, death, or damage resulting from them, and that the owners and/or lessors of the Activity Locations are solely responsible for any of the foregoing.
8. You acknowledge that you have no physical infirmity, ailment, illness, or injury that may affect your health and safety while participating in Equestrian Activities.
9. You are advised by this agreement that California Civil Code Section 1542 says: "A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS WHICH THE CREDITOR DOES NOT KNOW OR TO EXIST IN HIS FAVOR AT THE TIME OF EXECUTING THE RELEASE, WHICH IF KNOWN BY HIM JUST HAVE MATERIALLY AFFECTED HIS SETTLEMENT WITH THE DEBTOR." You acknowledge you understand California Civil Code Section 1542 and waive its benefits, with the intent that This agreement shall include a release and waiver of claims known and unknown, and suspected and unsuspected.
10. If you sue or bring a claim against Chaparral, its entities or you otherwise breach Section 5, 6, or 7 of this Agreement, Chaparral, its entities shall be entitled to recover, as an element of the costs of suit or arbitration and not as damages, reasonable attorneys' fees to defend your suit or claim to be fixed by the court or arbitrator(s) (including without limitation, costs, expenses, and fees on any appeal). If, following such a suit or claim, the Chaparral, its entities asserts a counterclaim or cross complaint in such suit or other proceedings to enforce or interpret any part of this Agreement, the Company shall be entitled to recover, as an element of the costs of suit or arbitration and not as damages, reasonable attorneys' fees arising out of such counterclaim or cross complaint to be fixed by the court or arbitrator(s) (including without limitation, costs, expenses, and fees on any appeal). The Company shall be entitled to recover its costs of suit or arbitration, regardless of whether such suit or arbitration proceeds to final judgment.
11. Any controversy or claim arising out of or relating to Equestrian Activities, this Agreement, or the breach thereof, shall be settled by arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules including the Supplementary Procedures for Consumer-Related Disputes, and judgment on the award rendered by the arbitrator(s) may be entered in

- You acknowledge you have read this Agreement, fully understood its terms, and giving up substantial rights, including: Your right to sue the Company and Company Representatives. You acknowledge that you are signing the agreement freely and voluntarily, and intend by your signature to grant a complete and unconditional release of all liability to the greatest extent allowed by California law. You also sign below showing that you accept all of the terms and conditions in this Agreement.

I hereby grant full permission to Chaparral Corp to reproduce, publish, distribute and exhibit pictures, video, or portraits in the connection with production of websites, advertising or any professional purpose deemed necessary by Chaparral Country Corp. This consent and waiver will not be made the basis of any future claims of any kind against Chaparral Country Corp, or its subsidiaries. Please circle if you decline.

[illegible][illegible][illegible][illegible][illegible][illegible]

Other _____

Nature-education

**Chaparral Country Corporation
4040 Woodside Rd
Woodside, Ca 94062**

Incident Report Form

Please print legibly

This is a confidential report. It is completed to allow us to obtain advice from legal counsel and for the protection of the corporation and its potential liability.

Information about the person involved in the incident:

Full Name: _____ **SS#** _____
Home Address: _____ **Gender** **M** **F**
Circle one: **Volunteer** **Student** **Visitor**
Date of birth: _____ **Home or Cell phone:** _____

Information about the incident:

Date of incident: _____ **Time:** _____ **Police or Ambulance notified:** **Y** **N**

Location of Incident:

Describe what happened, how it happened, factors leading to the event, objects or animals involved. Be as specific as possible. (Please attach separate sheet if necessary).

Were there any witnesses to the incident? **Yes** **No**
Please state all witness names, addresses and phone numbers on separate sheet.

Was the individual injured? If so, describe injury, how and what the results were.

Was medical treatment provided? **Yes** **No**

What kind of treatment was provided?

Reporter Information

Print name of reporter:

Reporter signature: _____ **Date of report completion:** _____

Chaparral at Marina
Projected Profit and Loss - Year 1
 One year running from project start

	Monthly Average	Projected
Income		
Sales		
Lessons	16,500.00	198,000.00
Trail rides	8,000.00	96,000.00
Youth events	23,000.00	276,000.00
Leasing horses	0.00	0.00
Schools/Scouts/Events	13,000.00	156,000.00
Total Sales	\$ 60,500.00	726,000.00
Discounts/Refunds Given	0.00	0.00
Total Income	\$ 60,500.00	726,000.00
Cost of Goods Sold		
Cost of sales		
Cost of feed, net of inventory	8,500.00	102,000.00
Total Cost of sales	\$ 8,500.00	102,000.00
Payroll and WC Taxes	45,000.00	540,000.00
Fuel	300.00	3,600.00
Vet Fees	75.00	900.00
Total Cost of Goods Sold	\$ 53,875.00	646,500.00
Gross Profit	\$ 6,625.00	79,500.00
Expenses		
Bank Service Charges	400.00	4,800.00
Office supplies	50.00	600.00
Marketing	500.00	6,000.00
Web site expenses	75.00	900.00
Total Marketing	\$ 575.00	6,900.00
Auto Expense		
Auto Repairs and Maintenance	300.00	3,600.00
Total Auto Expense	\$ 300.00	3,600.00
Meals and Entertainment	150.00	1,800.00
Rent	1,000.00	
Rent - Building	0.00	
Total Rent	\$ 1,000.00	0.00
Insurance	1,000.00	12,000.00
Repair & Maintenance	0.00	0.00
Total Expenses	\$ 3,475.00	29,700.00
Net Operating Income	\$ 3,150.00	49,800.00
Other Income		
Total Other Income	\$ 0.00	0.00
Net Other Income	\$ 0.00	0.00
Net Income	\$ 3,150.00	49,800.00



PROPOSAL

**TO LEASE THE
MARINA EQUESTRIAN PARK**

**SUBMITTED BY THE MARINA EQUESTRIAN ASSOCIATION
FOR THE CITY OF MARINA**

JANUARY 2021

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Part A Transmittal Letter

Marina Equestrian Association
P.O. Box 1320, Marina, CA 93933

January 4, 2021

City of Marina
ATTN: Brian McMinn
Public Works Director / City Engineer
211 Hillcrest Avenue
Marina, CA 93933

Dear Mr. McMinn,

On behalf of the Marina Equestrian Association, I am pleased to submit our response to the Request for Proposals seeking a concessionaire for the Marina Equestrian Center Park. We are excited to share our vision of what we believe the Equestrian Center can become when all stakeholders work together to bring a cohesive and community centric vision to fruition. We believe that this project will require a comprehensive plan which is able to satisfy the needs of local users as well as the curiosity of tourists who visit the Monterey Peninsula and now, the Fort Ord National Monument.

As you know, our group, the Marina Equestrian Association (MEA) has been the tenant of this land for over two decades. The MEA was formed in 1998, specifically to meet the needs of the families who were boarding their horses at the Fort Ord Stables and to keep the stable operational after the closure of the Fort Ord base. At the time, the priority was affordable, self-care boarding for area residents, and it is with that goal that we continued to operate the MEC for many years. Over time and with input from the National Park Service, as well as the Program of Utilization that the City issued in 2013 – a greater need has been identified; connecting humans to the healing power of animals and nature - and to remind people of the history of Fort Ord, the Fort Ord Station Veterinary Hospital, cavalry horses, and the reasons WHY this wonderful place exists today.

With a long-term lease, we will be able to reach many of our goals that we previously could not have accomplished. Although the MEA submits this response as a single proposer who will bear the sole responsibility of realizing this vision, we bring with us a strong team of partners who augment and enhance our abilities. We envision beautification to the facility, an updated logo, signage and wayfinding, landscaping, educational and therapy programs, trail riding, outdoor recreation, and of course, improved accommodations for our equine friends. It will be a new chapter for both the MEC and the MEA.

It bears mentioning that the conversion of our organization from a 501(c)7 to a 501(c)3 (pending) will be extremely timely as we have identified many grants that we look forward to applying for in 2021.

We believe that we have compiled a very strong team for our proposal and invite any comments you may have about our vision for this special place. Please do not hesitate to contact me at 831-239-3067 or via email at marinaequestrian@hotmail.com if you have any questions.

Sincerely,

DocuSigned by:

Nichole Fisher

D9E28BC20316472...

Nichole Fisher

President, Board of Directors

On Behalf of the Marina Equestrian Association

Part B
Qualifications
and
Evidence of Financial Stability

Organization

The Marina Equestrian Association (MEA) is a member run, non-profit organization dedicated to the promotion and development of skills and proficiencies in horse care, horsemanship, and horse training. The MEA is an organization of members of the local community working together to improve the sense of partnership, connection, and caring in our community. Enhancing and promoting a connection between the members of the community and the horses living at the Marina Equestrian Center (MEC) has been the guiding light for the organization.

The MEA has managed the MEC Park for two decades and throughout that time our organization has evolved dramatically. In the past, the MEA has focused almost entirely on activities dedicated to the maintenance, training, and use of horses at the MEC. That focus on horse care remains, however it has expanded in recent years to include the utilization of the horses living at the MEC, and the MEC property itself, as a means to engage with the local community and ensure that the MEC is seen as a community hub. This revised focus has served the MEA, our membership, and the members of our community well and is the foundation of this proposal.

Goals and Qualifications

Operation of the MEC as a multi-disciplinary, public-use facility that celebrates the history of the equine facilities managed by both the U.S Army, National Park Service, and the City of Marina for the past eighty years requires a special organization. The MEA has a unique set of expertise and experiences that make us distinctly suited to continuing this legacy while expanding local partnerships, improving existing facilities, and maximizing public access. This section aligns those objectives with the specific qualifications of our membership and partner organizations. In support of the MEA's broader objective of continued community engagement through equestrian operations, the MEA has three primary goals. First, the MEA will utilize our multi-decade history of successful operation of the MEC park as the foundation to operate a safe, professional equestrian facility that serves the residents and visitors to Marina through horseback riding, camps, clinics, educational and therapy programs. Second, we will expand on that equestrian focus through an emphasis on the natural beauty and history of the land and buildings at the MEC park to encourage and support non-equestrian public use through the development of a Nature Center and Museum. Finally, we will engage both guests and residents and raise awareness of the MEC park through public events and marketing outreach to maximize the full potential of the property for public use.

Equestrian Operations

The MEA initiated a five year agreement with the City of Marina to operate the MEC on 1 February 2000. After that agreement expired on 31 January 2005 the MEA continued to operate the MEC under the terms of a month to month lease agreement through 2020. Under the terms of that agreement the MEA is tasked with adherence to the POU developed by the City of Marina on 16 July 2013 in accordance with the Quitclaim Deed recorded April 24, 1998. To that end, the operating agreement identifies the MEA as responsible for the execution of two primary responsibilities. First, the MEA is responsible for the boarding, rental of stables and paddocks, training, equestrian shows, events, clinics, and camps conducted at the MEC. Second, the MEA is responsible for establishing viable equestrian programs. That twenty year history of successful operation of the MEC is a pillar of this proposal. The MEA has a demonstrated history of operation of a public equestrian facility at the MEC. That history has built an extensive knowledge base that extends beyond equestrian care practices and includes the unique challenges associated with operation of a financially viable organization that balances our primary focus (equestrian care) with community engagement and adherence to public policy for operations and County Public Health Codes.

Beyond the experience of the general MEA, the current leadership and partner organizations have extensive operating successful equestrian organizations. Nichole Fisher, MEA Board President, previously worked as the Barn Manager at Indian Springs Ranch in Salinas, California from 2010-2014. Kyle Soliven, MEA Board Vice President has developed key strategic community relationships as the Membership Development Manager at the Monterey Peninsula Chamber of Commerce from 2017-2019. The Monterey Bay Equestrian Center (MBEC), a key partner with the MEA focused on delivery of a comprehensive trail riding program, has owned and operated their facility in Prunedale since 1988. Hope, Horses, and Kids, another partner organization that provides equine assisted learning opportunities to individuals living with physical, cognitive, and emotional challenges, has operated at Indian Springs Ranch since 2017. That experience and expertise makes the MEA uniquely qualified not only to operate an equestrian facility, but to operate an equestrian facility that is primarily focused on community outreach and engagement.

The Reference Letters provided in Part C of this proposal expand on those qualifications and highlight the special qualities of the MEA to provide a range of equestrian related services, including:

1. Public Riding Lessons
2. Equine Therapy Programs

3. Equine Assisted Learning
4. Public Trail Rides
5. Overnight Horse Boarding
6. Emergency Animal Evacuation Site Services
7. Public Boarding
8. Cavalry Campground
9. Horses Expand Art (HEART) and Equine Exposure
10. Partnership with the California State University Monterey Bay (CSUMB) Equestrian Team

Non-Equestrian Public Use Operations

As mentioned, the MEA has continually operated the MEC in partnership with the City of Marina since 2000. Beyond the equine responsibilities fulfilled by the MEA as part of that agreement, the MEA celebrated the MEC's position as a public park and offered recreation activities that connected residents and visitors to the natural resources of the City of Marina, the Fort Ord National Monument, and the Fort Ord Dunes State Park . Generally, those programs have been tailored to encourage access to both the MEC facilities and surrounding trails. Specifically, the MEA has implemented the following programs that promoted the MEC as a public park offering free and public access via:

1. Docent Trail Tours
2. Self-Guided Walking Tours
3. The Marina Pep Squad
4. Nature Center and Walking Trail
5. Community Garden
6. Native Plant Preservation and Restoration
7. Parkland Games

Non-Equestrian Public Outreach

The MEA recognizes that the MEC park will always be, first and foremost, an equine recreational facility. However, throughout the time that the MEA has operated the MEC facility, the MEA has recognized the need to connect with all members of the community, even those with limited interest in the equine opportunities offered by the MEC. The MEA has implemented a number of programs specifically tailored

to raising awareness of the park and attracting everyday usage. Those programs, which are suited to expansion to increase visitor count at the MEC park, include:

1. Horsin' Around with the MEA - YouTube Series
2. Docent Tours of the MEC Park
3. Community Events
4. Community Service

Organizational Structure

In support of the goals described above, the MEA is governed by a Board of Directors, elected from the general membership. The members of the board serve for a period of one year and serve without compensation. The Board of Directors is composed of a President, a Vice-President, a Secretary, a Treasurer, a Stable and Grounds Officer, and two additional positions with rotating responsibilities (Members at Large). The decisions made by the Board of Directors are informed by the Program of Utilization (POU) for the MEC Park, developed by the Marina City Council in 2013 as well as the existing Operating Agreement between the City of Marina and the MEA for the MEC. A current organizational chart showing the current (as of 4 January 2021) members of the Board of Directors as well as a description of the roles and responsibilities for each position are shown below.

1. President

- Serves as the representative and chief executive officer of the MEA. Serves as the liaison to the City of Marina and negotiates all support agreements and lease arrangements. Presides over all general and board meetings. Ensures that all officers, members, and independent contractors fulfill responsibilities.

2. Vice-President

- Assumes the duties of the President when the President is absent or incapacitated. Serves as the chairman of the bylaws committee and supervises the standing and temporary committees. Ensures that the MEA complies with all record and reports requirements specified by the City of Marina. Supervises all projects and day to day operations of the MEC Park.

3. Secretary

- Prepares all publications, newsletters, and articles approved by the Board of Directors. Prepares, distributes, and posts the minutes of all general and board meetings. Notifies

the membership regarding general membership meetings. Provides all members with governing documents and maintains all MEA files.

4. **Treasurer**

- Collects, distributes, safeguards, and accounts for all MEA funds. Deposits all MEA receipts. Responsible for accounts and records of property and transactions pertaining to MEA assets. Submits (to the Board of Directors) a proposed budget prior to general membership meetings. Maintains financial records and disburses MEA funds.

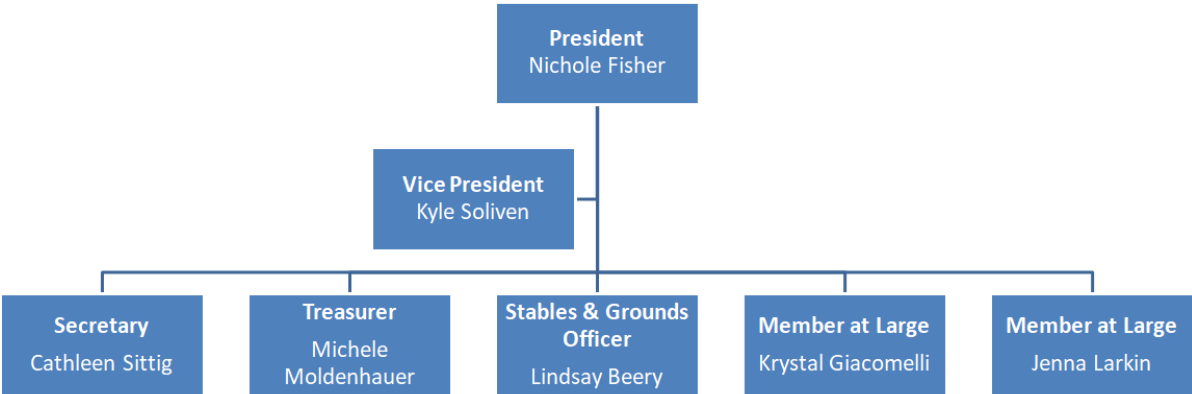
5. **Stable and Grounds Officer**

- Supports workday activities and corrects health or safety hazards. Assigns paddocks per the procedures defined in the MEA bylaws. Conducts random inspection of the stable and grounds for safety and serviceability. Notifies members of repair or health deficiencies and coordinates sanitation inspection. Conducts inspection following entry/exit of horses from the MEC park at the start and end of each lease.

6. **Members At Large**

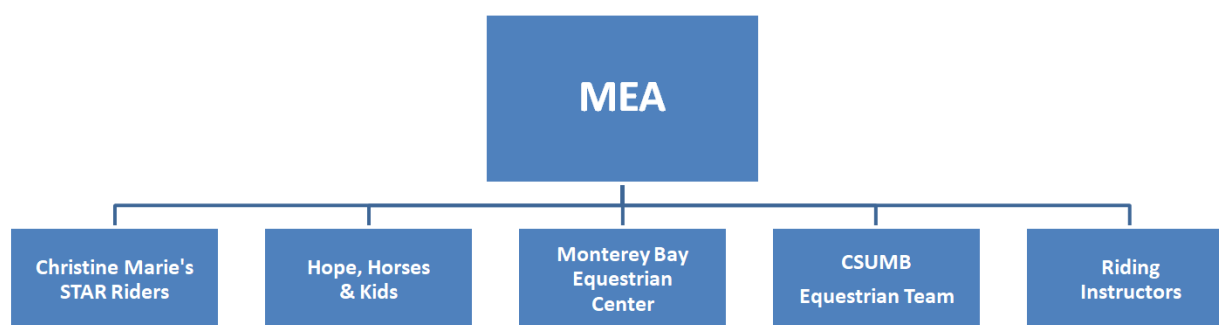
- Support operation of the MEA as needed. Current focus areas include: community events, docent tours, member engagement and program expansion.

Marina Equestrian Association



The MEA will partner with multiple organizations to deliver a diverse set of programs that provide both equestrian focused and general recreation opportunities to the public. The partners include Christine Marie's Star Riders; Hope, Horses, & Kids; Monterey Bay Equestrian Center; CSUMB Equestrian Team; and multiple independent riding instructors. A full description of each program is provided in Section D of this proposal, the following graphic depicts the relationship between the MEA and each of our partner organizations. Additionally, the MEA owns multiple non-permanent barns, fencing, and arenas that will be utilized in execution of this proposal.

Proposed Team



Resumes of Key Individuals

Resumes of key individuals serving on the MEA Board of Directors and affiliated with the MEA are included in Appendix A.

Contract Terminations

As of 4 January 2021, the MEA has not been involved in any contract terminations within the past 3 years nor has the MEA been involved in any lawsuits, litigation, or claims/settlements within the past 5 years.

Addendum Receipt

The MEA submits this proposal in response to the Request for Proposals issued by the City of Marina on 23 October 2020 and acknowledges receipt of Addendums 1 and 2, issued 17 November 2020 and 11 December 2020.

We hereby acknowledge that no City employee whose position in the City enables him/her to influence the selection of a Proposer for this RFP, or any competing RFP, nor any spouse or economic dependent of such employees, shall be employed in any capacity by the Proposer or have any other direct or indirect financial interest in the selection of a Proposer.

Evidence of Financial Stability

To demonstrate that the MEA possesses sufficient financial capability to operate the MEC park reviewed financial statements for the past two years are provided.

Evidence of Financial Stability

Marina Equestrian Association**Balance Sheet****For the years ended December 2019 and December 2020**

	Dec 31, 19	Dec 31, 20
ASSETS		
Current Assets		
Checking/Savings		
Rabobank Checking	19,024.45	7,764.57
Security Deposits Rabobank	10,525.00	10,500.00
Vanguard Money Market	13,332.04	13,391.15
Total Checking/Savings	42,881.49	31,655.72
Accounts Receivable		
Accounts receivable	-1,729.78	-731.05
Total Accounts Receivable	-1,729.78	-731.05
Total Current Assets	41,151.71	30,924.67
TOTAL ASSETS	41,151.71	30,924.67
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Other Current Liabilities		
Security Deposit	10,525.00	10,500.00
Total Other Current Liabilities	10,525.00	10,500.00
Total Current Liabilities	10,525.00	10,500.00
Total Liabilities	10,525.00	10,500.00
Equity		
Retained Earnings	34,576.03	30,626.71
Net Income	-3,949.32	-10,202.04
Total Equity	30,626.71	20,424.67
TOTAL LIABILITIES & EQUITY	41,151.71	30,924.67

Marina Equestrian Association
Income Statement
Years 2019 and 2020

	Jan - Dec 19	Jan - Dec 20
Ordinary Income/Expense		
Income		
Boarding Income	89,918.58	95,229.48
Marina Discount	-2,256.88	-2,933.39
Late Fee	1,250.00	540.00
Membership Income	5,351.82	5,475.08
Initiation Fee	138.34	61.66
Day Use	240.00	195.00
Donations		5,951.28
Facility Rental	50.00	2,100.00
Sweat Equity	6,208.68	5,020.50
Interest Income	279.52	59.11
Total Income	101,180.06	111,698.72
Gross Profit	101,180.06	111,698.72
Expense		
Facility		
Evacuation Labor Costs		418.75
Maintenance	10,355.50	12,670.00
Materials & Supplies	9,300.54	16,540.42
Repairs - Sub Contractor	3,013.89	3,116.07
Tools	352.06	
Turn Out Maintenance	2,345.00	166.00
Total Facility	25,366.99	32,911.24
Donation	350.00	195.00
Evacuation Costs		1,007.77
Bank Charge	5.00	24.00
G&A		
Dues	200.00	100.00
Food & Drink	1,310.57	436.41
Miscellaneous	495.85	676.22
Office Expense		
Postage	510.35	233.69
Supplies	498.20	303.83
Office Expense - Other	50.69	19.00
Total Office Expense	1,059.24	556.52
Printing	79.97	
Taxes	10.00	10.00
Total G&A	3,155.63	1,779.15

Marina Equestrian Association
Income Statement
Years 2019 and 2020

	Jan - Dec 19	Jan - Dec 20
Insurance	9,236.00	9,346.95
Licenses & Permits	20.00	
Professional Services		
Bookkeeping Services	5,487.50	6,300.00
Total Professional Services	5,487.50	6,300.00
Property Tax	1,082.69	1,124.61
Renewal Fee	25.00	1,000.00
Rent	21,538.20	21,538.20
Special Event		
Food for Special Event		7.82
Open House	1,795.38	1,765.26
Special Event - Other		19.10
Total Special Event	1,795.38	1,792.18
Utilities		
Garbage	27,489.98	26,797.72
Gas & Electric	1,962.23	2,035.37
Handicap Portable	1,422.30	1,797.50
Water	5,883.59	12,560.70
Total Utilities	36,758.10	43,191.29
Vehicle Maintenance		
Fuel	271.39	259.91
Repair	37.50	1,355.46
Vehicle Maintenance - Other		75.00
Total Vehicle Maintenance	308.89	1,690.37
Total Expense	105,129.38	121,900.76
Net Ordinary Income	-3,949.32	-10,202.04
Net Income	-3,949.32	-10,202.04

W Johnson Consulting, LLC
2227 42nd Street
Astoria, NY 11105

City of Marina
ATTN: Brian McMinn
Public Works Director / City Engineer
211 Hillcrest Avenue
Marina, CA 93933

Dear Mr. McMinn,

On behalf of the Marina Equestrian Association (MEA), I am pleased to submit this letter to notify you that I have reviewed the financial statements for 2019 and 2020 for the MEA. There appear to be minimal complications to the financial statements, and the annual presentation for 2019 and 2020 are accompanied by this letter.

Sincerely,



Wayne Johnson
Senior Finance Consultant
Phone: (917) 750-1887
e-mail: wjohnsonfinance@gmail.com

Part C References

To Whom It May Concern,

I am writing to you on behalf of the Middle California Region, United States Pony Club to show my support of the Marina Equestrian Association's proposal for MEC Park. They have very close ties to Santa Cruz County Pony Club, Middle California Pony Clubs, and The United States Pony Club. The Marina Equestrian Center is a crucial facility in the South Western area of the Middle California Region. MEC has worked with us in the past to host Pony Club meetings and several regional events.

Pony Club.

The United States Pony Club is a volunteer-based 501(c)3 organization whose mission is to develop character, leadership, confidence, and a sense of community in youth through a multi-generational program that teaches horses' care, riding, and mounted sports. In 1954, Fox Hunters and former US Cavalry men founded the USPC, basing it on the British Pony Club. The riding style and horse management skills taught by Pony Club are based on those skills taught to the US Cavalry. USPC has worked the past decade to strengthen its program to meet the needs of equestrians of all ages and disciplines.

Middle California Region

The USPC has four Regions in California. I usually describe the Middle California Region's area extending from the Coast into the Sierra Mountains and Martinez to Paso Robles. MidCal has around 300 members distributed currently between fourteen clubs and six riding centers. Two of the region's clubs are among the oldest in the US. Santa Cruz Co Pony Club is our oldest, organized in 1956. The Pony Club program produces a well-rounded equestrian who not only excels in riding but is also very knowledgeable in horse care, land conservation, and leadership.

MEA and Pony Club

There are many communities within the MidCal Region where the increasing population, machinery use, and technology make horse keeping and the enjoyment of it nearly impossible. The monetary cost of keeping horses keeps rising while the land available for safely enjoying horses is decreasing. Pony Club families from the Central Valley, Bay Area, and San Luis Obispo County already have attended and enjoyed events at MEC. The MEA hosted and sponsored those events allowing the fees to be lower, more accessible to more of our members.

MEA and the Marina Community

The MEA is already a recognized part of the Marina Community. They have provided the Marina community many of the opportunities stated as goals in your request for proposals. Maybe not to the extent that you are expecting in your RFP, but it shows that MEA already has the experience and desire to be an active and contributing member of your community.

My Experience

I have broad experience in community-based programs and organizations. While growing up, I shadowed my father, including joining conversations around the dinner table with my father and grandfather. They both were Recreation Directors for large base county and city governments in Virginia. I have a long history of involvement with community-based organizations. The organization depends on my phase of life and where I call home.

In 1991, just out of college, I was a volunteer 4H leader. Eventually, I was given the opportunity as a paid assistant to the Ulster Co. Cornell Extension's 4H Director. My job was to assist with organizing events, including the Ulster County Fair. My primary responsibility was overseeing an inner-city arts program made possible by a grant.

My daughter joined Pony Club in 2011. I was one of the founding leaders of Bay View Pony Club, starting as a joint district commissioner. I eventually accepted the regional supervisor position. My primary responsibilities are to oversee the region's clubs and centers, serve as a communication conduit between USPC National leadership and local leaders and members. Develop and manage a yearly event calendar, which involves working with local volunteers, facility staff, and other USPC specialized Volunteers.

If I were looking for people to manage an equine focused program and property, a person with a Pony Club background would be a substantial factor in my decision. You will find within the MEA members with strong Pony Club leadership, management, and teaching skills.

MEA's RFP

I have read over the Marina Equestrian Center Park's RFP as well as MEA's response to it. In the limited time, MEA is quite nicely meeting the RFP requirements, doing so by working together with other community organizations to provide the City of Marina's citizens and neighbors with enjoyable activities while maintaining its core as a public equestrian center.

They even thought of campsites with horses and trail access in mind. A place to camp with horses, especially on the coast, would be welcomed by the area's horse people. At the same time, maintaining a variety of horse programs for the public, including but not limited to hosting local Pony Club activities, multiple therapy programs, the CSUMB Equestrian Team, and as a venue for shows and clinics.

Other outdoor enthusiasts will have opportunities to enjoy the miles of trail by including a trail riding group that provides horses and guidance for those who do not have their horses, bike rentals, ropes courses, and other fitness-based activities. They have even included activities for the general community who would like to enjoy a community park with bocce ball courts, a community garden, open space, and a nature trail. What is great about most of these proposed activities is that they can be established and maintained by volunteers—having different local-based community organizations, whether non-profit or for-profit, increase the community's commitment and pride to the park's success. With all my heart, I believe that the MEA could even address the RFP's historical and cultural aspects with time.

Sincerely,

Kathryn Schulz

Regional Supervisor
Middle California Region, USPC

December 30, 2020

To: Whom it may concern

Re: Marina Equestrian Association/Marina Equestrian Center

My name is Lori Tuttle. I am the Executive Director of Hope, Horses & Kids. Our organization manages the Indian Springs Equestrian Center, a public boarding facility located in Salinas. We were fortunate to have the opportunity to work with the Marina Equestrian Association (MEA) during the recent fires in August. During the evacuation approximately 10 of our program horses and boarder horses were housed at the Marina Equestrian Center. In the span of those ten days, we became familiar with the workings of the MEC and experience the community feel of the facility. Everyone at the facility was welcoming and helpful and made all of us feel at home. This is a testament to the oversight and management by the MEA.

There are very few affordable horse boarding operations on the Monterey Peninsula and the MEA fills an especially important role in our community – access to horses and nature. The location of the facility/park is what makes it so unique. Most horse facilities are located well out of the city limits, limiting access to those in the community who would benefit the most. With the proximity to a good portion of the Monterey Peninsula and good access from distant towns, the proposed Marina Equestrian Center Park is well positioned to be a bustling, community-centered destination for people of all abilities and means. With the Marina Equestrian Association at the helm, we foresee the MECP reaching its full potential.

We look forward to working as a collaborative partner with the MEA.

Lori Tuttle
Executive Director
Hope, Horses & Kids



Dear City of Marina Mayor and Councilmembers:

It has come to our attention that after over 2 decades of the Marina Equestrian Association (MEA) managing the Marina Equestrian Center (MEC), there is a possibility of the City of Marina discontinuing the concessionaire contract with MEA.

On behalf of the Monterey Bay Equestrians, representing 136 members, please accept this as a letter of recommendation to support MEA in continuing as concessionaires of the Marina Equestrian Center.

Our organization has had many wonderful opportunities to work with MEA on our fundraising and club events including guided trail rides, membership drives, events and social gatherings. The support of the MEA Board of Directors is the reason our annual Presidents Ride, Membership Drive and BBQ has been so successful.

As I am sure you are aware, MEA has also been a great supporter of the community by hosting free holiday events and year-round activities for residents of Marina and surrounding areas to enjoy. I constantly see Facebook posts and promotions for events at MEA. And let's not forget the tireless hours of many volunteers who stepped up during the fires and other rescue efforts.

We also understand that MEA is also proposing the possibility of developing a horse campground. The mission of our organization is to support horse related organizations, trail acquisition, trail and campground maintenance & development and charitable causes related to horses. With this in mind, the Monterey Bay Equestrians is ready and willing to help support the development of the campground by earmarking funds, volunteer hours and promotional opportunities to help support MEA's success to get this endeavor up and running.

We highly encourage the City of Marina to continue its contract with the Marina Equestrian Association as concessionaires of the Marina Equestrian Center. They have done a great job for you over the past 2 decades, and we are confident they will continue to do so, for many decades to come.

Thank you for your time and consideration on our recommendation.

Sincerely,

A handwritten signature in black ink, appearing to read "Sunday Minnich", is written over a large, stylized, light-colored scribble or watermark.

Sunday Minnich
MBE Vice President & Ride Chair
Sminnich1962@gmail.com
408-858-9958

Kristi Fredrickson
10101 Equestrian Place
Salinas, CA 93907
831.596.5858

26 December 2020

To Whom it May Concern,

My relationship with the Marina Equestrian Association has been ongoing for more than 10 years, during which time I've used the equestrian facility to teach individual and small group horsemanship sessions. My students have traveled from Santa Cruz, San Benito, Contra Costa, Santa Clara and Monterey counties to develop their skills at the Marina Equestrian Center.

Most of my students are primarily interested in trail riding, so the aim is to develop the confidence and responsiveness that enables horse and rider to successfully navigate trail challenges, and have a relaxing, enjoyable time with their mounts in a variety of circumstances.

The Marina equestrian facility is one of more than a dozen at which I instruct in the Monterey and San Francisco bay areas, and it continues to be one of my favorite sites. Parking areas, arena, round pen, bathing areas and the like are consistently tidy, well-maintained, and in good working order. Members and boarders are welcoming and hospitable. Many of my students, upon becoming familiar with the facility, have become associate members of MEA in order to make use of the excellent horse-friendly amenities.

I heartily endorse the continued management of the Marina Equestrian Center by the MEA. I'm heartened to know that the stable areas and other parts of the physical facility will have funding for upgrades, and I am confident that MEA has the institutional knowledge and experience to put those funds to best use.

I look forward to continuing to bring aspiring students of horsemanship to the Marina Equestrian Center, and am grateful for this wonderful entry point to the trails of Fort Ord.

Sincerely,

Kristi Fredrickson

On behalf of the Rotary Clubs of Monterey County and Rotary District 5230 I would like to commend The Marina Equestrian Association for the services they provide to our communities and the partnership with Rotary and other service organizations.

The drive and enthusiasm of the volunteers of this organization has been uplifting especially during the pandemic. I was so happy to personally participate in this year's Candy Corn Lane Halloween drive through and support the Winter Wonderland event. The smiles and excitement on the kidsfaces was so heartwarming.

This group continues to bring so much in riding horses, instruction and education with a hands on approach. I am impressed with the Association and their members who make the time to teach and build confidence in the youth of our communities, our future.

Respectfully,

Joy G. Anderson
Rotary District Governor 2020-2021
Rotary District 5230



Part D Concept Plan

BACKGROUND

The MEC is a spacious park defined by the equestrian facilities originally built by the U.S. Army and utilized by the horses and servicemen of, among others, the 11th Cavalry Regiment, whose legacy spans over eighty years. Similar to most of the lands that were formerly part of Fort Ord, the MEC park has evolved over time. As the former Camp Ord grew in size throughout the early 20th century to become Fort Ord, the MEC park lands were utilized to house and preposition cavalry forces. As the care and health of the horses housed at the facility grew in importance, veterinary facilities were constructed on the land. Technological progression and increased investment in mechanized combat units drastically decreased the need for large scale horse boarding and veterinary facilities, accordingly the MEC park land evolved to an equine recreational focus, celebrating the history of horses on the peninsula through horse related recreation and education. With the closure of Fort Ord and the continued reduction in the scale of the equine facilities on the MEC park land this emphasis on recreation and education has become the primary focus. The MEA has celebrated that history for two decades and views the opportunity to continue operation of the MEC park as an opportunity, where the property's proud history of equine related activities provide an entryway for the citizens of Marina and visitors to the Monterey Peninsula to engage with the natural landscapes and trails in Marina, the Fort Ord National Monument, and the Fort Ord Dunes State Park.

As the population of Marina expands and the City invests in development and modernization, the MEA envisions the equestrian center as a place where community members and visitors alike can come together as a "home base" for outdoor recreation. To support that connection to the community, MEA members have always been available for parades, holiday and community events. The MEA has maintained trail access at the MEC for over fifteen years, serving as the starting point for independent public rides throughout the Marina Dunes and the Fort Ord Dunes State Park. Members and their horses provide interactive opportunities not found anywhere else, and many of the programs that have been developed are specifically tailored to instill a lasting love of the outdoors and recreation.

Beyond general recreation, the MEC is the only boarding facility on public land in Monterey County. Accordingly, the MEA recognizes the importance of the MEC as a place where families and individuals can go for a stroll, enjoy a picnic or meet and interact with horses for free. Unfortunately, many equestrian facilities in the area are privately owned or maintained and many operators restrict access to the equine community, nominally offering public access but only allowing it on their own, specific terms. Throughout our time at the MEC, the MEA has provided services for everyone including underserved low income, lower-middle class, and disabled populations interested in horsemanship and horseback riding.

Finally, the MEA fosters a group of community members dedicated to community service. Each boarding member is committed to providing community service for the greater Marina Community. Each long-term boarded horse will participate in at least one of the various MEA approved programs provided at the MEC between school horses for lessons, trail rides, Star Riders, Hope, Horses and Kids, HEART program, Equine Exposure, CSUMB Equestrian Team and other MEA proposed programs. That participation is a fundamental aspect of the MEA's plan to enhance membership connection with the community, increase the revenues generated by the facility, and realize the goals and aims defined by the City of Marina in both the Quitclaim Deed developed in 1998 and the Program of Utilization finalized in 2017.

VISION

Our vision for the Marina Equestrian Center (MEC) Park is to create and build upon a space where outdoor activities, history and equine skills come together in a welcoming, community-centric and safe environment. Equestrian facilities tend to favor the wealthy, especially within Monterey County - but we feel that the love of horses should never be limited by income. The MEC's existing equine infrastructure and its connection to both the Fort Ord National Monument and Fort Ord Dunes State Park create a unique opportunity for the diverse members of the local community to grow their love for outdoor recreation through horseback riding. The MEA's vision is to capitalize on that opportunity by offering the following to the public:

- horseback riding lessons
- equine therapy and assisted learning programs
- trail rides through the Fort Ord Dunes State Park and Fort Ord National Monument
- horse boarding and camping accommodations for residents and tourists visiting Marina
- tours that celebrate the history of the property
- trail access that serves as a starting point for anyone riding, hiking or biking through the dunes.

Partners

Partnering with a number of non-profit and other organizations, the MEA will facilitate and oversee the daily operations of a park that appeals to both tourists and a wide variety of populations within the City of Marina and Monterey County. The MEA is open to expanding partnerships and programs as the community's needs expand and develop. The MEA has a two decade history of partnering with the City of Marina to provide access to this wonderful park while providing an introduction to the horseback riding community. We hope to grow that partnership under a long term lease through increased investment focused on expanding both our lesson and trail riding programs at the equestrian center, increasing public engagement with the park through emphasis on the trail system, developing institutional knowledge and coverage of the park's cultural history, free equine interaction programs and more regularly conducting public celebrations for holidays and other significant events.

Programs and Concepts

Below is an outline of current programs and proposed programs for the Equestrian Center.

Public Riding Lessons

The MEA has extensive history and expertise offering public riding programs tailored to riders of varying levels of expertise and interest. The MEA membership has a documented history of delivering lesson programs that exclusively focus on horseback riding as well as more comprehensive programs that teach the fundamentals of horsemanship and animal husbandry through Pony Club, 4H, and Girl & Boy Scout programs. Expansion of those existing lesson programs, including riding camps, is an opportunity to engage the community and is therefore a priority for the MEA. We expect to revise the boarding agreements at the MEC to reserve a portion of the existing stalls for horses associated with lesson programs. Trainers are required to provide evidence of insurance and obtain approval from the Board of Directors. The MEA will offer 4,000 hours of instructor availability annually, based on an expected participation level of 10 lessons per student we expect to serve 400 individuals each year.

Christine Marie's Star Riders Therapy Program

Christine Marie's Star Riders aka Star Riders is one of two therapeutic and recreational horseback riding programs for differently abled children and adults in Monterey County. This partnership between the MEA and the Star Riders programs fulfills the City of Marina's goal for certified programs with the Professional Association of Therapeutic Horsemanship International (PATH). Star Riders is an operating center for the North American Riding for the Handicapped Association (NARHA). The 501(c)3 non-profit program is operated by the donations and efforts of the community. The program has been in operation at the Marina Equestrian Center since 1998 and utilizes a total of 9 stalls at the northeast side of the facility with its own dedicated therapy arena. Additionally, Star Riders offers a veteran and active military program. Star Riders serves 2200+ individuals annually.

Hope Horses and Kids - Equine Assisted Learning (EAL) Program

Equine Assisted Learning (EAL) is an experiential learning approach that promotes the development of life skills for educational, professional and personal goals through equine-assisted activities. Our EAL segment will be offered through our partnership with Hope Horses and Kids (HHK). HHK provides safe and affordable EAL opportunities to individuals of all ages who live with physical, cognitive and emotional challenges. These activities promote developmental and educational skills while building confidence. The program also offers therapeutic riding sessions for children on a limited basis. Hope Horses and Kids was founded in 2010 and currently serves 1900+ children annually.

Public Trail Rides and Petting Zoo

The MEA will provide access to public trail rides and petting zoo through its partnership with Monterey Bay Equestrian Center (MBEC) to offer a formal guided trail program. The program will utilize eight of MBEC's trail horses that will be housed permanently at the MEC and available for trail rides to the general public. In addition to the trail riding program, a petting zoo will be offered in the Kennel building. We believe that the Kennel building is the ideal location for this operation as there is additional parking on the north side of the building to accommodate visitors and patrons, office space and waiting area. MBEC has the ability to provide 5000+ individual rides per year.

Horsin' Around With the MEA

The MEA owns and operates a free YouTube virtual education channel geared towards children and beginner equestrians. The MEA will use this channel, and content created at the MEC facility, and also sponsor additional postings on social media to help grow the channel and create more awareness of the MEC and its programs. This channel was launched in 2020 and has already received significant positive feedback from the community. This program is especially useful to promote the MEC and awareness of the programs being offered, and the MEA expects to reach 5,000 viewers annually, and more as the library and content curation grows in the future.

Docent Facility Tours

The MEA will offer Docent Facility Tours at the site. These tours will be available by appointment and provided by an MEA member. These types of tours have been extremely popular with families who want to get up close to horses, and are expected to continue to be in future. These tours have also been proven to be popular with history buffs and are expected to be popular at the MEC as docents walk through historic buildings and have

their original uses described to them. It is expected that there will be 1000+ people served annually with the facility tours.

Docent Trail Tours

The MEA will offer Docent guided trail ride tours, as a free and integral part of the facility, open to anyone with their own horse and a desire to explore the expansive trails on Fort Ord. Trail tour attendees will share the beautiful year-round trails, while visiting pristine vernal pools, maritime chaparral, wildflower meadows, oak studded forests and ocean views. Guided rides will be free to the public and easily scheduled for small groups or riding clubs of any size. The MEA docent guides will all be experienced equestrians that know the trails and history of this beautiful open space. It is expected that there will be 500+ people served annually with the docent trail tours.

Horses Expand ART (HEART) and Equine Exposure

The MEA will offer Horses Expand ART (HEART) and Equine Exposure programs as free MEA facilitated programs for members of the local community. HEART incorporates children, horses, art and reading. The "Read to a Horse" segment allows and encourages young readers to build confidence, improve literacy skills and have an overall positive effect on attitudes about reading as young learners. We anticipate that the HEART program will be offered twice monthly. The "Craft Corner" segment will be offered approximately six times per year and will also be a free program led by MEA members. Our craft sponsor - Colorations/Discount School Supplies will donate the required supplies.

The Equine Exposure program that will be offered conducts round tables, panels, talks and demonstrations geared towards adults interested in different horse and horse ownership related topics such as basic horsemanship skills like grooming, feeding, cleaning and basic handling. Attendees from both programs will work with MEA members and their horses committed to each program. It is expected that there will be 500+ people served annually through this program.

Overnight Horse Boarding

The location of the MEC park makes it a gateway to equestrian recreation on the Monterey Peninsula. The MEA will offer short-term transient boarding for travelers and visitors by reserving a portion of the stalls at the MEC for visitors who want to explore the natural landscape in and around Marina. The MEA will provide a description of the accommodations and contact information on the MEC website and register the MEC on HorseBnB, a website dedicated to transient horse boarding to increase the service awareness. The MEA anticipates approximately 100 visitors to visit for overnight boarding annually.

Emergency Animal Evacuation Site

The MEA will offer to the SPCA of Monterey County, the availability of the MEC site as an evacuation site for natural disasters as and when needed. Beyond equine evacuees, the MEC will be able to provide shelter for a wide variety of other animals - including cattle, sheep, goats, pigs, fowl, llamas, alpacas, emus and camels. Additionally, MEA members will be registered and available for emergency evacuation transportation with their own vehicles and trailers. The MEA will have available supplies needed to support a large-scale evacuation effort - including buckets for food and water, fencing, halters and ropes and a network of MEA members and volunteers to facilitate operations during natural disasters. Recently, as a service to the community, 150 evacuated horses and 150 other animals were housed by the MEA during the August 2020 fires in Monterey

County. This offering will increase the disaster service availability on the Monterey Peninsula and serve in excess of 100+ people annually in times of need.

Central Coast College Registered Veterinary Technician Program

The MEA will develop a partnership with Central Coast College to provide free access to 10 horses to educate their students on handling, restraint, bandaging and other large-animal veterinary practical skills. Central Coast College, based in Salinas, CA, is the only school in Monterey County with an accredited Registered Veterinary Technician Program. Each student is required to complete hours of hand-on experience of large animal husbandry and are tested on those skills for their state board exams. 10 students are estimated to be served annually.

Community Lessons

The MEA will work with its experienced riding instructor members to implement a complementary riding program. This is envisioned as a free lesson program to expand the hardship program currently offered by MEA member Lindsay Beery. The Community Lesson program will offer complementary introductory lessons to approximately 5 children/families monthly. Once the MEA 501(c)3 status is obtained, we will work on sponsorships and donations to fund this program. It is expected that there will be 60+ people served annually with this program.

CSUMB Equestrian Team

The California State University, Monterey Bay Equestrian Team has been an active part of the community since being established in 2010. The CSUMB Equestrian Team currently meets at another facility several inconvenient miles away from campus. The MEA will partner with the CSUMB Equestrian Team to use the MEC as its home base. The CSUMB Equestrian team is a part of the Intercollegiate Horse Show Association (IHSA) and competes with many of the nearby schools including Stanford University, University of California Santa Cruz, California Polytechnic State University San Luis Obispo, and University of California Davis. Students of all abilities travel for weekly lessons with various trainers in greater Monterey County. Team participation is limited based on the need for transportation to riding lessons. With the close proximity to campus, the team feels they will have significant growth in their membership. MEA President Nichole Fisher will be the trainer for the "english" style of riding competition team. MEA Vice President Kyle Soliven will be the "western" style of riding competition trainer. The designation of a "home" barn presents the opportunity to host competitions for other teams to attend. Competitions are open to the public to enjoy. It is expected that there will be 500+ people served annually with this program including guests and spectators.

Rotating Private Horse Boarding

The MEA will dedicate a small portion of the total available stalls at the MEC to rotating private horse boarding. The boarding will be filled based on a waitlist offered to Monterey County residents. City of Marina Residents will receive a 10% discount on all fees and have priority on the waitlist. The MEA expects to make no more than 20% of the stalls at the MEC available via 4 month private leases, serving approximately 40 individuals annually.

Non-Equestrian Proposed Programs

Community Engagement Team - MEA Pep Squad

MEA members have a can-do attitude and will raise awareness of MEC and lift the spirits of the community

with MEA sponsored events at the MEC. The MEA membership will conduct multiple public engagement events throughout the operation of the MEC. We plan to have Fall Festivals, spectacular events at Halloween and over the winter holidays, caroling in the local neighborhoods and distributing food at local food distribution sites to show the MEA community spirit during parades. This is a unique aspect of our diverse and outgoing membership. It is expected that there will be 10,000+ people served annually with this program.

Self-Guided Walking Tours

The MEA will encourage visitors from the public to tour the MEC facility at their leisure, while enjoying the relaxing atmosphere. We propose a new printed or digital Self Guided Tour booklet that can be available at the Visitor Kiosk to assist guests in their exploration of the facility. The booklet will include a facility map, and brief history of Fort Ord, the Cavalry at Fort Ord, the history of the Station Veterinary Hospital, and the history of the MEC. The pedestrian experience of the MEC will be enhanced with our new signage and wayfinding points, as well as bronze plaques located at each of the historic buildings, new art and statues, and hidden technology "easter eggs" - like QR codes that users can scan with their smartphones to watch short videos produced by the MEA. Personalized signage for each horse will be added to every stall. Visitors will be able to learn each horse's name and other interesting information about each animal. It is expected that there will be 2,000+ people served annually with this program.

Adventure Park - Ropes Course and Bike Tours

The MEA proposes to have a ropes course on the premises that is envisioned as a combined advanced aerial adventure course and low ropes course. The aerial adventure course is proposed to include a 200ft x 200ft three story, steel tower with multiple activities radiating off of the central tower. The aerial adventure portion of the ropes course would include 42 elements and the capacity to service tours of 10 people every 30 minutes, with each tour estimated to cost participants between \$49 - \$79. The low ropes course is expected to include 12 elements along a pathway through the chaparral area, with the capability to scale up and add additional activities if needed. It is expected that there will be capacity to serve 58,000+ people annually with this program and an experienced partner managing the program.

The bike rentals will be offered in a guided tour program where groups of 10 individuals and two guides ride through the trail systems in the Fort Ord Dunes State Park and Fort Ord National Monument. Full tours will last 3 hours and a "training trail" will be developed on the MEC park that includes corners, sand, and rocks to provide an introduction to the basic skills required to enjoy the tour experience. Pending discussion with independent third party operators an existing structure will be modified or a new structure will be developed to provide bike storage, repair, and charging. Each bike tour is expected to also cost between \$49-\$79. It is expected that there will be capacity to serve 11,000+ people annually with this program and an experienced partner managing the program.

Cavalry Campground - with onsite camp host

The MEA proposes that on the MEC property between California, Imjin Parkway and DX Drive a small dry campground be constructed with 8 to 10 sites, one of which would be used for a Camp Host. This campground can be used by visiting equestrians, tourists and children. It is expected that there will be 600+ people served annually with this program.

Live Music

The MEA will partner with the California Bluegrass Association and Guitars not Guns, and they are thrilled to have another location at which to perform. California Bluegrass Associations "Otter Opry" events will be free to the public and will be scheduled regularly throughout the year. Guitars not Guns will also be working with MEA to allow their participants to interact with horses, incorporating them into songwriting, followed by onsite "Pony Jams". They've also committed to becoming involved in our Community Holiday Events. It is expected that there will be 500+ people served annually with this program.

Mini Free Library

The MEA proposes a partnership with local libraries to construct and furnish a small book cupboard at the MEC site where community members can participate in a book exchange program. It is expected that there will be 200+ people served annually with this program.

Parkland Games

The MEA intends to reserve a portion of the facility to help expand public access to the grounds around the currently fenced off HAM Radio building and increase the facility use by the public after the installation of bocce ball courts, horseshoe pits, disc golf and picnic tables for public enjoyment in this area. It is expected that there will be 1,000+ people served annually with this offering.

Environmental Education & Nature Center

The MEC Park is ideally situated to become a nature education hub for the Marina community and visitors to Fort Ord. The MEA intends to develop a signed nature trail and native plant/butterfly garden, the project is envisioned as a class project for CSUMB's Environmental Education program. The MEA will work with CSUMB service learning students and local nonprofits to create nature programs for children and adults, and increase our cultural and language competencies to serve all sectors of the growing Marina population. Naturalists will offer guided trail rides, nature walks, nature talks, bird-watching, school and camp programs, and collaborative events with other on-site partners. A longer-term goal would be to have a Nature Center to interpret the ecology of Marina and Fort Ord on the property. It is expected that there will be 500+ people served annually with this offering.

Endangered Species Protection

The federally endangered annual wildflower Monterey sand gilia (*Gilia tenuiflora* ssp. *arenaria*) occurs adjacent to MEC on the Stockade Parcel, the trail to Fort Ord, and possibly onsite. Horse traffic helps maintain its loose sandy microhabitat. We will collaborate with monitoring biologist Fred Watson (CSUMB) to fence the colonies during spring flowering season, and then allow horses to prevent overgrowth by other species the rest of the year.

Habitat Conservation & Restoration

The rare maritime chaparral at the MEC and adjacent parcels is essential to the Fort Ord Trail and Greenway (FORTAG) habitat corridor, connecting ocean dunes with Fort Ord. The MEA site plan will evolve under the guidance of biologists to balance conservation with recreational infrastructure. Pathways among use areas will be marked to limit trampling. We will continue to remove ice plants and create a plan to manage other invasive species. We will continue to salvage many native chaparral plants from adjacent development sites, to

propagate for habitat restoration on MEC grounds. We will develop partnerships with Citizens For Sustainable Marina (C4SM), the California Native Plant Society (CNPS), and Return of the Natives (RON) to expand this volunteer community-engagement activity. This project will mesh with our other recreational, educational, and equine activities to draw students and all sectors of the community. It is expected that there will be 500+ people served annually with this offering.

Community Garden

The increasing population and construction in the City of Marina lends to smaller yards available for residents. The MEA proposes creating a community garden where we provide space for residents to plant and tend to a garden space. This will provide a farm to table experience for local residents within an urban setting. The strategic placement of the community garden in close proximity to the expanding new construction of homes will not only provide residents of these homes with garden options, but also provide a natural buffer between the Cavalry Campgrounds and the Dunes Community. It is expected that there will be 50+ people served annually with this offering.

Private Events

It is the MEA's goal to have a Community Center built at the top of DX Dr where the engineering portable building exists. This new building would be available for space rentals, as well as to house a campground bathroom and nature center. It is our vision to host 2-4 monthly private events in this space, with a desired completion of the building by 2024. Several areas of the MEC Park will be available for private event rentals. Rentals will be available to City of Marina residents at a discounted rate. Event Rental Spaces include Building 3140 "HALL", and the horse riding arenas. The Main Hall will also ideally be the location of the Fort Ord Cavalry Museum and starting point for the walking tour, as it is one of the few buildings with electricity and running water. It is expected that there will be 2000+ people served annually with this offering.

Proposed Usage of Existing Buildings

The Main Hall (Veterinary Clinic 3140)

The MEA envisions a Pop-Up Museum and gift shop in this building and an expansion of the existing signage to incorporate large format historic photos and memorabilia on the walls to commemorate the 11th Cavalry and the historic importance of horses in the military. The Main Hall can also be used for staging community events and for private rentals. The Offices can also be used by MEA as office space.

Cottage (Colic Building 3141)

The Cottage will be dedicated to the Hope, Horses and Kids (HHK) equine assisted learning program. Fencing may be required to be put up around the cottage to create a secure, functional outdoor space for the children within the program. This space is expected to become a Learning Center for HHK and will provide children a place to receive tutoring, work on homework or art projects, read and engage in other educational activities.

The Barns

The two barns (Buildings 3142 (Barn A) and building 3143 (Barn B)) will serve as tack rooms for horses involved in community service/accessibility programs, storage of large machinery and equipment.

Kennel (Building 3144 Main Office Facility)

The Kennel building will serve as the hub for Monterey Bay Equestrian Center (MBEC) and will be the Public Trail Ride office. Additionally, MBEC proposes a small petting zoo, Pony wheel, tiny tots day on the farm tour, western themed area for party rental and activities. This building is also an important part of the evacuation program for disaster preparedness, offering safe housing for a variety of species. During natural disaster events, MBEC will return animals to the MBEC Prunedale property, ensuring space for evacuation needs. Further details in Appendix C - Phase Plan.

Radio Building

The MEA will work with The Monterey Bay Amateur Radio Association (MBARA) to foster the creation of programs to educate the public and create more access to the art of amateur radio while referencing the historic site they previously used. MBARA has previously operated an independent organization utilizing the Radio Building on the MEC property. The MEA believes that the expertise and passion for amateur radio usage provided by the MBARA creates a unique opportunity for members of the public to gain additional knowledge regarding radio communications at a publicly operated facility. Given the MBARA's documented history of successfully growing and celebrating the rich history of radio operations on the Monterey Peninsula, we intend to continue this parallel organizational structure at the MEC.

Army Corps of Engineering/Mobile Building

The Mobile Building at the top of DX Drive is an ideal location for a nature center and campground check-in. Subject to any modifications or permitting requirements of the Phase Plan presented in Appendix C, we would like to have the modular structure removed and build a campground bathroom with showers, a nature center office and community center space available for large gatherings. With the current conditions of the modular building, it seems advantageous to remove the structure and replace it with ADA compliant bathrooms and to create more available space for supporting the campsites and such usage. An alternative possibility would be to create office space for the proposed future adventure courses and activity business to use.

Part E
Service and Maintenance Program

Services

Adventure Park - Ropes Course and Bike Tours

A full description of the adventure park is included in our tentative partnership LOI for this program.

Usage capacity is estimated with 2 hour programs running every 30 minutes, cost of \$49-79 per person, limit 10 per group. Mountain bike tours require 2 guides and a reception person, and would offer 2 tours of 3 hours each for up to 10 persons each tour. Estimated retail tour cost is \$49-\$79 per person. MEA would partner with an adventure park operator to run the adventure park facility. This has the capacity to serve 58,000 persons annually for the ropes course, and 11,000 for the bike rentals.

Annual Holiday Events

Staffed and created by MEA Members, these holiday spectacles draw thousands of community members and take hundreds of hours to prepare. Events feature MEA member horses, costumed MEA members and engaging displays. Holiday events have 2000-3000 attendees per event.

Cavalry Campground

Offering 8 to 10 campsites, potential revenue of \$350 per night, based on a 4-night average stay for horse camping. Like other park associated campgrounds, a camp host will oversee campground maintenance, check-in and check-out procedures.

Christine Marie's Star Riders

This is a PATH program administered as a 501(c)3. Star Riders provides monthly free riding for 120 participants who are differently abled; plus 45 DLI students; plus 20 senior/veteran riders. (2,200 participants annually) This program is overseen by Ray and Linda Martin with the assistance of over 40 volunteers from the community and CSUMB.

Community Horse Volunteer Boarding

Available for horses involved in community engagement or public access activities. Boarding starts at \$130 per horse and will be available for approximately 56 horses on premises. These horse owners must provide their own feed, care, cleaning and updated vaccination records. Owners must commit to a number of "sweat equity" and community involvement hours to maintain this status.

Docent Facility Tours

Focused on the Military History of the MEC and basic horse safety and are offered twice weekly, staffed by a MEA Member 4-5 hours weekly. Estimated to serve 1,000+ persons annually.

Docent Trail Tours

Marina Equestrian Association Docent guided trail rides will be an integral part of the facility, open to anyone with their own horse and a desire to explore the expansive trails on Ft. Ord. Bring a sack lunch, camera and your own horse for a 2-4 hour guided ride through the Ft. Ord National Monument park land. Estimated to serve 500+ people annually.

Equine Obstacle Course

The MEA will create an equine obstacle course to increase the complexity and challenges available to members of the public utilizing the park. This will support advanced training in horsemanship. Once created, the obstacle course can be rented for competitions as well as haul-in day-use.

Facility Haul-In Day Use

Facility use is available for the general public. Horse owners are able to haul-in their horses and use the arenas, round pen and wash rack amenities. A day-use fee of \$15 or an Annual Associate Membership of \$60 is required. The MEA plans to cover the arena, creating the only public use all-weather arean in Monterey County.

HEART Program (Horses Expand ART) / Equine Exposure Series

These two programs will be run by MEA members. Programs are expected to initially be offered monthly and are free to community members. Anticipate 2-10 member volunteers and horses for 1-4 hours per event. It is expected to serve 500+ persons annually.

Hope, Horses and Kids

(Equine Assisted Learning) Hope Horses and Kids is a 501(c)3. HHK programs overseen by HHK staff. 6-week programs start at \$150 for once weekly 1 hour classes, and \$280 for twice weekly 1 hour classes. Currently 10 horses. HHK is expected to serve 1,900+ persons annually.

Lessons by Resident MEA Instructors

Lindsay Beery will offer 20 hours of lessons weekly. Nichole Fisher will offer 20 hours of lessons weekly. Kyle Soliven will offer 40 hours of lessons weekly. Resident instructors have agreed to parallel pricing at

rates of \$60/hour. Instruction will be on trainer owned school horses and suitable MEA member horses. A limited number of lessons will be reserved for people with limited financial resources. This is expected to serve 400+ persons annually.

MEA Membership

Membership dues in the MEA cost \$100 per year, with Marina members receiving a discount. Associate Membership costs \$60 annually. This is expected to be offered to 100+ persons annually.

Live Music

Otter Opry offers musical performances by California Bluegrass Association (CBA). Organized by CBA, performances will be offered at least once monthly and are free to the community. Pony Jams is a free program put on by Guitars not Guns and the Marina Teen Center. MEA volunteers will be present to introduce Guitars not Guns participants to horses, so they can interact and be musically inspired. Staffing provided by Marina Teen Center. This is expected to serve 500+ persons annually.

Overnight Horse Boarding

Available to traveling equestrians at a rate of \$20 per horse. Owners must provide their own feed, care, cleaning and updated vaccination records. This is expected to serve 50+ persons annually.

Short and Long Term Horse Boarding

Available for the public seeking a short term boarding option. Monthly Short Term boarding starts at \$130 per horse. There are 13 stalls reserved on the premises for this. Owners must provide their own feed, care, cleaning and updated vaccination records. Owners must commit to a number of "sweat equity" hours to help maintain the property.

Public Trail Rides through Monterey Bay Equestrian Center

MBEC will have 8 horses at Marina Equestrian Center for trail rides in Fort Ord. Rates are \$115 for an hour ride or \$135 for an hour and a half. Program is staffed by MBEC employees and runs 7 days a week based on demand. This has the capacity to serve 5,000+ persons annually.

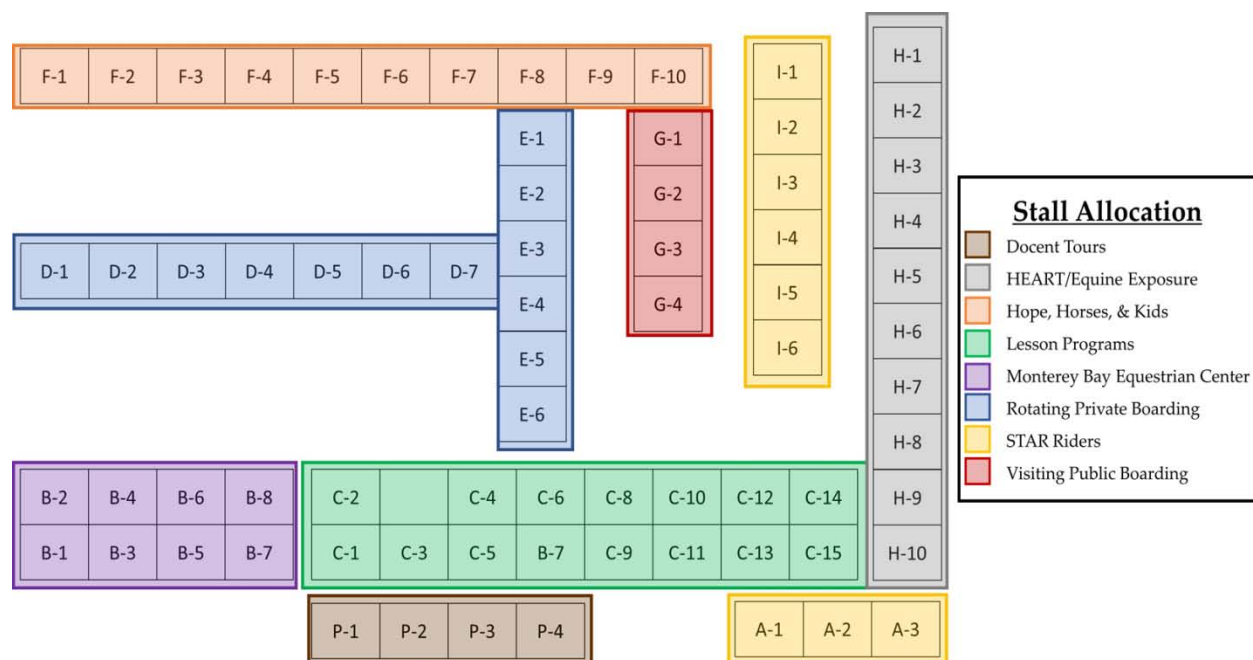
Maintenance

Stall Allocation

The MEA plans to use 73 stalls at the MEC. In accordance with the POU submitted by the City of Marina in 2013 and the Scope of Services requested in the Request for Proposal, the MEA will allocate the majority of stalls (approximately 80% or more) to horses participating in public engagement and outreach programs. A limited number of stalls will be reserved for rotating private boarding to ensure that the MEC park offers an equine care opportunity to the citizens of Marina. The specific allocation of stalls is as follows:

- Docent Trail Tour Program - 4 Stalls
- HEART/Equine Exposure - 10 Stalls
- Hope, Horses, & Kids - 10 Stalls
- Lesson Programs - 15 Stalls
- Monterey Bay Equestrian Center Trail Rides - 8 Stalls
- Rotating Private Boarding - 13 Stalls
- Star Riders - 9 Stalls
- Visiting Public Boarding - 4 Stalls

The following graphic presents a visual description of the allocation of stalls, some reorganization of the geographic location of some stalls has been modified to accommodate fit within the graphic.



Note that some flexibility regarding the specific assignment of stalls may be necessary to accommodate personal issues such as compatibility between adjacent horses, proximity to feed or tack rooms, or other challenges.

The stall allocation will undoubtedly drive the maintenance plan for the MEC.

Arena Maintenance

Arenas will be groomed with the tractor 2-3 times per week to maintain proper footing.

Covid-19

Sanitization stations with cleansers and hand sanitizers will be located near all areas where general use items are stored. All general use items will be sanitized between each use with ample signage.

Dust

Arenas will have sprinkler systems to mitigate dust during dry seasons. A posted speed limit of 5 miles per hour will be observed throughout the facility to reduce dust from vehicle traffic as well as for safety precautions.

Ensuring Visitor Satisfaction

The MEA has recently redesigned its website to offer satisfaction surveys, comments, and suggestions. Those completing the surveys or providing comments can do so anonymously. Submitted surveys and comments will be sent immediately to our email for review and action. In addition, bilingual (Spanish) comment forms will be available on site for visitors to complete and submit.

Fencing

Fencing will be repaired and replaced as needed. An inventory of pipe corral fence panels are kept on-hand for emergency use. Any area where fencing is deemed unsafe will be locked until repairs are made.

Garbage

All trash will be collected in GreenWaste Recovery containers. GreenWaste picks up 1-2 times per week. Recycling bins are available for all recyclable materials and will be collected weekly.

Insurance

The MEA has Property, Liability and Directors and Officers insurance policies as required by the City of Marina in accordance with the Operating Agreement and RFP.

Landscaping

General landscaping will be maintained by members. This will include habitat restoration of the maritime chaparral vegetation onsite.

Litter Control

Trash receptacles will be located in various locations around the property for easy disposal with the trash service. The trash receptacles will be consolidated into the scheduled garbage collection weekly.

Manure Removal

Manure will be collected in GreenWaste Recovery provided containers. Manure will be picked up and removed from the property twice weekly. The MEA will explore a composting solution of all manure. Additional pick up days can be arranged if required.

Parking Areas

Parking areas for visitors, including trailer parking, will be clearly marked. Trailer parking area will have equipment and receptacles to clean and collect manure as well as a water source for animals.

Plumbing

Waterlines/pipes/faucets will be maintained by members for minor repairs or Marina Plumbing or another licensed plumber for larger repairs.

Public Restrooms

Public restrooms will be cleaned 2-3 times per week by members and restocked with necessary supplies provided by the MEA.

Roads

Roads and driveways will be leveled with the tractor by MEA volunteers as needed. Materials like decomposed granite or additional sand will be added in problem areas and provided by the MEA.

Stalls

Boarding members will be required, per their boarding contract, to maintain the condition of each stall, and will be permitted to request assistance from the association for any supplies required for ongoing repair and maintenance. Stalls will be required to be cleaned daily (manure and refuse hay removal) per the MEA Stable Rules. Painting of structures will be completed by members with association supplied materials using the approved paint color to match the general appearance of the entire property.

Wash Racks

Wash racks will be swept and cleaned after each use. Manure, hoof trimmings, hair, and trash will be placed in a receptacle available next to the wash rack.

Water Troughs

Members will be required to clean each individual water trough or automatic waterer weekly per the MEA Stable Rules. Common area water troughs (i.e. in turnouts) will be filled minimally to reduce waste and will be dumped daily after use. These common area troughs will be cleaned by members as needed.

Volunteers

The Marina Equestrian Center will remain a self-care facility for horse boarders. Horse owners and volunteers will clean and maintain the horse stalls and the facility grounds. General use items like wheelbarrows, trash cans/trash bags, and pitchforks will be available for member use and will be maintained and repaired/replaced as needed by the MEA.

Part F

**Proposer's Cash Flow Analysis
and Pro Forma**

Marina Equestrian Center
Financial Projections for RFP (Income Statement)
For Year 2021 through Year 2040

Description	Year 1 - Year 5	Year 1 - Year 10	Year 1 - Year 15	Year 1 - Year 20
Gross Revenue	1,114,421	4,544,075	9,077,567	13,890,639
Total COGS	17,575	113,825	210,075	306,325
Total Salaries & Benefits	202,500	1,627,500	3,645,000	5,857,500
Total Facilities Expenses	618,096	2,179,457	4,192,782	6,277,278
Total G&A	207,360	441,610	692,610	958,610
Total Expenses	1,045,531	4,362,392	8,740,467	13,399,713
Net Income	68,889	181,683	337,100	490,927

City of Marina Fees Including Rent	133,863	1,149,386	2,587,035	4,066,621
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Marina Equestrian Center
Statement of Cash Flows - Projections for RFP
For Year 2021 through Year 2040

	Year 1 - 5	Year 6 - 10	Year 10 - 15	Year 16 - 20
OPERATING ACTIVITIES				
Net Income	68,889	112,794	155,418	153,826
Net cash provided by operating activities	68,889	112,794	155,418	153,826
INVESTING ACTIVITIES				
Net cash provided by investing activities	-	-	-	-
FINANCING ACTIVITIES				
Net cash provided by investing activities	-	-	-	-
Net cash increase (decrease) for period	68,889	112,794	155,418	153,826
Cash at beginning of period	10,500	79,389	192,183	347,600
Cash at end of period	79,389	192,183	347,600	501,427

Marina Equestrian Center
Balance Sheet - Projections for RFP
For Year 2021 through Year 2040

	End of Year 5	End of Year 10	End of Year 15	End of Year 20
ASSETS				
Current Assets				
Cash				
Checking	68,889	181,683	337,100	490,927
Security Deposits	10,500	10,500	10,500	10,500
Total Cash	79,389	192,183	347,600	501,427
Accounts Receivable				
Accounts receivable	0	0	0	0
Total Accounts Receivable	0			
Total Current Assets	79,389	192,183	347,600	501,427
TOTAL ASSETS	79,389	192,183	347,600	501,427
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Security Deposit	10,500	10,500	10,500	10,500
Total Current Liabilities	10,500	10,500	10,500	10,500
Total Liabilities	10,500	10,500	10,500	10,500
Equity				
Retained Earnings	0	68,889	181,683	337,100
Net Income	68,889	112,794	155,418	153,826
Total Equity	68,889	181,683	337,100	490,927
TOTAL LIABILITIES & EQUITY	79,389	192,183	347,600	501,427

Part G
Additional Information
Appendices

Appendix A Resumes

Education: California Polytechnic State University, San Luis Obispo
Bachelor of Science, **Animal Science**, June 2007

Experience:

Monterey Peninsula Home Team, Keller Williams – Listing & Transaction Coordinator (May 2014-Present)

- Manage and audit files for a team of up to 14 Realtors
- Responsible for daily office operations
- Schedule pre-listing appointments and inspections
- Prepare listing documents and disclosures, audit files for compliance, monitor escrow timelines

Indian Springs Ranch Property Owners Association - Stables Manager (Nov 2010-Mar 2014)

- Manage all operational and budgetary aspects of equestrian facility housing over 70 horses
- Supervise staff, assign maintenance and other tasks as necessary
- Interface with all vendors/suppliers as well as facility tenants on a continuous basis
- Responsible for ordering all facility supplies, maintaining appropriate facility records
- Report on a regular basis directly to the POA Board of Directors

Hostelling International, (Santa Cruz & Monterey Locations) - Hostel Assistant and Front Desk (Aug 2009-Aug 2015)

- Greet and check-in international guests, provide local information to travelers
- Assist guests in making reservations by phone, email, and in person
- Co-Author of various Grant proposals and leader of special projects

Plasvacc USA Inc. Templeton, CA - Pheresis Technician (Jan 2008- Jul 2009)

- Pheresed horses daily, monitored horse and machine
- Administered vaccinations, sedatives, and medications
- Monitored and maintained herd of over 100 horses, including veterinary care and deworming
- Attended AAEP Annual Conference Trade Show

Horseback Riding Instructor & Trainer (Jan 2005- present)

- Train equestrians in horsemanship and riding skills
- Fine tune and advance skills of equine clients
- Attend competitions and offer coaching for clients
- Organize equestrian competitions to be attended by members of equestrian public

United States Pony Club (Jan 1997-current)

- Graduate H member of the Santa Cruz County Pony Club 2007
- Middle California Regional Officer positions held – Horse Management Organizer (2010-2014, Regional Instruction Coordinator (2015-2017), Vice Regional Supervisor (2018-present)
- Santa Cruz County Pony Club – Instructor (2000-present), Sponsor (2000-present), Treasurer (2010-2011), District Commissioner (2012-present)
- National Activities Council (2014-present) – Chairperson of National Tetrathlon Committee, International Exchange Committee member, National Championships Organizing Committee member

Skills: Very Organized, Friendly, and Good at Multi-tasking
Microsoft Word, Excel, Power Point, and Quickbooks, First Aid & CPR Certified

Kyle Soliven

Marina, CA | (831) 521-4159 | krsoliven@gmail.com

“Deeply dedicated to the growth of this community. Looking to continue to leverage my network to promote local growth and build partnerships to compliment doing business in Monterey County.”

PROFESSIONAL EXPERIENCE

KYLE SOLIVEN, Marina, CA

Riding Instructor

October 2020– Present

- Provide western riding and horsemanship lessons to all ages

URTH AGRICULTURE, Monterey, CA

Logistics Manager

May 2019– October 2020

- Oversee all farm trials and schedules
- Prepare all products needed for individual trial applications, including international clients
- Create all marketing materials and investor presentations
- Managed fleet maintenance and tracking systems
- Produced estimates for all products shipped and applied
- Managed all aspects of inventory

MONTEREY PENINSULA CHAMBER OF COMMERCE, Monterey, CA

Membership Development Manager

August 2017– May 2019

- Create new programs to enhance membership – Monterey Peninsula Young Professionals, Member Retention Calls, Board Buddy – New Member Partnership
- Increased membership by 160 members
- Assist with the planning and hosting of 6 major events per year attended by 400+ community leaders each, monthly mixers, and ribbon cutting events
- Assist with development of all marketing and communication pieces, including weekly newsletters, newspaper articles, social media, and event programs/signage
- Continuous support of new and existing members
- Attend various community association events outside of chamber specific events
- Knowledge of various businesses and their functions to explain how to best leverage their chamber membership to achieve their goals

CALIFORNIA PREMIER RESTORATION, Monterey, CA

Community Relations Manager

November 2016 – August 2017

- Drive restoration and construction sales
- Sold year 1 gross sales in first quarter of year 2
- Maintaining relationships with customers, subcontractors, and referral sources
- Represented business at various community functions
- Assisted with AR for outstanding invoices with customers and insurance companies

B-IMPRESSED BRANDING SOLUTIONS, Salinas, CA

Business Development Specialist

November 2015 – November 2016

- Obtained 45% of all new business
- Cold called and developed relationships in the community to establish new customers
- Helped customers develop marketing plans to best reach their customers

ANIMAL CANCER CENTER, Monterey, CA

Practice Manager

January 2015 – November 2015

- Conceptualized and opened new veterinary hospital in 30 days with a veterinarian whom I worked with at Pacific Veterinary Specialists Monterey for four years
- Obtained contracts with all vendors, lenders, and landlord
- Created and managed database software including patient files, inventory, and staff timesheets
- Managed and trained all staff
- Managed all marketing including social media, referral doctors, and community engagement
- Minimal bookkeeping
- Maintained all compliance with state and federal regulations
- Discussed treatment plans and continued care with all clients
- Customer service

PACIFIC VETERINARY SPECIALISTS MONTEREY, Monterey, CA

Practice Manager

July 2011-January 2015

- Opened satellite veterinary specialty practice in Monterey
- Created and maintained relationships with referring veterinarians
- Managed doctors and staff, inventory and patient care
- Assisted with Monterey Bay Area Veterinary Medical Association dinners including marketing, planning, and obtaining speakers
- Hosted lunch-and-learn workshops for local veterinarians

MONTEREY ANIMAL HOSPITAL, Monterey, CA

Assistant Manager/Technician/Receptionist

September 2005 – July 2011

- Managed patient care
- Maintained patient records and treatment plans
- Assisted in surgeries monitoring anesthesia and patient vitals
- Facilitated interviewing of potential new employees and was responsible for new employee training
- Conducted annual staff performance evaluations for reception staff
- Miscellaneous duties as assigned

EDUCATION**CALIFORNIA STATE UNIVERSITY, MONTEREY BAY**

B.S. Business Administration, May 2011

- Concentration in marketing
- Awarded “Capstone Award” for Best Presentation and second place for “Best Written Report”

COMMUNITY INVOLVEMNET

- Monterey Peninsula Chamber of Commerce Ambassador and Special Events Committee Member 2015-2017
- 2016 Monterey Peninsula Chamber of Commerce Volunteer of the Year
- Marina Equestrian Association Board Member 2017-2019 (Board President 2018/2019)
- California State Horseman's Association Ambassador 2004

ADDITIONAL SKILLS

- Computer programs such as Photoshop, InDesign, Constant Contact, Microsoft Office Suite, QuickBooks, Cornerstone Veterinary Database and DVMAX Veterinary Database

Cathleen Venn Sittig

151 Rodgers Rd Salinas CA 93907 – 831-578-7745 happyhillranch@yahoo.com

Objective	I believe with my organizational skills and willingness to work towards common goals I am the best candidate for the secretary position of the Marina Equestrian Association Board of Directors.
Experience	Franchise Owner/sole proprietor Curves Prunedale CA <i>2008 – Present</i> All levels of management including employee, financial, time, marketing prospective, budget, setting and reaching goals both financial as well as client goals. In addition, I coach fitness and wellness classes for the aging population. American Sign Language Interpreter Balance 4 Kids Aptos, CA <i>2001 – 2008</i> I worked in several schools on the Monterey Peninsula as an ASL interpreter. I achieved several certifications in adaptive play, Tucci system, Floor time educational modalities. My job required a high level of flexibility, communication, and cohesiveness with physical, occupational, speech and psychologist therapies. Moreover, I was expert in being a supportive team member to the teaching staff. NARHA Certified Therapeutic Riding Instructor Level 2 Self Employed, Marina, CA <i>1997 – 2001</i> I started and operated S.T.A.R. (Special Therapeutic and Recreational) Riders. Easter Seals was the sponsor company. My responsibilities included fund raising, lesson planning, working with Physical, Occupational, speech therapist, and teachers to develop a comprehensive riding lesson to achieve

personal, education and physical goals with achievable benchmarks Through my fundraising and marketing efforts the current facility "Star Riders" at MEC was donated.

Education**AA**

Hartnell Salinas CA

1999

My area of study was early childhood education. I later studied and worked with children with disabilities, including American Sign Language interpretation.

Communication

While working in the school system I was often requested by teachers, they would have a lottery drawing to secure my position in their classroom. Throughout my ownership of Curves, I have repeatedly been awarded Premium Club statues, only given to a few select clubs within the US & Canada.

Leadership

I currently am the President of the Monterey Bay Equestrians, a 501(c)7 club dedicated to trail acquisition and preservation of equine activities within the country. In 2 years, we have taken our membership from 62 members to 163 memberships.

I have been the Marina Equestrian Associations' Secretary for over 5 years, I have the experience and knowledge required to be fair and unbiased secretary in order to serve 100% of the membership.

Finally, I am an active equestrian that routinely rides Fort Ord trails with clippers in hand to do trail maintenance, including trash removal.

References

Sunday Minnich, Mushroom Mardi Gras Event Coordinator

Sminnich1962@gmail.com

408-858-9958

Michele Moldenhauer

1384 Kenneth Street Seaside, CA 93955

keepingyoufit@sbcglobal.net

831 601-6728

Lifelong Monterey Peninsula Resident, Small Business Owner, Educator
Community Service Volunteer, Triathlete, Equestrian Enthusiast

Education

B.S. Kinesiology, Concentration in Wellness, California State University, Monterey
Bay 2014 Dean's List

A.A. Monterey Peninsula College, 2011

Certified Personal Trainer, American College of Sports Medicine (ACSM)

Corrective Exercise Specialist, National Academy of Sports Medicine (NASM)

Adult CPR/AED, American Red Cross

Skills

- 30 years experience as a fitness professional, business owner and educator.
- Leadership skills
- Health and wellness clinical experience.
- Passionate, responsible, committed volunteer
- Administrative business skills
- Team collaborative skills

Experience

Michele M Fitness Assessments 2014-Current
Owner/Operator

- Fitness assessments
- Program design
- Corrective Exercise

Monterey Peninsula College, Monterey, CA
Fitness Instructor 1984-Current

- Adapted class format to accommodate various levels of fitness in a group setting
- Retained positive enrollment throughout the semester term
- Received an average of 5.0 or the highest possible rating, on student evaluations
- Inspired students to optimize their potential.

Rocket Fitness, Carmel, CA

• Certified Personal Trainer/Group Exercise Instructor 2006-2013

- Successfully established client base
- Maintained client retention and growth
- Innovated creative solutions to serve special populations
- Developed and instructed outdoor fitness classes.

Monterey Bay Athletic Club, Navel Postgraduate School, Monterey, CA

• Certified Personal Trainer/Group Exercise Instructor 2006-2013

- Developed group fitness class format
- Guided clients to attainment of their goals
- Organized scheduling and payments

Pebble Beach Company, Pebble Beach, CA

• Group Exercise Instructor 2006-2008

- Staff Member Beach Club
- Design class formats for various group exercise classes for members and guests of the resort.
- Provide safe, effective fitness classes for diverse populations.

Santa Catalina School, Monterey, CA

• Physical Fitness Instructor 2006-2008

- Successfully implemented daily exercise curriculum for upper-division students.
- Designed a structured program which gave students the opportunity to enjoy the process of becoming physically active and fit through proper exercise technique.
- Students gained self-confidence, stamina, strength, and a passion for exercise.

Garden Health and Fitness, Monterey, CA

• Group Exercise Instructor 1984-2004

- Instruction of group classes including, body sculpting, circuit training, step
- aerobics, dance aerobics, group cycle, cardio kick box.
- Successfully structured formats for diverse populations

David S. Goldberg, M.D., Monterey, CA

• Patient Accounts Representative 2004-2006

- Ensured patient accounts remained current, analyze accounts receivable
- Obtained insurance pre-authorizations
- Prepared estimated cost documents for procedures and surgeries
- Retail inventory maintenance

Community Hospital of the Monterey Peninsula, Monterey, CA

• Administrative Assistant Out Patient Mental Health 2001-2004

- Provided support to M.D.'s, Therapist's in clinical setting
- Managed insurance pre-authorization records

• Phlebotomist 1999-2001

- Patient specimen collection and procession
- Operate satellite laboratory

Surgical Instrument Technician 1997-2001

- Process and sterilize Main Operating Room instruments

Employee Health and Wellness Fitness Instructor 2014-2016

- Develop exercise class formats to accommodate various fitness levels and diverse populations.
- Provide safe, effective, enjoyable bi-weekly exercise classes.
- Retain positive participation level for full 10 week durations.

CSU, Monterey Bay, Seaside, CA

Principles of Movement for Individuals with Disabilities, Spring, 2012

- Conducted 8 week case study on paraplegic individual
- Provided assistance and accessibility during scheduled workout sessions
- Developed and implemented weight room routine utilizing cardio respiratory, and resistance.

Worksite Health Promotion, Fall, 2012,Independent Study, Spring 2013

- Collaborated CSU employee Walk Challenge
- Coached, motivated, and mentored employee teams
- Presented proper technique exercise program during seminar series

Marina Equestrian Association, Marina CA

Volunteer, Board of Directors, Member at Large 2013, Treasurer 2014, 2019-2021

- Implemented recycle program for center
- Created and implemented sanitary standards program for turnout areas
- Oversaw public inquires for use of facility
- Collaborated on Annual Report for the National Parks System
- Ensure and oversee boarder accounts are current and vendors are paid
- Review profit and loss balance sheet, and other financial reports for accuracy
- Analyze accounts receivable, and accounts payable
- Facility maintenance coordination, purchases, and repairs
- Special events participant

L I N D S A Y B E E R Y

333 Brittany Road, Seaside, CA 93955 951-496-0194
lindsaymariebeery@gmail.com

PROFESSIONAL EXPERIENCE

VETERINARY ASSISTANT, NICHOLS VETERINARY CARE, MONTEREY, CA — JANUARY
2020 - Present

Patient testing and care: Responsible for management of each patient from admission through discharge. Specific roles and responsibilities include: surgery preparation, anesthesia monitoring and recovery, placing/removing IV catheters, blood draw, collection and handling of lab samples, dental scaling and polishing, preparation and performance of radiological assessments, and vaccine administration.

Patient admission and discharge: Duties include intake and handling of new animal patients, discussions with pet owners to obtain animal health history and concerns, creation and processing of invoices, and communication of animal health status to clinic administration and veterinarians. Additionally, veterinarian notes are charted and communicated to pet owners.

Clinic management and preparation: Additional duties are primarily associated with preparation for patient arrival and facility maintenance to maximize the quality of the patient environment and minimize the possibility of infection or complication. This primarily focuses on feeding, exercising, and cleaning of any animals staying at the clinic for an extended period but also includes cleaning and sterilization of the clinic and operating areas.

ICU ASSISTANT, PET SPECIALISTS OF MONTEREY, MONTEREY, CA — JUL 2019 - DEC
2019

Provided care for Intensive Care Unit (ICU) animal patients under the supervision of veterinarians and ICU nurses: Performed multiple duties to support critically injured and recovering animals, specifically focused on care for canine, feline, avian, and other domestic animals. Treatment specific roles and responsibilities include starting/stopping of IV fluids and medications from IV catheter sites, holds and restraints for radiographs and animal procedures, and handling of lab samples. Additional duties focused on preparation of the ICU and supporting facilities for patients, including operation of in-house lab equipment, cleaning and stocking of treatment areas and kennels, and feeding and walking of patients.

HOME CARE AIDE, RIGHT AT HOME, SANTA CRUZ, CA — 2018 - 2019

Provided physical assistance and wellness care for at need seniors: Served as an in-home caregiver to provide living assistance to seniors. Each client has a varying level of physical and mental dependence, accordingly responsibilities varied from client to client. The majority of clients required physical assistance (getting dressed, wheelchair assistance), home health care (bathing, medication), and quality of living help (transportation, monitoring of medication).

BEHAVIOR TECHNICIAN, APTITUDE HABILITATION SERVICES, MONTEREY, CA — 2016 - 2018

Implemented and delivered behavioral therapies for children diagnosed with autism: Delivered applied behavior analysis (ABA) based therapies for children diagnosed with autism. Therapy sessions focused on child engagement, creation and management of incidental learning opportunities, and instruction and feedback regarding appropriate play and social skills. Discrete trial teaching strategies were employed to instruct children on appropriate behaviors and decision making in a variety of generalizable situations (as an example, once a behavioral concept was

mastered at the child's home, we took trips to the aquarium to ensure that the child could also demonstrate mastery of the behavioral concept in a real-world situation).

Compiled, analyzed, and interpreted behavioral data based on ABA sessions: Conducted bi-weekly reviews of behavioral data to support assessment of each child's progress. These reviews focused on identification of progress or regression in multiple areas for each child and identification of candidate reinforcement techniques or prompting strategies to support continued progress for each child.

HEAD TRAINER, LINDSAY LONG TRAINING, CARMEL VALLEY, CA — 2011 - 2016

Designed and delivered horseback riding program for children ages 2-18: Developed a riding program for delivery to beginning, intermediate, and advanced horseback riders. Planned riding lessons to develop students' horsemanship and riding fundamentals, with emphasis on complete management of horses, to include education on inspection techniques to ensure cleanliness and safety of horses. Tailored program to meet a range of student experience levels, from introductory lessons for first time riders to advanced lessons for students preparing for multi-disciplinary competitions.

Planned and managed multi-day horseback riding camps: Designed several multi-day horsemanship and horse riding camp program. Students were exposed to the full range of horseback riding fundamentals, with emphasis on teamwork and interaction with other riders to learn communication and cooperation skills. Students were asked to develop personal and group goals and track each other's progress and development to identify areas of strength and areas for improvement.

Managed and maintained stable of 2-10 horses: Responsible for health, safety, and maintenance of living conditions and feeding program for Lindsay Long Training affiliated horses

ASSISTANT TRAINER, HOLMAN RANCH — 2009 - 2011

Assisted delivery of week-long horseback riding camps: Under supervision of Head Trainer conducted riding lessons and instruction for groups of 5-10 riding students during weeklong camps.

Trail ride coordinator: Coordinated and supervised horseback trail rides for between 3-8 person groups visiting Holman Ranch

HEALTH AND PROFESSIONAL CERTIFICATIONS

Qualified Applied Behavior Analyst Certification Board, Applied Behavior Analysis Technician

American Red Cross, Basic Life Support for Healthcare Providers

California Department of Social Services, Mandated Reporter Child Care Training

HIPAA for Health Care Workers

VETERINARY SPECIFIC REFERENCE

Emma Sanchez, Hospital Administrator, Pet Specialists of Monterey, 831-818-4823

Evalina Dunwoody, Hospital Administrator, Nichols Veterinary Care, 831-372-2672

Krystal Giacomelli

530-219-8608 | justgiacomelli@gmail.com | Pacific Grove, CA 93950

SUMMARY

My life and profession have always encompassed educating the community about horses, and giving children/adults with disabilities access to Equine therapy. I would like to expand this opportunity to people of all ages and backgrounds, to ensure that everyone has the chance to experience the passion, love and lessons that comes with horse care and natural horsemanship.

SKILLS

- Visitor interaction
- Interpersonal and written communication
- Equine Education
- Natural Horsemanship
- Program management
- Educational tours
- Equine therapy
- Document management
- Quality assurance controls
- Facility oversight

EXPERIENCE

Horse Docent, Marina Equestrian Center, January 2018-Current
Marina, CA

- Create a welcoming environment to all members of the community.
- Educate the community on the environment, horses, horse care, and the science of horseback riding,

Natural Horsemanship Instructor, Carmel Valley, March 2012-December 2017

- Implementing natural horsemanship techniques to effectively train horses through natural instincts and a communication system.
- Emphasizing the principle of reinforcement rather than physical force, focusing in on the horse feeling calm and safe during the training process.

Equine Therapy Coordinator, Sterling Riding Academy: John Lyons/Pat/Linda Parelli certified

January 2005-February 2012
Davis, CA

- Instructor of Natural Horsemanship
- Implementing Individualized Educational Equine therapy program for children with disabilities

Equine Therapy Coordinator, Sunshine Stables Nonprofit, July 2009-February 2012
Davis, CA

- Created and Implemented Individualized education program for students with disabilities and juvenile offenders.
- Facilitated horse accessibility sessions with high risk youth and violent juvenile offenders
- Directed daily operations at the facility caring for more than 30 horses.
- Implemented new hire training to further develop skills and initiate discussions on task prioritization.

EDUCATION AND TRAINING

Bachelor of Science: 2004-2009

Animal Science with emphasis in Equine Studies, UC Davis, California

JENNA LARKIN

42 Work Ave, Del Rey Oaks CA 93940

jennalarkin@rocketmail.com

(831) 521 9809

Skills Summary

I have worked in the Animal Health Industry since 2005, most recently as an Inventory Manager but previously as an Animal Health Technician. My children attend Monterey Bay Charter school where I am active in Parents Circle (PTA) and event planning committees for the annual Holiday Bazar and May Faire Events.

I was recently elected to the Board of Directors at the Marina Equestrian Association for 2021. I participated with the evacuation efforts during the 2020 fires and Co-Chaired the first annual Candy Corn Lane and first annual Winter Wonderland drive through events.

Education

Associates Degree 2005

Monterey Peninsula College

Experience

Pet Surgeons Inc/ March 2011-October 2011

Bookkeeper March 2011-October 2011

Accounts Payable and Accounts receivable for Mobile Veterinary Surgeon and Veterinary Oncologist. Maintained all billing and QuickBooks.

Pet Specialists of Monterey / October 2011-March 2020

Bookkeeper

Veterinary Technician Assistant

Floor Supervisor

Inventory Manager October 2011-March 2020

Pet Surgeons Inc merged into Pet Specialists of Monterey in October 2011. During this time, I assisted in planning of a 24-hour Specialty and Emergency Hospital while maintaining the bookkeeping for Pet Surgeons Inc. Upon opening Pet Specialists of Monterey, I stepped back

into the role of Veterinary Technician Assistant and later Specialty Floor Supervisor and Inventory Manager. In 2017 I stepped exclusively into the role of Inventory Manager where my duties were ordering all medical supplies and equipment.

Blue Pearl Monterey/ March 2020-current

Inventory Manager

In March of 2020, Pet Specialists of Monterey was sold to the Mars Corporation, Blue Pearl Veterinary Hospitals. I have since maintained the roll of Inventory Manager.

Appendix B
Site Plan / Park Key

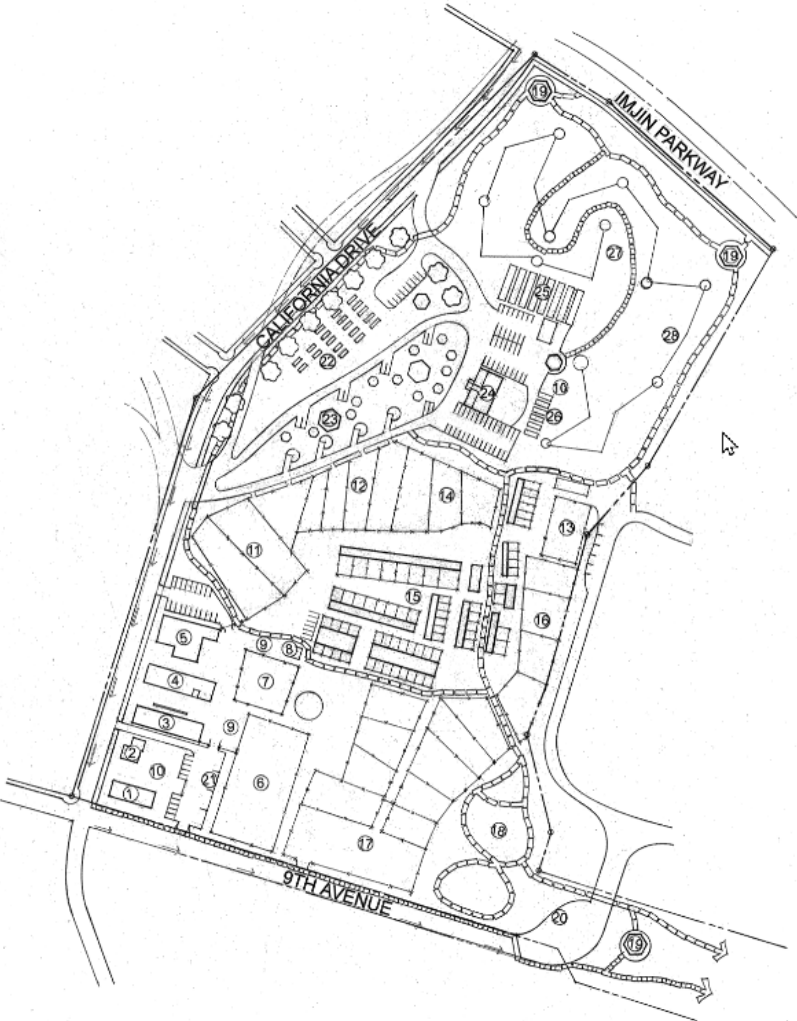
PARK KEY

EQUINE CENTER

- 1 EVENT VENUE & POP-UP MUSEUM
- 2 HOPE HORSES AND KIDS LEARNING CENTER
- 3 MARINA EQUESTRIAN ASSOCIATION
TACK ROOM & FEED ROOMS
- 4 LESSON HORSE & MONTEREY BAY EQUESTRIAN CENTER
TACK & FEED ROOMS
- 5 MONTEREY BAY EQUESTRIAN CENTER
TRAIL RIDING OFFICE & PETTING ZOO
(TEMPORARY ANIMAL EVACUATION CENTER, WHEN NEEDED)
- 6 PUBLIC ARENA
- 7 SCHOOLING ARENA & ROUND PEN
- 8 MANURE BUNKER
- 9 VIEWING AREA
- 10 PICNIC AREA
- 11 MONTEREY BAY EQUESTRIAN CENTER
TRAIL HORSE TURNOUTS
- 12 PUBLIC HAUL-IN & OVERNIGHT TURNOUTS
- 13 STARRIDER CENTER & PADDOCKS
- 14 STARRIDER TURNOUTS
- 15 MARINA EQUESTRIAN ASSOCIATION PADDOCKS
- 16 MARINA EQUESTRIAN ASSOCIATION TURNOUTS
- 17 HOPE HORSES AND KIDS CENTER
& TURNOUTS
- 18 EQUINE OBSTACLE COURSE
- 19 EQUINE & PEDESTRIAN TRAILHEAD
WITH HISTORICAL & DIRECTIONAL PLAQUE
- 20 TRAIL RIDING HAUL-IN TRAILER PARKING
- 21 TRAILER PARKING FOR PUBLIC ARENA USE

OUTDOOR ADVENTURE & EDUCATION CENTER

- 22 COMMUNITY GARDEN & ORCHARD
- 23 CAVALRY CAMPGROUND
- 24 COMMUNITY CENTER, RESTROOMS
& SHOWERS
- 25 BOCCE BALL COURTS
- 26 HORSE SHOE PITS
- 27 NATURE TRAIL & DISK GOLF COURSE
- 28 ROPES COURSE
- EQUESTRIAN & PEDESTRIAN TRAIL
- PEDESTRIAN PATH
- "SHARE THE ROAD" BICYCLE ROUTE



MARINA EQUESTRIAN CENTER PARK

Appendix C
Phasing Plan Map
And Phase Outline

- PHASING PLAN**
- PHASE 1 - (EXISTING - 3 YEARS)**
- 1 EVENT VENUE & POP-UP MUSEUM
 - 2 HOPE HORSES AND KIDS LEARNING CENTER
 - 3 MARINA EQUESTRIAN ASSOCIATION
TACK ROOM & FEED ROOMS
 - 4 LESSON HORSE & MONTEREY BAY EQUESTRIAN CENTER
TACK & FEED ROOMS
 - 5 MONTEREY BAY EQUESTRIAN CENTER
TRAIL RIDING OFFICE & PETTING ZOO
(TEMPORARY ANIMAL EVACUATION CENTER, WHEN NEEDED)
 - 6 PUBLIC ARENA
 - 7 SCHOOLING ARENA & ROUND PEN
 - 8 MANURE BUNKER
 - 9 VIEWING AREA
 - 10 PICNIC AREA
 - 11 MONTEREY BAY EQUESTRIAN CENTER
TRAIL HORSE TURNOUTS
 - 12 PUBLIC HAUL-IN & OVERNIGHT TURNOUTS
 - 13 STARRIDER CENTER & PADDOCKS
 - 14 STARRIDER TURNOUTS
 - 15 MARINA EQUESTRIAN ASSOCIATION PADDOCKS
 - 16 MARINA EQUESTRIAN ASSOCIATION TURNOUTS
 - 17 HOPE HORSES AND KIDS CENTER
& TURNOUTS
 - 19 EQUINE & PEDESTRIAN TRAILHEAD
WITH HISTORICAL & DIRECTIONAL PLAQUE
 - 20 TRAIL RIDING HAUL-IN TRAILER PARKING
 - 21 TRAILER PARKING FOR PUBLIC ARENA USE
 - 22 COMMUNITY GARDEN & ORCHARD
 - 23 CAVALRY CAMPGROUND
- PHASE 2 - (3 - 5 YEARS)**
- 18 EQUINE OBSTACLE COURSE
 - 24a COMMUNITY BATHROOMS & CAMPGROUND SHOWERS
 - 25 BOCCIE BALL COURTS
 - 26 HORSE SHOE PITS
 - 27 NATURE TRAIL & DISK GOLF COURSE
- PHASE 3 - (5 - 10 YEARS)**
- 24b COMMUNITY CENTER
 - 28 ROPES COURSE
- LEGEND:**
- EQUESTRIAN & PEDESTRIAN TRAIL
 - PEDESTRIAN PATH
 - "SHARE THE ROAD" BICYCLE ROUTE



MARINA EQUESTRIAN CENTER PARK

Phasing Plan Outline

PHASE 1 (EXISTING - 3 YEARS)

Item 1 - EVENT VENUE & POP-UP MUSEUM

The Main Hall (Bldg 3140) is an open plan building suitable for meetings or a large gathering for a meal or party. Main hall is currently available to be rented for birthday parties, weddings, corporate or private meetings. Currently the main hall is not rented often due to inadequate marketing. It is expected that the main hall can be rented monthly when marketed properly generating \$100 per occurrence. Potential income \$1200 per year.

A Pop-Up museum will be developed by MEA community outreach for historic items and pictures to be donated or to be on loan for the day. The Pop-Up museum would be free to the public and require no initial addition to the budgeted expenses. Upon additional financial viability in year 4, hired staff can be allocated to incorporate the museum into the gift shop onsite on a permanent basis.

Item 2 - HOPE HORSES AND KIDS LEARNING CENTER

Upgrades and repairs to the Cottage building (Bldg 3141) would require CIP funds to bring the building to a habitable/usable state ~ \$25,000-\$30,000. Roof, floor, access, electrical upgrades, finish materials. The MEA expects that permitting, approval, and construction would be completed in 3 years.

Item 3 - MEA TACK ROOM & FEED ROOMS

The MEA will use the currently designated building 3143. CIP money required to create one accessible tack room, check accessible entrance, electrical, paint ~ \$5000-\$10,000. The MEA expects that improvements could be completed in less than 1 year.

Item 4 - LESSON HORSE & MONTEREY BAY EQUESTRIAN CENTER TACK & FEED ROOMS

The MEA will use the currently designated building 3143. CIP money required to create one accessible tack room, check accessible entrance, electrical, paint ~ \$5000-\$10,000. The MEA expects that improvements could be completed in less than 1 year.

Item 5 - MONTEREY BAY EQUESTRIAN CENTER TRAIL RIDING CENTER PETTING ZOO & OFFICES

The MEA will designate the currently identified building 3144 to MBEC for use. Improvements will be required for use of this building. CIP funds are required to make this building usable. Construction estimates from our architect estimates \$150,000 to re-roof, perform seismic upgrades, electrical upgrade, and add a handicap accessible entrance. MEA estimates it would be 1-3 years for these improvements to be finished. This building will also serve as a temporary animal evacuation center, when needed.

Item 6 - PUBLIC ARENA

The MEA will use the public arena identified on the phasing plan map and key chart. CIP of \$225,000 - \$250,000 needed for installation of an all weather structure to enable year round use and drive increased fees for equine participants. (Drives increased public equestrian use of the park)

Item 7 - SCHOOLING ARENA & ROUND PEN

The MEA will use the schooling arena and round pen identified on the phasing plan map and key chart. No CIP needed.

Item 8 - MANURE BUNKER

The MEA will use the manure bunkers identified on the phasing plan map and key chart. No CIP needed.

Item 9 - VIEWING AREA

The MEA will use the viewing area identified on the phasing plan map and key chart. No CIP needed.

Item 10 - PICNIC AREA

The MEA will use the picnic area identified on the phasing plan map and key chart. No CIP needed.

Item 11 - MONTEREY BAY EQUESTRIAN CENTER TRAIL HORSE TURNOUTS

The MEA will designate exclusive use to MBEC the area identified as Trail Horse Turnouts. MBEC will be in charge of associated maintenance. Additional income expected to be \$100 per horse/month. \$9600 per year when fully operational.

Item 12 - PUBLIC HAUL-IN & OVERNIGHT TURNOUTS

The MEA expects to increase publicity and marketing of public haul in and overnight accommodations. \$15 for day use of the arena, \$20 per night for overnight paddock use. Estimated 50 day uses per year = \$750 per year. Estimated 25 overnight stays = \$500. This does not include campground projections.

Item 13 - STAR RIDERS CENTER & PADDOCKS

The MEA will use the Star Riders Center and paddocks identified on the phasing plan map and key chart. No CIP needed.

Item 14 - STAR RIDERS TURNOUTS

The MEA will use the Star Riders turnouts identified on the phasing plan map and key chart. No CIP needed.

Item 15 - MARINA EQUESTRIAN ASSOCIATION PADDOCKS

The MEA will use the paddocks identified on the phasing plan map and key chart. CIP funds are required to improve horse shelters/barns. Estimated \$50,000 - \$70,000 for demolition, new barn structures, and new panels. These improvements can be implemented in phase 1 in less than 3 years.

Item 16 - MARINA EQUESTRIAN ASSOCIATION TURNOUTS

The MEA will use the turnouts identified on the phasing plan map and key chart. No CIP needed.

Item 17 - HOPE, HORSES AND KIDS CENTER & TURNOUTS

Hope, Horses and Kids move-in will require initial improvement of stalls estimated at \$10,000 - \$12,000 for new panels, roofing, and gates. This would be an initial investment for HHK to bring their 10 horses in month 6 of year 1. Income from HHK is estimated to be \$100 per horse/month or \$1000 per month. \$12,000 per year. HHK will help us to meet our programming needs and community outreach as discussed in the program and services areas of the proposal.

Item 19 - EQUINE & PEDESTRIAN TRAILHEAD

MEA proposes to install updated signage with historical and directional plaque. CIP funds required \$5,000-\$7,000.

Item 20 - TRAIL RIDING HAUL-IN TRAILER PARKING

The MEA proposes to improve the turnaround area identified on the phasing plan map and key chart. CIP funds required for road surfacing and compaction. \$5,000-\$6,000 initial improvement. This will assist in alleviating congestion in the general parking area.

Item 21 - TRAILER PARKING FOR PUBLIC ARENA USE

The MEA will use the trailer parking for public arena use identified on the phasing plan map and key chart. No CIP needed.

Item 22 - COMMUNITY GARDEN

The MEA proposes the creation of a community garden to drive additional community involvement. This is expected to be created over the first 3 years in phase 1. CIP funds required \$5,000 - \$6,000. This will involve building of raised beds etc., and participating community members will provide their own plants and maintain their own planting plot in the garden.

Item 23 - CAVALRY CAMPGROUND

The MEA proposes to construct a campground. CIP funds required \$60,000 - \$65,000 for grading, road/camp slip improvements, etc. It is expected that these improvements could be made within 2 years of approval. Initial capacity planning to do 9-10 campsites. Expected use is 600+ campers annually with \$90,000 in generated revenue.

Item 24 - COMMUNITY CENTER, RESTROOMS & SHOWERS

The MEA proposes construction of a Community Center, including restrooms and showers. The initial installation of the bathroom and showers is expected to require a CIP investment of \$100,000 - \$125,000 in phase 1 (year 1-3 of operation).

PHASE 2 (3 - 5 YEARS)

Item 18 - EQUINE OBSTACLE COURSE

The MEA proposes creation of an equine obstacle course. CIP funds required \$2,500-\$3,500 to be built. Minimal maintenance will be required after build out and will be provided by the MEA. Income would be inclusive of the above mentioned day use fees. Competitions or clinics after build out complete adding additional income possibilities of \$1000 per year for entry/clinic fees.

Item 24 - COMMUNITY CENTER, RESTROOMS & SHOWERS

The MEA proposes construction of a Community Center, including restrooms and showers. The construction of the community center is expected to require a CIP investment of \$300,000 -

\$400,000 in phase 2 (year 4-5 of operation). This will drive increased rentable space, as well as provide bathrooms for camping guests to use and drive additional income in these categories.

Item 25 - BOCCE BALL COURTS

The MEA proposes development of a Bocce Ball Court. \$5,000-\$6,000 in CIP funds are required to be deployed in phase 2 (years 4-5 of operation) for installation. MEA will provide maintenance as part of the facility maintenance. Expected income is \$1,000 per year with the potential for additional income from league rentals.

Item 26 - HORSESHOE PITS

The MEA proposes development of Horseshoe pits. \$5,000-\$6,000 in CIP funds are required to be deployed in phase 2, (years 4-5 of operation) for installation with maintenance to be done by MEA volunteers.

Item 27 - NATURE TRAIL

The MEA proposes development of a nature trail in phase 2 (year 4-5 of operation) to increase public use of the park. Work requirements will require CIP funds of \$10,000-\$11,000 to install signage, remove invasive plants, and haul away debris.

EQUESTRIAN & PEDESTRIAN TRAIL, PATHWAY, AND BICYCLE ROUTE

The MEA proposes development of an equestrian and pedestrian trail circling and crossing the park. A "Share the Road" Bicycle Route will be developed on the roadways around the park. Work requirements will require CIP funds of \$10,000-\$12,000 to clear debris, level land and mark existing roadways.

PHASE 3 (5 - 10 YEARS)

Item 26 - ROPES COURSE and BIKE TOURS

The MEA proposes development of an adventure park at the site which includes a ropes course and bike tour facility. The ropes course and bike tours will require investment in three areas: construction of the aerial adventure course and low ropes course as well as modification or construction of buildings to support bike tours. The aerial adventure course will require the development of a main tower as well as support activities. The low ropes course will require construction of a pathway with both permanent and portable activities. The bike tour program will require investment in existing or new structures to support bike storage and maintenance. This project is estimated to require CIP funds of \$3,000,000 - \$3,500,000 to be deployed in phase 3 (Years 5-10) to support this activity. The adventure park area is expected to offer services to 58,000+ members of the public annually once operational in the ropes course and 11,000+ people annually for the bike tours. The MEA will partner with an experienced operator to operate the adventure park and bike tour facility.

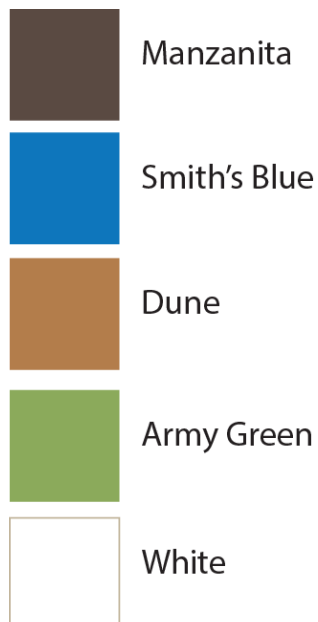
Appendix D

Marketing & Branding

Branding

Significant consideration was spent on improving our visual communication efforts and having a cohesive look as we go forward.

We plan on adopting the following custom color palette of five colors which we have developed with a Fort Ord theme and have used these colors throughout our new Wayfinding elements which you will see on the pages to follow.



We are also in the process of working on an updated logo to use throughout the park and on printed and virtual media.

Printed Marketing Materials

- Business Cards
- Brochures
- Maps
- Flyers
- Self Guided Tour Booklet



Horseback Riding Lessons

ENGLISH - WESTERN - ALL AGES

MARINA EQUESTRIAN CENTER

Meet our Resident Instructors



Nichole Fisher
831-239-3067



Lindsay Beery
951-496-0194



Kyle Soliven
831-521-4159

For more information visit www.marinaequestrian.org

Example of flyer for lessons by MEA Resident Instructors

Online Presence

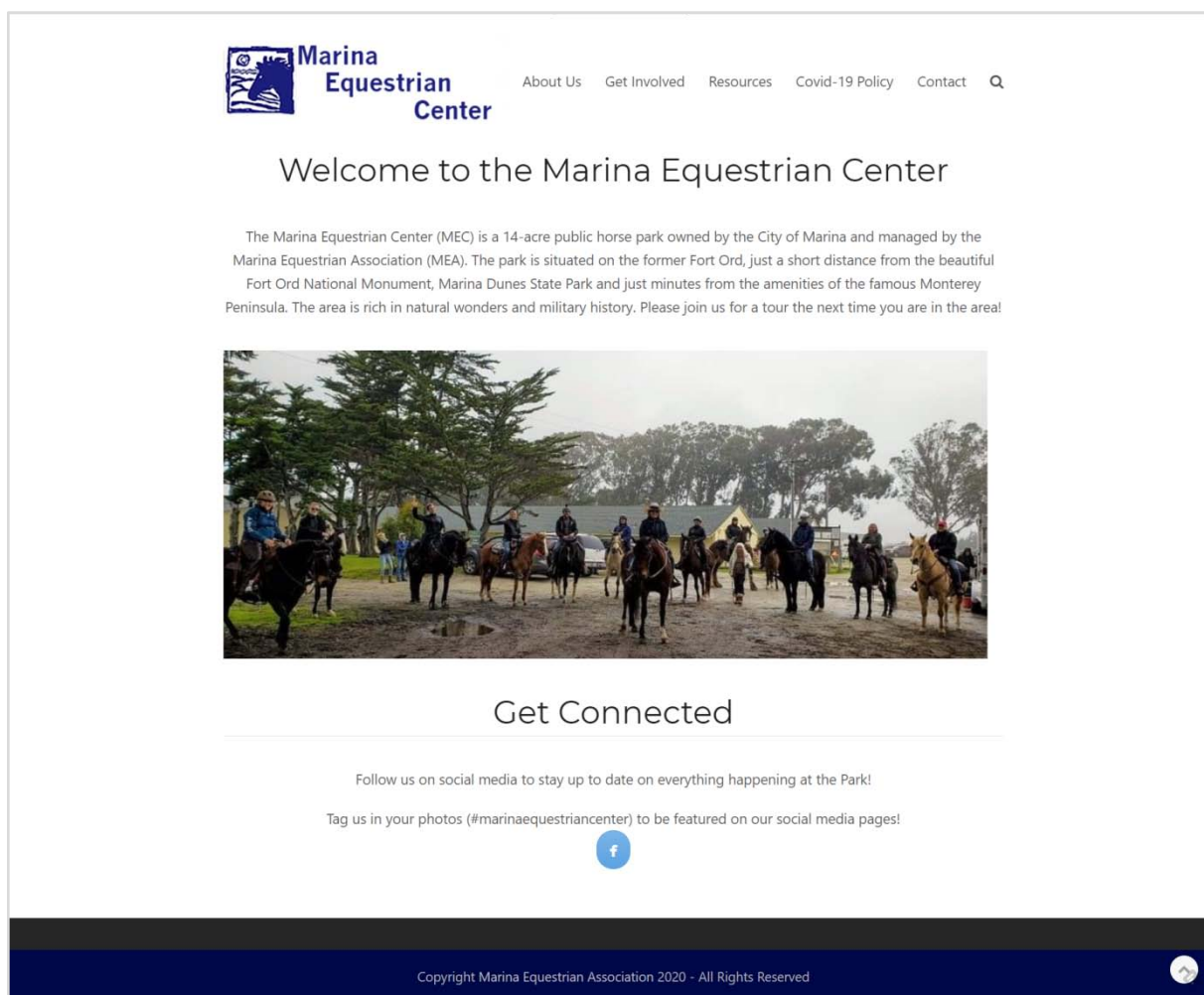
Social Media

- Facebook
- YouTube
- Instagram (starting in 2021)

Website

Our domain name and website - marinaequestrian.org - was established in 2008 and over the years has been our primary means of distributing information about the organization.

The site was modernized and converted to Wordpress in October 2020 in an effort to make the site more mobile friendly as well as ADA compliant.



The site currently consists of the following pages:

- **About Us**
 - o News (blog)
 - o History Timeline
 - o Historic Buildings
- **Get Involved**
 - o Visit Us
 - o Riding Programs
 - o Boarding
 - o Event Calendar
 - o Volunteer
- **Resources**
 - o Facility Rental
 - o Day Use & Overnight
 - o Other Local Trails & Riding
 - o Park Rules
- **Covid-19 Policy**
- **Contact Us**

The timeline on the History page is a newer feature and sheds light on the over 100-year history of horses at Fort Ord, Fort Ord as a cavalry training site, dates and information about the historic Station Veterinary Hospital buildings, the background of the Fort Ord Riding Stables and Sergeant Allan MacDonald, and how The City of Marina came to be the stewards of the land via the National Park Service and the Federal Lands to Public Parks program. Additionally, people can contact the MEA through the website, or sign up online to be a volunteer.

The website is connected to Google Analytics so that in depth reports are available to determine who the site users are and where they are coming from, and how they are finding the MEC on the web - all great information for our future marketing efforts.

Future plans for the website involve the following:

- Online reservation system for:
 - trail rides
 - overnight boarding
 - docent tours

Appendix E

Wayfinding, Signage and a Sense of Place

A Sense of Place

The best community landmarks with an appealing “sense of place” choose to reflect history, economy and attitude. In a significant feature such as an equestrian center with a US Cavalry background - our design seeks to preserve, highlight and augment the important features of this unique site.

In addition to being the only equestrian facility in the City of Marina, we also have the distinction of being the only site in Marina with historic buildings that have been listed on the National Historic Register. This in and of itself means that this site is highly important for the City of Marina as well as its residents.

Local residents who lived on the Peninsula during the heyday of Fort Ord, remember the sights and sounds of a bustling military city, men and women marching in military attire, the yellow barracks buildings lining the hillside overlooking Highway 1, flags flying high, tan military vehicles waiting in line at the Lightfighter Avenue entrance, and the sound of *Reveille* signaling the start of every day - and *Taps* playing solemnly in the evening.

But how will we reproduce this military experience of Fort Ord days passed, for the new generation?

Our Design Goals

- A place in which local people as well as tourists feel welcomed and comfortable
- Respect for the military history of the place and its physical setting
- Public spaces that welcome everyday users but also provide a venue for community events and celebrations
- Walkable paths with attractive and interesting amenities
- A diversity of buildings and land uses that serve the needs of all segments of the community's population
- Coherent and complementary signage that reduces visual clutter and helps people find their way
- Art & Sculpture installations that enhance the Park and give Peninsula residents a sense of pride and culture
- Features that highlight not only the military history of the Fort Ord Station Veterinary Hospital, but also **the history of the Marina Equestrian Center** as a distinct place with its own distinct history

Sound

Sound is important because it engages people and helps to deliver information. Sound evokes emotional responses and connects people to what they're seeing.

To pay homage to the military history of this Cavalry site, while also signaling the opening and closing of the park - we propose playing a recording of "Reveille" at 7:00 am - and "Taps" at 7:00 p.m.

- [Reveille MP3 File](#) (internet link)
- [Taps MP3 File](#) (internet link)

This practice is currently in place at military bases across the country - as well as places of military significance.

Proposed Entry Signage

The existing signs at the corner of 5th Avenue and 9th Street are showing their age - with the official Equestrian Center sign with Park Service text being placed a bit high with too small of text - and competing with the visual backdrop of windows on the Main Hall building, a telephone pole, the Association sign to it's lower left, and the stop sign to its right.



We propose a new sign installation at ground level with larger text and a more permanent appearance - for example, brick pillars on the left and right - and a simple white fence which can be easily seen by drivers and pedestrians as they approach from either direction on 5th Avenue. Five flags installed behind the sign add visual height and interest while camouflaging the telephone pole and stop sign. The proposed flags are the following: 7th Infantry Division, US Flag, Blackhorse Cavalry Flag, US Army Veterinary Corps, and City of Marina.



As drivers cross Imjin Parkway on California and onto 5th Avenue, we propose a similar stucco and brick sign at the base of the MEC pastures, with white fence and new landscaping (actual trees to be determined with preference towards native plants) signaling the boundaries of the park and letting drivers know that they've arrived. As they continue onto 5th Avenue, parking lot signs help guide them to either the main parking area or trail guide office.



Roadway Improvements

Trail riders currently must cross Imjin Road for access to the trail system. This is a somewhat fast road and while there is a designated crosswalk, we feel that the installation of blinking traffic signals and a freshly painted crosswalk would vastly increase the visibility and safety for equestrians on this section of road. We propose the installation of a new “Pegasus Crossing” using CIP funds. Pegasus Crossings are common in the United Kingdom and have a clearly marked fenced enclosure around the traffic poles. The poles offer two control panels - one at human/pedestrian height, and the second at horse height - appropriate for the reach of a mounted rider.

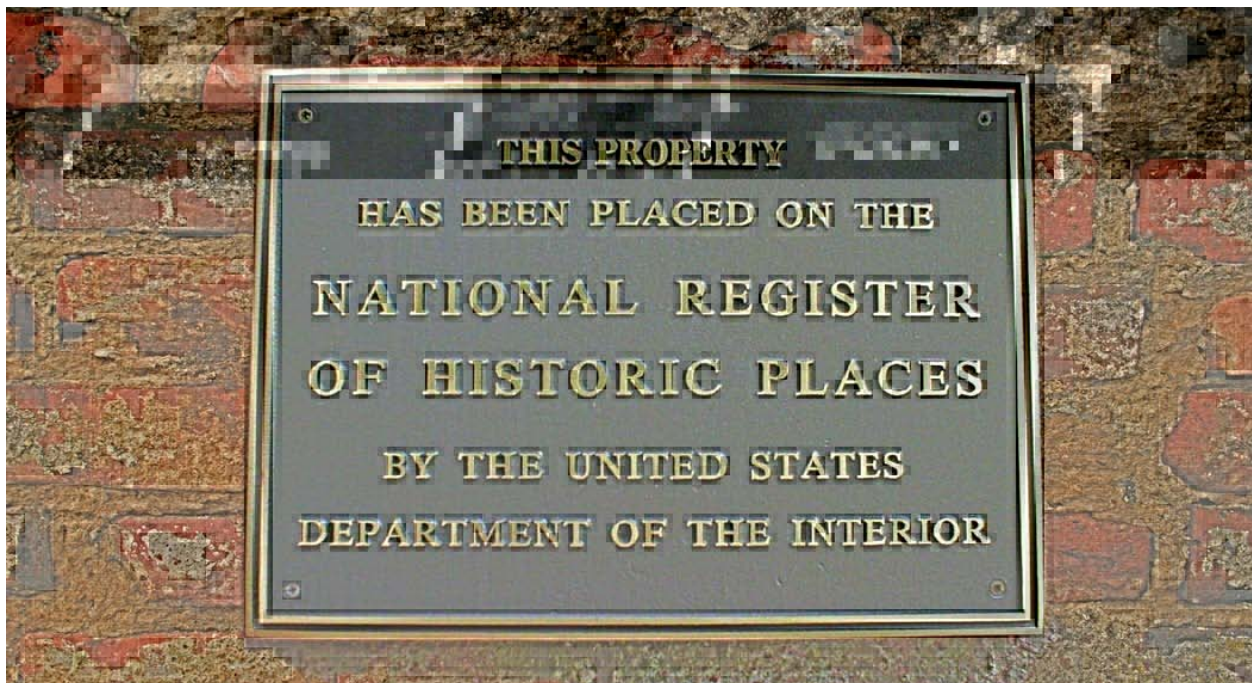


Bronze Plaques for Historic Buildings

We propose that descriptive plaques would be installed at each of the historic buildings (excluding the barracks building across the street from MEC - unless the Marina Coast Water District wished to participate) using CIP funds.

Locations:

- 1 National Register of Historic Places bronze sign near the street at the Kennel building
- 1 Fort Ord Station Veterinary Hospital bronze sign at the street at the Main Hall building
- 1 bronze sign at the back of the Main Hall describing the historic use of the building
- 1 bronze sign at the Cottage - describing its historic use as the Colic building
- 1 bronze sign describing Barn A
- 1 bronze sign describing Barn B
- 1 bronze sign describing historic use of Kennel building



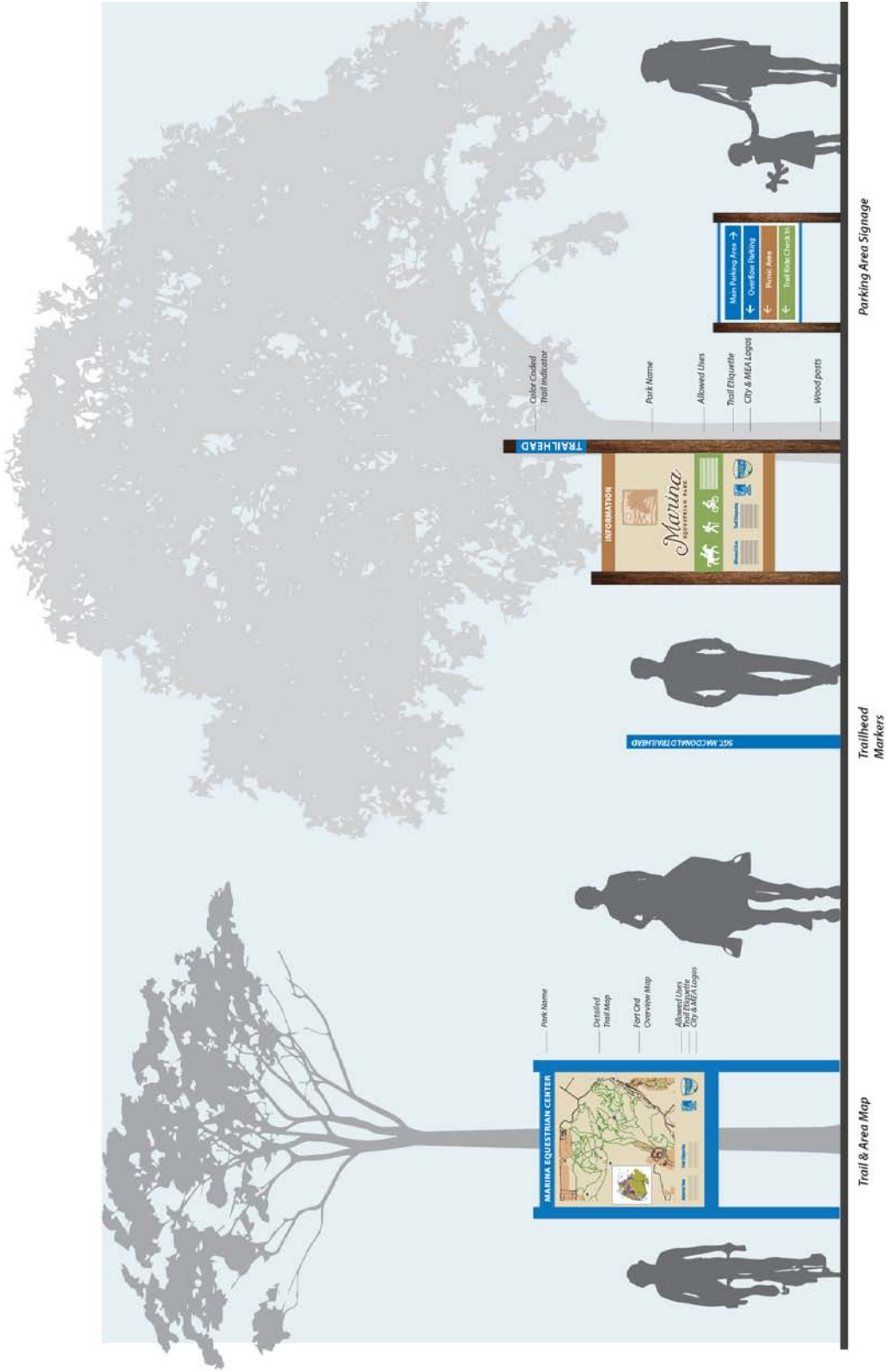
FORT ORD STATION VETERINARY HOSPITAL

The Fort Ord Station Veterinary Hospital (SVH) is a set of six WWII era buildings, constructed in 1940-1941, at the corner of Fifth Avenue and Ninth Street on the former Fort Ord in Marina, California. All buildings are slab on grade floor and wood frame construction, except the barracks, which is post and pier. The buildings are uniform in appearance and aligned in a row facing Fifth Avenue, spaced forty feet apart. They display substantial architectural integrity of the era with features related to veterinary use, such as sliding doors for horses and abundant windows and ventilation. Much of the original hardware, including light switches, doorknobs, cabinet latches, and drain covers, and all but one of the original windows, is intact. Additional historic items include four concrete watering troughs, two hitching posts, one horse stock, and three wash racks.

Conceptual bronze plaque to be installed on 5th Avenue near the street, and front of the Main Hall building.

Wayfinding

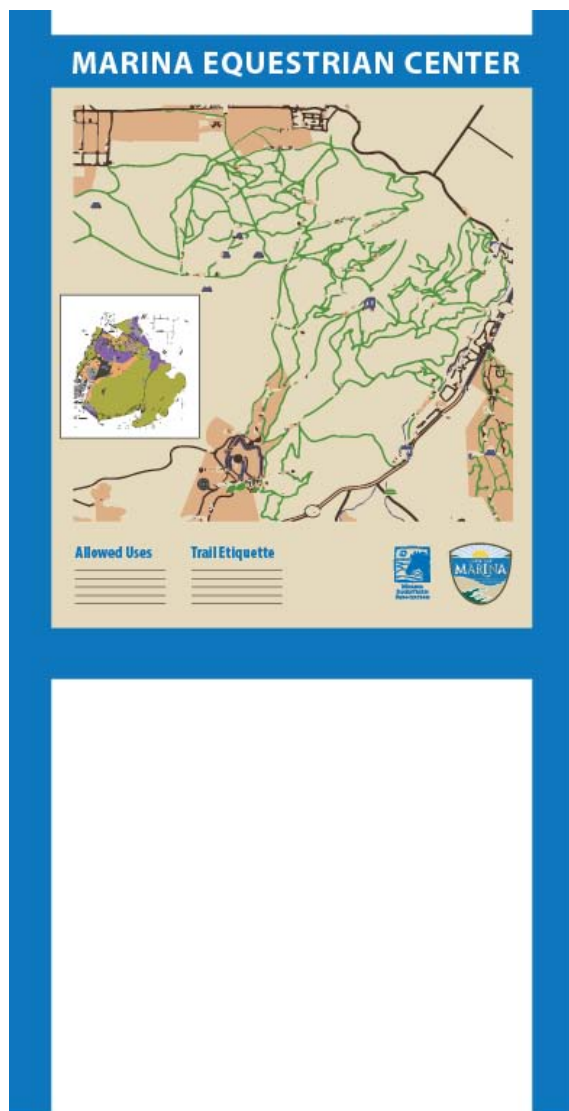
We suggest a variety of new signage around the park - such as a trail map kiosk, trailhead entrance sign, and parking area signage. We also suggest color coded trail markers be placed on the trails, pending approval from other area stakeholders.



Wayfinding // Trailhead Signage



Wayfinding // Map Kiosk



_____ Park Name

_____ Detailed
Trail Map

_____ Fort Ord
Overview Map

_____ Allowed Uses
_____ Trail Etiquette
_____ City & MEA Logos

Wayfinding // Parking Area Signage



Proposed Statues & Plaques

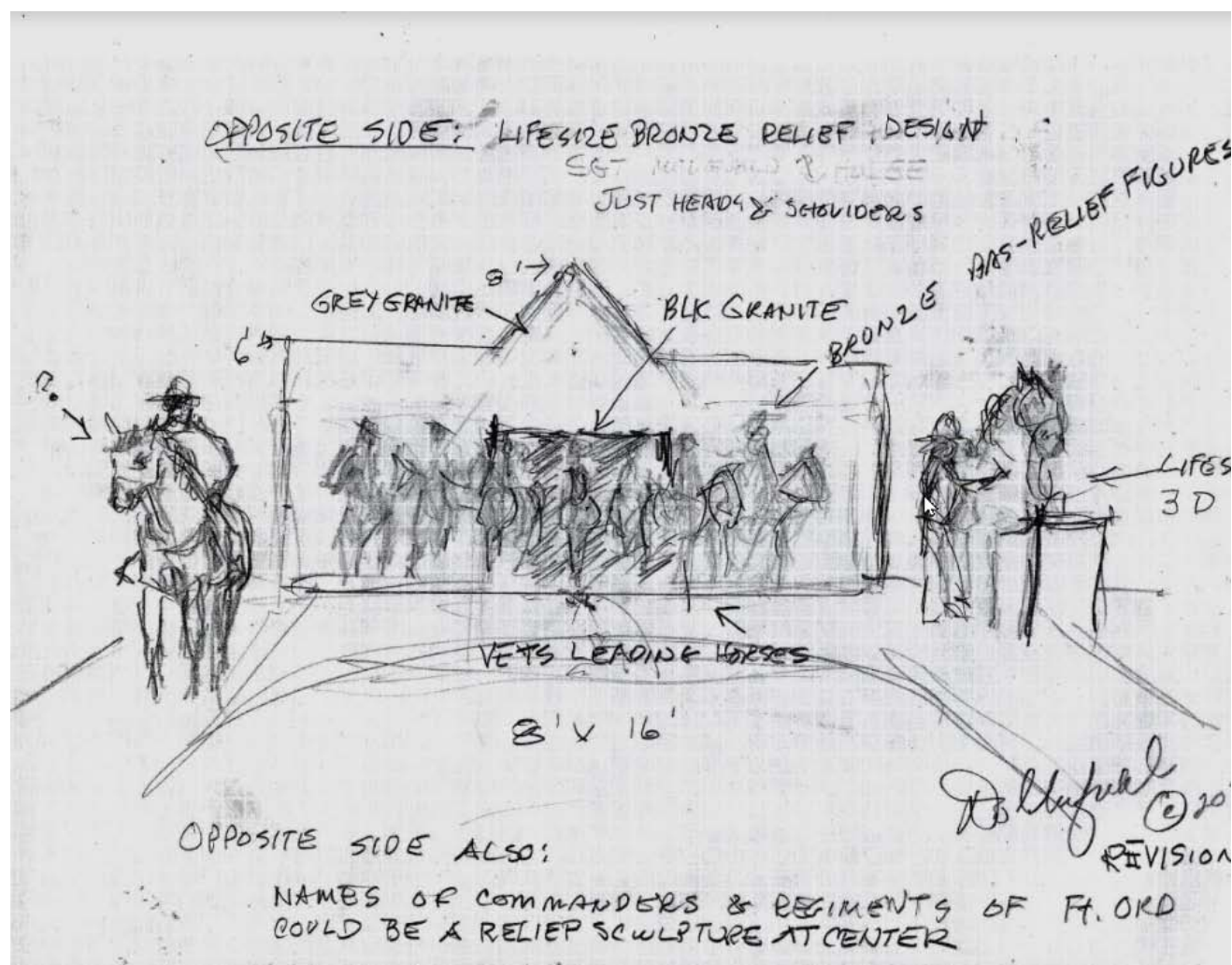


We have been in communication with Donna Dobberfuhr - a celebrated sculpture artist who is responsible for creating the above piece for the Army Veterinary Corps in San Antonio, Texas and we have begun to develop a concept of a similar piece to be installed at the Marina Equestrian Center. We envision this piece will also be bronze, and lifesize and feature a single horse with two Army veterinarians - one veterinarian standing at the horse's head and looking at a clipboard, and the other veterinarian crouched down and bandaging the horse's leg. We propose this sculpture to be installed on the backside of the Main Hall - in the approximate location of the current fire pit - near the entrance of the proposed Pop-Up Museum.

We feel that this sculpture will be an important part of telling the story of the Fort Ord Station Veterinary Hospital Buildings as well as marking the entrance to our proposed use as the Pop-Up Museum.

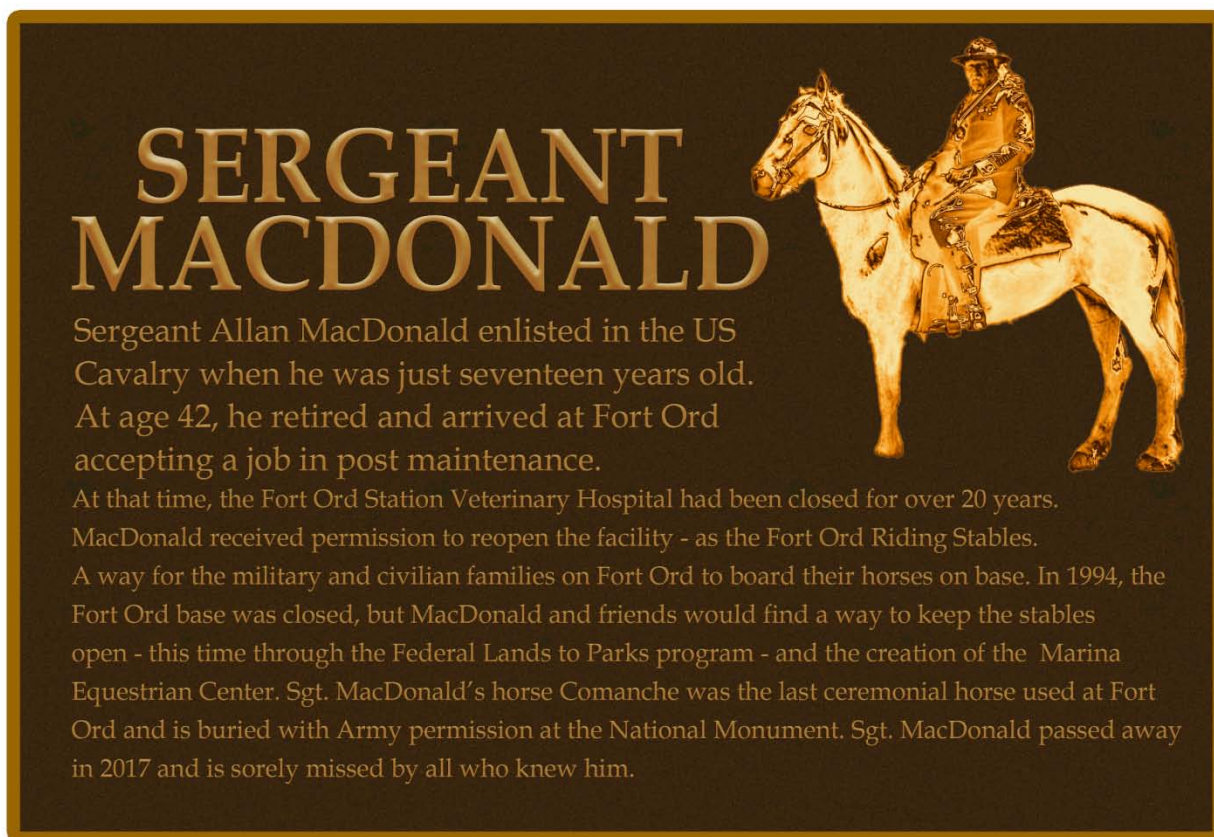
Donna's feedback thus far has been immensely helpful and creative - suggesting a beautiful backdrop of black granite with BAS relief figures emerging, as well as names of any important key figures of the Fort Ord Station Veterinary Hospital.

We would engage the City on this design and pursue a community art grant as well as community donations for the commission.



Conceptual sketch by D. Dobberfuhr

A secondary bronze feature - a BAS relief plaque - is proposed to be installed upon either a pedestal or boulder - and would feature Sergeant MacDonald and his horse Commanche. This plaque would be installed near the large arena and tell the story of MacDonald arriving at Fort Ord in the 1960s and how he resurrected the Equestrian Center when he founded the Fort Ord Riding Stables.



Conceptual Bronze Plaque

Appendix F

Letters of Intent

December 9, 2020

To Whom It May Concern,

This letter is to inform the Marina Equestrian Association that Hope, Horses & Kids is interested in providing services at the Marina Equestrian Center.

Hope, Horses & Kids (HHK) has been a non-profit since 2010 and we are proud to say we strive to meet the ever-changing needs of our community. This has been particularly evident during the present pandemic when kids have been asked to spend hours at a time on a computer, with no social interaction. We listened to the concerns of parents and developed an academic based, horse-centered curriculum, as well as a program called Trotting Teens that is a mindfulness program for young teens. We are a staff of two, me as the Executive Director and Emily Burton, our Operations Manager. We also rely on a core group of dedicated volunteers, including collaboration with military students from the Defense Language Institute (DLI) in Monterey. The DLI students, from all branches of the military, volunteer every Saturday assisting with chores, ranch projects, horse care and lessons. Our entire organization is dedicated to our horses, kids and community and will continue to strive to provide the stability and hope that we all need right now.

Our programs are based on equine assisted learning (EAL). EAL is defined by PATH Int'l as an experiential **learning** approach that promotes the development of life skills for educational, professional and personal goals through **equine-assisted** activities. We currently serve 30-plus students per week, approximately 18 sessions per week. Our student demographic is diverse, students range in age from 6-16 and are of all abilities. Hope, Horses & Kids is also the home base for the CSUMB Equestrian Team. We have 8 horses in our program and would stable them at the Marina Equestrian Center.

It is our vision to expand our programming and our reach into the community, moving our operations to the MEC would allow us to do so. The MEC is centrally located and well positioned to serve the youth of the Monterey Peninsula. Nature and animals are increasingly used in treatment and educational contexts. Natural environments have been shown to reduce stress, increase the ability to focus attention, increase curiosity, motivation and commitment to learning situations; and increase opportunities for physical and emotional activity through playful activities in nature. (source: **Nature-Based Therapies and Human Health**)

In conclusion, Hope, Horses & Kids is hopeful we can be an integral part of the proposed RFP put forth by the City of Marina. Please feel free to contact us for any additional information.

Lori Tuttle
Executive Director
Hope, Horses & Kids
831-596-6693



December 2020

To Whom It May Concern,

We hereby agree that we will continue to provide our Equine Assisted Activities and Therapy in partnership with the Marina Equestrian Association – please see enclosed Program Information for the City of Marina RFP for the Marina Equestrian Center.

Thank You,

On behalf of the Board of Directors

Ray Martin
Christine Marie's STAR Riders
Director and Senior P.A.T.H. Instructor

Christine Marie's STAR Riders (CMSR) is a therapeutic and recreational horseback riding program for children and adults with disabilities. STAR Riders is an operating center for Professional Association of Therapeutic Horsemanship (P.A.T.H.). Located at the Marina Equestrian Center in Monterey County, CMSR is a 501(c)3 non-profit program and is operated by the donations and efforts of our community.

MISSION STATEMENT

The mission of STAR Riders is to maximize the potential of children and adults with disabilities to become independent, well-rounded, self-confident individuals by providing therapeutic horseback riding along with recreational and social opportunities and support for the entire family to help eliminate isolation and promote full inclusion in the community.

The goal is to provide riding opportunities to all children with disabilities - physical, mental, emotional, behavioral and social. Although P.A.T.H. Programs targets special needs children who can learn to ride independently, Christine Marie's Star Riders includes ALL CHILDREN that are differently-abled in the belief that every child can gain by the experience whether or not they can become an independent rider. Since the beginning, Christine Marie's STAR Riders has provided scholarships to all riders - thus all children may access the program without cost to their family. Additionally, we accept donations to further support our programming.

Christine Marie's Star Riders is an all-volunteer organization. Board directors assume oversight responsibilities for one specific area and also act as staff. A core group of founding members and supporters, and approximately 200 volunteers - donate their time daily and do all of the horse care and facility maintenance as well as run the program, provide community outreach, recruitment, training, and grant writing. All of the therapeutic riding instructors used in the program volunteer their time.

CSMR PROGRAM USAGE

Prior to Covid and FY2020 - each month we had approximately:

- 120 riders with special needs that require 3 Volunteers per rider
- 45 military students from the DLI ride or learn to ride and keep our horses fit on trail rides to the Fort Ord Monument
- 10-20 senior adults ride for two hours
- 40 CSUMB student each semester – they ride each week, and care for the horses

- The total cost for our program is over \$50,000 per year.

CMSR MILESTONES

1. Established an Equine Assisted Activities and Therapeutic Riding Program at the Marina Equestrian Center with the help of the Marina Equestrian Association for the use of the east area below the ham radio antenna tower for our program area
2. Built Stalls and a professional Riding Arena with donations of material and time from people and companies without any cost to the program.
3. Development of area
 - Covered Picnic table Area for families to watch and wait for their riders.
 - A wheelchair ramp for riders that are not able to walk up ore use a standing block to mount a horse. We built a concrete pathway, allowing different abled riders and families to walk safely to the waiting area. This allows different families to meet each other while their child or family members, out of the sun & have a snack, water or even have a lunch on Saturdays with the team Volunteers.
 - In 2017 with a donation of \$12,000 from a member in the community we were able to purchase a Sure Lift battery operated lift that allowed us to left a rider out of a wheelchair and lower the rider onto the back of the horse. Safety of our riders is a major concern when working with horses and abilities of a rider. These are the same list that they use in hospitals to move patients from beds into bathtubs, swimming pools for therapy.
 - We have two storage containers where program items are kept, saddles bridles, lead lines, harnesses, safety helmets to meet the needs of each and every rider from small children to adults. We have special saddles & other equipment that they may need to meet their ability and needs.
4. We have 20 horses that we use in our program;
 - Horses have been extensively trained to allow for a variety of rider abilities and to ensure each and every rider is able to succeed in the program.
 - A variety of horse sizes – from small horses that can accommodate a child as young as 2-1/2 years old – all the way up to large horses that are able to carry adult riders exceeding 220 pounds.
5. Able to serve a variety of diagnoses and abilities:
 - Physical Issues
 - Cerebral Palsy
 - Muscular Dystrophy

- o Hearing Impaired
- o Traumatic Brain Injuries
- o Mental and Cognitive Brain Issues
- o Learning Issues
- o ADHD
- o And Others

OUR PROGRAM IS INCLUSIVE TO ALL

Once, during a normal Saturday riding class, our program director Linda Martin was watching the riders in the arena. One of the rider's little sister came up to Linda and asked when she would be able to join her brother... She looked up at Linda and said – “When is it my turn?” Trying not to hurt the little girls feelings Linda said - “Oh - this is only for special children.” Looking up with her blue eyes, the little girls asked in her soft voice – “Aren't I special?” (Due to the restrictions of our insurance company only riders with a physical issue were allowed to ride horses while at a PATH site.) Linda knew she had her hands tied and struggled to give the little girl a valid reason why she couldn't ride also. Linda replied - “Maybe next time we'll see if you can ride.” The little girl looked at her brother riding in the arena and was just very quiet.

After this, Linda told several board members about her conversation with the little girl. She said – “I never want to have to tell a sibling that they cannot ride a horse! We need to find an insurance company that will allow siblings to ride also.” We are agents in the insurance industry and after many calls to other insurance brokers - we were able to find a new Insurance company that was entering into youth sports insurance. Their insurance policy for Equine Riding for Riders with Disabilities also allowed siblings to ride as long as the income from typically-able children was less than 20% of the income from special needs riders. We told the company underwriter that the policy would work for us – as we provide scholarships to all riders! Our current insurance policy was up for renewal in one month on July 1st. The new policy was issued and was ready within a few weeks for our 4th of July event....and we allowed many brothers and sisters to ride together.

This story is important, as it caused a paradigm shift in our program.

- By allowing the sibling of the special needs rider to participate, we found out that this greatly improved the family dynamic. Many times, this shared experience is a first between these siblings.

COMMUNITY BUILDING THROUGH VOLUNTEERISM

Our program provides equine physical therapy and activities to all members of our community with special needs. Other members of the community are able to learn about horses and giving service to others through volunteering.

We are fortunate to have a large volunteer base of CSUMB students. The students have service learning classes and a requirement to volunteer at sites in the community. The majority of these students have never been around horses at all. When they volunteer they get to learn how to ride a horse. So when they are out of class, and want to relax and unwind – they too get to enjoy the therapeutic horses either by riding or just being in the presence of the horse.

Additionally, we work with many different agencies and school districts in Monterey County.

- Monterey County office of education, and serve their special needs classes at our site.
- Monterey Unified School District – their special day classes in elementary school.
- Marina High School Special Education classes
- Seaside High School
- Salinas High School
- And many other elementary & high schools on the Monterey Peninsula
- Monterey County Court System Intervention Program – Late teen / young adult program to provide rehabilitation rather than jail time, overseen by a Court Appointed Special Advocate (CASA) this falls into our “Other Equine Assisted Programs” which we have participated in for over 10 years.
- Marina High School’s Workability program - for juniors and seniors that have special needs or abilities that allows students get a job, with approved sites, developing skills to go out into the community and actually work, and receive a paycheck from the program. They have a school counselor that works with each student and mentors each student on a weekly basis, work ethics, time cards, communication skills, etc - while they work at the job and balance it with their studies. This is an amazing program that allows a student to truly become a part of our community. We have been working with this program with 3-5 different students each semester.
- We work with Kinship Center in Salinas for children who are in adoption, or living with other family members due to family issues. Many have special need and require weekly meetings with a psychologist or psychiatrist to assist with any foster care issues or to help alleviate stress while they are waiting for adoptions and continuing to work with them after they have been adopted.
- We work with the AB Ingham School for children from 3 to 5 that have gross muscular conditions. Riding a horse at a very early age is so beneficial and development of the

body. The physical therapist and teachers work for students for about four hours a day developing skills and abilities.

OUR VETERAN PROGRAM

Eight years ago we started a horseback riding program for military veterans who were disabled during their military service. Our program is called the Sgt. Allan MacDonald Horseback Riding Program and Equine Assisted Activities. After several years, national organization developed a program for military service personnel. They designed a horseback program to work in conjunction with the Military Hospitals and the Veterans hospitals which served military soldiers with disabilities. They provided these classes and instructions to local P.A.T.H. centers to be able to work with the military and the issues that they had physical as well as post-traumatic stress disorder, etc. Our certified senior path instructor took the course and we established our own program to work with the local military personnel that have physical or mental issues.

We started working with the VA clinic in Marina, and started coordinating with the physical therapist and doctors to meet the needs of their patients. Six years ago we applied for a certification and a Memorandum of Understanding with the Palo Alto regional center hospital for Central California to provide a specific program working with the VA clinic in Marina. Our certified P.A.T.H. Instructor who was a medic in the Army, developed a total program for the clients from the VA clinic working with the therapist and referrals from the medical doctors, psychologist and other therapist to provide an ongoing program each week for 3 -4 hours on a Wednesday and Thursday. Due to HIPAA Law and the medical concerns of the military service personnel - we are sensitive to the issues that they have and we offer them a private riding session. This therapy program provides total bonding between the Horse and Rider. They get to choose a horse that compliments their abilities. They know and understand from their military training that everyone must start from the ground up, how to get the horse and the interaction with them. Then they learn care and how to brush the horse, clean hooves, etc. Eventually, they learn to tack up the horse with the saddle and bridle. Then it's a one to one communication between rider and horse.

It's the bonding between them - the trust and understanding, the joy of the rhythmic movement of the horse as it walks around the arena, 1-2-3-4, 1-2-3-4 as each hoof of the horse hits the ground as he moves back and forth from right to left, over and over again. As the horse gets used to the rider, they start to move as one.

MAINTENANCE

Pre-COVID 19, our program was very active - with a team of 20 trained personnel that cared for the horses on a daily basis. Feeding twice a day, cleaning stalls, turning the horses out into pastures for daily exercise, bringing the horses back in, brushing them, feeding them their grain supplements or

medication as needed. From sun up to sunset - it's all about the horses. We have volunteers from every part of our community they come and want to help with the program and work with horses and work with the kids and adults when they come out to have a lesson.

HORSEBACK RIDING FOR HEALTH

Riding a horse is the only exercise you can do that replicates running and walking. The movement of the horse challenges your vestibular system and keeps you balanced. Keeping yourself balanced with every step of the horse keeps your brain reactive in nano-seconds. That is the secret of Hippotherapy - Movement and balance. This concept was developed by the ancient Greeks – who would put their wounded warriors on the backs of horses, finding out that they healed faster than those who just rested. An old concept has become new.

When you ride a horse it moves your body and muscles and you don't even know it... until you get off the horse and start walking for the first time.

Equine physical therapy is so beneficial to those who are differently-abled and have special needs. Life is fully inclusive for all no matter who you are.

December 30, 2020

Letter of support for the Marina Equestrian Association:

To Whom it May Concern:

In my capacity as an instructor of veterinary technology at Central Coast College, I fully support the continued operation of the Marina Equestrian Center.

Our students serve the local veterinary community as veterinary assistants and registered veterinary technicians. Hands on experience is essential for our students to complete their programs. The Marina Equestrian Association has the ability to guarantee the availability of the necessary horses and facilities in order to ensure a successful setting for the large animal component of our program.

Access to at least 10 horses per week will help us teach students equine handling, restraint, husbandry, and to provide enrichment, which will meet these required tasks. We have approximately 30 students on a continual basis who would benefit from this rotation.

Central Coast College would appreciate the opportunity to enter into a Memorandum of Agreement with the Marina Equestrian Association to not only guarantee our students' protection through our insurance but also continued care for the horses of the center.

Yours Most Sincerely,

Patricia R. Zehna, RVT, CPT1
Instructor, Central Coast College (CCC)
Board of Directors, California Registered Veterinary Technician's Association (CaRVTA)
Board of Directors, Human Animal Bond Association (HABA)

To Whom It May Concern,

My family is excited to continue to produce the equine educational videos for the MEA YouTube Channel ("Horsing Around with the MEA") to share with children, teens, and horse lovers with a passion for horses. So far we have created and shared over 5 videos with The City of Marina's Parks and Rec. Dept. as well as The Marina Equestrian Association's website. We have used our horses for instructional videos that focus on equine behaviors, simple care, and terminology of horses. We will be featuring some riding videos as well and encouraging other members to share their horse knowledge as well.

It might be fun to take questions from horse enthusiasts via the web and try to answer some of the questions in the videos.

Once COVID is behind us, I would very much be interested in participating in a one on one with youth from the community using my horses to give them the chance to groom, pet, and interact with these amazing animals.

Additionally, I am willing to officiate wedding ceremonies and issue marriage licenses by appointment to any couples who wish to be married at the MEC. I have been in business for over 29 years as a non denominational wedding officiant and marriage license commissioner. The name of my business is A By The Sea Wedding and I am the owner of The Monterey Stone Chapel. I perform wedding ceremonies all over the Monterey Peninsula and have extensive knowledge of marriage ceremonies.

Best Wishes,

Sherilyn Russo
A By The Sea Wedding

Letter of Intent
Kyle Soliven Lesson Instructor
Marina Equestrian Center
12/22/20

Hello Board of Directors,

I would like to start offering western riding lessons at the MEC. I have obtained insurance and will provide a hard copy certificate for your records.

My intent is to offer western riding lessons 5-7 days a week, based on demand. As my lesson program grows, I will utilize horses already stabled at the MEC, and bring in additional horses as necessary.

My goal is to offer some free lessons to the public, based on fundraising or giveaway efforts.

My rates are: \$60/hour and \$30/ half hour, consistent with the other instructor pricing.

Thank you for your consideration,

Kyle Soliven
(831) 521-4159

To Whom It May Concern:

My name is Lindsay Beery, I am writing this letter as part of the Marina Equestrian Association's response to the Request for Proposals for management of the Marina Equestrian Center. Over the past four years I have boarded my horses at the Marina Equestrian Center as a member of the Marina Equestrian Association. Over that time, I have offered horse riding lessons, primarily to local children, something that I would like to continue and, if possible, expand as part of the MEA's bid to continue management of the Marina Equestrian Center.

As background, I have been teaching horse riding lessons for 15 years, the last 10 of which have been at various locations around the Monterey Peninsula. I have been an active member of Pony Club, a national organization dedicated to education regarding the riding and care of horses for the majority of my life. Prior to moving to the Monterey area I trained with 2-time Eventing Olympian Hawley Bennett-Awad, United States Dressage Federation (USDF) gold medalist David Wilson, and USDF bronze medalist Lucia Rapalyea. I know that the opportunity to train with such world class riders is atypical and is not something that most people can afford. I'm extraordinarily grateful that I've been lucky enough to grow up around horses and sharing my experience and expertise with others, regardless of background or circumstance, is the foundation of my horseback riding instruction.

As I said, my goal is to continue and expand the horseback riding instruction that I have offered through my partnership with the MEA. Currently, my program consists solely of private lessons that I organize directly with each student. My clients have all come from personal connections I have made with individuals I've met in my time in Marina. My goal is to expose anyone who is interested in horsemanship to our community at the MEA and to create a friendly, welcoming entry to the world of horses. To that end, I offer one-hour lessons to children and adults as well as half hour lessons to toddlers (ages 2-4). The first portion of each lesson teaches the fundamentals of horsemanship where each student learns to take responsibility for a horse. Each individual is given a horse that is theirs for the duration of the lesson. They learn to retrieve the horse from a pasture or stall, tie the horse safely to a hitching post, brush and clean the horse, and finally put on their saddle and bridle. I do not have students simply jump on their horse and ride, I find that by asking each student to take full responsibility for each step of the process I help them grow their love of horses and gain a full appreciation for the horseback riding experience. After each student has taken control and responsibility for their horse we move to the second portion of the lesson, where I provide riding instruction in both Western and English disciplines. This is the part of each lesson that everyone comes for and I've heard from countless clients over the past four years with the MEA that they enjoy and appreciate that they are riding "their" horse, rather than one who has been saddled and set up for them prior to arriving.

My goal is to provide an entry to the horse world to anyone who is interested. To that end, and as someone who struggled to afford my passion growing up, I also offer a hardship program. I feel strongly that if you want horses to be part of your life, there is no reason for finances to stand in your way when hard work is just as valuable. Because the Marina Equestrian

Association is a community co-op, we are uniquely set up to support this type of arrangement. For any student who performs community service for the facility I discount my lessons to whatever price necessary to make riding feasible for them. That affordability and accessibility is something that I can offer as a result of the community structure of the MEA and I am thankful to the City of Marina that the current operational structure at the Marina Equestrian Center makes it possible.

As I mentioned, I would like to explore opportunities for expansion of my riding program at the Marina Equestrian Center. Specifically, I am interested in offering complementary clinics tailored to novice horse riders. These clinics would be offered to provide a low stress, zero cost introduction to horseback riding for members of the Marina community. To this point the month-to-month nature of the MEA's lease has made me nervous about the risks associated with investing in expansion of my program but, if the MEA is afforded the opportunity to continue management of the property with a long-term lease, I look forward to partnering with them on clinics that foster community engagement. My hope is that this opportunity to share my love for horses can grow the number of people in Marina who also love horses, especially amongst those who may have thought that horseback riding is something that is too complicated or too expensive.

I have thoroughly enjoyed teaching riding lessons with the MEA. The connections I have built with the members of the community who keep their horses at the equestrian center and the students who have contacted me for lessons has been extraordinarily rewarding and is indicative of the passion I have found in the horse community throughout my life. I am excited at the prospects of continuing to build those connections in Marina over the coming years. I am available to answer any questions or to consider any suggestions that you may have for improvement of my riding program.

Thank you,

Lindsay Beery

To Whom It May Concern,

This letter serves as my intent to create a breed specific history talk under the Marina Equestrian Association's new program - "Equine Exposure."

Beautifully Balanced Morgan Horses (BBMH) is a heritage breeder of Morgan horses, the first American breed of horse. The Marina Equestrian Center location is the perfect setting to discuss the Morgan horse, a hearty, strong breed that was used in our early U.S. war efforts as both a riding and pulling horse. Today the Morgan is the horse of choice for California Park Rangers. Morgan horses excel in all aspects of riding and driving and some of its representatives are on site at the MEC to demonstrate many of the breed's versatile abilities, including Western and English disciplines, and in harness, pulling a cart.

Talk and tour highlights:

- Discussion of the important parts this specific breed has played first in American History and continues to have today
- charts, pictures and articles about the breed
- Visit with 4 on site Morgan horses

All labor for preparing horses for display will be done by volunteers. BBMH Morgans will provide all costs for horses, equipment and care as well as program materials.

Sincerely,

Valerie Cabaniss
Beautifully Balanced Morgan Horses
831-236-5277

December 15, 2020

To Whom It May Concern:

I hereby express my intent to provide services for and to collaborate with the Marina Equestrian Association for any visual projects at the Marina Equestrian Center Park.

My boutique design company was founded in 2003 and provides graphic design, marketing, branding, photography, web and videography services for a select group of clients.

I have already completed a number of design projects for the MEA as a volunteer – including a variety of small facility signs, a large entrance banner, and web design work. Within the next few months, we have plans for an updated logo, branding, print collateral, entrance and parking signs, plaques, trail markers, park kiosks and other items that will help to create a cohesive and intentional feel for park guests.

Additionally, I am able to provide consultant services for the commissioning of large sculptural installations. As the MEA moves forward with the Cavalry Pop-Up Museum, I will be providing assistance and design on any murals or graphics required for the museum.

As a Marina resident from 2008 to 2020, I am delighted to be a part of this exciting new chapter at the MEC. If you have any questions, please do not hesitate to contact me at 831-402-9699.

Lindsay Alexander

Owner



December 28, 2020

To Whom It May Concern,

If the Marina Equestrian Association is chosen for the request for proposal for use of the Marina Equestrian Center, Otter Opry and California Bluegrass Association intends to pair with the Marina Equestrian Association to produce monthly free bluegrass and roots music concerts at the amphitheater attached to the property and a free monthly bluegrass jam. We expect between 8-20 people to attend the bluegrass jam and 50-100 to attend the concert series.

Otter Opry is a non-profit concert promotion that sponsors bluegrass and roots music concerts on the Monterey Peninsula. It currently holds quarterly shows at the Monterey United Methodist Church and extending its promotion to a welcoming outdoor acoustic space in Marina is a great fit.

The concert series will cost zero dollars as the space is currently available and unused, organization will be done by volunteers, and the musicians will be paid by donation. The Marina Equestrian Organization may see a small profit from the concert series as musicians will donate 5% of their donations.

In harmony,

Larry Phegley

California Bluegrass Association Area VP



Marina Teen Center Program
(831) 717-7981

December 27, 2020

To Whom It May Concern,

If the Marina Equestrian Association is chosen for the request for proposal of use of the Marina Equestrian Center, the Guitars Not Guns Marina Teen Center program intends to partner with the Marina Equestrian Association to implement a "Pony Jams" Program. Interested students and families will make monthly supervised visits to learn about MEA horses and use the horses as inspiration in songwriting exercises, followed by a jam in the picnic area open to the public. It is estimated that up to twenty five people will attend each month made up of members of the program and families, members of the public as well. It is difficult to estimate interest and attendance but similar events draw up to 25 unaffiliated members of the public each month as well.

The Guitars Not Guns Band also intends to support the Marina Equestrian Association events by providing live music for Halloween, Winter Wonderland, and other similar programming. When the band performs up to 40 students and family members attend.

The cost of these programs is zero dollars.

Guitars Not Guns is a 501c3 non-profit that provides free instruments and lessons to needy and at-risk youth. The Marina Teen Center chapter has over sixty active members, ages 7-17, beginner-advanced level. The band meets every Saturday at the Marina Teen Center (online during Covid) and performs at local festivals and events, including annually at the Marina Library, First Night Monterey, and the Monterey Blues Festival.

The Marina Equestrian Association and Guitars Not Guns are both organizations who are committed to providing community access of important resources to all Marina residents, regardless of financial means, so this is a natural and beneficial partnership.

Sincerely,

Amy Warren

Program Director

Guitars Not Guns Marina Teen Center



Santa Cruz Hostel Society

December 5, 2020

City council of the City of Marina
211 Hillcrest Avenue
Marina, CA 93933

Dear City Council Members,

It has been brought to our attention that an RFP has been issued by the City of Marina for a concessionaire to design and operate the Marina Equestrian Center Park in the City of Marina. We are excited about your project.

The Santa Cruz Hostel Society is a non-profit organization which supports hostelling as means of travel both locally and around the world. We operate a hostel in a City Park in Santa Cruz. Our mission is: "To help people of all ages gain a greater knowledge, understanding and love of the world through hostelling".

We strongly encourage the City of Marina to consider including a hostel in the plans for the park design. This will help complete a ribbon of hostels that extends down the California Coast from Point Reyes, to San Francisco, on to Montara and Pigeon Point, continuing through Santa Cruz, hopefully connecting in Marina, and on to Monterey, before continuing down the coast to San Luis Obispo County. This form of travel is often used by cyclists and people utilizing public transportation. This creates a chain of hostels that are a bike ride away.

Thank you for your consideration of the inclusion of a hostel in the Marina Equestrian Center Park plans.

Sincerely,
Terri L.N. Fisher, Vice President
Santa Cruz Hostel Society

Mount Hermon Association, Inc. was not able to provide us with a formal letter of intent at this time but has noted their interest in the project and provided us with recommendations for the design. Mount Hermon suggested that a variety of partnership options would be available, either having a vendor do the complete build-out of the course, or just provide management services after the course is built.

The Marina Equestrian Association intends to continue working with Mount Hermon either as a consultant or hopefully as the selected vendor for our adventure program at the MEC.

Design Recommendations from Mount Hermon (Nathan Pfefferkorn)

Aerial Adventure Course

- I'd locate this on the hilltop in an approximately 200x200ft area. I'd build this out of steel, three stories high, with a central "tower" and activities radiating off of it. This could also include a zip line exit down towards the accessible riding arena.
- This will need parking, equipment storage, and supporting office space somewhere on the property.
- Tours of 10 people every 30 minutes, with a 2 hour tour limits cars on-site to approximately 20 at any one given time.
- Pricing for the tour would be between \$49-79.
- 42 elements or activities in phase 1. Could easily add more but this is a great number for a two hour experience.
- Partnerships with CSUMB would be really helpful for mid-week utilization.
- 3M install price. This is totally an educated guess and much would depend upon permits, surveys, etc.

Low Ropes Course

- 12 low elements along a pathway through the chaparral area
- Would be both permanently installed and securable elements and portable activities
- Used mostly with local schools and CSUMB
- Most of the cost will be in the trail development. Actual elements would be 2K per element.

Guided electric mountain bike tours

- No "bike only" rentals but instead guided tours into Fort Ord
- Tours of up to 10 people with two "guides"
- 3 hour tours
- Would be nice to have a "training trail" on site with a few corners, sand, rocks etc to instruct on basic skills before starting the tour.
- Pricing also in the \$49-79 range
- Will need a pretty decent sized bike storage, repair and charging facility.

Nathan Pfefferkorn has been working in the adventure industry for nearly 20 years directly leading team building and adventure programs for thousands of participants, working with diverse corporate and non-profit organizations, and designing, developing and building zip line tour and aerial adventure courses across the United States. Nathan is the Vice President of Strategy and Adventure for Mount Hermon Association, Inc. and can be reached directly at 831-430-1279

Appendix G

Detailed Financials

Marina Equestrian Center
Financial Projections for RFP
For Year 2021 through Year 2040

Description	Year 1 - Year 5	Year 1 - Year 10	Year 1 - Year 15	Year 1 - Year 20
Boarding Income - Self Care (Pre-existing incl Star Riders)	686,290	1,563,516	2,687,475	4,100,256
Boarding Income - Full Care	-	-	-	-
Marina Discount (10% of list price)	(22,004)	(50,076)	(86,042)	(131,251)
Late Fees	3,000	6,000	9,000	12,000
MEA Membership Income	18,500	37,000	55,500	74,000
Initiation Fees (\$10)	500	1,000	1,500	2,000
Day Use Equine Haul-In. (\$15 Ea.)	3,210	6,960	10,710	14,460
Private Facility Rental (Hall & Arena Spaces.. \$100 ea)	20,500	70,500	120,500	170,500
Community Center (Formerly Eng Bldg.)				
Public Events Rental Income - City Sponsored Event	1,000	3,500	6,000	8,500
Sweat Equity (Cash payments in Lieu of work.)	4,000	4,000	4,000	4,000
Interest Income	675	1,425	2,175	2,925
Fire Evacuation Donations	2,000	4,500	7,000	9,500
HHK Fees to MEA	54,500	115,000	175,500	236,000
Guided Horse Tours - MBEC Fees to MEA	48,500	97,000	145,500	194,000
Guided Bike Tours - Fees to MEA	-	293,000	718,000	1,143,000
Museum & Gift Shop	9,750	109,750	209,750	309,750
Camp Ground Rentals	282,000	747,000	1,212,000	1,677,000
Bocce Ball Courts Rentals	2,000	7,000	12,000	17,000
Ropes/Adventure Course Fees to MEA	-	1,527,000	3,787,000	6,047,000
Gross Revenue	1,114,421	4,544,075	9,077,567	13,890,639
				-
Private Events - Cost to Operate	10,250	35,250	60,250	85,250
Public Events - Cost to Operate	500	1,750	3,000	4,250
Museum & Gift Shop - Cost of Items Excluding Salaries & Benefits	6,825	76,825	146,825	216,825
Total COGS	17,575	113,825	210,075	306,325
				-

Marina Equestrian Center
Financial Projections for RFP
For Year 2021 through Year 2040

Description	Year 1 - Year 5	Year 1 - Year 10	Year 1 - Year 15	Year 1 - Year 20
Employee Salaries	135,000	1,085,000	2,430,000	3,905,000
Employee Benefits & Fringes @50% of base	67,500	542,500	1,215,000	1,952,500
Total Salaries & Benefits	202,500	1,627,500	3,645,000	5,857,500
Equestrian Park Facility - Base Rent	42,000	84,000	126,000	168,000
City of Marina Percentage of Sales Fees only for Ropes Course (Fee as Rent for the below properties)	-	763,500	1,893,500	3,023,500
City of Marina Percentage of Sales Fees II (Excluding items above and Donations or fundraising activities of MEA as a Non- Profit) - (Fee as Rent for the below properties)	91,863	301,886	567,535	875,121
Rent (Main Office - Kennel Building Est. 3,000 sq feet.)	-	-	-	-
Rent (For Veterinary Ward A - 4,780 sq feet)	-	-	-	-
Rent (For Veterinary Ward B - 4,475 sq feet)	-	-	-	-
Rent (For Colic Building 3141 - 1,315 sq feet)	-	-	-	-
Rent Main Hall (For Veterinary Clinic 3140 - 1,864 sq feet)	-	-	-	-
Rent (For Community Center - 2,500 sq feet)	-	-	-	-
Rent (For Ham Radio Building - Est. 1,000 sq feet)	-	-	-	-
Garbage (Excluding Camp Grounds & Adventure Park)	117,000	239,500	364,500	494,500
Water (Excluding Camp Grounds & Adventure Park)	70,000	142,500	217,500	292,500
Gas & Electric	14,000	31,500	51,500	74,000
Handicap Toilet	15,700	35,700	58,200	83,200
Property Tax	6,631	15,093	25,894	39,679
Maintenance - General	78,000	163,000	253,000	348,000
Materials & Supplies	104,000	214,000	329,000	449,000

Marina Equestrian Center
Financial Projections for RFP
For Year 2021 through Year 2040

Description	Year 1 - Year 5	Year 1 - Year 10	Year 1 - Year 15	Year 1 - Year 20
Las Animas Sand	15,700	35,700	58,200	83,200
Turnout Maintenance	-	-	-	-
Tractor Maintenance/Fuel	7,500	17,500	30,000	45,000
Tools	2,500	6,250	11,250	16,250
Telephone & Internet	15,000	30,000	45,000	60,000
Camp Grounds - Porta-Potties	4,800	10,800	16,800	22,800
Camp Grounds - Waste Management	6,278	16,403	26,528	36,653
Camp Grounds - Maintenance	23,250	60,750	98,250	135,750
Camp Grounds - Water	3,875	11,375	20,125	30,125
Total Facilities Expenses	618,096	2,179,457	4,192,782	6,277,278
Bank Charges	460	960	1,710	2,460
Donations	1,500	3,000	5,500	8,000
Accounting	38,500	83,000	128,000	173,000
Dues	500	1,000	1,500	2,000
Office Expense	3,000	7,000	11,500	16,500
Postage/PO Box Rental	3,000	7,000	11,500	16,500
Restroom/Facility Supplies	2,350	5,350	8,850	12,850
Office Supplies & Printing Expenses	5,000	11,000	18,000	26,000
Food & Drink	5,000	15,000	27,500	42,500
Insurance	57,800	122,800	192,800	267,800
Renewal Fees	250	500	750	1,000
MEA Hosting Community Events: Fall Festival, SE Days, & Other Events	30,000	65,000	105,000	150,000
Website	25,000	50,000	75,000	100,000
Advertising	25,000	50,000	75,000	100,000
Camping Advertising	10,000	20,000	30,000	40,000

Marina Equestrian Center
Financial Projections for RFP
For Year 2021 through Year 2040

Description		Year 1 - Year 5		Year 1 - Year 10		Year 1 - Year 15		Year 1 - Year 20
Total G&A		207,360		441,610		692,610		958,610
								-
Total Expenses		1,045,531		4,362,392		8,740,467		13,399,713
								-
Net Income		68,889		181,683		337,100		490,927

City of Marina Fees Including Rent		133,863		1,149,386		2,587,035		4,066,621
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Appendix H

Revenue Assumptions

Phases of Capital Expenditures		Phase #1; 2021-23		Phase #2; 2024-25		Phase #3; 2026-30	
Estimated Costs		Low	High	Low	High	Low	High
Items for Capital Improvement Projects							
1	Veterinary Building (Main Hall 3140): Accessible Entrance & Bathroom, Seismic Upgrades, Electrical check, Painting	\$ 10,000	\$ 20,000				
2	HHK - Hope Horses and Kids Learning Center (Cottage Building 3141) : Roof, Floor, Access, Finish Materials	\$ 25,000	\$ 30,000				
3	Lesson Horse & Monterey Bay Equestrian Center Tack & Feed Building (Building 3142): Check electrical, Create one accessible backroom, Check accessible entrance, Paint etc.	\$ 5,000	\$ 10,000				
4	MEA Tack & Feed building (Building 3143): Create one Accessible tackroom, Check accessible entrance, electrical & roof, paint, (Vet Buildings A/B?)	\$ 5,000	\$ 10,000				
5	Monterey Bay Equestrian Center Petting Zoo & Offices (Building 3144): Re-roof, Seismic Upgrades, Electrical upgrade, Accessible entrances	\$ 100,000	\$ 150,000				
6	Community Center Building Renovation (Army Corps of Engineering Building) :						
6	First phase: Bathrooms & showers	\$ 100,000	\$ 125,000				
6	Second phase: Community Center part of the building			\$ 300,000	\$ 400,000		
7	Paddock shelters: (Costs of prefab Units)	\$ 50,000	\$ 70,000				
8	HHK Designated Stall Improvements	\$ 10,000	\$ 12,000				
9	Equine Trail Head Sign	\$ 5,000	\$ 7,000				
10	Trail Ride Haul-In Parking Area	\$ 5,000	\$ 6,000				
11	Community Garden	\$ 5,000	\$ 6,000				
12	Cavalry Campground (Near HAM Radio Area)	\$ 60,000	\$ 65,000				
13	Bocce Ball Courts			\$ 5,000	\$ 6,000		
14	Horseshoe Pits			\$ 5,000	\$ 6,000		
15	Nature Trail & Disk Golf Area			\$ 10,000	\$ 11,000		
16	Equine Obstacle Course	\$ 2,500	\$ 3,500				
17	Covered Enclosure Arena for Public Arena 6			\$ 225,000	\$ 250,000		
18	Adventure Park (Ropes Course and Bike Tours)					\$ 3,000,000	\$ 3,500,000
19	Pathways, Bike Routes and Trails			\$ 10,000	\$ 12,000		
20							
21							
22							
23							
24	Summary of CIP Expenditures	\$ 382,500	\$ 514,500	\$ 555,000	\$ 685,000	\$ 3,000,000	\$ 3,500,000

Phase 1-3 Total; 2021-30	
Low	High
\$ 10,000	\$ 20,000
\$ 25,000	\$ 30,000
\$ 5,000	\$ 10,000
\$ 5,000	\$ 10,000
\$ 100,000	\$ 150,000
\$ 100,000	\$ 125,000
\$ 300,000	\$ 400,000
\$ 50,000	\$ 70,000
\$ 10,000	\$ 12,000
\$ 5,000	\$ 7,000
\$ 5,000	\$ 6,000
\$ 5,000	\$ 6,000
\$ 60,000	\$ 65,000
\$ 5,000	\$ 6,000
\$ 5,000	\$ 6,000
\$ 10,000	\$ 11,000
\$ 2,500	\$ 3,500
\$ 225,000	\$ 250,000
\$ 3,000,000	\$ 3,500,000
\$ 10,000	\$ 12,000
\$ -	\$ -
\$ -	\$ -
\$ -	\$ -
\$ -	\$ -
\$ 3,937,500	\$ 4,699,500

Activities		Estimates	Assumptions	1	2	3	4	5	6	7	8	9	10	11-15	16-20
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040
Adventure Park															
Ropes Course	Potential Visitors			N/A	N/A	N/A	N/A	N/A	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Ropes Course	% capacity Use			N/A	N/A	N/A	N/A	N/A	16%	31%	63%	80%	80%	80%	80%
Ropes Course	Estimated Visitors			N/A	N/A	N/A	N/A	N/A	9,125	18,250	36,500	46,400	46,400	46,400	46,400
Ropes Course	Daily Visits			N/A	N/A	N/A	N/A	N/A	5	10	20	24	24	24	24
Ropes Course	Average Sale			N/A	N/A	N/A	N/A	N/A	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65
Ropes Course	Estimated Revenue	For Operator		N/A	N/A	N/A	N/A	N/A	\$ 593,125	\$ 1,186,250	\$ 2,372,500	\$ 3,016,000	\$ 3,016,000	\$ 3,016,000	\$ 3,016,000
Ropes Course	MEA Portion	15%		N/A	N/A	N/A	N/A	N/A	\$ 88,969	\$ 177,938	\$ 355,875	\$ 452,400	\$ 452,400	\$ 452,400	\$ 452,400
Per FIN Stmt	MEA Portion			N/A	N/A	N/A	N/A	N/A	89,000	178,000	356,000	452,000	452,000	452,000	452,000
Bike Tours	Potential Visitors			N/A	N/A	N/A	N/A	N/A	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Bike Tours	% capacity Use			N/A	N/A	N/A	N/A	N/A	17%	33%	66%	80%	80%	80%	80%
Bike Tours	Estimated Visitors	Annually		N/A	N/A	N/A	N/A	N/A	1,825	3,650	7,300	8,760	8,760	8,760	8,760
Bike Tours	Daily Visits			N/A	N/A	N/A	N/A	N/A	5	10	20	24	24	24	24
Bike Tours	Average Sale			N/A	N/A	N/A	N/A	N/A	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65
Bike Tours	Estimated Revenue	For Operator		N/A	N/A	N/A	N/A	N/A	\$ 118,625	\$ 237,250	\$ 474,500	\$ 569,400	\$ 569,400	\$ 569,400	\$ 569,400
Bike Tours	MEA Portion	15%		N/A	N/A	N/A	N/A	N/A	\$ 17,794	\$ 35,588	\$ 71,175	\$ 85,410	\$ 85,410	\$ 85,410	\$ 85,410
Per FIN Stmt	MEA Portion			N/A	N/A	N/A	N/A	N/A	18,000	35,000	70,000	85,000	85,000	85,000	85,000
Campground	Potential Visits/Nights	10 sites@365 dys		3650	3650	3650	3650	3650	3650	3650	3650	3650	3650	3650	3650
Campground	% capacity Use			13%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Campground	Estimated Visits/Nights	Annually		475	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555
Campground	Estimated Visitors	4 Nights ea. Annually		119	639	639	639	639	639	639	639	639	639	639	639
Campground	Daily Visits/Nights			1.30	7.00	24	24	24	24	24	24	24	24	24	24
Campground	Average Sale/Night			\$ 20	\$ 35	\$ 35	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37
Campground	Estimated Revenue	MEA		\$ 9,490	\$ 89,425	\$ 89,425	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535
Per FIN Stmt	MEA Portion			9,000	90,000	90,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000

Appendix I Visitor Projections

Activity	Number of estimated users served Annually
Adventure Park (Bike Tours)	11,000
Adventure Park (Ropes Course)	58,000
Campground	600
Central Coast Vet Tech	10
Community Equine Lessons	60
Community Garden	50
Community Horse Volunteer	56
CSUMB Equestrian Team & Guests	500
Docent Facility Tours	1,000
Docent Trail Tours	500
Emergency Animal Evacuation	100
Environmental Education & Nature Ctr	500
Equestrian Lessons	400
Habitat Conservation & Restoration	500
HEART Program	500
HHK - Equine Learning	1,900
Holiday Events (Halloween)	3,000
Holiday Events (Xmas)	3,000
Horsin' Around	5,000
Live Music	500
MBEC Public Trail Rides & Petting Zoo	5,000
MEA Membership	100
Mini Library	200
Overnight Horse Boarding	50
Parkland Games & Bocce	1,000
Private Events & Rental	2,000
Rotating Horse Boarding	40
Self Guided Walking Tours	2,000
Star Riders	2,200
Summary	99,766

SIGNATURE AUTHORIZATION

Marina Equestrian Association

Christine Marie's Star Riders

Hope Horses & Kids

Monterey Bay Equestrian Center

CSUMB Equestrian Team

Lindsay Beery, Riding Instructor

Nichole Fisher, Riding Instructor

Kyle Soliven, Riding Instructor

Respectfully submitted,

DocuSigned by:

Nichole Fisher

1/4/2021

D0F288C28316472
Nichole Fisher, President
Marina Equestrian Association
P.O. Box 1320, Marina, CA 93933
marinaequestrian@hotmail.com
831-521-6168

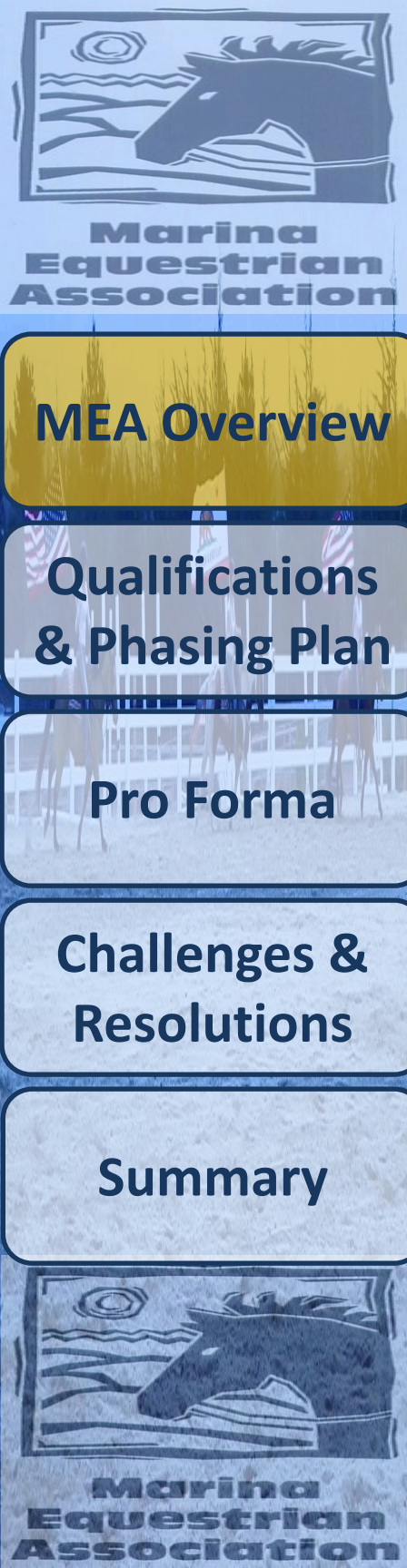
Date



Proposal to Lease the Marina Equestrian Park and Provide Recreational Facilities and Programs to the Public

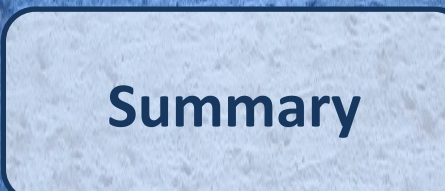
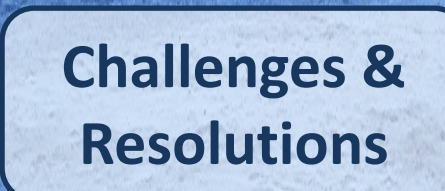


A Presentation to the City of Marina by
The Marina Equestrian Association
8 February 2021



- **MEA Overview**
- Qualifications & Phasing Plan
- Pro Forma
- Challenges & Resolutions
- Summary
- Questions

Marina Equestrian Association



- The Marina Equestrian Association (MEA) is a member run, non-profit organization dedicated to the promotion and development of skills and proficiencies in horse care, horsemanship, and horse training.
- The MEA is an organization of members of the local community working together to improve the sense of partnership, connection, and caring in our community.
- Enhancing and promoting a connection between the members of the community and the horses living at the Marina Equestrian Center (MEC) has been the guiding light for the organization



Horseback Riding Lessons

ENGLISH - WESTERN - ALL AGES

MARINA EQUESTRIAN CENTER

Meet our Resident Instructors



Nichole Fisher
831-239-3067

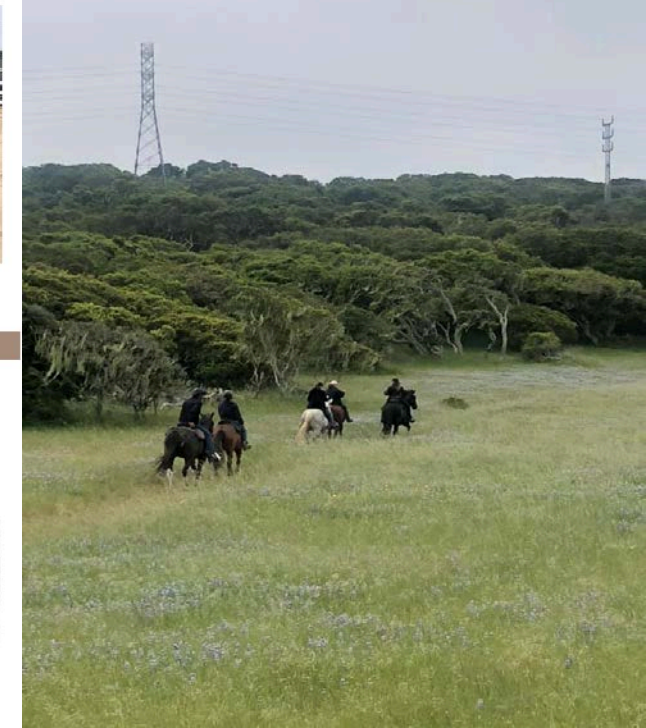


Lindsay Beery
951-496-0194

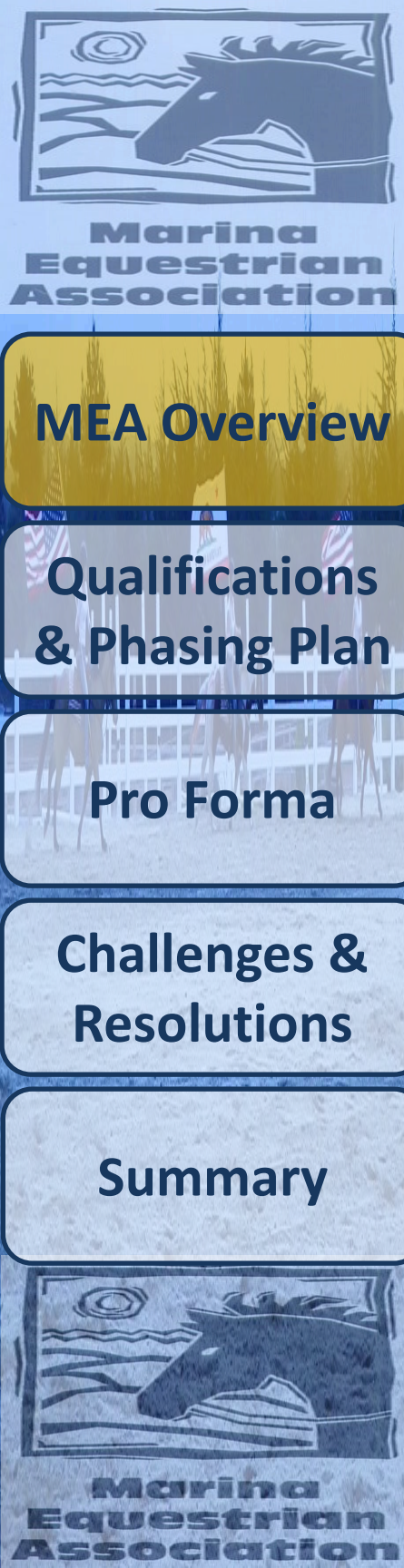


Kyle Soliven
831-521-4159

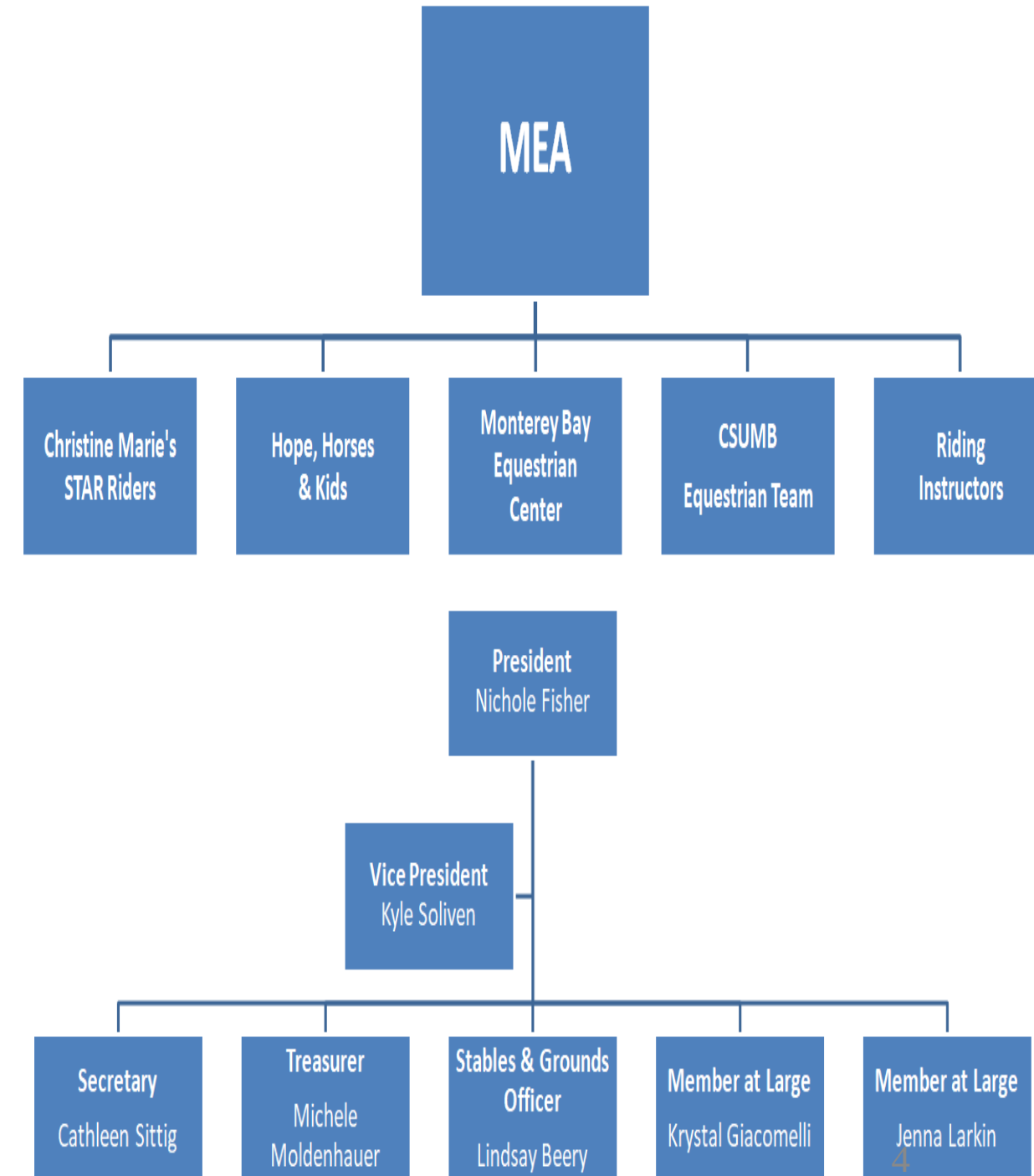
For more information visit www.marinaequestrian.org



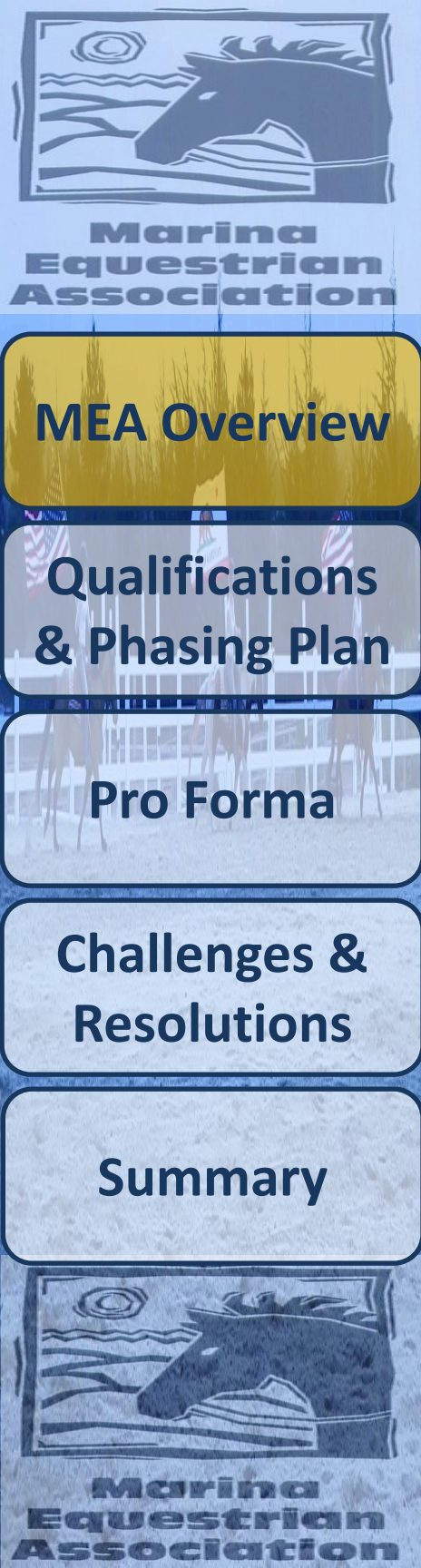
MEA Organization



- The MEA is governed by a Board of Directors (BOD), elected to one-year terms from the general membership.
- BOD decisions and policy are informed by the existing Program of Utilization (POU) for the MEC Park as well as the Operating Agreement between the City of Marina and the MEA
- The MEA has multiple active partners to provide equestrian and recreation opportunities for the public
- MEA Members attending today:
 - Nichole Fisher (President)
 - Kyle Soliven (Vice-President)
 - Richard De Andrade (MEA Member)
 - Paul Beery (MEA Member)



City of Marina Goals



Request for Proposals to Lease the Marina Equestrian Park and Provide Recreational Facilities and Programs to the Public

ISSUE DATE: October 23, 2020

IDEAL USE FOR:

Equestrian center, adventure programming, fitness-based activities, and cultural and educational learning opportunities

Non-Mandatory Pre-proposal Conference Scheduled for:
1:30 p.m., Wednesday, November 4, 2020

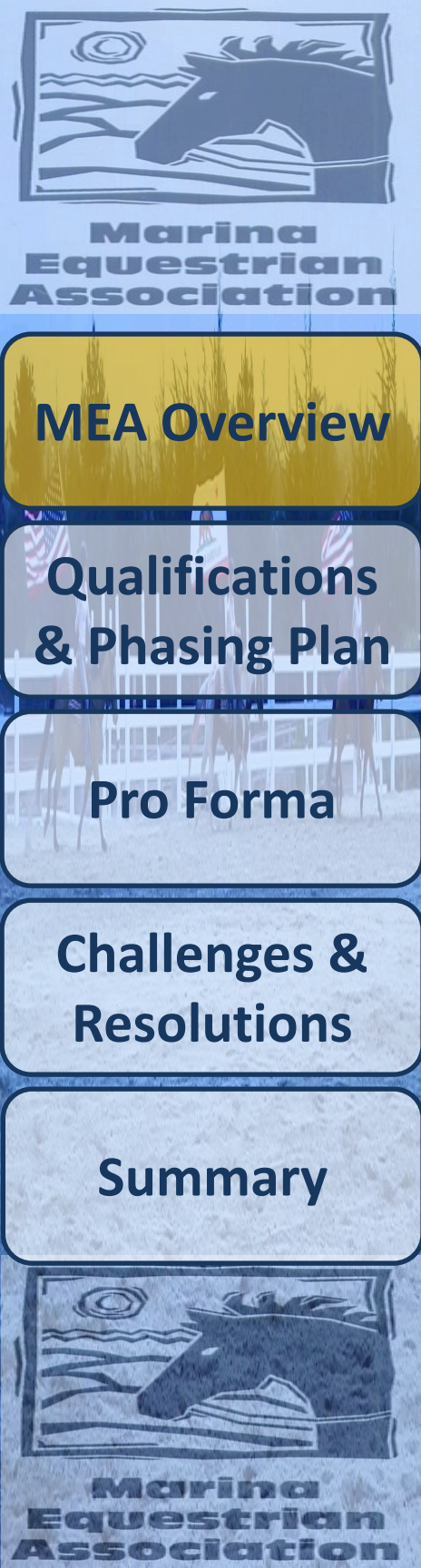
Optional Site Visit Scheduled for:
Wednesday, November 18, 2020, between 11:00 a.m. and 3:00 p.m.

Submit Responses to:
Brian McMinn, Public Works Director/City Engineer
CITY OF MARINA
211 HILLCREST AVENUE
MARINA CA 93933

Responses Must Be Received by 5:00 p.m.,
Wednesday, December 30, 2020



City of Marina Outcomes



Request for Proposals to Lease the Marina Equestrian Park and Provide Recreational Facilities and Programs to the Public

ISSUE DATE: October 23, 2020

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National Park Service POU

“The MEC will provide and manage significant new public outdoor recreation opportunities”

“The equestrian facilities on the site will be available for public use, horse rentals, lessons, guided trail rides...and multiple disciplines of equine therapy”

NPS POU: MEC Park Functions

EXHIBIT A

Proposed Program of Utilization

This is a Program of Utilization for property known as the "Marina Equestrian Center" (herein referred to as "MEC"), deeded from the US Government to the City of Marina on April 13, 1998 under the National Park Service's Federal Lands to Parks Program.

This program of utilization specifies the use of the property consistent with the Quitclaim Deed recorded in the County of Monterey on April 24, 1998; and specifies budget, time for completion and environmental impacts.

Physical Description

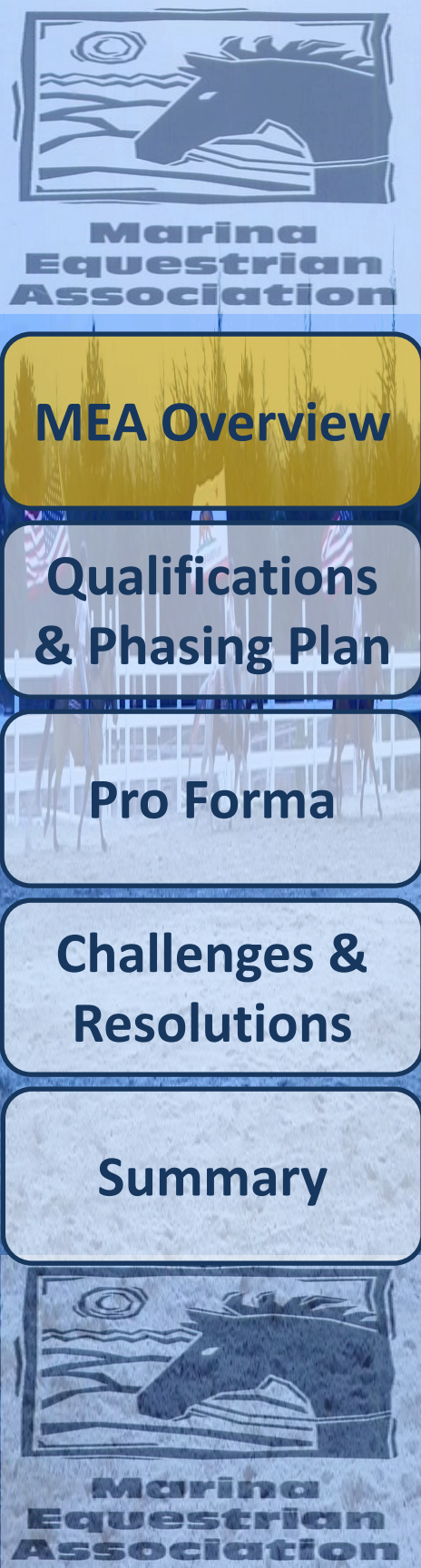
The MEC is an approximately 35-acre facility bound by Ninth Street on the south, California Avenue to the west, Imjin Parkway to the north and the former post stockade to the east. The site includes five of the six original buildings of the 1941 Fort Ord Station Veterinary Hospital, three arenas, one round pen, 73 horse stalls, and 33 horse turnouts. Unrelated existing structures on the site are a portable building formerly used by the Army Corps of Engineers, and a shortwave radio building with accompanying radio antennas. There is a cell tower on the site from which additional monthly income for park development is generated.

Purpose

Geographically, Marina is without dispute the northern gateway to the Monterey Peninsula, Fort Ord National Monument, and Fort Ord Dunes State Park. The MEC will be key in Marina's plans to market this identity, besides being a recreational draw in itself.

The MEC shall serve the residents of the City of Marina and tourists to the Monterey Peninsula as a multi-use recreational facility with a primary focus on outdoor recreation serving as a primary connection between the urban and natural resources of the City of Marina by capitalizing on its proximity and connections to the newly designated Fort Ord National Monument (Department of the Interior) and the Fort Ord Dunes State Park (California State Parks). It will serve as a spacious public park with natural landscapes, stables, horse and bicycle rentals; serve as a recreation hub for activities by individuals and groups; and be a venue for public events and celebrations for the city and region. Community access and programming will be developed for the radio and portable buildings in coordination with recreation and cultural programs provided by the City alone and in cooperation with regional park programming providers.

The park is half a mile from another Lands to Parks transfer, consisting of 12 acres at 8th Street and 2nd Avenue. With proper planning, the MEC will connect the two federally granted parks and provide much-coveted northern gateway to the Monterey Bay at Fort Ord Dunes State Park. The existing Monterey Bay Coastal Trail through the state park enables recreationers to travel 29 miles between Castroville to the north and Asilomar/Pacific Grove to the south. Trekkers will branch off the coastal trail into Marina and to the MEC for amenities, services, rental of horses and bikes, and greenway access to Fort Ord National Monument.



MEA Vision



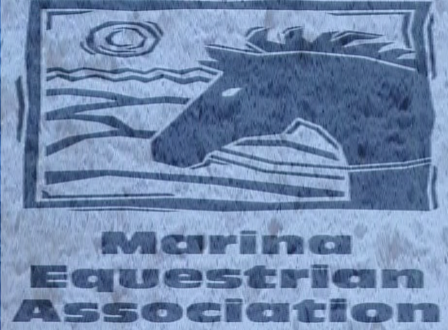
MEA Overview

Qualifications & Phasing Plan

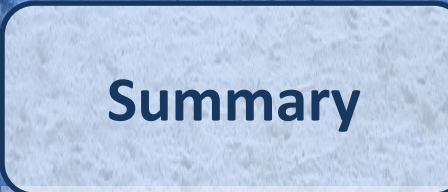
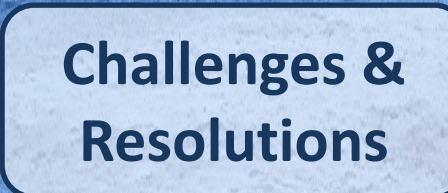
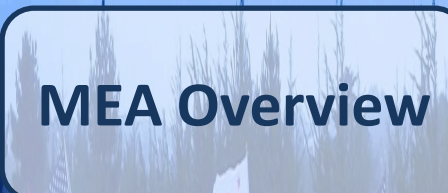
Pro Forma

Challenges & Resolutions

Summary



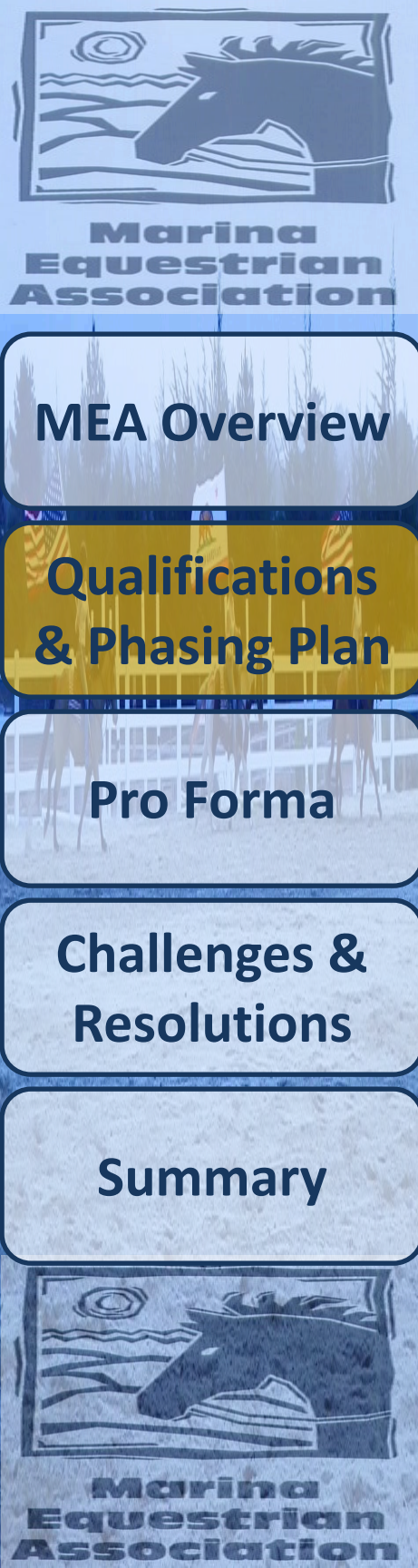
- Our vision for the MEC Park is to fulfill the goals and outcomes described by the City of Marina by building a public access space where outdoor activities, history and equine skills come together in a welcoming, community-centric and safe environment
- The MEC's existing equine infrastructure and its connection to both the Fort Ord National Monument and Fort Ord Dunes State Park create a unique opportunity for the diverse members of the local community to grow their love for outdoor recreation through horseback riding. The MEA's vision is to capitalize on that opportunity by **offering the following to the public:**
 - horseback riding lessons
 - equine therapy and assisted learning programs
 - trail rides through the Fort Ord Dunes State Park and Fort Ord National Monument
 - horse boarding and camping accommodations for residents and tourists visiting Marina
 - tours that celebrate the history of the property
 - trail access that serves as a starting point for anyone riding, hiking or biking through the dunes
 - additional recreation opportunities that utilize and expand the infrastructure at the MEC



- MEA Overview
- **Qualifications & Phasing Plan**
- Pro Forma
- Challenges & Resolutions
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- Questions

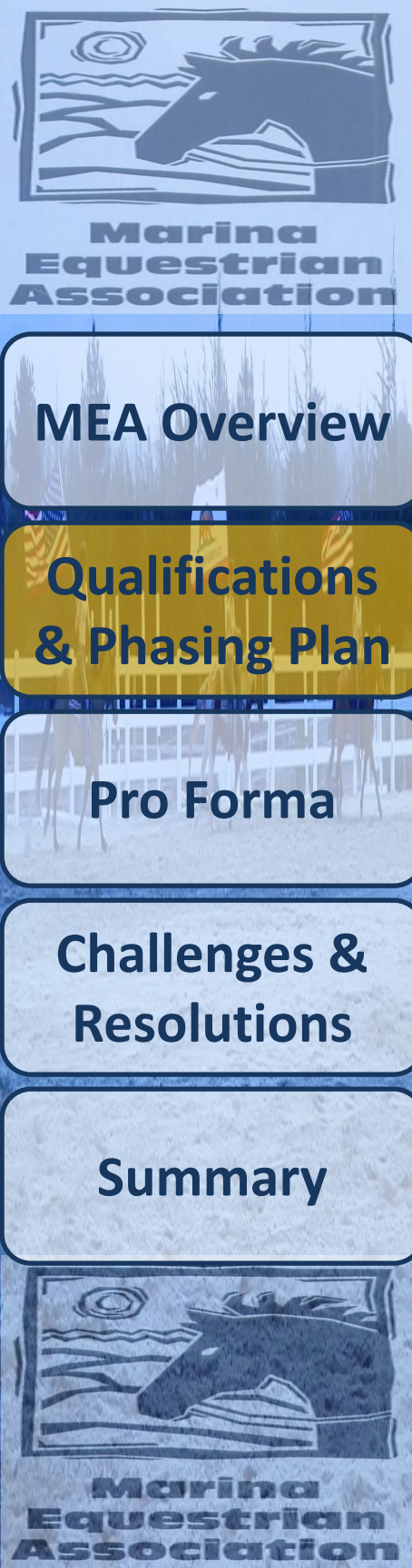
MEA Qualifications

- The MEA has a multi-decade history of successful operation in three areas
- Equestrian Operations
 - The MEA has operated the MEC Park since 2000 as a safe, professional equestrian facility offering horseback riding, camps, clinics, educational and therapy programs.
- Non-Equestrian Public Use
 - The MEA has provided open access to the land and buildings at the MEC park to support non-equestrian public use
- Non-Equestrian Public Outreach
 - The MEA has engaged guests and residents of Marina to raise awareness of the MEC park through public events and marketing



Equestrian Operations

- Beginning on 1 February 2000, the MEA has operated the MEC, in partnership with the City of Marina
- That operation has been guided by two objectives:
 - Boarding, rental of stables and paddocks, training, equestrian shows, events, clinics, and camps
 - Establishing viable equestrian programs
- We have over twenty-years of successful operation of a horse park that balances equestrian care and community engagement



Equestrian Operations (2)

- Throughout our 20-year operation of the MEC, the MEA has built expertise and experience delivering:



Non-Equestrian Public Use

MEA Overview

Qualifications
& Phasing Plan

Pro Forma

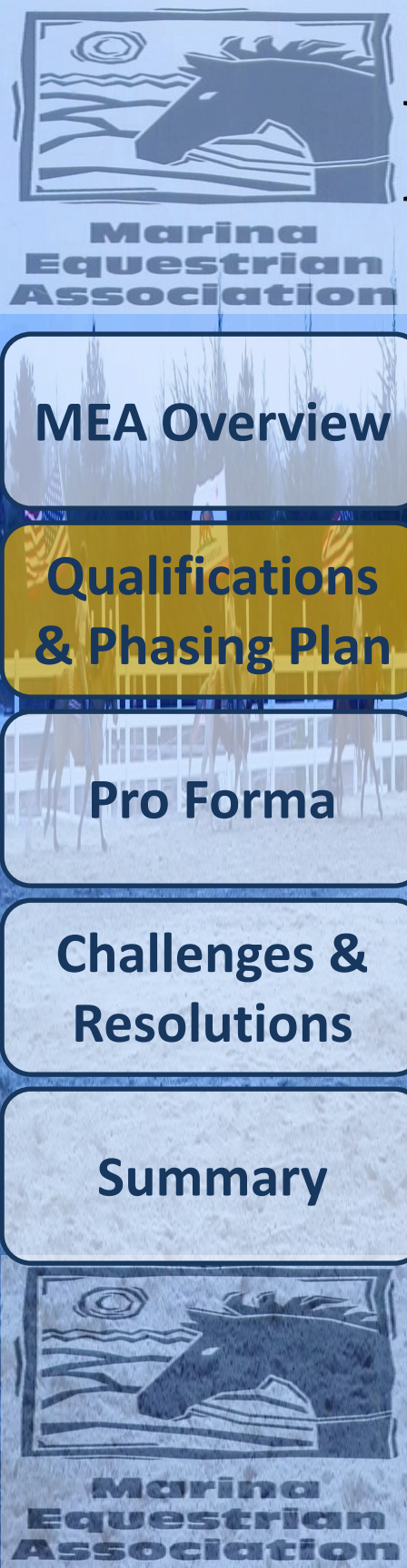
Challenges &
Resolutions

Summary

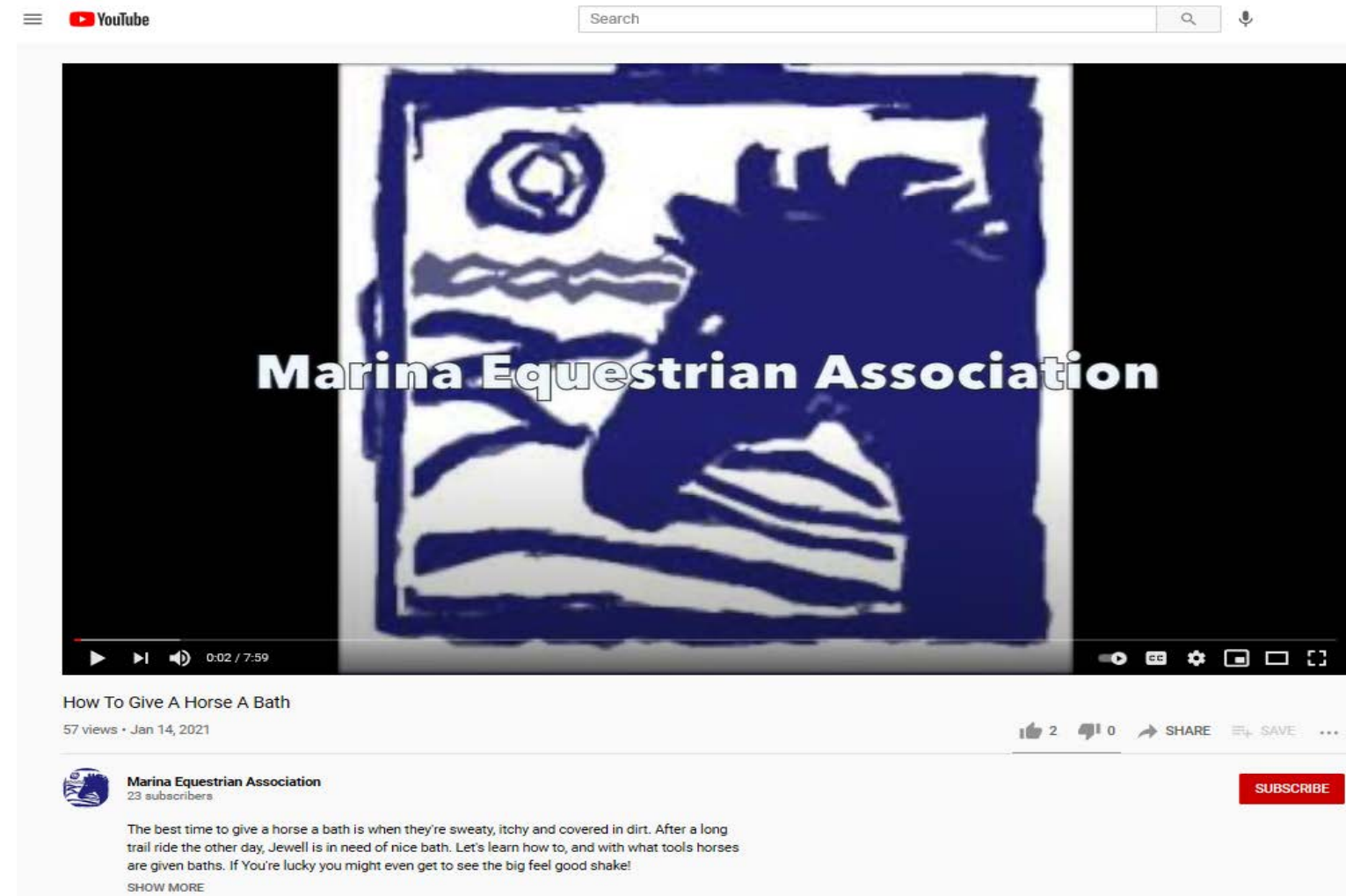
- Docent Trail Tours
- Self-Guided Walking Tours
- The Marina Pep Squad
- Native Plant Preservation and Restoration



Non-Equestrian Public Outreach

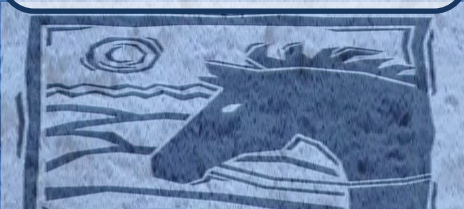
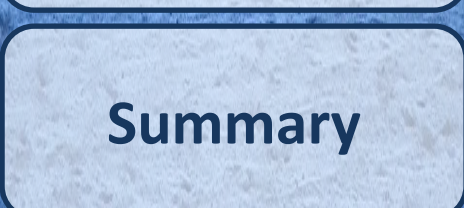
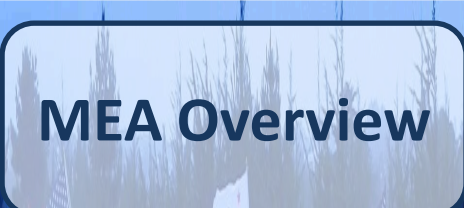


- Horsin' Around with the MEA YouTube Series
- Docent Tours of the MEC Park
- Community Events
- Community Service



Phased Expansion of the MEC

- The MEA proposes to expand our two-decade history of partnership with the City of Marina to offer programs that appeal to both the horseback riding community and the general public. We propose:
 - A Concept Plan that describes the MEA's equine and public outreach programs
 - A Service Plan and associated strategies are described within the Concept Plan
 - A Phasing Plan that describes the role that the MEC Park will play in delivery of those programs
 - We expect to partner with the City of Marina to implement a capital improvement plan to realize the full potential of the MEC Park



Concept Plan - Equestrian

Marina
Equestrian
Association

MEA Overview

Qualifications
& Phasing Plan

Pro Forma

Challenges &
Resolutions

Summary

Marina
Equestrian
Association

- Public Riding Lessons
- Christine Marie's Star Riders Therapy Program
- Hope Horses and Kids – Equine Assisted Learning
- Public Trail Rides and Petting Zoo
- Horsin' Around With the MEA
- Docent Facility and Trail Tours
- Horses Expand Art and Equine Exposure
- Overnight Horse Boarding & Cavalry Campground
- Emergency Animal Evacuation Site
- Central Coast College Registered Veterinary Technician Program
- Community Riding Lessons
- CSUMB Equestrian Team Partnership
- Rotating Private Horse Boarding

**Projected Annual Public Engagement:
17,000 Individuals**



Concept Plan - Recreation



MEA Overview

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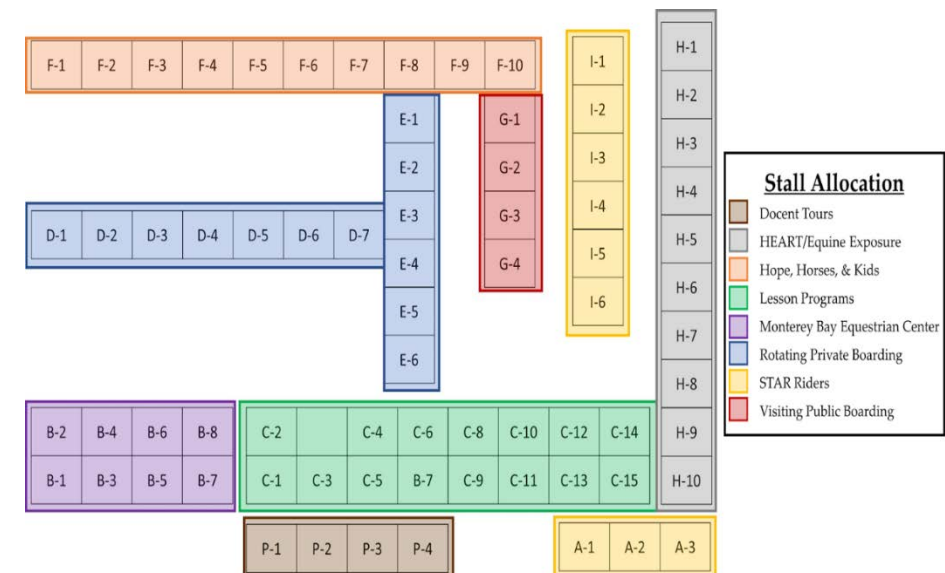
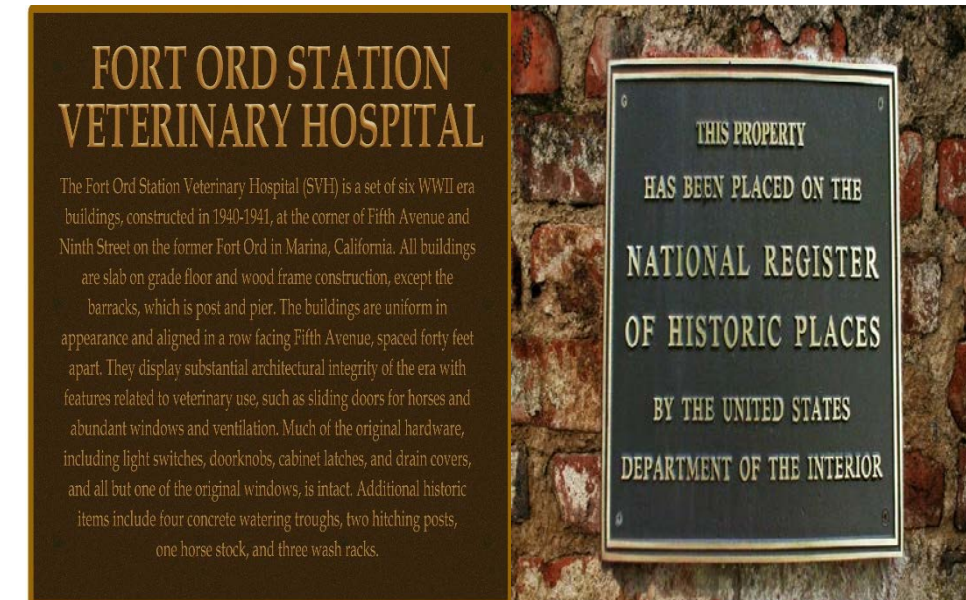
- Marina Pep Squad – Community Events Team
- Self-Guided Walking Tours
- Adventure Park – Ropes Course
- Adventure Park – Bike Tours
- Live Music
- Mini Free Library
- Parkland Games
- Environmental Education & Nature Center
- Endangered Species Protection
- Habitat Conservation & Restoration
- Community Garden

**Projected Annual Public Engagement:
84,000 Individuals**



Concept Plan – MEC Usage

- The Main Hall – Building 3140
 - Community Events & Pop-Up Museum
- Cottage – Building 3141
 - Learning Center for Equine Learning
- Barns – Buildings 3142/3143
 - Tack Rooms for Community Service Horses
- Kennel – Building 3144
 - Public Trail Ride Office
- Radio Building
 - MBARA Partnership
- Mobile Building
 - Nature Center & Campground Check-In
- Stalls
 - Allocated per public outreach participation



Phasing Timeline

- The MEA proposes a three-phase development plan for the MEC Park:

- **Phase 1:**

Existing – 3 Years

- **Phase 2**

3 – 5 Years

- **Phase 3**

5 – 10 Years

PHASING PLAN

PHASE 1 - (EXISTING - 3 YEARS)

- 1 EVENT VENUE & POP-UP MUSEUM
- 2 HOPE HORSES AND KIDS LEARNING CENTER
- 3 MARINA EQUESTRIAN ASSOCIATION TACK ROOM & FEED ROOMS
- 4 LESSON HORSE & MONTEREY BAY EQUESTRIAN CENTER TACK & FEED ROOMS
- 5 MONTEREY BAY EQUESTRIAN CENTER TRAIL RIDING OFFICE & PETTING ZOO (TEMPORARY ANIMAL EVACUATION CENTER, WHEN NEEDED)
- 6 PUBLIC ARENA
- 7 SCHOOLING ARENA & ROUND PEN
- 8 MANURE BUNKER
- 9 VIEWING AREA
- 10 PICNIC AREA
- 11 MONTEREY BAY EQUESTRIAN CENTER TRAIL HORSE TURNOUTS
- 12 PUBLIC HAUL-IN & OVERNIGHT TURNOUTS
- 13 STARRIDER CENTER & PADDOCKS
- 14 STARRIDER TURNOUTS
- 15 MARINA EQUESTRIAN ASSOCIATION PADDOCKS
- 16 MARINA EQUESTRIAN ASSOCIATION TURNOUTS
- 17 HOPE HORSES AND KIDS CENTER & TURNOUTS
- 19 EQUINE & PEDESTRIAN TRAILHEAD WITH HISTORICAL & DIRECTIONAL PLAQUE
- 20 TRAIL RIDING HAUL-IN TRAILER PARKING
- 21 TRAILER PARKING FOR PUBLIC ARENA USE
- 22 COMMUNITY GARDEN & ORCHARD
- 23 CAVALRY CAMPGROUND

PHASE 2 - (3 - 5 YEARS)

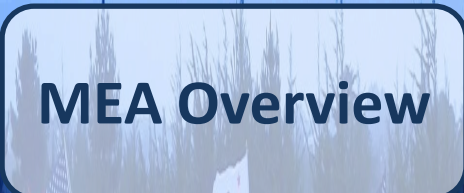
- 18 EQUINE OBSTACLE COURSE
- 24a COMMUNITY BATHROOMS & CAMPGROUND SHOWERS
- 25 BOCCIE BALL COURTS
- 26 HORSE SHOE PITS
- 27 NATURE TRAIL & DISK GOLF COURSE
- EQUESTRIAN & PEDESTRIAN TRAIL
- PEDESTRIAN PATH
- "SHARE THE ROAD" BICYCLE ROUTE

PHASE 3 - (5 - 10 YEARS)

- 24b COMMUNITY CENTER
- 28 ROPES COURSE



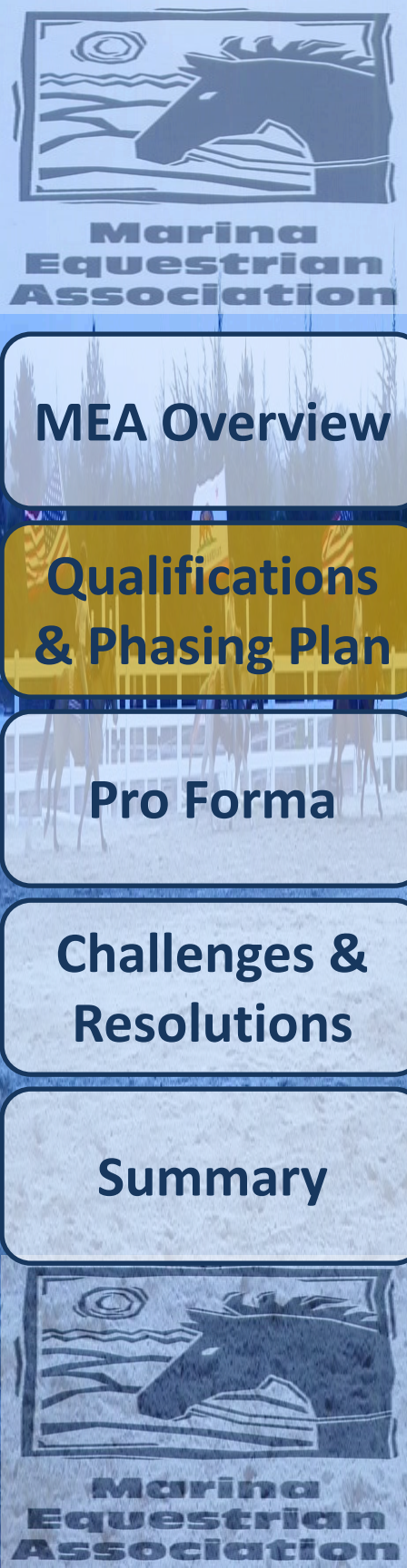
MARINA EQUESTRIAN CENTER PARK



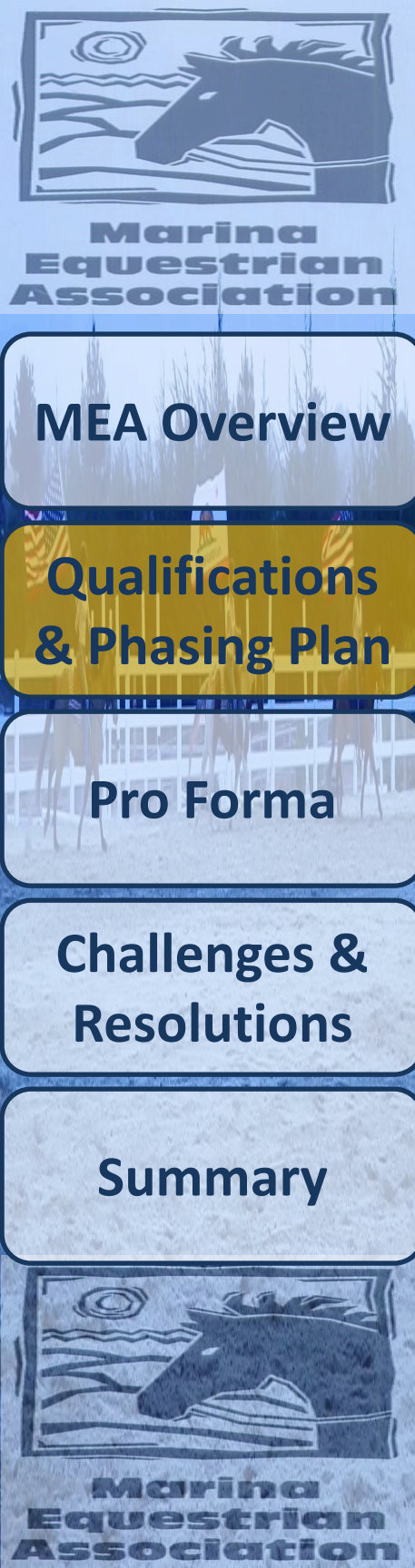
MEC Phase 1 (2021-2023)

The MEA proposes expansion/development of 22 aspects of the MEC Park during Phase 1 (CIP Investment: \$448,500; Projected Revenue (2023): \$258,000)

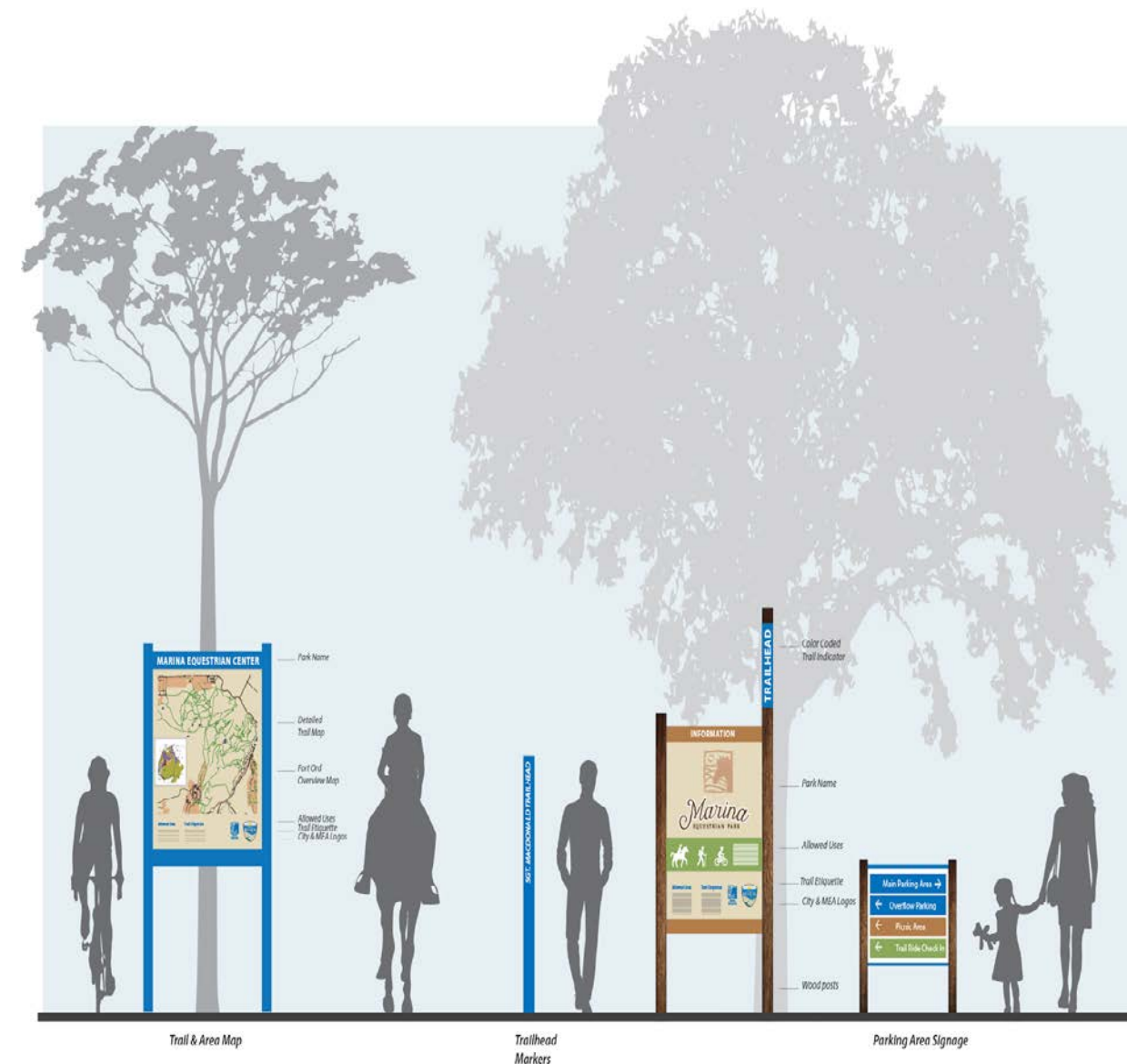
- Event Venue & Pop- Up Museum
- Hope Horses and Kids Learning Center
- MEA Tack/Feed Rooms
- Lesson Horse & MBEC Tack/Feed Rooms
- MBEC Trail Riding Center & Offices
- Public Arena
- Schooling Arena & Round Pen
- Manure Bunker
- Viewing Area
- Picnic Area
- MBEC Trail Horse Turnouts



MEC Phase 2 (2024-2025)

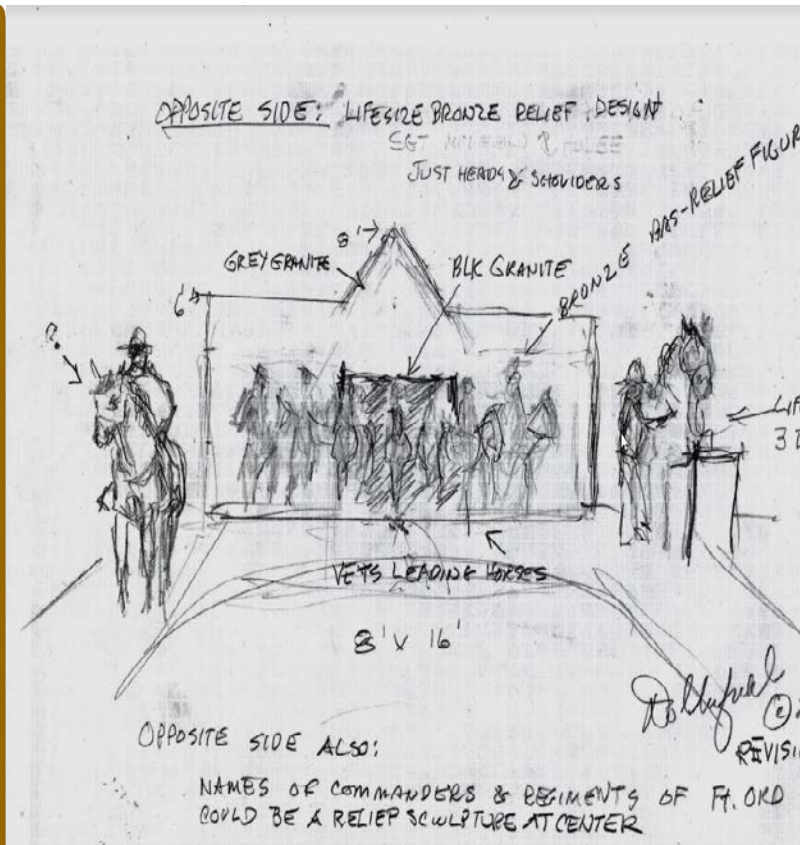
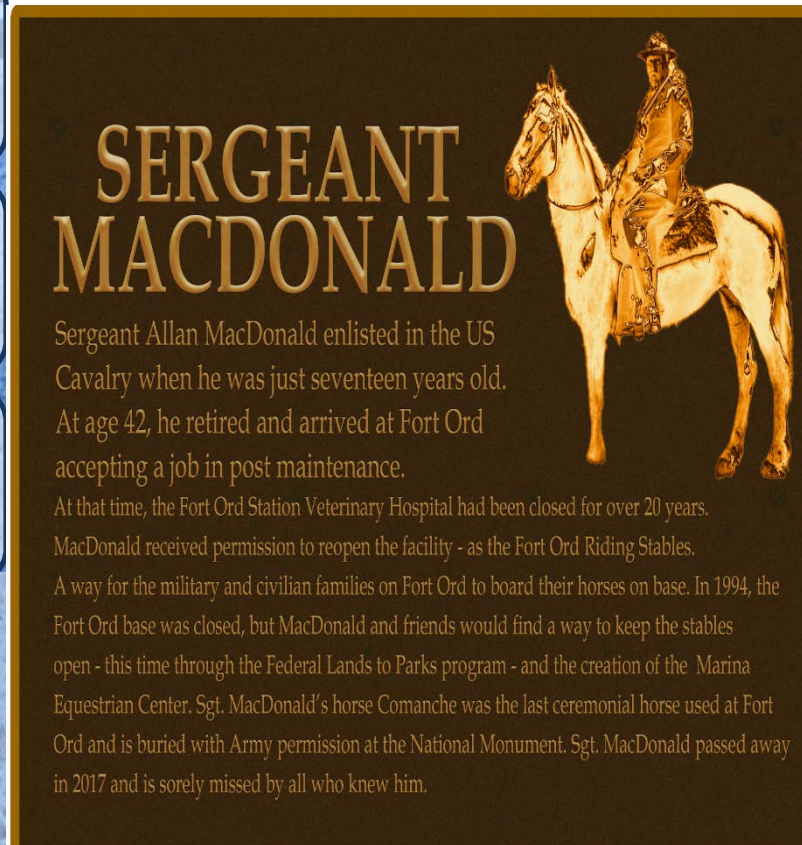


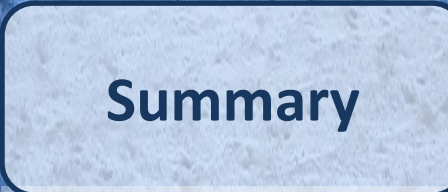
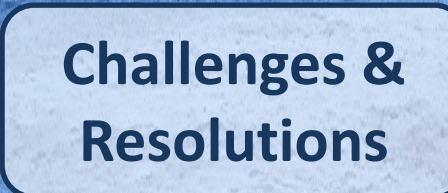
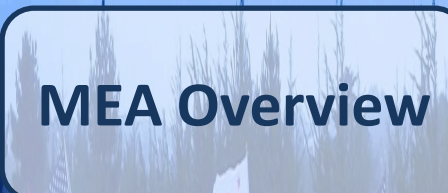
- Equine Obstacle Course
- Community Center, Restrooms, Showers
- Bocce Ball Courts
- Horseshoe Pits
- Nature Trail
- Equestrian & Pedestrian Trail, Pathway, and Bicycle Route



MEC Phase 3 (2025-2030)

- Adventure Park – Ropes Course
- Adventure Park – Bike Tours





- MEA Overview
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MEA Recent Financial History

MEA Overview

Qualifications
& Phasing Plan

Pro Forma

Challenges &
Resolutions

Summary

Marina Equestrian Association					
Income Statement					
Years 2019 and 2020					
				Jan - Dec 19	Jan - Dec 20
Ordinary Income/Expense					
Income					
Total Income				\$ 101,180	\$ 111,699
Gross Profit				\$ 101,180	\$ 111,699
Expense					
Facility					
Total Facility				\$ 25,367	\$ 32,911
Donation				\$ 350	\$ 195
Evacuation Costs					\$ 1,008
Bank Charge				\$ 5	\$ 24
G&A					
Total G&A				\$ 3,156	\$ 1,779
Insurance				\$ 9,236	\$ 9,347
Licenses & Permits				\$ 20	
Professional Services					
Total Professional Services				\$ 5,488	\$ 6,300
Property Tax				\$ 1,083	\$ 1,125
Renewal Fee				\$ 25	\$ 1,000
Rent				\$ 21,538	\$ 21,538
Special Event					
Total Special Event				\$ 1,795	\$ 1,792
Utilities					
Total Utilities				\$ 36,758	\$ 43,191
Vehicle Maintenance					
Total Vehicle Maintenance				\$ 309	\$ 1,690
Total Expense				\$ 105,129	\$ 121,901
Net Ordinary Income				\$ (3,949)	\$ (10,202)
Net Income				\$ (3,949)	\$ (10,202)

Marina Equestrian Association					
Balance Sheet					
For the years ended December 2019 and December 2020					
				Dec 31, 19	Dec 31, 20
ASSETS					
Current Assets					
Checking/Savings					
Rabobank Checking				\$ 19,024	\$ 7,765
Security Deposits Rabobank				\$ 10,525	\$ 10,500
Vanguard Money Market				\$ 13,332	\$ 13,391
Total Checking/Savings				\$ 42,881	\$ 31,656
Accounts Receivable					
Accounts receivable					
Total Accounts Receivable				\$ -	\$ -
Total Current Assets				\$ 42,881	\$ 31,656
TOTAL ASSETS				\$ 42,881	\$ 31,656
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Other Current Liabilities				\$ 1,730	\$ 731
Security Deposit				\$ 10,525	\$ 10,500
Total Other Current Liabilities				\$ 12,255	\$ 11,231
Total Current Liabilities				\$ 12,255	\$ 11,231
Total Liabilities				\$ 12,255	\$ 11,231
Equity					
Retained Earnings				\$ 34,576	\$ 30,627
Net Income				\$ (3,949)	\$ (10,202)
Total Equity				\$ 30,627	\$ 20,425
TOTAL LIABILITIES & EQUITY				\$ 42,881	\$ 31,656



Marina
Equestrian
Association

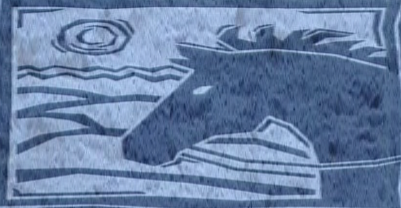
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Marina
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Pro Forma (Cap Improvement Plan)^{EXHIBIT I}

Phases of Capital Expenditures		Phase #1; 2021-23		Phase #2; 2024-25		Phase #3; 2026-30		Phase 1-3 Total; 2021-30	
Estimated Costs		Low	High	Low	High	Low	High	Low	High
Items for Capital Improvement Projects									
1	Veterinary Building (Main Hall 3140): Accessible Entrance & Bathroom, Seismic Upgrades, Electrical check, Painting	\$ 10,000	\$ 20,000					\$ 10,000	\$ 20,000
2	HHK - Hope Horses and Kids Learning Center (Cottage Building 3141) : Roof, Floor, Access, Finish Materials	\$ 25,000	\$ 30,000					\$ 25,000	\$ 30,000
3	Lesson Horse & Monterey Bay Equestrian Center Tack & Feed Building (Building 3142): Check electrical, Create one accessible backroom, Check accessible entrance, Paint etc.	\$ 5,000	\$ 10,000					\$ 5,000	\$ 10,000
4	MEA Tack & Feed building (Building 3143): Create one Accessible tackroom, Check accessible entrance, electrical & roof, paint, (Vet Buildings A/B?)	\$ 5,000	\$ 10,000					\$ 5,000	\$ 10,000
5	Monterey Bay Equestrian Center Petting Zoo & Offices (Building 3144): Re-roof, Seismic Upgrades, Electrical upgrade, Accessible entrances	\$ 100,000	\$ 150,000					\$ 100,000	\$ 150,000
6	Community Center Building Renovation (Army Corps of Engineering Building) :								
6	First phase: Bathrooms & showers	\$ 100,000	\$ 125,000					\$ 100,000	\$ 125,000
6	Second phase: Community Center part of the building			\$ 300,000	\$ 400,000			\$ 300,000	\$ 400,000
7	Paddock shelters: (Costs of prefab Units)	\$ 50,000	\$ 70,000					\$ 50,000	\$ 70,000
8	HHK Designated Stall Improvements	\$ 10,000	\$ 12,000					\$ 10,000	\$ 12,000
9	Equine Trail Head Sign	\$ 5,000	\$ 7,000					\$ 5,000	\$ 7,000
10	Trail Ride Haul-In Parking Area	\$ 5,000	\$ 6,000					\$ 5,000	\$ 6,000
11	Community Garden	\$ 5,000	\$ 6,000					\$ 5,000	\$ 6,000
12	Cavalry Campground (Near HAM Radio Area)	\$ 60,000	\$ 65,000					\$ 60,000	\$ 65,000
13	Bocce Ball Courts			\$ 5,000	\$ 6,000			\$ 5,000	\$ 6,000
14	Horseshoe Pits			\$ 5,000	\$ 6,000			\$ 5,000	\$ 6,000
15	Nature Trail & Disk Golf Area			\$ 10,000	\$ 11,000			\$ 10,000	\$ 11,000
16	Equine Obstacle Course	\$ 2,500	\$ 3,500					\$ 2,500	\$ 3,500
17	Covered Enclosure Arena for Public Arena 6			\$ 225,000	\$ 250,000			\$ 225,000	\$ 250,000
18	Adventure Park (Ropes Course and Bike Tours)					\$ 3,000,000	\$ 3,500,000	\$ 3,000,000	\$ 3,500,000
19	Pathways, Bike Routes and Trails			\$ 10,000	\$ 12,000			\$ 10,000	\$ 12,000
23								\$ -	\$ -
24	Summary of CIP Expenditures	\$ 382,500	\$ 514,500	\$ 555,000	\$ 685,000	\$ 3,000,000	\$ 3,500,000	\$ 3,937,500	\$ 4,699,500
	Mid Point	\$ 448,500		\$ 620,000		\$ 3,250,000		\$ 4,318,500	

Pro Forma Cash Flow

		CASH BASIS			
Marina Equestrian Center					
Statement of Cash Flows - Projections for RFP		PHASE 1	PHASE 2	PHASE 3	Continuation
For Years 1 through Year 20					
		Year 1 - 3	Year 4 - 5	Year 6 - 10	Year 11 - 20
OPERATING ACTIVITIES					
Net Income		\$ 33,331	\$ 35,558	\$ 112,794	\$ 309,244
Net cash provided by operating activities		\$ 33,331	\$ 35,558	\$ 112,794	\$ 309,244
INVESTING ACTIVITIES					
Net cash provided by investing activities		\$ -	\$ -	\$ -	\$ -
FINANCING ACTIVITIES					
Net cash provided by investing activities		\$ -	\$ -	\$ -	\$ -
Net cash increase (decrease) for period		\$ 33,331	\$ 35,558	\$ 112,794	\$ 309,244
Cash at beginning of period		\$ 10,500	\$ 43,831	\$ 79,389	\$ 192,183
Cash at end of period		\$ 43,831	\$ 79,389	\$ 192,183	\$ 501,427

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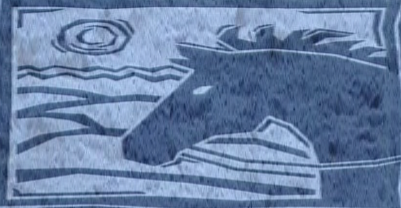
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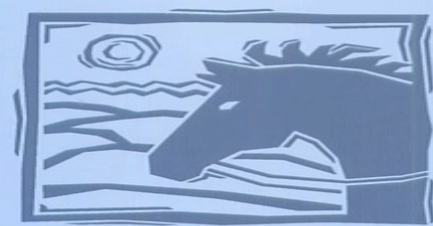


Marina Equestrian Association

Pro Forma (P&L) Consolidated EXHIBIT I

Marina Equestrian Center					
Financial Projections for RFP (Income Statement)	PHASE 1	PHASE 2	PHASE 3	Continuation	
For Years 1 through Year 20					
Description	Year 1 - Year 3	Year 4 - Year 5	Year 6 - Year 10	Year 11 - Year 20	
Gross Revenue	\$ 560,766	\$ 553,654	\$ 3,429,655	\$ 9,346,564	
				\$ -	
Total COGS	\$ 3,475	\$ 14,100	\$ 96,250	\$ 192,500	
				\$ -	
Total Salaries & Benefits	\$ 60,000	\$ 142,500	\$ 1,425,000	\$ 4,230,000	
Total Facilities Expenses	\$ 341,600	\$ 276,496	\$ 1,561,361	\$ 4,097,820	
Total G&A	\$ 122,360	\$ 85,000	\$ 234,250	\$ 517,000	
				\$ -	
Total Expenses	\$ 527,435	\$ 518,096	\$ 3,316,861	\$ 9,037,320	
				\$ -	
Net Income	\$ 33,331	\$ 35,558	\$ 112,794	\$ 309,244	
City of Marina Fees Including Rent	\$ 64,165	\$ 69,698	\$ 1,015,523	\$ 2,917,235	

Pro Forma (P&L) Revenue Detail



Marina Equestrian Association

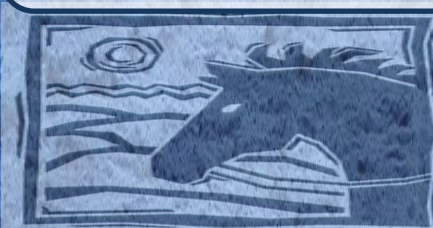
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Marina Equestrian Association

Marina Equestrian Center Financial Projections for RFP For Year 1 through Year 20		Phase 1	Phase 2	Phase 3	Onwards	Onwards
Description	Assumptions/Notes	Year 1 - Year 3	Year 4 - Year 5	Year 6 - Year 10	Year 11 - Year 15	Year 16 - Year 20
Boarding Income - Self Care (Pre-existing incl Star Riders)	Ramp up is increased Fees & stall use	388,300	297,990	877,226	1,123,959	1,412,781
Boarding Income - Full Care	Not considered in proposal	-	-	-	-	-
Marina Discount (10% of list price)	Marina Residents Only	(12,469)	(9,536)	(28,071)	(35,967)	(45,209)
Late Fees	From Member Payments	1,800	1,200	3,000	3,000	3,000
MEA Membership Income	Boarding Mbrs@\$100 Assoc@\$60/Annual	11,100	7,400	18,500	18,500	18,500
Initiation Fees (\$10)	Immaterial changes	300	200	500	500	500
Day Use Equine Haul-In. (\$15 Ea.)	Immaterial changes	1,710	1,500	3,750	3,750	3,750
Private Facility Rental (Hall & Arena Spaces.. \$100 ea) Community Center (Formerly Eng Bldg.)	Increases with marketing	4,500	16,000	50,000	50,000	50,000
Public Events Rental Income - City Sponsored Event	1 public event per qtr @ \$125 ea = 500 ann	-	1,000	2,500	2,500	2,500
Sweat Equity (Cash payments in Lieu of work.)	This will be phased out.	4,000	-	-	-	-
Interest Income	Immaterial changes	375	300	750	750	750
Fire Evacuation Donations	Not included in City Fees for Revenue Share	1,000	1,000	2,500	2,500	2,500
HHK Fees to MEA	10 horses@\$100/Mo+1Mbr@\$100/Yr.(50% Y1)	30,300	24,200	60,500	60,500	60,500
Guided Horse Tours - MBEC Fees to MEA	8 Horses @ \$100/mo + 1MBR @\$100/Yr.	29,100	19,400	48,500	48,500	48,500
Guided Bike Tours - Fees to MEA	15% of 3rd party Partner/Vendor revenue	-	-	293,000	425,000	425,000
Museum & Gift Shop	Ramp up as activity increases at park	1,750	8,000	100,000	100,000	100,000
Camp Ground Rentals	10% use at start then ramp	99,000	183,000	465,000	465,000	465,000
Bocce Ball Courts Rentals	Immaterial changes	-	2,000	5,000	5,000	5,000
Ropes/Adventure Course Fees to MEA	15% of 3rd party Partner/Vendor revenue	-	-	1,527,000	2,260,000	2,260,000
Gross Revenue		560,766	553,654	3,429,655	4,533,492	4,813,072



Marina Equestrian Association

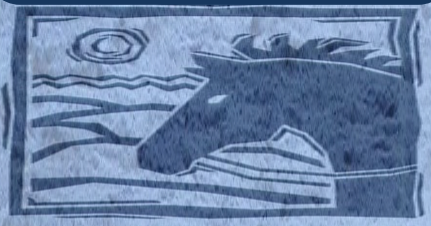
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Marina Equestrian Association

Marina Equestrian Center											
Financial Projections for RFP											
For Year 1 through Year 20			Phase 1	Phase 2	Phase 3	Onwards	Onwards				
Description	Assumptions/Notes		Year 1 - Year 3	Year 4 - Year 5	Year 6 - Year 10	Year 11 - Year 15	Year 16 - Year 20				
Private Events - Cost to Operate	50% of AnnualLine item Revenue		2,250	8,000	25,000	25,000	25,000				
Public Events - Cost to Operate	50% of AnnualLine item Revenue		-	500	1,250	1,250	1,250				
Museum & Gift Shop - Cost of Items Excluding Salaries & Benefits	50% of AnnualLine item Revenue		1,225	5,600	70,000	70,000	70,000				
Total COGS			3,475	14,100	96,250	96,250	96,250				
			-	-	-	-	-				
Employee Salaries	Museum, Gift Shop, Camp Host, Volunteer Coordinator, MEA Executives & additional headcount (2 PTE heads to 2 FTE & 3 PTE heads)		40,000	95,000	950,000	1,345,000	1,475,000				
Employee Benefits & Fringes @50% of base	Museum, Gift Shop, Camp Host, Volunteer Coordinator, MEA Executives & additional headcount		20,000	47,500	475,000	672,500	737,500				
Total Salaries & Benefits			60,000	142,500	1,425,000	2,017,500	2,212,500				



Marina Equestrian Association

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Marina Equestrian Center							
Financial Projections for RFP							
For Year 1 through Year 20		Phase 1	Phase 2	Phase 3	Onwards	Onwards	
Description	Assumptions/Notes	Year 1 - Year 3	Year 4 - Year 5	Year 6 - Year 10	Year 11 - Year 15	Year 16 - Year 20	
Equestrian Park Facility - Base Rent	Based on availability for use & mkt rate (700/Mo/8.4k Base/Annually)	25,200	16,800	42,000	42,000	42,000	
City of Marina Percentage of Sales Fees only for Ropes Course (Fee as Rent for the below properties)	50% of AnnualLine item Revenue	-	-	763,500	1,130,000	1,130,000	
City of Marina Percentage of Sales Fees II (Excluding items above and Donations or fundraising activities of MEA as a Non-Profit) - (Fee as Rent for the below properties)	15% of Annual Gross Revenue greater than 100K	38,965	52,898	210,023	265,649	307,586	
Rent (Main Office - Kennel Building Est. 3,000 sq feet.)	Included in City of Marina % Sales Fees	-	-	-	-	-	
Rent (For Veterinary Ward A - 4,780 sq feet)	Included in City of Marina % Sales Fees	-	-	-	-	-	
Rent (For Veterinary Ward B - 4,475 sq feet	Included in City of Marina % Sales Fees	-	-	-	-	-	
Rent (For Colic Building 3141 - 1,315 sq feet)	Included in City of Marina % Sales Fees	-	-	-	-	-	
Rent Main Hall (For Veterinary Clinic 3140 - 1,864 sq feet)	Included in City of Marina % Sales Fees	-	-	-	-	-	
Rent (For Community Center - 2,500 sq feet)	Included in City of Marina % Sales Fees	-	-	-	-	-	
Rent (For Ham Radio Building - Est. 1,000 sq feet)	Included in City of Marina % Sales Fees	-	-	-	-	-	
Garbage (Excluding Camp Grounds & Adventure Park)	\$1,000 increase in 2026 due to new revenue streams (volume) and \$500 increase every 5 years after	70,000	47,000	122,500	125,000	130,000	
Water (Excluding Camp Grounds & Adventure Park)	Increase \$500 first years then by \$1,000 after 2nd year (volume); then increase by \$500 in yr. 2031	41,000	29,000	72,500	75,000	75,000	
Gas & Electric	\$500 increase every 5 years	8,000	6,000	17,500	20,000	22,500	
Handicap Toilet	\$500 increase every 5 years after establishing additional toilet(s) in yr. 3	8,700	7,000	20,000	22,500	25,000	
Property Tax	5% increase each year	3,783	2,848	8,463	10,801	13,785	
Maintenance - General	\$1,000 increase every 5 years	46,000	32,000	85,000	90,000	95,000	
Materials & Supplies	\$1,000 increase every 5 years	62,000	42,000	110,000	115,000	120,000	
Las Animas Sand	\$500 increase every 5 years (ramp in yr. 2 & 3 for volume)	8,700	7,000	20,000	22,500	25,000	
Turnout Maintenance	N/A	-	-	-	-	-	
Tractor Maintenance/Fuel	\$500 increase every 5 years	4,500	3,000	10,000	12,500	15,000	
Tools	\$250 increase every 5 years for 10 years then flat	1,500	1,000	3,750	5,000	5,000	
Telephone & Internet	Immaterial changes	9,000	6,000	15,000	15,000	15,000	
Camp Grounds - Porta-Potties	Flat once established	2,400	2,400	6,000	6,000	6,000	
Camp Grounds - Waste Management	Flat once established (10% 1st year - partial)	2,228	4,050	10,125	10,125	10,125	
Camp Grounds - Maintenance	Flat once established (10% 1st year - partial)	8,250	15,000	37,500	37,500	37,500	
Camp Grounds - Water	Flat once established (10% 1st year - partial)	1,375	2,500	7,500	8,750	10,000	
Total Facilities Expenses		341,600	276,496	1,561,361	2,013,325	2,084,496	



Marina Equestrian Association

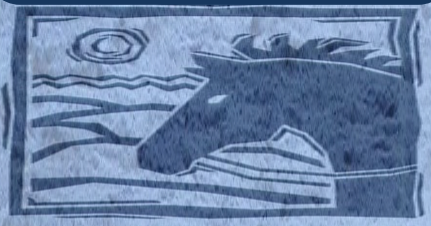
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Marina Equestrian Center										
Financial Projections for RFP										
For Year 1 through Year 20			Phase 1	Phase 2	Phase 3	Onwards	Onwards			
Description	Assumptions/Notes		Year 1 - Year 3	Year 4 - Year 5	Year 6 - Year 10	Year 11 - Year 15	Year 16 - Year 20			
Bank Charges	Immaterial - \$50 increase after 10 years		260	200	500	750	750			
Donations	Immaterial - \$200 increase after 10 years		900	600	1,500	2,500	2,500			
Accounting	Increases based on volume (\$500 & \$1,000 increases)		22,000	16,500	44,500	45,000	45,000			
Dues	Immaterial changes		300	200	500	500	500			
Office Expense	Immaterial - volume increases		1,800	1,200	4,000	4,500	5,000			
Postage/PO Box Rental	Immaterial - volume increases		1,800	1,200	4,000	4,500	5,000			
Restroom/Facility Supplies	Immaterial - volume increases		1,350	1,000	3,000	3,500	4,000			
Office Supplies & Printing Expenses	Immaterial - volume increases		3,000	2,000	6,000	7,000	8,000			
Food & Drink	\$1,000 increase after yr. 5, then \$500 every 5 years		3,000	2,000	10,000	12,500	15,000			
Insurance	Estimated increases based on volume and market increases		33,800	24,000	65,000	70,000	75,000			
Renewal Fees	Immaterial changes		150	100	250	250	250			
MEA Hosting Community Events: Fall Festival, SE Days, & Other Events	\$1,000 increase every 5 years		18,000	12,000	35,000	40,000	45,000			
Website	Immaterial changes		15,000	10,000	25,000	25,000	25,000			
Advertising	Immaterial changes		15,000	10,000	25,000	25,000	25,000			
Camping Advertising	Immaterial changes		6,000	4,000	10,000	10,000	10,000			
Total G&A			122,360	85,000	234,250	251,000	266,000			
			-	-	-	-	-			
Total Expenses			527,435	518,096	3,316,861	4,378,075	4,659,246			
			-	-	-	-	-			
Net Income			33,331	35,558	112,794	155,418	153,826			
City of Marina Fees Including Rent	Annualized		64,165	69,698	1,015,523	1,437,649	1,479,586			

Projected Visitors & Usage Calculations



Marina Equestrian Association

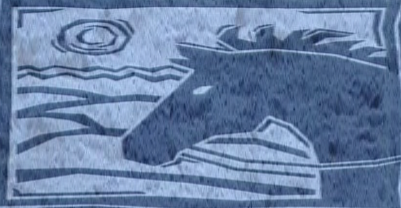
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Marina Equestrian Association

Activity	Number of estimated users served Annually		Estimated Average Spend Per Visitor	Annual Goods & Services Revenue generated in the city of Marina
Adventure Park (Bike Tours)	11,000		\$ 85	\$ 935,000
Adventure Park (Ropes Course)	58,000		\$ 85	\$ 4,930,000
Campground	600		\$ 50	\$ 30,000
Central Coast Vet Tech	10		\$ 20	\$ 200
Community Equine Lessons	60		\$ 60	\$ 3,600
Community Garden	50		\$ 50	\$ 2,500
Community Horse Volunteer	56		\$ 20	\$ 1,120
CSUMB Equestrian Team & Guests	500		\$ 50	\$ 25,000
Docent Facility Tours	1,000		\$ 20	\$ 20,000
Docent Trail Tours	500		\$ 30	\$ 15,000
Emergency Animal Evacuation	100		\$ 50	\$ 5,000
Environmental Education & Nature Ctr	500		\$ 20	\$ 10,000
Equestrial Lessons	400		\$ 60	\$ 24,000
Habitat Conservation & Restoration	500		\$ 20	\$ 10,000
HEART Program	500		\$ 20	\$ 10,000
HHK - Equine Learning	1,900		\$ 20	\$ 38,000
Holiday Events (Halloween)	3,000		\$ 20	\$ 60,000
Holiday Events (Xmas)	3,000		\$ 20	\$ 60,000
Horsin' Around	5,000		\$ 20	\$ 100,000
Live Music	500		\$ 20	\$ 10,000
MBEC Public Trail Rides & Petting Zoo	5,000		\$ 60	\$ 300,000
MEA Mebmership	100		\$ 100	\$ 10,000
Mini Library	200		\$ 10	\$ 2,000
Overnight Horse Boarding	50		\$ 20	\$ 1,000
Parkland Games & Bocce	1,000		\$ 10	\$ 10,000
Private Events & Rental	2,000		\$ 20	\$ 40,000
Rotating Horse Boarding	40		\$ 100	\$ 4,000
Self Guided Walking Tours	2,000		\$ 10	\$ 20,000
Star Riders	2,200		\$ 20	\$ 44,000
Summary	99,766		\$ 67	\$ 6,720,420



Marina
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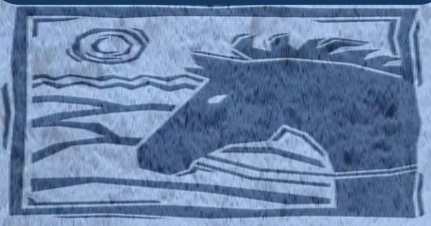
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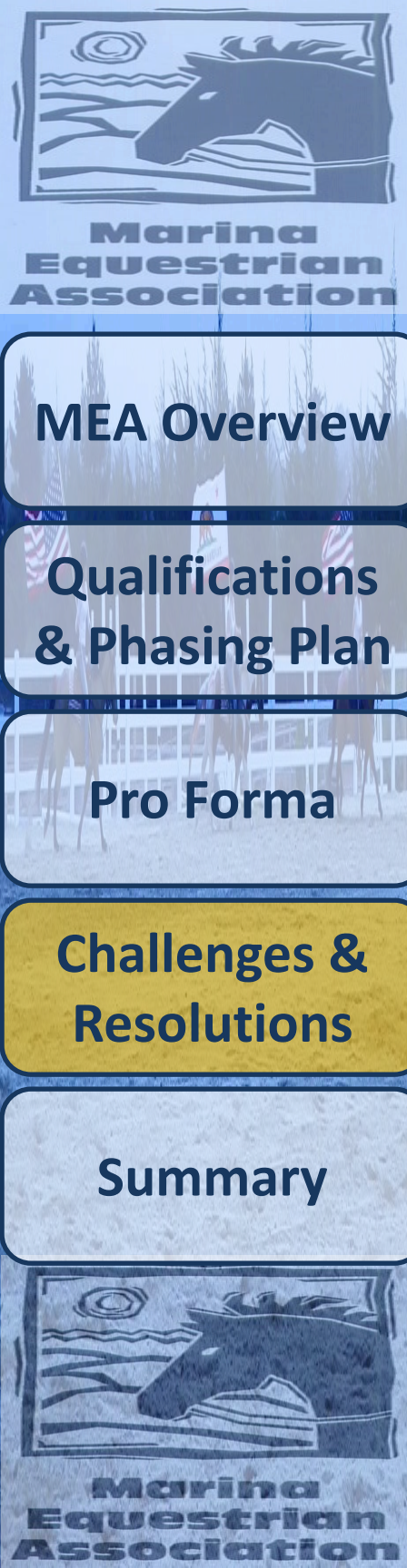


Marina
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Sample Visitor & Usage Models

EXHIBIT I

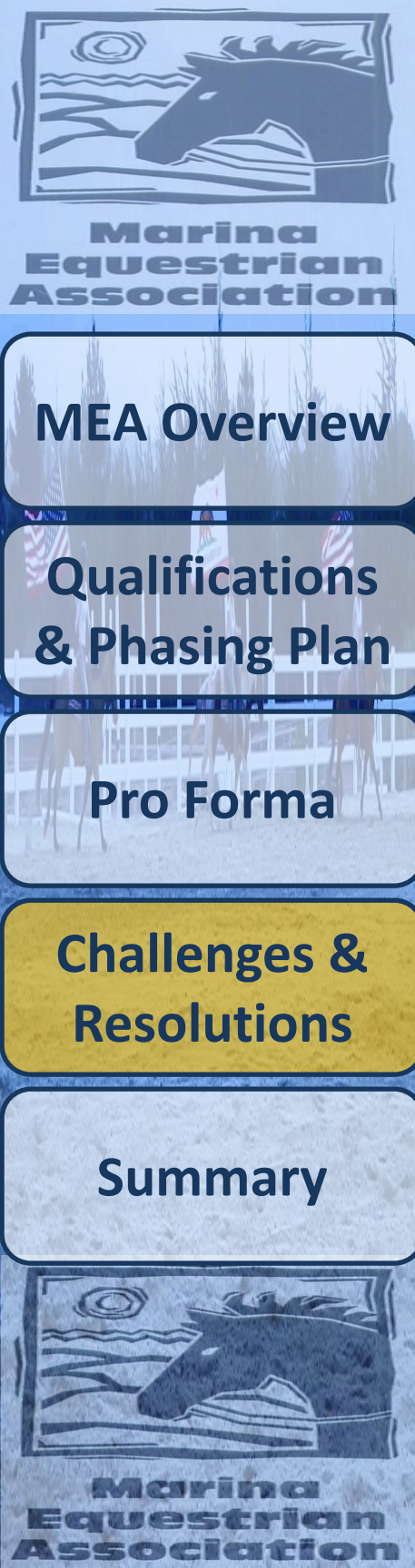
Activities	Estimates	Assumptions	1	2	3	4	5	6	7	8	9	10	11-15	16-20
Adventure Park			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2035	2040
Ropes Course	Potential Visitors		N/A	N/A	N/A	N/A	N/A	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Ropes Course	% capacity Use		N/A	N/A	N/A	N/A	N/A	16%	31%	63%	80%	80%	80%	80%
Ropes Course	Estimated Visitors		N/A	N/A	N/A	N/A	N/A	9,125	18,250	36,500	46,400	46,400	46,400	46,400
Ropes Course	Daily Visits		N/A	N/A	N/A	N/A	N/A	5	10	20	24	24	24	24
Ropes Course	Average Sale		N/A	N/A	N/A	N/A	N/A	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65
Ropes Course	Estimated Revenue	For Operator	N/A	N/A	N/A	N/A	N/A	\$ 593,125	\$ 1,186,250	\$ 2,372,500	\$ 3,016,000	\$ 3,016,000	\$ 3,016,000	\$ 3,016,000
Ropes Course	MEA Portion	15%	N/A	N/A	N/A	N/A	N/A	\$ 88,969	\$ 177,938	\$ 355,875	\$ 452,400	\$ 452,400	\$ 452,400	\$ 452,400
Per FIN Stmt	MEA Portion		N/A	N/A	N/A	N/A	N/A	89,000	178,000	356,000	452,000	452,000	452,000	452,000
Bike Tours	Potential Visitors		N/A	N/A	N/A	N/A	N/A	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Bike Tours	% capacity Use		N/A	N/A	N/A	N/A	N/A	17%	33%	66%	80%	80%	80%	80%
Bike Tours	Estimated Visitors	Annually	N/A	N/A	N/A	N/A	N/A	1,825	3,650	7,300	8,760	8,760	8,760	8,760
Bike Tours	Daily Visits		N/A	N/A	N/A	N/A	N/A	5	10	20	24	24	24	24
Bike Tours	Average Sale		N/A	N/A	N/A	N/A	N/A	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65	\$ 65
Bike Tours	Estimated Revenue	For Operator	N/A	N/A	N/A	N/A	N/A	\$ 118,625	\$ 237,250	\$ 474,500	\$ 569,400	\$ 569,400	\$ 569,400	\$ 569,400
Bike Tours	MEA Portion	15%	N/A	N/A	N/A	N/A	N/A	\$ 17,794	\$ 35,588	\$ 71,175	\$ 85,410	\$ 85,410	\$ 85,410	\$ 85,410
Per FIN Stmt	MEA Portion		N/A	N/A	N/A	N/A	N/A	18,000	35,000	70,000	85,000	85,000	85,000	85,000
Campground	Potential Visits/Nights	10 sites@365	3650	3650	3650	3650	3650	3650	3650	3650	3650	3650	3650	3650
Campground	% capacity Use		13%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Campground	Estimated Visits/Nights	Annually	475	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555	2,555
Campground	Estimated Visitors	4 Nights ea. Annually	119	639	639	639	639	639	639	639	639	639	639	639
Campground	Daily Visits/Nights		1.30	7.00	24	24	24	24	24	24	24	24	24	24
Campground	Average Sale/Night		\$ 20	\$ 35	\$ 35	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37	\$ 37
Campground	Estimated Revenue	MEA	\$ 9,490	\$ 89,425	\$ 89,425	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535	\$ 94,535
Per FIN Stmt	MEA Portion		9,000	90,000	90,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000	93,000



- MEA Overview
- Qualifications & Phasing Plan
- Pro Forma
- **Challenges & Resolutions**
- Summary
- Questions

Challenge Assessment

- As part of the MEA's assessment of potential challenges and risks to the execution of the Concept and Phasing Plan, the MEA has identified the following areas of experience and expertise:
 - Delivery and Sustainment of Equestrian Programs
 - Park and Facility Management
 - Administration of an equestrian focused service plan
 - Facility maintenance and improvements
 - Public Engagement
- Beyond those areas of expertise, the MEA has identified the following potential challenges that may arise during the MEA's operation of the MEC Park:
 - Investment in infrastructure
 - Construction timeline
 - Continuity of membership
 - New construction at Dunes/Sea Haven

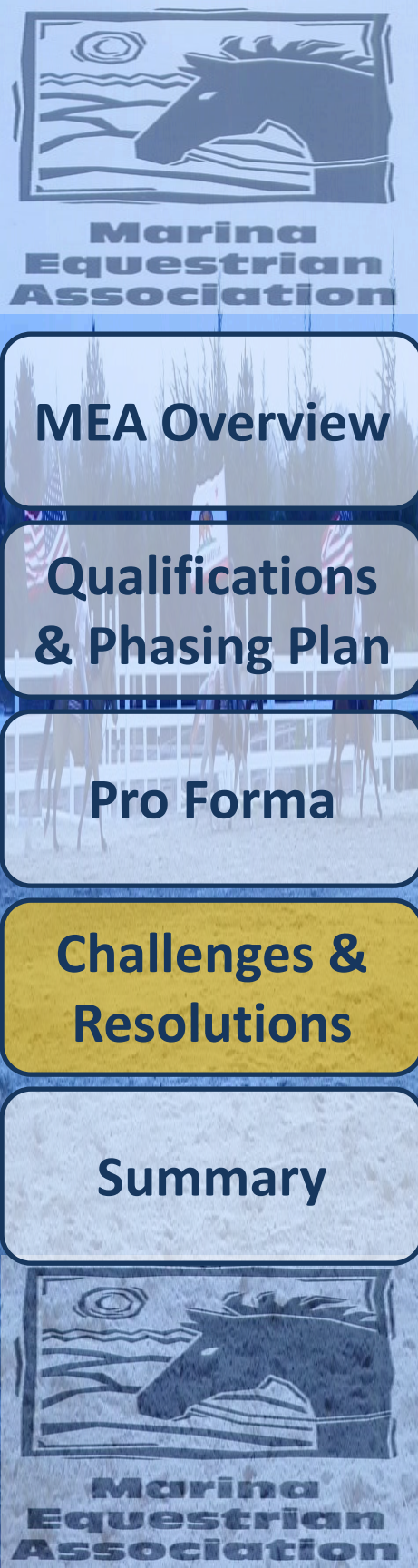


Investment in Infrastructure

Challenge Description

Mitigation Strategy

1. **Approach:** The MEA will partner with the City of Marina to optimize the use of the earmarked funds of \$850,000 in the implementation of the MEA proposal
2. **Assessment:** The existing capital funded project, supplemented by additional revenue generated through use and rent from the MEA will allow reinvestment by both the MEA and the City of Marina to implement the programs described in the MEA Concept Plan

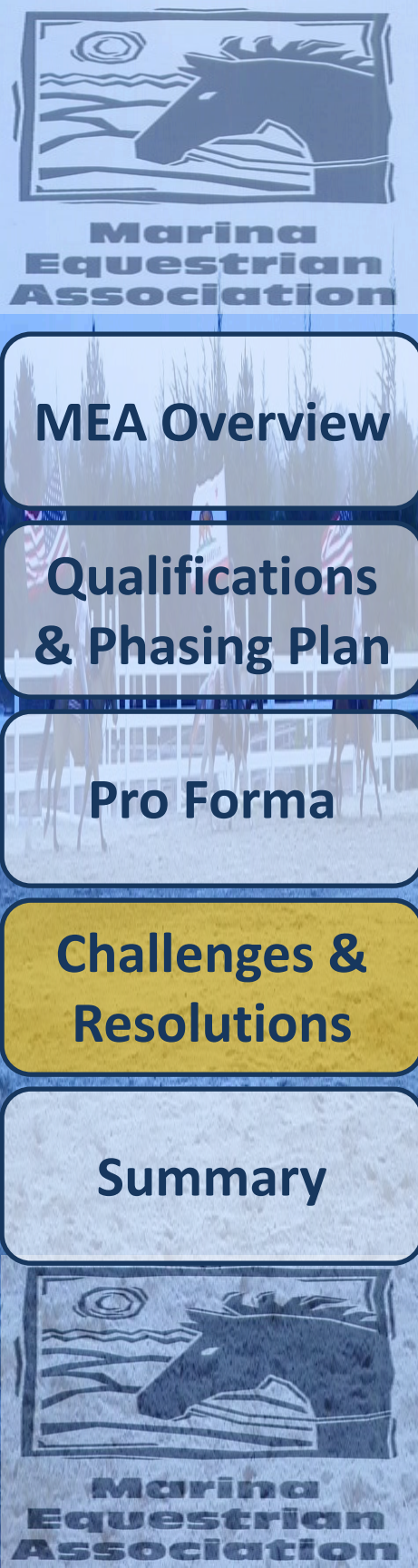


Construction Timeline Delays

Challenge Description

Mitigation Strategy

1. **Approach:** The MEA will provide regular updates on the schedule and delivery of equestrian and recreation programs to the City of Marina
2. **Assessment:** Open and regular dialogue between MEA and City of Marina leadership will be key to ensuring that delays are recognized and resolved to minimize impact to public recreation activities

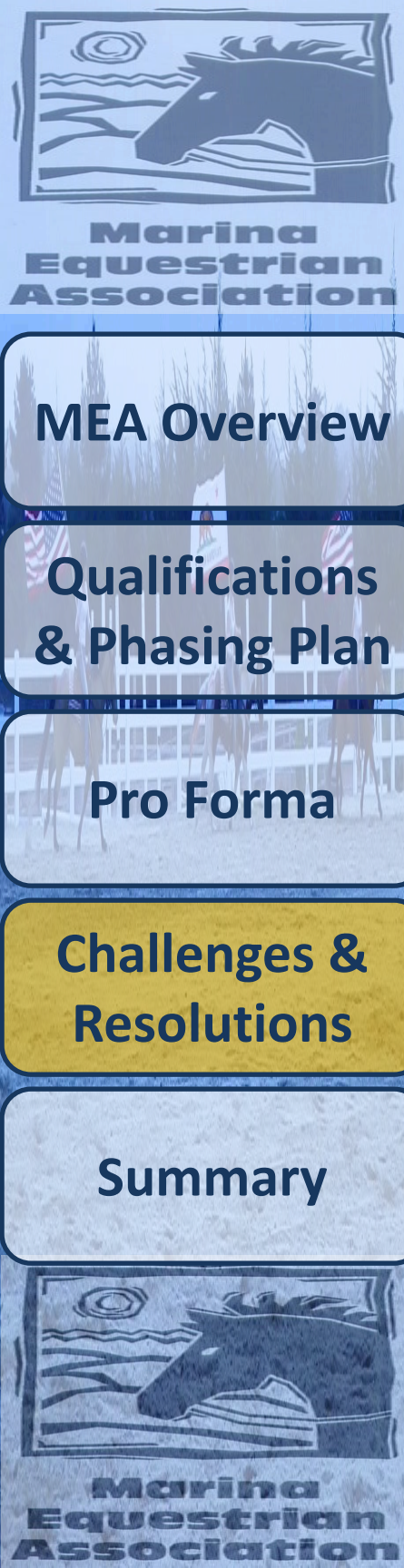


Construction: Dunes/Sea Haven

Challenge Description

Mitigation Strategy

1. **Approach:** The MEA has historically and will continue to engage with both the Dunes and Sea Haven communities, who have already opened gates to allow us to meet residents
2. **Assessment:** The MEA will prioritize engagement through recreation activities to ensure that the proximity to the MEC Park will be attractive to residents of the Dunes/Sea Haven communities by providing equestrian and outdoor recreation, education opportunities, a community center, and community garden

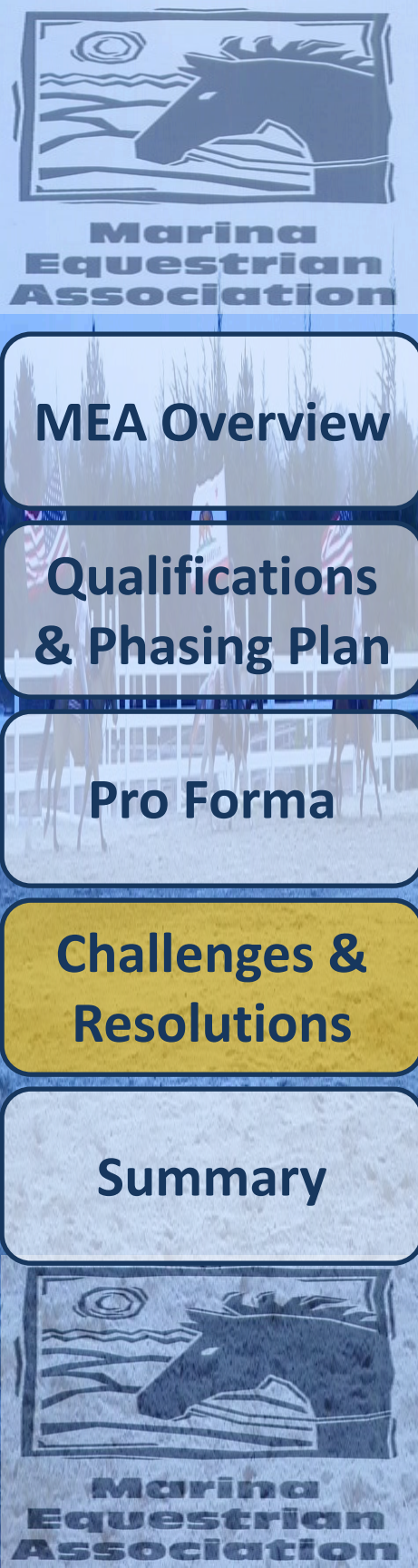


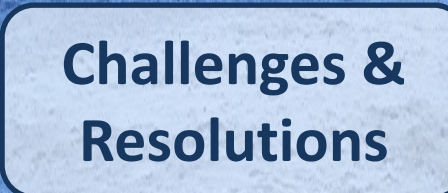
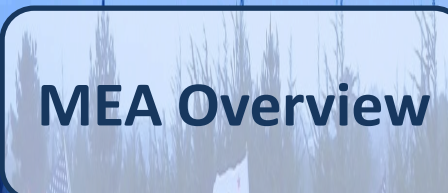
Continuity of Membership

Challenge Description

Mitigation Strategy

1. **Approach:** The MEA will advertise the opportunities and programs offered at the MEC Park to the equestrian community, which is faced with a reduction in the quantity and quality of equestrian facilities on the Monterey Peninsula
2. **Assessment:** The MEA's new Concept Plan, which is based on targeted allocation of stalls associated with participation in public engagement programs will encourage active, positively engaged membership





- ME A Overview
- Qualifications & Phasing Plan
- Pro Forma
- Challenges & Resolutions
- **Summary**
- Questions

MEA Goal Satisfaction

MEA Strategy

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. To <u>support and sustain public park uses</u> and programs to include public equestrian activities 2. To <u>encourage people to visit the equestrian facility</u> and enjoy the amenities provided 3. To <u>increase public access to equestrians</u> by providing public trail rides, lessons, and events 4. To <u>engage newcomers and returning guests</u> with active use of park resources 5. To <u>raise awareness of park resources</u> through outreach, marketing, and special events 6. To <u>attract and encourage everyday use</u> by residents of Marina and tourists from the region, state, and nation | <ol style="list-style-type: none"> 1. Utilize the MEC Park infrastructure to execute seven equine specific public outreach programs 2. Utilize the MEA membership to organize up to 12 distinct recreation activities 3. Offer public and community riding lessons via MEA membership and partner with MBEC for trail rides 4. The MEA has over twenty efforts scheduled for Phase 1 of MEC operation to engage newcomers and return visitors 5. The MEA will continue offering special holiday events as well as music/art programs 6. The MEA will expand the MEC park from 2021-2030 to develop non-equine specific recreation activities |
|--|--|

The MEA will expand its operations and aims as part of a continued partnership with the City of Marina

MEA Outcome Mapping

City of Marina Outcomes

1. To **maintain premises as a public park** with free and open access daily
2. To **ensure compliance** with the requirements of Quitclaim Deed recorded April 24, 1998, with incorporated documents
3. To **increase visitor access to recreation** and use of the facilities and surrounding trails
4. To **increase trail/area use** and visitor counts
5. To **develop and enhance new and existing uses** of the facilities as a public recreation facility and park
6. To **increase revenues** available for improvement of the facilities under the direction of the City

MEA Strategy

1. The MEA is an organization of members of the public focused on public engagement and outreach
2. The MEA has modified its organizational goals and aims to meet the requirements guiding City of Marina priorities
3. The MEA provides over two dozen equine and public recreation programs, to be expanded from 2021-2031
4. The MEA and our partner MBEC maintains and will expand trail riding expertise as well as trail signage and advertising
5. The MEA has a phased development plan tailored to increase the visitor count to the MEC Park
6. The MEA, through partnership with the City of Marina, proposes utilization of the MEC Park to provide public recreation generating an estimated \$872,000 by 2030 annually



MEA's MEC Park Vision

MEA Overview

Qualifications
& Phasing Plan

Pro Forma

Challenges &
Resolutions

Summary

FORT ORD STATION VETERINARY HOSPITAL

The Fort Ord Station Veterinary Hospital (SVH) is a set of six WWII era buildings, constructed in 1940-1941, at the corner of Fifth Avenue and Ninth Street on the former Fort Ord in Marina, California. All buildings are slab on grade floor and wood frame construction, except the barracks, which is post and pier. The buildings are uniform in appearance and aligned in a row facing Fifth Avenue, spaced forty feet apart. They display substantial architectural integrity of the era with features related to veterinary use, such as sliding doors for horses and abundant windows and ventilation. Much of the original hardware, including light switches, doorknobs, cabinet latches, and drain covers, and all but one of the original windows, is intact. Additional historic items include four concrete watering troughs, two hitching posts, one horse stock, and three wash racks.

THIS PROPERTY
HAS BEEN PLACED ON THE
NATIONAL REGISTER
OF HISTORIC PLACES
BY THE UNITED STATES
DEPARTMENT OF THE INTERIOR

SERGEANT MACDONALD

Sergeant Allan MacDonald enlisted in the US Cavalry when he was just seventeen years old. At age 42, he retired and arrived at Fort Ord accepting a job in post maintenance. At that time, the Fort Ord Station Veterinary Hospital had been closed for over 20 years. MacDonald received permission to reopen the facility - as the Fort Ord Riding Stables. A way for the military and civilian families on Fort Ord to board their horses on base. In 1994, the Fort Ord base was closed, but MacDonald and friends would find a way to keep the stables open - this time through the Federal Lands to Parks program - and the creation of the Marina Equestrian Center. Sgt. MacDonald's horse Comanche was the last ceremonial horse used at Fort Ord and is buried with Army permission at the National Monument. Sgt. MacDonald passed away in 2017 and is sorely missed by all who knew him.

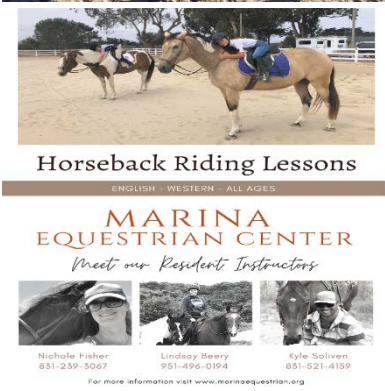


Marina Equestrian Association





COVID COMPLIANT EVENT DRIVE THROUGH



Horseback Riding Lessons
ENGLISH - WESTERN - ALL AGES
MARINA EQUESTRIAN CENTER
Meet our Resident Instructors
Nichole Fisher 851-259-3067
Lindsay Beery 951-496-0194
Kyle Salven 851-521-4159
For more information visit www.marinequestrian.org





The MEA Offers A Unique
Opportunity...

Through an engaged and
diverse membership...

To Build MEC Park for the
Public, through the Public



Proposal to Lease the Marina Equestrian Park and Provide Recreational Facilities and Programs to the Public



A Presentation to the City of Marina by
The Marina Equestrian Association
8 February 2021



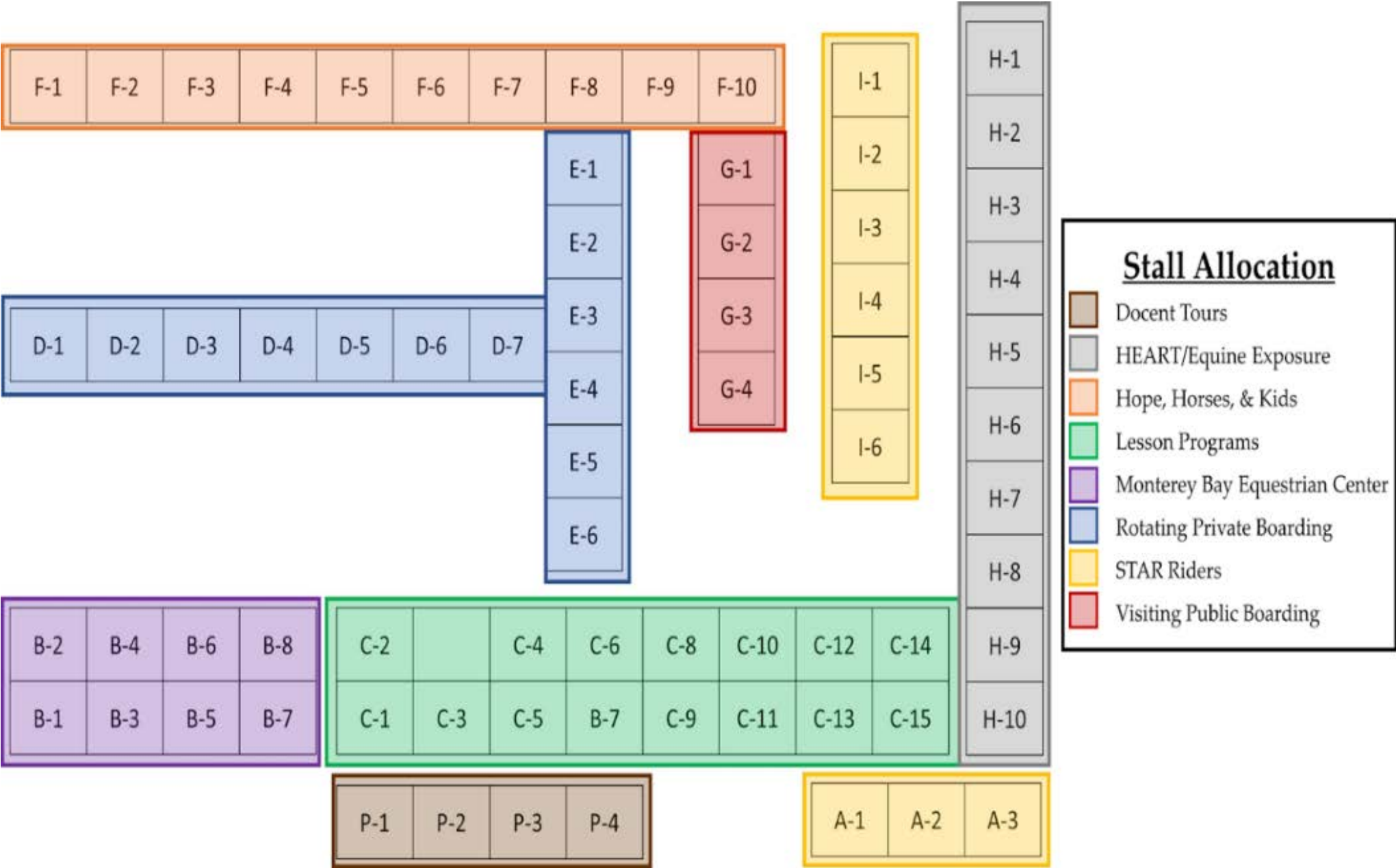
Backup Slides

Service Plan

- The MEA is a member run organization, which allows us to divide service and maintenance between professionally contracted services and volunteering of member skills and expertise to address the following areas:
 - Parking Areas
 - Plumbing
 - Public Restrooms
 - Roads
 - Stall Repair
 - Wash Racks
 - Water Troughs



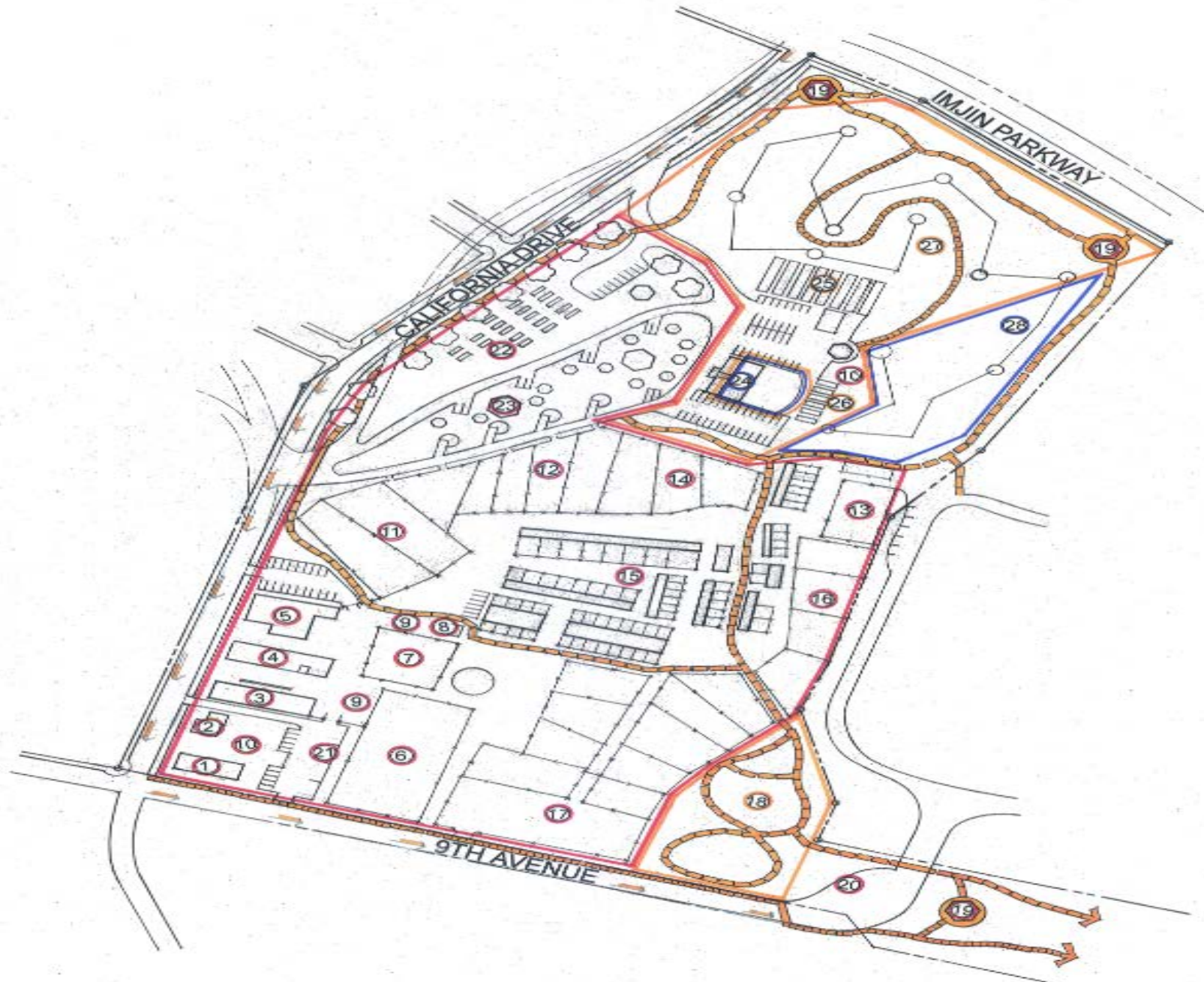
Stall Map Detail



Phasing Plan Detail



- PHASING PLAN**
- PHASE 1 - (EXISTING - 3 YEARS)**
- 1 EVENT VENUE & POP-UP MUSEUM
 - 2 HOPE HORSES AND KIDS LEARNING CENTER
 - 3 MARINA EQUESTRIAN ASSOCIATION TACK ROOM & FEED ROOMS
 - 4 LESSON HORSE & MONTEREY BAY EQUESTRIAN CENTER TACK & FEED ROOMS
 - 5 MONTEREY BAY EQUESTRIAN CENTER TRAIL RIDING OFFICE & PETTING ZOO (TEMPORARY ANIMAL EVACUATION CENTER, WHEN NEEDED)
 - 6 PUBLIC ARENA
 - 7 SCHOOLING ARENA & ROUND PEN
 - 8 MANURE BUNKER
 - 9 VIEWING AREA
 - 10 PICNIC AREA
 - 11 MONTEREY BAY EQUESTRIAN CENTER TRAIL HORSE TURNOUTS
 - 12 PUBLIC HAUL-IN & OVERNIGHT TURNOUTS
 - 13 STARRIDER CENTER & PADDOCKS
 - 14 STARRIDER TURNOUTS
 - 15 MARINA EQUESTRIAN ASSOCIATION PADDOCKS
 - 16 MARINA EQUESTRIAN ASSOCIATION TURNOUTS
 - 17 HOPE HORSES AND KIDS CENTER & TURNOUTS
 - 19 EQUINE & PEDESTRIAN TRAILHEAD WITH HISTORICAL & DIRECTIONAL PLAQUE
 - 20 TRAIL RIDING HAUL-IN TRAILER PARKING
 - 21 TRAILER PARKING FOR PUBLIC ARENA USE
 - 22 COMMUNITY GARDEN & ORCHARD
 - 23 CAVALRY CAMPGROUND
- PHASE 2 - (3 - 5 YEARS)**
- 18 EQUINE OBSTACLE COURSE
 - 24a COMMUNITY BATHROOMS & CAMPGROUND SHOWERS
 - 25 BOCCIE BALL COURTS
 - 26 HORSE SHOE PITS
 - 27 NATURE TRAIL & DISK GOLF COURSE
- PHASE 3 - (5 - 10 YEARS)**
- 24b COMMUNITY CENTER
 - 28 ROPES COURSE
- LEGEND:**
- EQUESTRIAN & PEDESTRIAN TRAIL
 - PEDESTRIAN PATH
 - "SHARE THE ROAD" BICYCLE ROUTE



MARINA EQUESTRIAN CENTER PARK

TRANSMITTAL LETTER

Fort Ord Equine Foundation

PO Box 1302, Marina, CA 93933

Tel (833) EQUUSFO

info@fortordequinefoundation.org

www.fortordequinefoundation.org



January 3, 2021

Att: Brian McMinn
Public Works Director/City Engineer
City of Marina
211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn:

This letter and the materials appended hereto constitute the formal proposal by the Ford Ord Equine Foundation (F.O.E.F.) responding to the City of Marina's *Request for Proposals to Lease the Marina Equestrian Center Park and Provide Recreational Facilities and Programs to the Public*.

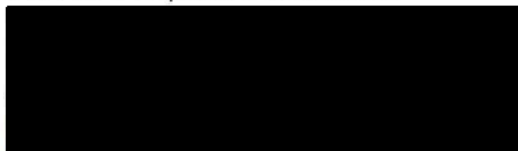
Please note that the F.O.E.F intends to operate as a single entity in the fulfillment of its obligations under the terms of the proposed contract with Marina, and further assumes sole and complete responsibility for all work performed in connection therewith.

Please feel free to contact the undersigned should you have any questions or need additional information with respect to the foregoing.

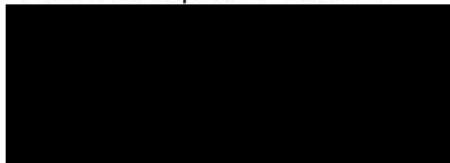
Sincerely Yours,

A handwritten signature in black ink, appearing to read "Karen A. Hassan", is written over a horizontal line.

Karen A. Hassan
President
Fort Ord Equine Foundation



David Smith
Communications Director
Fort Ord Equine Foundation



Proposer's Qualifications and Evidence of Financial Stability

The Fort Ord Equine Foundation (FOEF) is comprised of a broad range of skilled professionals that possess the training, experience, passion and personal commitment to realize our vision of transforming the Marina Equestrian Center into a vibrant cultural, educational and recreational resource not only for the residents of the City of Marina, but the surrounding communities of Monterey County and the millions of visitors that make the Monterey Peninsula their vacation destination every year.

Before describing the credentials and relevant backgrounds of our Board of Directors and key personnel, we first wish to issue specific disclaimers in accordance with the directives of this Request for Proposal.

First, FOEF hereby avers that no person employed by the City of Marina, nor any spouse or economic dependent thereof, shall be employed by the Foundation in any capacity whatever, nor shall possess any direct or indirect financial interest therein. Additionally, FOEF further states that neither the Foundation nor any of its Board or key team members have been involved in the termination of any contracts within the past three years, nor have been parties to lawsuits or other legal proceedings involving allegations of discrimination, harassment, retaliation or poor work performance.

Fort Ord Equine Foundation was founded to restore the Fort Ord Station Veterinary Hospital Living Museum. We are newly formed and as such, our organization together has done little. However, each of our Board Member is a professional, almost all have owned and successfully operated a small business (or two) and each brings unique skills to the organization. Additionally, this large undertaking will be managed by multiple teams of professionals as the programs and plans develop.

Dr. Karen Hassan is FOEF President and Founder. She is the passion behind the vision, to restore history and engage the public. Dr. Hassan is a lifelong horse woman and an equine veterinary specialist with 22 years of experience. She has owned and operated veterinary equestrian facilities for over ten years, most recently in Newcastle, CA. She is a horse professional, an expert in her field and a business person. She is also passionate about outreach, teaching, access and equity.

Dr. Greg Marsolais is FOEF Vice President and a Board Certified Small Animal Surgeon. Former owner of Pet Specialists of Monterey, Dr. Marsolais brings business acumen having built a practice of one to over sixty employees. He is excited about preserving the history.

Dr. Linda Martin is FOEF Treasurer and co-owner of Vista Robles Dental Group. Dr. Martin has operated her successful, professional business for 9 years. Dr. Martin is a lifelong advocate for animals with passion for sharing and public service.

Dr. Shannon Thomas is FOEF Secretary and has owned Avian And Exotic Clinic Inc for twenty years. Although she is doctor to everything from turtles to chickens to rabbits and lizards, she is

a lifelong equestrian and horse owner. She is passionate about preserving history, maintaining in public access, trail conservation. She serves on the board of Quicksilver Endurance Group.

Dr. Jonathan Fradkin is a Small Animal Internal Medicine Specialist and retired US Army Veterinary Corps Major. Not only does he bring a career in the Veterinary Corps, he brings far reaching philanthropy cofounding Maxs Helping Paws, an organization dedicated to put an end to economic euthanasia. He is very passionate about preservation of this important historical place as well as creating a long lasting legacy for future generations.

Dr. Michael Dearmin is a Board Certified Small Animal Surgeon and serves as a Strategic advisor. Dr. Dearmin has a lifelong commitment to animal welfare

Greg Krenzelok is the Director of the US Army Veterinary Corps Historic Preservation Group and the Fort Ord Station Veterinary Hospital Museum historian. His research and collection are vital and we are proud to have him on board!

Our young and new board is networking broadly to develop the plan for the Museum and the mixed use park. To say there is interest in this project is a vast understatement. Every single person we have taken on a tour has been deeply moved and excited about our vision. We have been extremely limited by the pandemic as well as the circumstances surrounding the property and the misinformation that has been spread throughout the local community. Even so, we continue to create promising partnerships for both the museum as well as the property. Please read our letters of support. It cannot be understated that we have the interest and support of prominent, influential professionals who have been very successful in their careers. Not a single person has refused to support us in this spectacular and feasible vision!

We look forward to working with the City to build and renovate the Marina Equestrian Center Park to create a safe World Class facility that will serve its community and the millions of visitors. We are creating a vast network of local partners and national collaborators to assist with this bold undertaking. We are the professionals who know, if we cannot do it, we know how to find the right people or organizations that do!

Fort Ord Equine Foundation

PO Box 1302, Marina, CA 93933

Tel (833) EQUUSFO

info@fortordequinefoundation.org

www.fortordequinefoundation.org



FORT ORD EQUINE FOUNDATION

info@fortordequinefoundation.org

www.fortordequinefoundation.org

Karen A Hassan DVM, DACVS



SUMMARY OF QUALIFICATIONS

Lifelong equestrian and Board Certified Large Animal Surgeon with over twenty years' experience in many facets of equine veterinary medicine, including officiating, teaching, outreach and community service. Volunteer with programs and mentorships spanning thirty years. Volunteer coach of track, cross country and certified level 1 US Lacrosse coach.

PROFESSIONAL EXPERIENCE

Founder and President, Fort Ord Equine Foundation

Founded 5013c nonprofit organization to build living museum at Fort Ord Station Veterinary Hospital in Marina, CA to engage local community in hands on, outdoor recreational and educational programs with animals. 12/2019- present

PATH International Professional Plus Professional Association of Therapeutic Horsemanship International for equine professionals providing Equine Assisted therapies. 12/20- present

Member Diversity Equity and Inclusion Committee American College of Veterinary Surgeons Insure programs and policies of the ACVS are equitable and inclusive. 7/2020-present

FEI 2* Endurance Official, United States Equestrian Federation, Official Veterinarian Represent United States at Endurance and other equestrian events. 11/2019-present

FEI Permitted Treatment Veterinarian United States Equestrian Federation, Treatment veterinarian for United States teams and competitors. 8/2018-present

Control Judge, Treatment Veterinarian, American Endurance Ride Conference. Judge and treatment for endurance horses at events. 2/07-present

Tevis Cup Official American Endurance Ride Conference. Judge and treatment veterinarian at founding race for the sport of Equine Endurance. International annual event. 2013-present

Founder and Owner, Equine Lameness and Performance Specialists, Newcastle, CA
Primary care, acupuncture and referral lameness and surgery, layup facility. In 2016, moved to Monterey and semi-retired. 6/2011- present

Founder and Owner, Eastern Sierra Equine LLC, Carson City, NV
General practice veterinary for a variety of disciplines. Referral doctor for lameness, performance and acupuncture and layup facility. 2/08- 6/11

Surgeon, Great Basin Equine, Gardnerville, NV; Loomis Basin Equine Medical Center, Loomis, CA
Relief lameness and surgery coverage. 5/06-5/13

Solo practitioner, Carlton, GA

Started local equine ambulatory practice. Basic preventative and primary care medicine. 12/02-8/03

USDA Veterinarian, LyChron Inc., Mountain View, CA

Karen A Hassan DVM, DACVS



Primary responsibilities include supervision surgical patient care, training and management of veterinary technician and animal husbandry staff at FDA approval facility. Consult, review and amend protocols. Performed varied surgical procedures and provided client communication on animal status. 1/01- 7/02

Staff Surgeon, Peninsula Equine Clinic Inc., Menlo Park, CA

Responsibilities include all elective and emergency surgery cases, training of technical staff and two interns, primary care and referral cases. Directed hospital rounds, morbidity/mortality rounds and journal club. Some ambulatory work. 6/01-1/02

EDUCATION AND PROFESSIONAL TRAINING

ACVS American College of Veterinary Surgery Board Certification 2010, Large Animal

IVAS International Veterinary Acupuncture Society Acupuncture Certifying Course and Examination 2009

Surgical Resident, Large Animal 2002 School of Veterinary Medicine, University of California, Davis.

Surgical Intern, Large Animal 1999 Tufts University, North Grafton, Massachusetts

DVM Doctorate of Veterinary Medicine 1998, School of Veterinary Medicine, University of California, Davis.

BS Bachelor of Science, Biological Sciences, Microbiology emphasis. University of California, Santa Barbara. 1994

EVENTS, PROGRAMS and COMMUNITY SERVICE

COVID Safe Art Classes Sponsored art supplies and coordinated programming children and mothers in Domestic Violence and Homeless Shelters to receive art instruction from local Marina Artist. Ongoing

COVID Safe Animal Love Children finding themselves in homeless shelter during the holidays need some extra love, ponies and puppy attention. Outdoor recreational and educational visits with families at local homeless shelters. Ongoing.

Comparative Anatomy COVID safe comparative anatomy between horse and humans and dog and human for children and adults. June 2020-present

COVID Safe Play and Learn COVID safe pony care and maintenance with one family group in COVID safe and compliant manner. Opportunity for local families seeking access. June 2020-present

COVID Compliant Pony Playdate Safe and open access for local families to participate in rotating educational and recreational events during a much needed time. July 2020

Karen A Hassan DVM, DACVS



Virtual Tevis Cup COVID safe opportunity for teens and adults to participate in outdoor recreational event combining cycling, skating, running with horseback riding completing 100 miles raising money for trail conservation and education. Event promoted outdoor healthy lifestyle, conservation awareness, basic horse riding and care and provided local teen athletes without school sports an opportunity to excel. August – December 2020

Comparative Anatomy Sponsoring COVID safe comparative anatomy between horse and humans and dog and human for local children. August 2020-present

Pony, Dog and Chicken Visit Providing and promoting access to animals for children who with otherwise not be exposed. Pony, chickens and small dog visit to local elementary schools and groups. Children also visit facility in Newcastle, Pebble Beach, Pacific Grove or Marina. 2012-present

Sharing the Planet Founded and coordinated outdoor science fair. Educational and recreational outdoor event providing exposure to horses, chickens, goats and bunnies. Vaccine clinic fundraiser to send children to two San Francisco museums annually. 2013-2016

Veterinary Medical Opportunity Program Committee Member, Office of Dean, Student Programs; School of Veterinary Medicine, University of California, Davis. Selected by Assistant Dean to on six member committee for selection of disadvantaged and underrepresented minorities in applicants for acceptance to the School of Veterinary Medicine

Counselor, Office of Dean, Student Programs, School of Veterinary Medicine, University of California, Davis. Organized rigorous six week program for selected disadvantaged and underrepresented minorities preveterinary students. Planned and oriented to clinical rotations. Arranged speakers and instructed "Master Student" course. Organized Kaplan prep class, athletic and social events.

COACHING

Cross Country Coach Coached middle school and grade school cross country 2012-2018

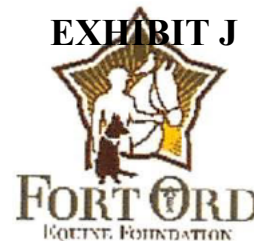
Track Coach Coached middle school and grade school track 2012-2019

US Lacrosse Coach Level 1 Assistant coach U9, Head Coach U11 and U13 boys lacrosse 2014-2018

TEACHING EXPERIENCE

Surgeon Relief or Staff, Loomis Basin Equine Clinic, Great Basin Equine, Peninsula Equine Clinic. Responsible for instruction of interns in surgery, anesthesia, case management, client and referring veterinarian communication, record keeping, radiologic and sonographic technique and interpretation. 6/01-6/09

Karen A Hassan DVM, DACVS



Equine Surgery Resident, Veterinary Medical Teaching Hospital, School of Veterinary Medicine, University of California, Davis Instruction of fourth year veterinary students on clinical rotations through equine surgery and large animal ICU. Instruction for third year surgery laboratories. 8/99-2/01

Large Animal Surgery Intern, Hospital for Large Animals, School of Veterinary Medicine, Tufts University and Massachusetts Equine Clinic, Uxbridge, MA. Instruction of fourth year veterinary students on clinical rotations through equine surgery and large animal ICU. Instruction for third year surgery laboratories. Instituted and conducted weekly large animal medicine and surgery rounds for first to third year students. Conducted lameness rounds with fourth year students. 6/98- 7/99

Equine Barn Nurse, Veterinary Medical Teaching Hospital, School of Veterinary Medicine, University of California, Davis Selected by faculty to instruct of first, second and third year veterinary students providing information on equine management, handling and nursing care during mandatory evening classes. 8/99-2/01

Teaching Assistant, Bacteriology, Dwight Hirsch DVM, PhD Medical Teaching Hospital, School of Veterinary Medicine, University of California, Davis 1995

Teaching Assistant, Microbiology, Nancy Lee PhD, Department of Cellular and Molecular Biology, University of California, Santa Barbara. 1993

LICENSING AND MEMBERSHIPS

California License current and in good standing.

USDA accreditation

DEA license

Professional veterinary memberships

American Veterinary Medical Historic Society

American Association of Living and Historic Museums,

California Veterinary Medical Association

Northern California Association of Equine Practitioners

International Society of Equine Locomotor Pathology

American Endurance Ride Conference

International Acupuncture Society

Federation Equestrian International

4H and United States Pony Club

Karen A Hassan DVM, DACVS



PRESENTATIONS/LECTURES

"Lameness in the Endurance Horse", "Lameness Pulls", "How to Present to the Vet", "Soundness in the Endurance horse", "Common ailments of the endurance horse", "Splinting techniques"

" New Therapies for Lameness", Lameness", "Laminitis Causes and Treatment", "Colic", NSAIDS", "Is Surgery An Option?", "Acupuncture" , "Anatomy of the Limbs", "When to Call the Vet", "How to Perform a Physical Examination on your Horse", "How to give an IM Injection", "Bandaging"

General Anesthesia; Poisoning in a Caring and Reversible Manner" Training Seminar LyChron Inc.

"Joint Disease" House Officers, Department of Surgery, Veterinary Medical Teaching Hospital, University of California, Davis.

"Joint Disease" Invited to give lecture for general public in Eureka, California.

"Retrospective on Repeat Celiotomies in the Horse." House Officers, Hospital for Large Animals, Tufts University.

"Abortion of mummy, live twin in utero." Case presentation to faculty, staff and students. Veterinary Medical Teaching Hospital, University of California, Davis.

"Rhodococcus equi septic physitis in a colt." Case presentation to faculty, staff and students. Veterinary Medical teaching Hospital, University of California, Davis.

"The site directed mutagenesis of PKR" Department of Cellular and Molecular Biology, University of California, Santa Barbara.

"Temperature sensitive mutants of PKR" Department of Cellular and Molecular Biology, University of California, Santa Barbara.

ADDITIONAL INFORMATION

Information reagrding other work experience, awards and community service available upon request.

Gregory Scott Marsolais[REDACTED]
Del Rey Oaks, CA 93940
[REDACTED]**Education:****Diplomate of the American College of Veterinary Surgeons:** February, 2007**Doctor of Veterinary Medicine:** May, 2002
Iowa State University, School of Veterinary Medicine, Ames, Iowa.**Master of Science:** Veterinary Clinical Sciences, May, 2002
Iowa State University, School of Veterinary Medicine, Ames, Iowa.**Thesis:** Development of Canine Rehabilitation and Aquatic Therapy.**Bachelor of Science:** Animal Science, December, 1997
California Polytechnic State University, San Luis Obispo, California.**Philanthropy:**

Police Canines – As owner of Pet Specialists of Monterey donated over \$400,000 in pro bono and discounts for services for injured canines over the period of October 2011 – May 2019.

Rescue Organizations – As owner of Pet Specialists of Monterey donated over \$200,000 in pro bono and discounts for services provided to Animal Friends Rescue Project, SPCA of Monterey County, and Piece of Mind Dog Rescue over a period of October 2011 – May 2019.

Max's Helping Paws – As Owner of Pet Specialists of Monterey donated over \$15,000 in direct support funding and pro bono services over a period of 2016 to current.

Proclamation:City of Del Rey Oaks, Del Rey Oaks, CA June 2017
Recognition of Outstanding ServiceCity of Del Rey Oaks, Del Rey Oaks, CA June 2014
Dedication of time, resources and professional expertise to treat and care for Law Enforcement CaninesSoledad Police Department, Soledad, CA December 2013
Live saving actions and dedication to the Soledad Police Department Canine Program

Funded Grants:

Comparison of the Effects of Deramaxx® and Postoperative Rehabilitation on Hindlimb Function after Tibial Plateau Leveling Osteotomy in Dogs with Naturally Occurring Cranial Cruciate Ligament Rupture. Co-investigator. March 2004, \$44,250.

Comparison of the Effects of Deramaxx® on Forelimb Function in Dogs Undergoing Rehabilitation for Elbow Dysplasia and Osteoarthritis. Co-investigator. March 2004, \$44,250.

Effects of Carprofen® on Early and Long-Term Weight Bearing, Muscle Mass, and Joint Pain Following Rehabilitation for Surgically Corrected Cranial Cruciate Ligament in the Dog. Co-investigator. January 2004, \$132,000.

Three-dimensional kinematics during water- and land-based rehabilitation exercises in the dog. Iowa State University Special Research Initiative Grants. Co-investigator. September 2000, \$10,700.00.

Three-dimensional kinematics in the normal dog during swimming. Sime Faculty Development Award. Co-investigator. July 2000, \$1000.00.

Stabilization and physical therapy in cranial cruciate disease in the dog. Small Animal Research Award, Iowa State University, #701-05-10-99-0003. Co-investigator. July 1999, \$14,700.00.

Peer-reviewed Manuscripts:

Marsolais GS, Peck JN, Berry C, Johnson A. Femoral Medullary Infarction Prevalence with the Zurich Cementless Canine Total Hip Arthroplasty. Veterinary Surgery. 2009 38(6):677-680.

Marsolais GS, Derrick T, McClean S, Conzemius M. Kinematic Comparison of Swimming and Terrestrial Motion in Normal Dogs and Dogs Stabilized for Cranial Cruciate Ligament Rupture. Journal of the American Veterinary Medical Association. 2003 222(6):739-43.

Marsolais GS, Conzemius MG, Dvorak G. The Effect of Postoperative Rehabilitation on Limb Function after Cranial Cruciate Ligament Surgery in the Dog. Journal of the American Veterinary Medical Association. 2002 220(9):1325-1330.

Marsolais GS, Derrick T, McClean S, Conzemius M. Aquatic Kinematics in the Normal Dog. Manuscript in preparation for peer-review.

Marsolais GS, Dunning DD. Effects of Carprofen® on Early and Long-Term Weight Bearing, Muscle Mass, and Joint Pain Following Rehabilitation for Surgically Corrected Cranial Cruciate Ligament in the Dog. Manuscript in preparation for peer-review.

Marsolais GS, Dunning DD. Comparison of the Effects of Deramaxx® and Postoperative Rehabilitation on Hindlimb Function after Tibial Plateau Leveling Osteotomy in Dogs with Naturally Occurring Cranial Cruciate Ligament Rupture. Manuscript in preparation for peer-review.

Marsolais GS, Dunning DD. Comparison of the Effects of Deramaxx® on Forelimb Function in Dogs Undergoing Rehabilitation for Elbow Dysplasia and Osteoarthritis. Manuscript in preparation for peer-review.

Scientific Abstract:

Marsolais GS, Peck JN, Berry C, Johnson A. Femoral Medullary Infarction Prevalence with the Zurich Cementless Canine Total Hip Arthroplasty. Presented at the American College of Veterinary Surgeons Symposium, Washington, DC, October 2006.

Marsolais GS, McLean S, Derrick T, Napier A, Conzemius MG. Kinematic Comparison of Swimming and Terrestrial Motion in Normal Dogs and Dogs Stabilized for Cranial Cruciate Ligament Rupture. Presented at the American College of Veterinary Surgeons Symposium, San Diego, California, October, 2002.

Marsolais GS, Conzemius MG, Dvorak G. The Effect of Postoperative Rehabilitation on Limb Function after Cranial Cruciate Ligament Surgery in the Dog. Presented at the Student American Veterinary Medical Association Symposium 2002 Research Competition, Ft. Collins, Colorado, March, 2002.

Marsolais GS, McLean S, Derrick T, Napier A, Conzemius MG. Kinematic Comparison of Swimming and Terrestrial Motion in Normal Dogs and Dogs Stabilized for Cranial Cruciate Ligament Rupture. Presented at the 29th Annual Conference of the Veterinary Orthopedic Society, Canyons Ski Resort, Utah, March, 2002.

Conzemius MG, Marsolais GS, Dvorak G. The Role of Postoperative Physical Therapy in the Management of Cranial Cruciate Disease in the Dog. Presented at the 27th Annual Conference of the Veterinary Orthopedic Society, Val Desiere, France, March, 2000.

Poster Presentation:

Marsolais GS, McLean S, Derrick T, Napier A, Conzemius MG. Kinematic Comparison of Swimming and Terrestrial Motion in Normal Dogs and Dogs Stabilized for Cranial Cruciate Ligament Rupture. Presented at the Student American Veterinary Medical Association Symposium 2002 Research Competition, Ft. Collins, Colorado, March 2002.

Invited Speaker:

Marsolais GS. Soft Tissue Surgery Lecture and Wetlab. Oquendo Center, Las Vegas, NV. July, 2011.

Marsolais GS. Canine Rehabilitation and Aquatic Therapy Wetlab. Student American Veterinary Medical Association Annual Symposium. March, 2001.

Marsolais GS. Aquatic Rehabilitation following Cranial Cruciate Ligament Stabilization in the Dog. Midwest Regional Pre-Veterinary Annual Symposium. October, 1999.

Professional Awards:

American Animal Hospital Association (AAHA) Specialty Hospital of the Year 2019

Recipient of Excellence Award for Professional Services, Monterey Peninsula Chamber of Commerce, Business Excellence Awards, 2017

Recipient of Small Business of the Year Award, Monterey County Business Council, 2017

Student American Veterinary Medical Association Annual Symposium, Ft. Collins, Colorado, March 2002

First Place – Oral Presentation, “The Effect of Postoperative Rehabilitation on Limb Function after Cranial Cruciate Ligament Surgery in the Dog.” Presented at the Research Competition.

Veterinary Orthopedic Society, Canyons Ski Resort, Utah, March 2002

Best Podium Presentation, “Kinematic Comparison of Swimming and Terrestrial Motion in Normal Dogs and Dogs Stabilized for Cranial Cruciate Ligament Rupture.” Presented at the 29th Annual Conference.

Scholastic Awards:

University of Illinois at Urbana-Champaign

Phi Zeta Veterinary Society, March 2005

Iowa State College of Veterinary Medicine

Dean’s List, Fall 2001, Spring 2002

H.L. Chatterton Memorial Scholarship, 2001-2002 Academic Year

Class of 1964 Graduate Student Award, 2001-2002 Academic Year

Hill’s Pet Nutrition SAVMA Scholarship, 2001-2002 Academic Year

Elfriede-Apteker Scholarship, 2000-2001 Academic Year

Iowa State Endowment Fund Service Award, 1999-2000 Academic Year

Bailey Veterinary Scholarship, 1998-1999 Academic Year

California Polytechnic State University

President’s Honor List, 1996-1997 Academic Year

Dean’s List, Winter 1996, Fall 1996, Winter 1997, Spring 1997

Leopold Wrasse Scholarship, 1992-1993, 1997-1998

Boy Scouts of America’s Highest Honor- Eagle Scout, 1992

Employment:

Medical Director/Surgeon:

May 2019 - Current

Blue Pearl Monterey, Del Rey Oaks, CA

Responsibilities: Diagnose, treat, and manage orthopedic, soft tissue, neurologic, and emergency surgical cases in accordance with the specifications of the American College of Veterinary

Surgeons. Perform all functions related to business management and development of a 24-hour emergency and specialty referral veterinary practice.

President/Owner/Surgeon:

January 2011-May 2019

Pet Specialists of Monterey, Inc., Del Rey Oaks, CA

Responsibilities: Diagnose, treat, and manage orthopedic, soft tissue, neurologic, and emergency surgical cases in accordance with the specifications of the American College of Veterinary Surgeons. Perform all functions related to business management and development of a 24-hour emergency and specialty referral veterinary practice.

President/Owner/Surgeon:

January 2008-Present

Pet Surgeons, Inc., Carmel, CA

Responsibilities: Diagnose, treat, and manage orthopedic, soft tissue, neurologic, and emergency surgical cases in accordance with the specifications of the American College of Veterinary Surgeons. Perform all functions related to business management and development.

Staff Surgeon:

July 2006-January 2008

Veterinary Surgical Centers of the Delta, Dublin, CA

Responsibilities: Diagnose, treat, and manage orthopedic, soft tissue, neurologic, and emergency surgical cases in accordance with the specifications of the American College of Veterinary Surgeons. Perform functions related to business development and staff training.

Resident: Small Animal Surgery

July 2003-July 2006

University of Illinois at Urbana-Champaign, Urbana, IL

Responsibilities: Diagnose, treat, and manage orthopedic, soft tissue, neurologic, and emergency surgical cases in accordance with the specifications of the American College of Veterinary Surgeons. Perform independent research, including grant writing, data collection, publication, and presentation of findings. Teaching responsibilities including basic surgical skills, principles of surgery, and live animal surgery to veterinary students and interns.

Intern: Rotating Small Animal Medicine and Surgery

June 2002-June 2003

Affiliated Veterinary Specialists of Orlando, FL.

Responsibilities: Work-up and manage cases with a variety of board certified specialists (Surgery, Medicine, Cardiology, Neurology, Radiology, Ophthalmology, Dermatology). Perform or assist with diagnostics including but not limited to cisternal and lumbar cerebrospinal taps, CSF collection, myelography, ultrasonography, endoscopy, and electrodiagnostics including BAER. Assist in surgery including orthopedics, neurologic, soft tissue, and reconstructive procedures.

Graduate Research Assistant:

January 1998 – May 2002

Iowa State School of Veterinary Medicine, Ames, IA.

Responsibilities: Assist a variety of board certified specialists (Medicine, Surgery, Radiology) in research of varying types, and conduct independent research.

Professional Affiliations:

Max's Helping Paws Foundation, Founding Member

2016-Current

Society for the Prevention of Cruelty to Animals (SPCA) of Monterey County, Board Member	2015-Current
American College of Veterinary Surgeons, Practice Partner	2014-Current
American Animal Hospital Association (AAHA), Accredited Hospital	2011-Current
Monterey Bay Area Veterinary Medical Association, Member	2008-Current

Extracurricular Activities:

Boy Scouts of America Assistant Scoutmaster, Boy Scout Troop 90, Pacific Grove, CA 2010-2011.

Sole Acting Officer of the Iowa State School of Veterinary Medicine Class of 2002, September 1998 – May 2002.

Iowa State Graduate Student Senate Senator, September 1999 – June 2001.

Fundraising Chairperson for the Student American Veterinary Medical Association (SAVMA) Symposium 2001, September 1999 – March 2001.

Budget and Finance Chairperson for the Student American Veterinary Medical Association (SAVMA) Symposium 2001, September 1999 – March 2001.

Boy Scouts of America Assistant Scoutmaster, Boy Scout Troop 303, San Luis Obispo, CA 1996-1997.

"Scared Safe" Rape Prevention Program, California Polytechnic State University, Department of Public Safety, September 1992 – May 1995.

Linda Christine Martin, DDS

[REDACTED]
Carmel Valley, CA 93924
[REDACTED]

EDUCATION:

- 2008** University of California, San Francisco School of Dentistry; **DDS**
- 2005** University of California, Santa Barbara; 35+ units towards **M.A. Molecular, Cellular and Developmental Biology**; GPA 3.9
- 2003** University of California, Santa Barbara; **B.S. Pharmacology**; Deans Highest Honors

RELEVANT EMPLOYMENT EXPERIENCE:

2012 to Present: Principal
Vista Robles Dental Group, Monterey, CA

- Proficient in all areas of general dentistry
- Manage all aspects of practice business management
- Responsible for hiring and supervision of 10 full-time practice employees

2011 to 2012: General Dentist
Union Dental, Oakland, CA
Integrative Dentistry, San Francisco, CA

- Practiced in all areas of general dentistry

2008 to XXXX: General Dentist
United Indian Health Services

- Provided Native American patients comprehensive dental services, including general restorative dentistry, endodontics, fixed and removable prosthodontics, interceptive orthodontics, oral surgery and periodontal management and surgery
- Trained in third molar extractions and other surgical procedures
- Trained in interceptive orthodontics, removable and fixed appliances
- Trained in orthodontics for general practitioners - Rondeau Seminars (attended all level-one sessions)
- Participated in urgent care clinic training, including on-call responsibilities
- Obtained diode laser certification and privileging
- Trained in hospital dentistry and obtained provisional privileges at Mad River Hospital, Arcata, CA

**2004-2008: Test Preparation Instructor, DAT (Dental Admissions Test), MCAT
(Medical School Admissions Test)
Stanley Kaplan Test Preparation**

- Part-time instructor in DAT and MCAT preparatory courses
- Summer 2005, instructed post-baccalaureate students at UCSF in DAT preparatory course

**2002-2004: Teaching Assistant
University of California, Santa Barbara
Department of Molecular, Cellular, and Developmental Biology**

- Instructed and supervised MCDB 126 AL (Pharmacology lab)
- Instructed and supervised MCDB 131L (Microbiology lab)
- Instructed and supervised MCDB 126BL (Pharmacology lab II)
- Instructed Mariculture
- Instructed Developmental Neurobiology
- Instructed Prokaryotic Genetics
- Instructed MCDB 1A, General Biology)

1999-2002 Bryan Peters, D.D.S., Goleta, CA - *Dental Assistant*

- Assisted in routine dental procedures, simple dental surgeries, and orthodontics. Provided mobile dentistry to convalescent homes and facilities for the developmentally disabled.

1996-1999 Bruce A. Scott D.D.S. and colleagues, Walnut Creek, CA - *Dental Assistant*

- Assisted in routine dental procedures and performed general office work for three dentists.

Research Experience:

2004 Department of Cell and Tissue Biology, U.C. San Francisco - Summer Intern

- Investigated evolutionarily conserved GTPase and kinase signaling pathways regulating plasma membrane ion exchangers using cell biology assays. These assays involved cell-culturing, western blotting, protein "pull-down" assays, and amplifying genetic material.

2002-2004 Department of Molecular, Cellular and Developmental Biology, U.C. Santa Barbara - Research Assistant

- Research was conducted in retinal cell biology. Investigated proteins that are expressed during retinal detachment, using immunocytochemistry and fluorescence microscopy to identify the location of specific proteins in feline and human retinal tissue.

2000-2001 Department of Material Science and Chemical Engineering, U.C. Santa Barbara - Research Assistant

- Assisted Ph.D. student with research project. Made semi conductive silica wafers used in conjunction with biocompatible materials and biological membranes. All work was conducted in the University clean-room.

General Dentistry Externship Experience:

- | | |
|-------------|--|
| 2008 | Six-week Externship in Pediatric dentistry at St. Joseph's dental clinic, Santa Rosa, CA |
| 2007 | Nine-week UCSF Externship in K'ima:w Dental Clinic, Hoopa CA |
| 2007 | Three-week Indian Health Service Externship in Jemez Pueblo, Jemez NM |

Community Service and Volunteer Work:

- | | |
|-------------------------------|---|
| 2020 | Volunteered at Ford ord Equine Foundation 3-4 hours per week:
Comparative Anatomy, horse, pony clinics for
children, art classes |
| 2020 | Fundraising board for Juniperra Serra School, Carmel CA |
| 2014 to 2019 | Participant in the homeless vetrans clinic at Ford ord, Marina, CA |
| 2006 to 2008
Oregon | Mentor/Youth Counselor- Siletz Confederated Indian tribe, Siletz, |
| 2006 | Mentor/Counselor- Pre-Health Club, San Francisco State University |
| 2006-2008 | Participant- Annual High School Outreach Conference, UCSF School of Dentistry |
| 2006-2007 | Participant/Provider- Give Kids a Smile Day, San Francisco, CA |
| 2005 | Participant/Screenner- Mission Health fair, San Francisco, CA |
| 2007. | Coordinator- Recruitment for Annual High School Outreach Conference, UCSF |

Honors and Awards:

- | | |
|------------------|---|
| 2020 | Voted "Best Family Dentist" by Monterey Parent magazine |
| 2005-2008 | Indian Health Service Scholarship |
| 2004 | Graduate Teaching Assistant Fellowship Award, U. C. Santa Barbara |
| 2002-2004 | Deans List, U. C. Santa Barbara. |
| 2000-2007 | Siletz Scholarship Award, Siletz Confederated Tribe, Oregon. |
| 2001-2002 | RISE award (Researchers in Science and Engineering), at U. C. Santa Barbara |

Committees and Memberships:

2020 Ford Ord Equine Foundation Board of directors, Secretary
 5013c nonprofit organization to build living museum at Fort Ord
 Station Veterinary Hospital in Marina, CA to engage local community
 in hands on, outdoor recreational and educational programs with
 animals. 12/2019- present

2020 ATH International Professional Plus membership Professional
 Association of Therapeutic Horsemanship International for
 equine professionals providing Equine Assisted therapies.

2012-present Member of the round table study club at UCSF

2008-present CDA Member

2004-present Member- American Dental Education Association

2004-present Member- California Dental Association

2004-present Member- Academy of General Dentistry

2005-2008 Member/2007-2008 President of Psi Omega Fraternity, UCSF

2005-2008 2005 Secretary/2006-2007 President- Hispanic Dental Student
 Association, UCSF

2005-2008 Member- John Greene Society, UCSF

2006-2008 Pre-Dental Student Mentor and Member of SAID (Society of American
 Indian Dentists)

2005-2006 Social Chair- ADS, UCSF School of Dentistry

2005. Member- American Student Dental Association

2005. D1 representative- John Greene Society

JONATHAN M. FRADKIN, DVM, MS, Diplomate ACVIM (SAIM)

PROFESSIONAL EXPERIENCE

Blue Pearl Pet Specialists of Monterey, Associate 2012- Current

Provide clinical, diagnostic, and therapeutic care to referral veterinary internal medicine patients including on-site client interaction and case management receiving small animal internal medicine and emergency cases. Provide consultation and case management support to other clinicians. Assist in development of standard procedures, equipment, and supply lists for the Internal Medicine Department and when requested.

Animal Emergency and Specialty of San Francisco, Consultant 2012-2017

Provided Small Animal Internal Medicine case consultation remotely or on-site as requested. Performed diagnostic and therapeutic endoscopic procedures as requested at practice facility in San Francisco.

Veterinary Medical Specialists, Associate 2009-2010

Provided clinical diagnostic and therapeutic care to referral veterinary internal medicine patients.

San Antonio Veterinary Referral Specialists, Founder and President 2003-2009

Planned and established a referral veterinary practice, including land development and construction in the PET-SAVRS Subdivision of San Antonio. Maintained a full clinical schedule receiving internal medicine, oncology, cardiology, neurology and ultrasound referrals. Consulted and assisted in development of an allied emergency practice which provided overnight and weekend care of emergent and critical care patients.

JMF Veterinary Services, PLLC, Founder and President 2003-2008

Provided veterinary consulting to governmental agencies, & private organizations in support of working dog issues including preventive health, kennel design & construction, and Chemical-Biological Warfare Defense, and structure of computerized medical records system in compliance with best practices and problem oriented veterinary medical record format.

United States Army Veterinary Corps 1991-2004

Special Project Officer-Chemical/Biological Defense, DOD Military Working Dog Veterinary Service (2003-2004)
Subject Matter Expert for review and update of protection, decontamination and treatment procedures for Military Dogs in Chemical, Biologic, Nuclear, and Radiological warfare environments. Primary author for revision of clinical sections of related military manuals. Board member for editorial review of the Manual for Veterinary Service Support. Selection Committee member for the \$10 million Lackland AFB Kennel Facility Operations Contract. Authored veterinary medical record and clinical medicine chapters for the Handbook of Veterinary Care of the Military Working Dog (MWD). Authored DoD policy for management of anthrax exposed MWDs.

Chief of Internal Medicine & Outpatient Clinics, DODWDVS (2000-2003)

Supervised two clinics, a clinical pathology laboratory, and medical records section providing prepurchase examinations, primary and referral care for over 600 MWDs at Lackland Air Force Base. Provided medical referral and consultation for veterinary officers and MWD community worldwide. Presented lectures and teaching labs for five Veterinary Corps courses and conferences yearly. Aided in hospital operation, policy development, and supported clinical and epidemiological research. Primary author of policy directives for veterinary record format and quality assurance review for U.S. Army Veterinary Command. Internship Program Development Officer and Director.

Chief of Military Veterinary Medicine, Navy R&D Command (1995-1997)

Managed a veterinary hospital providing care, including routine endoscopic, ultrasound, and radiographic examinations, to over 100 Navy Marine Mammals. Served as the primary care veterinarian for 28 trained dolphins and sea lions. Assisted in development and completion of clinical research programs studying marine mammal physiology and methods of improved clinical care. Developed and implemented animal care

training programs for Army and Navy Marine Mammal Veterinary Technicians and Trainers. Supervised transport of sea lions and dolphins for worldwide military exercises. Served on the Institutional Animal Care & Use Committee, Animal Safety Review Committee, and Unit Command Staff. Developed and built the prototype deployable Marine Mammal Mobile Clinic (3MC) to support fleet operations and exercises.

Chief of Veterinary Services & Medical Operations Officer, Joint Task Force-Bravo, Honduras (1993-1994)

Provided veterinary care to government animals and conducted over 35 Humanitarian Civil Assistance (HCA) Missions, providing care to over 40,000 Honduran animals and supporting care of over 7,500 Mosquito Indians and Honduran civilians. Supervised and directed mission assignments and training for over 25 veterinary personnel. First and only Veterinarian dual-assigned as Hospital Operations Officer supervising personnel training, and planning of HCA Missions. Implemented a cooperative animal disease control plan with the USDA Screwworm Eradication Program and Honduran Ministry of Natural Resources. Designed and implemented a comprehensive HCA Plan and led 4 missions involving over 200 personnel, and 4 to 6 aircraft each.

Chief of Great Lakes Branch Veterinary Service (1991-1993)

Operated a veterinary clinic providing care to government owned animals and military pets. During Base Realignment & Closure, took responsibility for final planning, budgeting, and construction of a 5000sf Veterinary Clinic on Great Lakes Naval Training Center and moved clinic operation from Fort Sheridan to new location. Started a Human-Animal Bond program serving local Navy and VA Hospitals. Served on Laboratory Animal Care & Use Committee and authored the Animal Care and Use Manual for the Navy Dental Research Institute prior to a successful inspection by the American Association for Accreditation of Laboratory Care Facilities. Supervised Army food sanitation support in a 4-state area fulfilling the largest Food Hygiene, Public Health mission of any Army Veterinary Branch Service at that time.

Texas A&M University, Department of Small Animal Medicine and Surgery 1997-2004

Adjunct Lecturer (2000-2004)

Facilitated cooperative research between the department faculty, Army Veterinary Service, and San Antonio Veterinary Referral Specialists. Hosted visiting students and interns for training.

Small Animal Internal Medicine Resident (Chief Resident) (1997-2000)

Trained in advanced diagnostics and therapeutics in accordance with guidelines of the ACVIM. Supervised clinical care of patients by veterinary students & Interns. Appointed Chief Resident (1999-2000) responsible for scheduling of house officer and faculty emergency assignments, liaison with departmental and college officials for development and implementation of departmental and teaching hospital policy and procedures.

Sea World of Texas, Contract Veterinarian, San Antonio, TX 2001

Provided routine & emergent on-call services in support of the Sea World Veterinarian and staff providing care to animals including whales, dolphins, sea lions, walrus, otters, and birds.

Los Alamos National Laboratory, Graduate Research Assistant, Los Alamos, NM 1989-1991

Prepared summaries of medical literature regarding medical & surgical applications of lasers, assessed external research proposals, conducted research on laser induced fluorescent spectroscopy.

EDUCATION

American College of Veterinary Internal Medicine, Diplomate Small Animal Internal Medicine 2001

Texas A&M University, Master of Science, Veterinary Physiology 2000

Army Medical Department Center and School

Faculty Development Course, Certified Instructor 1996

Veterinary Corps Officer Basic & Advanced Courses, Honor Graduate 1991, 1994

Joint Services Combat Casualty Care Course 1993

Colorado State University, Doctor of Veterinary Medicine 1991

Bachelor of Science, Veterinary Science 1989

AWARDS & HONORS

Major (Retired), U.S. Army Veterinary Corps	2006
Texas Veterinary Medical Association Board Certified Practitioner of the Year	2005
Order of Military Medical Merit	2004
Army Meritorious Service Medal (3 Oak Leaf Clusters)	1993, 1998, 2003, 2004
Joint Service Commendation Medal	1994
Army Commendation Medal	2003
Navy Achievement Medal	1993
Army Overseas Service Ribbon	1994

ASSOCIATIONS & COMMUNITY

Fort Ord Equine Foundation – Director	2020-Present
Max's Helping Paws Foundation – Director and Secretary	2016-Present
Monterey Bay Veterinary Medical Association	2012-Present
American College of Veterinary Internal Medicine	1997-Present
American Veterinary Medical Association	1991-Present
California Veterinary Medical Association	2010-Present
Central Coast College Animal Care and Use Committee	2015-Present
Texas Veterinary Medical Association	2002-2010
Chairman of TVMA Continuing Education Committee - 2008	
Bexar County Veterinary Medical Association	2001-2009
Colorado Veterinary Medical Association	1991-2003
International Association for Aquatic Animal Medicine	1994-1999
Illinois Veterinary Medical Association	1992-1994

MILITARY EDUCATION

Command and Service Staff School, Phase One	1995
Veterinary Corps Officer Advanced Course, Honor Graduate	1994
Joint Services Combat Casualty Care Course	1993
Veterinary Corps Officer Basic Course, Honor Graduate	1991

PUBLICATIONS

- Suspected Isolated pancreatic lipase deficiency in a dog*; Xenoulis PG, Fradkin JM, Rapp SW, Suchodolski JS, & Steiner JM; *J Vet Intern Med*, 21(5):1113-6., 2007
- Reference Ranges and Clinical Pathology Indices For Military Working Dogs*; Cooper MF, Serwon HA, Fradkin JM, & Lockwood HN; *OJ Vet Res*, 10 (2) : 202 - 218, 2006
- Veterinary Service in a Chemical, Biological, Radiological, and Nuclear Environment –Treatment of Military Working Dogs*; Fradkin JM, Bailey EM, et al; in FM 4.02-18 *Veterinary Service Tactics, Techniques, and Procedures*, December 2004
- Elevated Parathyroid Hormone-related Protein & Hypercalcemia in Two Dogs with Schistosomiasis*; Fradkin JM, Braniecki AM, Craig TM, Ramiro-Ibanez FR, Rogers KS, & Zoran DL; *J Am An Hosp Assoc*, 37:349-355, 2001.
- Intestinal Crypt Lesion Associated with Protein-Losing Enteropathy in the Dog*; Willard MD, Helman G, Fradkin JM, Becker T, Brown RM, Lewis BC, & Weeks BR; *J Vet Intern Med*, 14:298-307, 2000.
- Azathioprine Therapy for Acquired Myasthenia Gravis in Five Dogs*; Dewey CW, Coates JR, Ducote JM, Meeks JC, & Fradkin JM; *J Am An Hosp Assoc*, 35:396-402, 1999.
- Disseminated Histoplasmosis in an Atlantic Bottlenose Dolphin (Tursiops truncatus)*; Jensen ED, Lipscomb T, Van Bonn B, Miller G, Fradkin JM, & Ridgway S; *J Zoo Wildlife Med*, 29:456-460, 1998.

PRESENTATIONS AND CONTINUING EDUCATION

- Hyperadrenocorticism: Diagnostic and Therapeutic Issues and Update; Texas Academy of Veterinary Practice Annual Small Animal Symposium, Jun. 2009 (2 hrs)
- Heterobilharzia Americana: Disease, Diagnosis & Treatment; Annual Conference of Texas VMA, Mar. 2009 (2 hrs)
- Canine Leptospirosis: Review, New, & Texas Issues [sponsored by Pfizer Animal Health]; recurring presentation to local and regional VMAs in South Texas, 2007-2008, (2 hrs)
- American Schistosomiasis: A Zebra in our Backyard; VMA of Bexar County, Oct. 2005 (1 hr)
- Leishmaniasis: An Old Emerging Infectious Disease; VMA of Bexar County, October 2005 (1 hr)
- Canine Leishmaniasis: A Clinical and Epidemiologic Update; 2005 American College of Veterinary Internal Medicine Forum, Jun. 2005 (1 hr)
- Protection, Decontamination and Treatment of Veterinary Patients in Chemical-Biological-Radiological Situations; U.S. Army Veterinary Command Annual Symposium, Feb. 2005 (2 hrs)
- Panelist 1st National Animal Chemical Biological Radiological Nuclear & Explosive Issues Summit; Jan. 2005 (4 hrs)
- Canine Cushing's Syndrome: Hyperadrenocorticism Review and New; VMA of Bexar County, Jan. 2004 (2 hours)
- Working Dog Kennel Design, Safety and Sanitation, Great Plains Region Veterinary Conference, Sep. 2003 (1.5 hrs)
- MWD Deployment Medicine, Great Plains Region Veterinary Conference, Sep. 2003 (1.5 hrs)
- Working Dog & Pet Internal Medicine: Practical Assessment and Workup; Great Plains Region Veterinary Conference, Sep. 2003 (3 hrs)
- Anthrax: A Small Animal Threat; Veterinary Medical Association of Bexar County, Apr. 2002 (1 hr)
- Problem Oriented Veterinary Medical Record system and use of the new MWD Medical Record System; U.S. Army Veterinary Command Symposium, Mar. 2001 (1 hr- updated for recurring CE 3-5 times annually 2002-2004)

Michael G. Dearmin

Education

American College of Veterinary Surgeons – Small Animal Surgeon

Board Certification – Small Animal - February 2006

Resident – University of Georgia 2002-2005

Doctor of Veterinary Medicine

University of California at Davis. June, 2000

Small Animal/Equine track with additional emphasis in wildlife medicine and management.

Master of Arts - Biology

University of California at Santa Barbara. June, 1996

Bachelor of Arts - Marine Biology

University of California at Santa Cruz. June, 1994

Clinical Experience

Staff Surgeon: Pet Specialists of Monterey/Blue Pearl – Monterey. Del Rey Oaks, CA
1/2017 – current.

Staff & Mobile Surgeon: Vista Veterinary Specialists. Sacramento, CA 2/2013-12/2017.

Staff Surgeon: VCA-Loomis Basin. Loomis, CA 8/2012-1/2013.

Staff Surgeon: Loomis Basin Veterinary Clinic. Loomis, CA 4/2011-8/2012.

Director of Clinical Specialties/Staff Surgeon: Sierra Veterinary Specialists. Carson
City, NV 2008-2011.

Staff Surgeon: Veterinary Specialists of Nevada. Reno, NV 2006-2008.

Staff Surgeon: Pacific Veterinary Specialists. Santa Cruz, California. 2005-2006.

Resident: Small Animal Surgery. University of Georgia School of Veterinary Medicine,
Athens, GA. 2002 – 2005.

Michael Dearmin D.V.M.

Assistant Instructor: Small Animal Basic and Advanced Laparoscopy and Thoracoscopy. Continuing education courses offered by the University of Georgia. 2003-2004.

Emergency Clinician: Pacific Veterinary Specialists and Emergency Services, Capitola, CA and intermittently at several Bay Area emergency clinics. 2001-2002.

Small Animal Medicine and Surgery Intern: Texas A&M University College of Veterinary Medicine - 2000-2001

Other Relevant Experience

Laboratory Teaching Assistant - 1994-1996. University of California at Santa Barbara, Department of Evolution, Ecology, and Marine Biology. Responsibilities included preparing and conducting laboratory exercises, preparing and administering quizzes and examinations, and assisting with student grading and evaluation for basic biology courses and upper division coral reef biology.

Laboratory Assistant - 1994. Dr. Lynda Goff laboratory, Department of Marine Biology, University of California at Santa Cruz. Research focused on various aspects of the genetics of marine algae. Implemented protocols involving DNA isolation, purification, and amplification including PCR techniques, as well as gene cloning.

Publications

Peer Reviewed Manuscripts:

1. Rockwell, Kelly, Wells, Amy & Dearmin, Michael. Total Ear Canal Ablation and Temporary Bulla Fenestration for Treatment of Otitis Media in a Chinchilla (*Chinchilla Laniger*). *Journal of Exotic Pet Medicine*. 2019 Apr. 29:173-177.
2. Dearmin MG, Trumble TN, García A, Chambers JN, Budsberg SC. Chondroprotective effects of zoledronic acid on articular cartilage in dogs with experimentally induced osteoarthritis. *Am J Vet Res*. 2014 Apr;75(4):329-37.
3. Dearmin, M.G., and Schulz, K.S. The Effect of Stem Length on Femoral Component Positioning in Canine Total Hip Arthroplasty. *Vet. Surg*. 2004. 33:272-278.

Book Chapters:

1. Dearmin, M.G. Laparoscopic-Assisted Gastric Foreign Body Removal. In Tams, T.R. and Rawlings, C.A. editors *Small Animal Endoscopy* – 3rd edition. Elsevier. 2011.
2. Greene, C.E and Dearmin, M.G. Surgical and Traumatic Wound Infections. In Greene, C.E editor *Infectious Diseases of the Dog and Cat* – 3rd edition. Saunders. 2006

Michael Dearmin D.V.M.

Peer Reviewed Abstracts:

1. Dearmin MG, Garcia AP, Trumble TN, Chambers JN, Budsberg SC. Effects of bisphosphonate treatment on bone and cartilage metabolism, radiographic and articular cartilage changes in an experimental model of canine osteoarthritis. *Vet Surg* 2004;33:E6-7.
2. Dearmin MG, Garcia AP, Trumble TN, Chambers JN, Budsberg SC. Effects of bisphosphonate treatment on bone and cartilage metabolism, radiographic and articular cartilage changes in an experimental model of canine osteoarthritis. *Orthopaedic Research Society 51st Annual Meeting*, Washington DC, February, 2005. #1428.

Abstract Presentations

The Effect of Stem Length on Femoral Component Positioning in Canine Total Hip Arthroplasty. February 22, 2004. *Veterinary Orthopedic Society Meeting.* Big Sky, Montana

Bite Wounds in Small Animal Practice: Microbiology and Management. May 24, 2004. *American Society for Microbiology General Meeting.* New Orleans, Louisiana

Effects of bisphosphonate treatment on bone and cartilage turnover, radiographic appearance, and joint pathology in a cranial cruciate ligament transection model of osteoarthritis in dogs. October 8, 2004. *American College of Veterinary Surgeons Annual Symposium.* Denver, Colorado

Effects of bisphosphonate treatment on bone and cartilage metabolism, radiographic and articular cartilage changes in an experimental model of canine osteoarthritis. *Orthopaedic Research Society 51st Annual Meeting*, Washington DC, February, 2005. Poster #1428

Invited speaker for continuing education events in California and Northern Nevada. 2005-Present.

Awards and Honors

- Phi Kappa Phi member - Inducted in spring 2000.
American College of Veterinary Surgeons - Senior student clinical proficiency award.
Small Animal Surgery. - 2000
- Merck Veterinary - Senior student academic achievement award. - 2000
- Phi Zeta Member - Lambda Chapter (National Veterinary Honor Society) - Inducted in spring 1999.

Michael Dearmin D.V.M.

- George H. Hart Memorial Grant - 1999
- Theodora Peigh Scholarship - 1999, 1997
- Westminster Kennel Club Scholarship - 1998
- UC Regents Fellowship - 1994
- Friends of Long Marine Lab Research Grant - 1993
- Crown College Undergraduate Research Grant - 1993
- National Weather Service Science Scholarship - 1991

Professional Affiliations

- Nevada State Veterinary Medical Board – Specialist License – 2006 – 2011
- American College of Veterinary Surgeons – Board Certified Surgeon – 2006 - Current
- California State Veterinary Medical Board – Licensed Veterinarian – 2000-Current
- American Veterinary Medical Association – Member – 2000-Current
- California Dept. of Fish and Game – Wildlife Immobilization Certified - 1999



Jeff Vathayanon, CPA
Paul Tibma, CPA
Jason Reecy, CPA/ABV

Certified Public Accountants

12/27/2020

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Brian McMinn:

This letter is being written in support of Dr. Karen Hassan and the nonprofit she recently founded, Fort Ord Equine Foundation. I have known Dr. Karen Hassan for many years and she has worked extensively and exclusively in the equine veterinary profession as long as I have known her. She started her own equine veterinary practice in 2008 during the financial crisis and managed to grow when people were giving horses away. As her family moved from Nevada to California, she started over, building her practice again.

Restrictions limit the details that I can disclose regarding her business. However, what I can say is that Dr. Hassan is an experienced equestrian and equine veterinary surgeon who has conducted her practice in a stable and financially sound manner. She is a professional and a businessperson who, in my professional opinion would be a vital business asset to any endeavor.

Please contact me at 882-3201 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Vathayanon', with a long horizontal line extending to the right.

Jeff Vathayanon, Partner
VT Accounting, LLP

January 3, 2021

Brian McMinn
Public Works Director/City Engineer
City of Marina
211 Hillcrest Ave.
Marina, CA 93933

**RE: Proposal to lease the Marina Equestrian Center Park by Karen Hassan, DVM,
DACVS**

Dear Mr. McMinn:

We write to attest to the business and professional qualifications of Dr. Karen Hassan, in regard to the MEC Park lease. We have known Dr. Hassan well for more than 10 years.

I, Marcia Smith, DVM, DACVIM (SAIM) am a lifelong equestrian. I have competed at regional through national levels in four equestrian disciplines, have won national championships in two, and have a team gold medal in the World Endurance Championship (Kansas, 1996), the pinnacle of the sport of endurance. I earned my DVM in 1983, and became board certified by the American College of Veterinary Internal Medicine in 1987, in Small Animal Internal Medicine. I continue to practice full time; I have devoted much of my career to mentoring young veterinarians, as medical director and intern director of a large specialty and emergency practice; lecturer; and referral specialist.

I, Thomas R. Johnson, am a lifelong equestrian. I have competed at regional through national levels in four different equestrian disciplines, and have won national titles in three. I am an expert in California power and water policy, operations, and transactions and have managed or negotiated many hundreds of millions of dollars of electricity and water transactions over the past 30 years.

While in Newcastle, California, from 2011 onwards, Karen owned and operated a successful veterinary proprietorship at which she provided routine, surgical, and rehabilitative care for the equines of her clientele. During the start-up phase of her Newcastle practice, we provided a personally guaranteed business loan of \$100,000.00, which was serviced and retired entirely on schedule. We are aware that she operated a similar successful practice in Nevada before moving to California. Karen was our primary equine veterinarian for 7 years, until she moved to the Monterey peninsula. Karen provided all medical and surgical care for our 3-6 competing horses,

Marcia C. Smith, DVM, Dip. ACVIM



January 3, 2021
Page 2

including their routine preventative care, specialty surgical, and emergency care. With Marcia's veterinary background, and our extensive competitive careers, we have worked with literally hundreds of equine veterinarians. Without reservation, we can vouch for Karen's skill, knowledge, professional acumen, and moral fiber.

In conclusion, we unequivocally endorse Dr. Hassan in any business offering the care and management of horses, and can attest from our firsthand experience to her personal and professional reliability.

Sincerely,

Dr. Marcia Smith

A handwritten signature in black ink, appearing to be 'M. Smith', with a long horizontal stroke extending to the right.

Mr. Thomas R. Johnson

A handwritten signature in blue ink, appearing to be 'T. Johnson', with a long horizontal stroke extending to the right.

Marcia C. Smith, DVM, Dip. ACVIM

A solid black rectangular redaction bar located at the bottom of the page.

Fort Ord Equine Foundation

PO Box 1302, Marina, CA 93933

Tel (833) EQUUSFO

info@fortordequinefoundation.orgwww.fortordequinefoundation.orgConcept Plan for the Marina Equestrian Center Park

Please note: Our Concept plan and Services and Maintenance plans are overlapping and interwoven; this portion will focus on our vision, the Capital Improvement Plan, and the activities, events and strategies to market the park and its attractions.

Marina's largest public park sits at the gateway to both the Fort Ord National Monument and the breathtaking Monterey Peninsula. It is ideally situated to become the crown jewel of the cultural, educational and recreational life of the City of Marina and Monterey County.

Monterey County boasts inspiring natural beauty and innumerable charming and historical places to visit. As one of the world's leading vacation destinations, people have long been drawn to our area for well over a century. The vast majority of these visitors literally pass right by Marina without even stopping; of the 4.6 million visitors to Monterey County each year, only 7.2% reported having visited Marina in 2016.¹

Visitors to Monterey County spend an average \$432 per day in lodging, as well as an additional \$157 in various other daily expenses while here. Of the total vacationers in Monterey, 1.8 million visited the Aquarium², 979,800 toured museums and historic attractions, 50,000 went to the Monterey Zoo, and another 1.6 million or so engaged in assorted outdoor recreational activities¹. We believe the Fort Ord Station Veterinary Hospital Living Museum and Marina Equestrian Center Public Park will attract a substantial portion of those visitors who are currently patronizing these other attractions, and, in so doing, generate critically needed revenue to Marina's restaurants, hotels, retail establishments, and other small businesses.

Unfortunately, the City's largest park remains virtually unknown to and unused by both the local Marina community itself, as well as and the millions of visitors to Monterey County. We founded a nonprofit Fort Ord Equine Foundation in order to change that state of affairs. By doing so, we intend to commemorate the history of the United States Cavalry and Field Artillery Units that were stationed at Fort Ord, as well as to provide an array of equestrian educational and recreational programming for Marina's children in order to promote a diversity of knowledge in the sciences and the arts, and to build a foundation for a lifelong love of animals, history, and nature.



Our concept for the park includes not only the 15 acre park explicitly referenced in the RFP, but the Barracks building, the Firehouse and the adjacent 20 acres of the 35 acre parcel. The Barracks building, owned by Marina Water District, is included on the National Registry of Historic Places, along with the remaining five Fort Ord Equine Veterinary Hospital Buildings. We believe it is critical that the Barracks be included in the park, as doing so renders the facility the only complete US Army Equine Veterinary Hospital in the country. Not only will this be a draw for local, national and international visitors, but will also facilitate broader and more competitive future grant funding.

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info@fortordequinefoundation.orgwww.fortordequinefoundation.orgCapital Improvement Plan

Our Capital Improvement Plan includes a complete renovation of the equestrian center and the restoration of its historic buildings.



The Covered Event and Evacuation Center will be constructed at the site of the former Army Corps of Engineers Building. This mixed-use covered arena will be available for a broad array of income-generating activities, including concerts, sporting events, trade show/expos, horse shows and clinics, banquets, conventions, evacuation space, livestock events, weddings, graduations, and any number of other celebrations and special events. Stadium seating with restrooms, restaurant facilities, and sufficient parking capacity will all be available for all these functions.



Situated at the top of the hill, the Event Center will be clearly visible and well placed for a tastefully designed digital signage to be used for advertising events and clinics, as well as public announcements.

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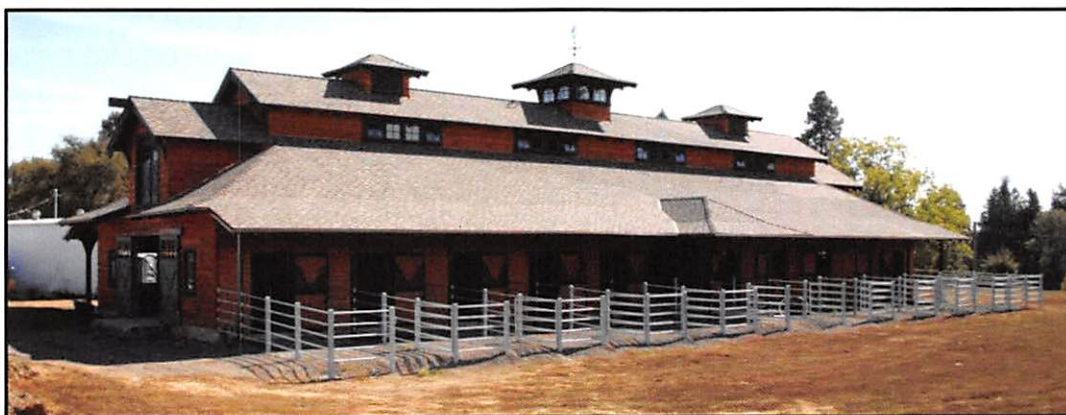
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We are excited about the establishment and design of the military museum, and look forward to closely consulting with Marina on the themes and amenities the City would like to see included in these plans.

Capital improvement of the Equestrian Center includes removal of the old structures and paddocks as well as all the pipe panels in the turnouts. Any materials that are salvageable will be retained and repurposed, while the footing of the facility will be improved to provide a safe and aesthetically appealing space.

The design options for improvement of the Equestrian Center are numerous. Priorities include cost and use, safe traffic flow, consistent theme, necessary amenities, flexibility and demand. We believe the therapeutic riding programs and Equine Assisted Therapy programs should have their own dedicated barn, tack room and arena. This could be a mare motel/pipe panel barn or an enclosed wood or metal barn.



Monterey Bay Equestrians will bring in twenty horses to the facility, and we believe a 20-stall pipe/mare motel would be effective and cost effective for their purposes, as it easily assembled, supplemented and relocated, as necessary.

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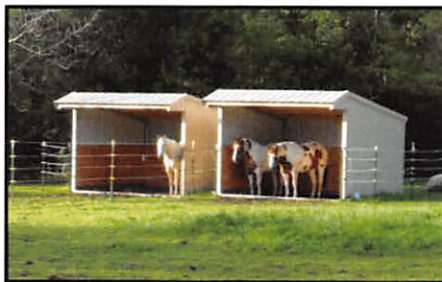
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We will have two Path programs, Star Riders and FOEF, as well as one EAGALA program, Horsepower. Both the FOEF PATH and Horsepower will be mentorship/internship programs, for which an enclosed 10 - 12 stall barn would be suitable.



We intend that all structures constructed for the facility will be consistent with Fort Ord's historical mission, matching the existing buildings in color and style. We further envision the construction of a more upscale barn with paddocks in the future, enabling vendors to provide income-generating services, as well as short term visits for clinics, shows and events.

Another option for both short term boarding and attendees of camps, clinics, special events, and the like are shelters placed inside turnouts. These can be made available for rent, providing further alternatives for short-term rental income and vendor space.



The construction of hay and equipment storage shelters will be constructed to enable us to purchase large quantities of hay and shavings at a reduced cost, while temporary stalls and panels for events and evacuation can be stored here as well.

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info@fortordequinefoundation.orgwww.fortordequinefoundation.orgCompliance with the POU and the NPS

Fort Ord Equine Foundation embraces the goals of the National Park Service Mandate and Marina's Program of Utilization, and brings passion, experience and expertise toward developing a world class historic museum as well a safe and beautiful public mixed-use equestrian park. We anticipate obtaining nearly two million dollars in grant funding to put our plans into effect contingent on our selection for this concession.



Phase 1 of our plan includes the provision that our Facilities Manager will maintain the facility and oversee the four month boarding compliance requirement until the Capital Improvements Plan will begin. Monterey Bay Equestrians will have the opportunity to continue to provide trail rides, their most important revenue source, however all other horses will need to vacate for the renovation. When we know the timeframe, we will inform the short term boarders with as much lead-time as possible so they can be fully prepared to make alternative boarding arrangements. We will work with every horse owner to insure that each horse has a place to go. Currently, we have coordinated retirement homes for 15 horses if necessary. Most critically, Fort Ord Equine Foundation will work with the SPCA and other animal welfare organizations in California to guarantee that none of the MEA's long term private boarders will have to euthanize a horse.

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Currently, the Marina Equestrian Center Park remains barely used and virtually unknown both to the local community and the visitors to the area. It is not featured in any of the local Chamber of Commerce materials, hotels promotional brochures, or internet-based sources like Expedia and Tripadvisor. Once we have our Capital Improvement Plan underway, we will invite our local business partners, local Chamber members, visitors' bureau personnel and the like to tour the facility. We will have flyers that can be placed at the lodging locations. When we have a safe, attractive facility we will insure that we are featured prominently locally and also linked nationally. More than half the visitors surveyed stated they booked their trip online and navigated most of it on their phones. Therefore, we are prepared to establish an immediate online presence to book riding lessons, schedule trail rides, and access all the assorted classes, programs, and



other activities that will be available at the Equestrian Center Park. We will enhance our marketing efforts with regular postings on social media, offer introductory deals and online discounts, and erect signage on the freeway and on Imjin and Reservation Roads.

References:

1. Report of Findings prepared for the Monterey County Convention & Visitors Bureau by Destination Analysts, Inc.
2. 2018 Guest & Community Highlights. Monterey Bay Aquarium

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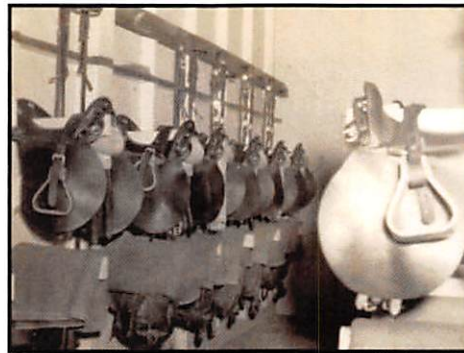
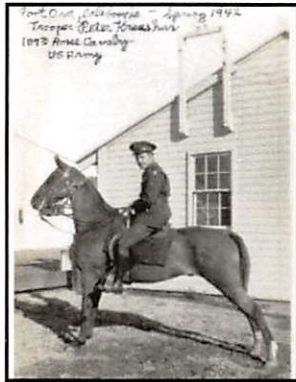
Fort Ord Equine Foundation

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info@fortordequinefoundation.orgwww.fortordequinefoundation.orgServices and Maintenance ProgramThe Fort Ord Station Veterinary Hospital Living Museum (FOSVHLM)

In this section we will take you through the services that will be offered demonstrating the broad partnerships and community collaborations as described in City Goals and Outcomes.



The Fort Ord Station Veterinary Hospital Living Museum will bring the past alive, immersing guests of all ages in a unique and evocative space that is both engaging and educational connecting history, nature, science and art unique to Marina and the Monterey Peninsula. At Fort Ord Equine Foundation we serve with integrity, creativity, and inclusivity as a valuable resource for the communities we serve and a fulfilling place to work and volunteer. We strive to inspire excitement and curiosity in both our local community and the visitors from afar. The space we create is one of inquisitive exploration and discovery, where children and adults will progress and develop within the programs leading to contributions as volunteers, docents and employment. We will proudly serve all of our community including our most vulnerable with funding sources that allow for sliding scale, reduced cost and free days. We are continuing to develop a broad network of partnerships that extend from the planning, design and implementation phases to the development, functioning and expansion.

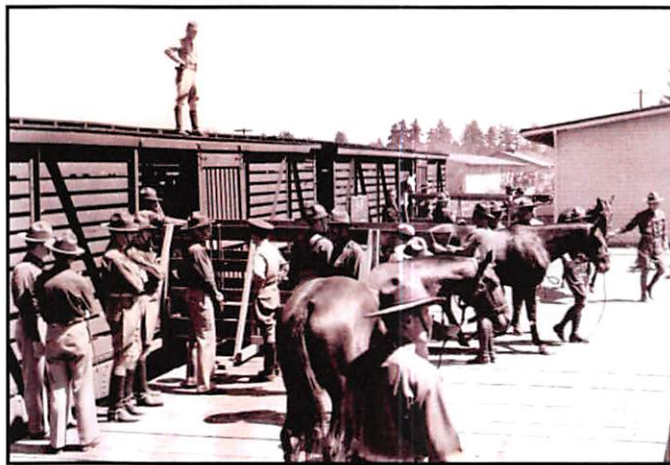


Minimally, the Museum will employ one full time cashiers/receptionists, one full time grounds and maintenance staff personnel, one full time security guard, one full time and one part time experienced animal handlers and a full time manager. Volunteers will be utilized generously.

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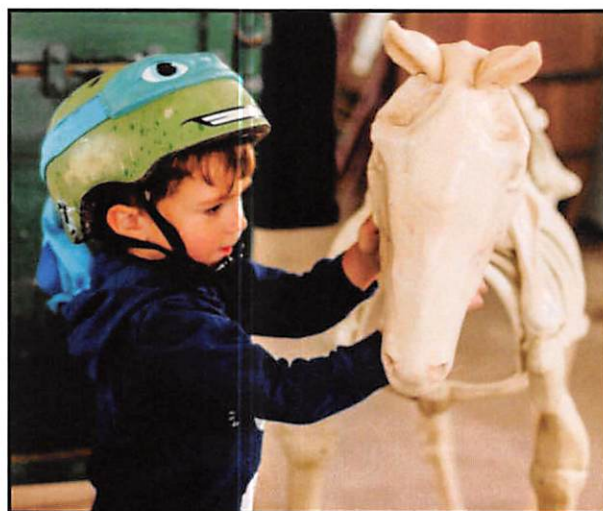
Fort Ord Equine Foundation will restore each historic building to its original configuration with only slight changes to accommodate mixed use partnerships. The large open spaces of horse hospitals facilitates mixed use and many areas in each building will be available to rent or offer to interested parties.

Each building will house a broad range of programs depending on the demand, time of day and day of the week. We will adapt to the demand and fill space accordingly. Regular museum activities will revolve around the animals and their care including care and feeding, grooming, veterinary medicine, with historic displays of tack, farrier and veterinary equipment as well as scheduled events and programs. Other equids will be featured, including burros, mules, draft horses, and miniatures as well as other species including, but not limited to birds, dogs, cats, goats, llamas, lizards, snakes, mice, guinea pigs and more.

VETERINARY SCHOOL



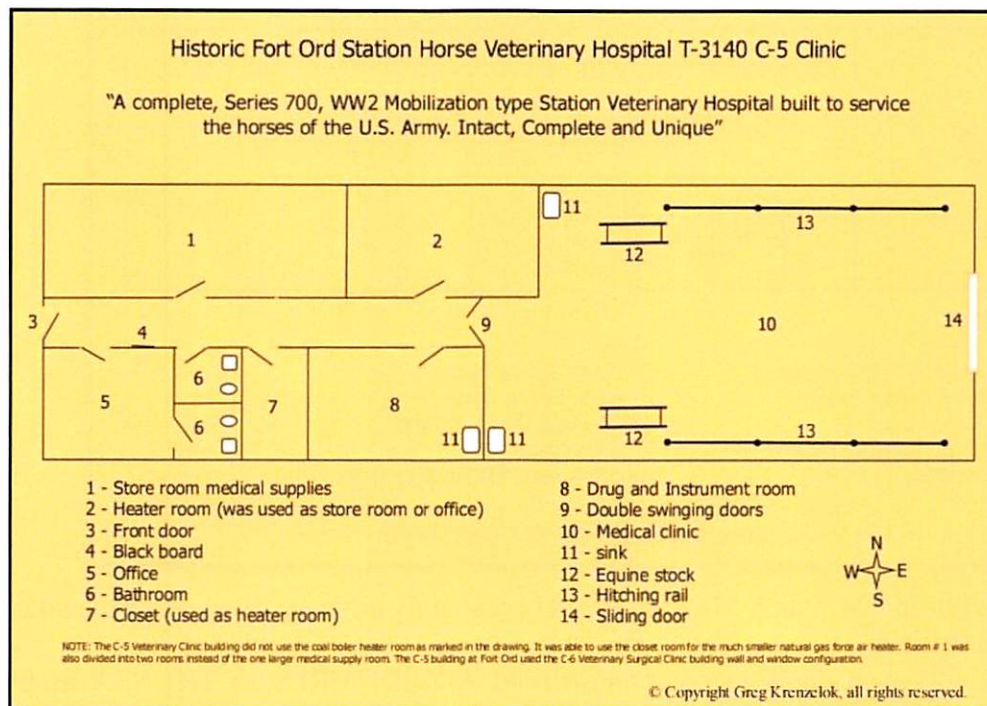
Colonel Diaz lectures to trainees.



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The T-3140 C5 Clinic building will contain offices for FOEF (5), a Museum Bookstore and Gift Shop and a café. We will feature Greg Krenzlok's collection on a rotating basis as well as share collections with a consortium of military and veterinary history museums. In the large examination area a video will play on loop featuring a choice of topics the visitor can select such as "Cavalry Training at Fort Ord" or "Dental examination and procedures on Horses". The building will be available for events, meetings, classes, programs, lectures, and more.

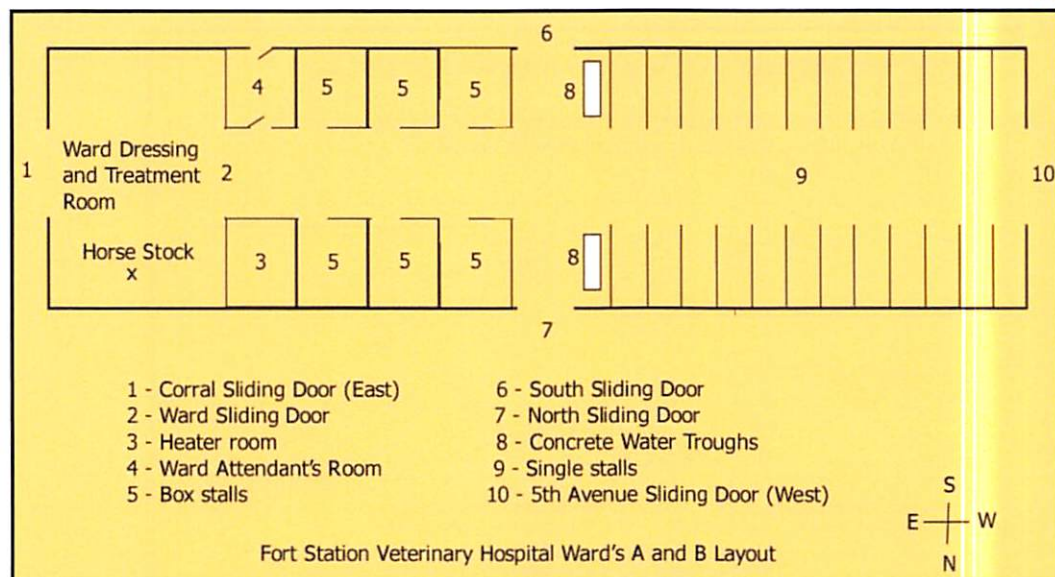
The Colic 3141 building will feature the padded room required for horse recovery as well as the wedged surgery recovery mat. It will feature the original scrub sink and array of veterinary surgical equipment, an anesthesia machine and equipment and more. A video will plan on a loop featuring topics such as "What is Colic in a Horse" What is Dog Colic?", "Do Birds Get Colic?" and more. The padded room will be available for small group exercise, yoga and tai chi.



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The veterinary hospital wards A 3142 and B 3143 are slightly different. The featured photo is more similar to the B Ward.

The A Ward will feature the large rooms on each end. ADVENTURES BY THE SEA, the premier recreational company on the Monterey Peninsula for over 33 years, joins us in our bid. Adventures by the Sea has been providing visitors and locals the opportunity to discover Monterey by land and by sea. They will operate out of the West side of the A ward renting bikes and kayaks and giving nature walks until the Firehouse renovation or rebuild is complete. They will provide their own insurance and employees.



Adventures By the Sea will provide bike and kayak rental as well as guided nature walks. We will work with partnering schools and universities as well as government agencies and community members to create shallow sandy trails that have minimal impact on our native species, while promoting stewardship and cooperation among bikers, hikers, runners and equestrians. In partnership with local schools and universities, signs and historic markers will be made and placed on these trails.

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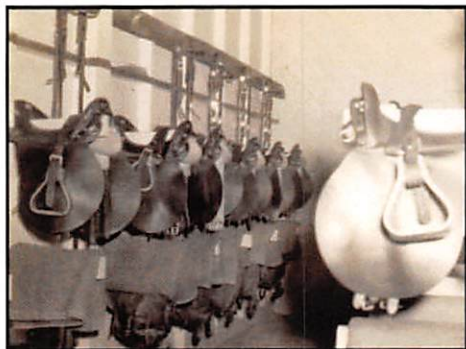
Animals used by US Army

Several stalls in the A ward will be set with a large double box stall open for video viewing on a loop as well as historic displays. This will feature videos on other species of animals used by the US Army, including pigeons, dolphins and dogs.

This ward will not have horses, but will have other species of animals such as rabbits, chickens and goats and other animals used in 4H and other programs. The dressing and treatment room in the ward features a large open space that will be available for art classes, music classes, meetings, exercise classes, club meetings, educational programs and course work.

The B Ward 3143

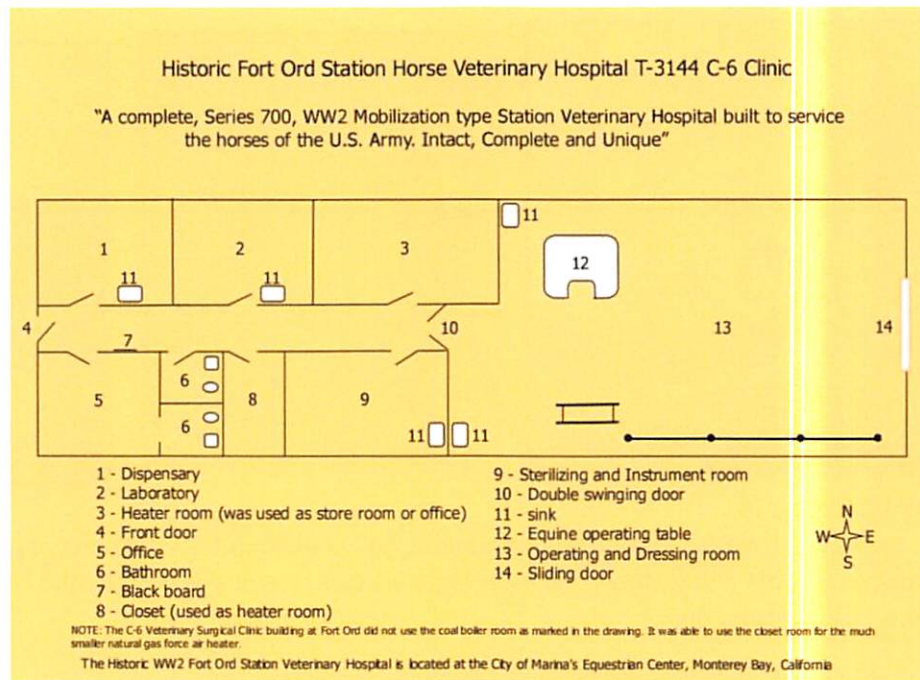
The B Ward will be dedicated to horses and their care and will feature tie stalls, box stalls and the pharmacy dispensary which will combine a display at the fore and be used as storage behind. The large bandage room features a similar open space to be used for meetings, classes and programs. Cavalry horses, mules and field artillery horses will reside here during museum hours. Stalls on the west side will open to feature blacksmith shop and a tack display.



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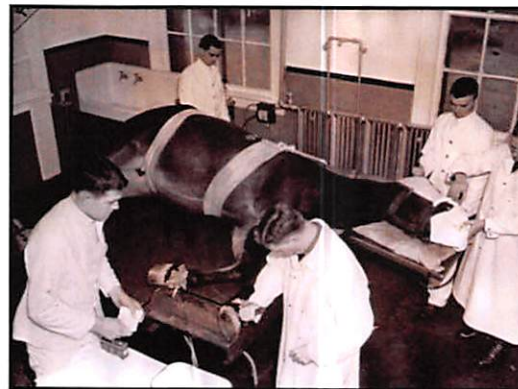
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The C-6 building will be the entry into the Museum and the offices of MONTEREY BAY EQUESTRIAN CENTER. The receptionist will greet everyone and direct patrons to their respective programs. There will be space for sitting as well as snack bar and cafe. Informational brochures featuring information on the trail maps, programs at the facility as well as information on local partners, restaurants, hotels and other activities. The Operating and Dressing room will be restored as the Equine Surgical Building it was.

This was the Equine Surgical Building and featured the tilt table. A video will play on a loop featuring topics such as "Anesthetizing a horse", "Advances in Horse Surgery" and "History of Surgery" and a timeline of surgery and advances in both human and veterinary surgery will be featured on the wall. Patrons can sit on benches or walk around the room. Multiple collections will fill the space as well the collections of skeletons.



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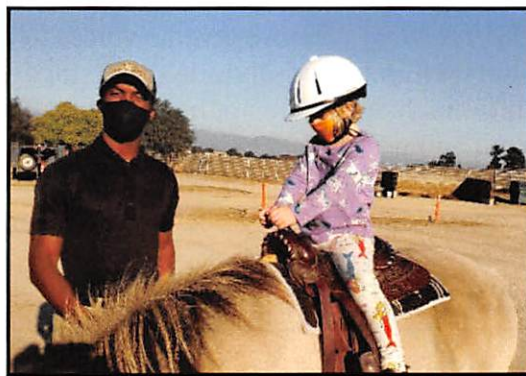
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Staffing will meet need for events and rentals. Each building will have a volunteer present to answer questions and provide monitoring.

Services Provided In the Museum

The historic wards will house FOEF horses as it once did that will be used for various equestrian programs including PATH & EAGALA therapy programs, educational programs, equine 4H, Interscholastic Equestrian Alliance, and also as the cavalry, field artillery and pack animal. The list of educational programs and camps for all ages includes, but is not limited to, horse history, horse care, horsemanship, stable management, veterinary care, veterinary science, anatomy, sports medicine, conditioning, nutrition, varied and animal care. All of these programs will promote and strengthen partnerships with local schools, home school programs, community organizations, local experts and groups including those less fortunate. They will take place during business hours, seven days a week with evening programs.



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info@fortordequinefoundation.orgwww.fortordequinefoundation.org**“Hero” by Paul Richmond**

The FOSVHLM will feature diverse voices telling their own powerful stories. Our community and visitors will see themselves in these story tellers. Hearts and minds will be opened. Some such stories include but are not limited to LGBTQ soldiers, racial segregation, Japanese internment and war brides. FOEF is committed to diversity, equity and inclusion and we will work with our partners to empower our community’s children and create a pipeline for them to pursue careers of their choice such as careers in medicine, veterinary medicine, science, technology, history and the arts and more.

Services at the Marina Equestrian Center Park**Equestrian Services**

Monterey Bay Equestrian Center has years of experience serving the public with horses. They offer trail rides, riding lessons, camps, pony parties and petting zoos. They also organize corporate events, wedding events and carriage rides. Residents and visitors will learn about history on horseback with historic markers and return again and again to enjoy an equine scenic trail ride. Their lesson program will feature all disciplines and all levels. They will maintain their own employees, insurance and cleaning and maintenance of their facilities. The facilities manager will be the liaison with Fort Ord Equine Foundation.

Bike and Kayak Rental, Nature walks

Adventures by the Sea will provide these services with their own staff and insurance. The facilities manager will be the liaison with Fort Ord Equine Foundation.

**Archery**

We are currently evaluating competitive bids for the design and construction of the a competition-level archery range as well as vendor to operate the facility.

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info@fortordequinefoundation.orgwww.fortordequinefoundation.orgEquine Assisted Therapy Programs

Dr. Rob Magnelli with EAGALA Horsepower will provide equine assisted therapy services for our community and also begin a mentorship program.

FOEF will provide PATH equine assisted therapy programs as well as mentorships towards certification.

We are in discussion with an Occupational Therapist to begin equine assisted therapy.

Star Riders can continue to provide their services and we encourage their expansion from two days a week.

Educational Programs

As previously noted, FOEF will provide a broad range of educational topics for a wide variety of interests with a broad range of animals. We will continue our small group programs and expand to online programming during COVID.

Multiple partnerships are forming with local community groups and leaders encouraging use of the facility or incorporation of animals into their programs.

Exercise Classes/Yoga/Tai chi

We are in discussion with multiple organizations to utilize the facility.

Visits

Members of the public are welcome to visit and meet sweet animals and great people.

Picnic

Several areas are available to bring a sac lunch. (COVID compliant)

Volunteer

Whatever your interest, there will be something for everyone. Whether the interest is animal, science or art we will fit people into spaces that excite them.

Haul in Trail Head For Bike Riders, Equestrians or Hikers

Horse owners can haul in for a day use few or park at the trail head to go out for a ride. We wish to move this parking down 9th street to create a large parking space for horse trailers safely separated from the bikes and dog walkers. Both the MBEC trail riders and riders heading out on the trail will utilize a different trail than the bikes, hikers, joggers, birders and dog walker. We understand that these trails are mixed use, and we will promote, teach, encourage and enforce trail etiquette. This will be promoted with signage, flyers, and email and text messages. We will work to develop trails for horses in an environmentally sensitive and sound manner to keep this population of riders safe. We will partner with BLM, MORCA and FORT Friends to share the trail in good stewardship.

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info@fortordequinefoundation.orgwww.fortordequinefoundation.orgEVENTS AT MECPDays of Remembrance

Veterans Day, Memorial Day, War Horse day, Pearl Harbor, VJ, and VE Day will be celebrated in grand fashion. We plan on hosting, organizing and participating while encouraging broad partnerships with organizations such as the Friends of the Fort Ord War Horse and the California Historic Artillery Society. Other such programs will range from lecture series, presentations, reenactments, and parades. For these very important special events we will engage multiple branches of the military, active service members and veterans as well as community organizations across city and county lines to bring people together.

Weddings, Corporate Events and Parties

Team building and celebrations of all kinds

Horse events

Endurance Ride, Ride and Tie, Hunter Pace, Cavalry Enactment, Horse shows, Horse Clinics

Vista Robles

D E N T A L

Group

To whom it may concern,

I'm submitting this reference letter on behalf of my colleague and business partner, Dr. Linda Martin, whom I've known for the past 12 years since we were classmates in the 2012 graduating class of the University of California, San Francisco School of Dentistry.

Quite simply, it is impossible for me to overstate my belief in Linda Martin's unsurpassed skill as a dentist, competence as a small business owner, and integrity as a human being. When Linda and I first met, it was apparent her most salient attributes were her singular intellect and passionate desire to achieve excellence in dentistry. And yet, what ultimately brought us together not only as professional colleagues, but as close personal friends and future business partners was the depth of her commitment to public service on behalf of the impoverished and underprivileged.

Toward that end, even in the midst of the intensity of her dental school studies, Linda assumed a prominent role in any number of volunteer organizations and outreach programs designed to provide dental services to the residents of underrepresented communities in need. Following graduation, Linda spent three years living in a remote area of Northern California and working at the United Indian Health Services clinic, serving as the sole provider of dental services to its Native American patients over that period of time.

Upon her return from Native American Health, Linda and I became partners in our own dental practice in Monterey, which we have successfully ran since its opening in 2011. Linda has served as Chief Financial Officer and assumed responsibility for the business operations of our practice since its inception, over which period of time we have achieved an annual growth rate of 10-15% and maintained a full-time staff of 6 to 10 employees, for whom we provide benefits including medical coverage, dental care, sick leave and paid vacation.

Moreover, notwithstanding the pressures of running a private practice and raising her own two young children, Linda has maintained the same commitment to public service she first exhibited in dental school. She regularly participates at the Veterans' Homeless Clinic in Marina, provides *pro bono* follow-up care to a number of its patients, regularly volunteers at the County SPCA, and, most recently, spent a month in 2018 at a clinic in Nicaragua providing impoverished children with free reconstructive dental services.

Perhaps the most compelling observation about Linda Martin I can offer is that she has earned over the course of her career what every professional hopes to attain: the respect of her colleagues, the loyalty of her employees, and, most importantly, the deep admiration and trust of her patients.

If you have any questions please don't hesitate to contact me at 813-372-7548.

Sincerely,

Dr Esmeralda Munoz

Co-Owner of Vista Robles Dental group



85 Via Robles
Monterey, CA 93940
(831) 372-7548





University of California
San Francisco

University of California, San Francisco
School of Dentistry
San Francisco, CA 94143-0430

EXHIBIT J

Phone 650-504-1159

e-mail: john.featherstone@ucsf.edu

January 3, 2021

To whom it may concern,

I am very pleased to provide a letter of support and to offer the strongest recommendation of Dr. Linda Martin, Treasurer of the Ford Old Equine Foundation, the non-profit organization bidding to operate the City of Marina Equestrian Center in Marina, CA.

My name is Dr. John Featherstone. I am a scientist and former Dean of the School of Dentistry at the University of California, San Francisco where I was also a professor for 23 years, teaching many students over the years. Dr. Martin attended the School of Dentistry for four years, graduating with a Doctor of Dental Surgery in 2008. I remember her very well and we have kept in touch since her graduation. I have instructed, mentored and worked with many students over my career. Among all of them Linda stands out particularly for her rare combination of intellect, professional skill and deep sense of empathy.

I first met Linda nearly 20 years ago when she came to UCSF to conduct research prior to starting dental school. It was immediately apparent that she was intellectually gifted as well as being very personable. As she progressed through her dental training she regularly demonstrated that combination of professionalism and empathy toward her patients. She chose to practice at a Native American clinic following graduation, serving a population with little access to dental care. Both in dental school and in the years that followed, Linda has continually volunteered her time and skills to serve the community on a number of different projects.

On a more personal level, we share mutual interests in the environment, outdoor activities and a broad variety of social causes. It does not surprise me that Linda would like to spend her free time working with horses and children in an outdoor park.

I recommend Dr. Linda Martin in the strongest possible terms and invite you to contact me should you have any questions or would like some additional information.

John D. B. Featherstone, M.Sc., Ph.D.
Dean Emeritus and Professor Emeritus
School of Dentistry
University of California San Francisco

Kyle Wareham
Adventures by the Sea
kyle@adventuresbythesea.com
(831) 717-7617

December 27, 2020

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Brian McMinn:

My name is Kyle Wareham and I am the owner and operator of Adventures by The Sea. Adventures by the Sea is the premier recreational company on the Monterey Peninsula. For over 32 years, Adventures by the Sea has been providing visitors and locals the opportunity to discover Monterey by land and by sea.

We are excited to join the bid of the Fort Ord Equine Foundation for Marina's largest public park. Our business will be a great addition to your park and their vision for the property.

We will begin by offering kayak and bike rentals and tours, and nature tours.

Sincerely,

Kyle Wareham
Adventures by the Sea

Madeline Mastroianni
Monterey Bay Equestrian Center
Owners

December 27, 2020

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Brian McMinn:

My name is Madeline Mastroianni and I am the co-owner and operator of Monterey Bay Equestrian Center. We are the premier horse rental facility on Monterey Bay offering trail rides, pony parties, petting zoos, day camps, summer camps and more since 1981.

We are excited to partner with the Fort Ord Equine Foundation for the bid of the Marina Equestrian Center Park. Our business is an essential addition to your park and compliments their vision for the property. Together we will provide activities for an entire family to enjoy while promoting recreational, historical, and cultural partnerships and programs for all ages.

We are prepared and in a position to begin with all activities immediately.

Sincerely,

Madeline Mastroianni

Sincerely,

Madeline Mastroianni

Co-owner Monterey Bay Equestrian Center



JONATHAN M. FRADKIN, DVM, MS

[REDACTED]

January 3, 2021

Brian McMinn, Public Works Director/City Engineer
City of Marina
211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

I am writing in support of the proposal by the Fort Ord Equine Foundation to lease and manage the Marina Equestrian Center Park as Concessionaire to the City of Marina.

While I am not a "horse person" I took interest in this project as a veterinarian and more importantly as a retired U.S. Army Veterinary Corps Officer. When I toured the facility, I did not see an Equine Center. I saw history, disrespected and in disrepair and dangerous to the public. History surrounded by horse stalls and turn-outs that at best met minimum safety standards for the animals living and working there, further surrounded by acres of parkland which appeared to have limited access and more limited upkeep. To be honest, it made me angry.

The goals I would have "coming in blind" would be to make the existing structures and facilities safe, for people and animals, create a true museum to the Veterinary Corps and Fort Ord role in supporting the Mounted Cavalry and Horse Artillery, creating an equestrian facility (physical plant, maintenance, programs) that set the standard for municipal equestrianism and surround it with a park where kids and families want to spend time. When I saw the goals of the Fort Ord Equestrian Foundation matched my own impressions, and more importantly that they met the needs of the City of Marina, as denoted in the RFP, I knew I should become involved not just as a spectator but as a participant. Soon thereafter, I contacted Dr. Hassan and volunteered to help in any way she and the Board of Directors felt I could be best utilized.

Much to my surprise and honor they elected me to the Board. As the newest Director it my hope that we have many opportunities in the future to make the Marina Equestrian Center Park not what it can be, but what it Should Be.

Respectfully,

Jonathan M. Fradkin, DVM, MS
Diplomate, American College of Veterinary Internal Medicine
Major, U.S. Army Veterinary Corp (Retired)

December 30, 2020

Community Homeless Solutions
Priscilla Ortega
DV Shelter Program Manager
ortega@communityhomelessolutions.org
(831) 422-2201

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn:

I'm writing this letter on behalf of the Fort Ord Equine Foundation in support of their proposal for the development of the Marina Equestrian Center Park and Fort Ord Station Veterinary Hospital Living Museum.

As Program Director for the largest homeless shelter system in Monterey County including our Marina facilities, I am pleased to inform you of our partnership with the Foundation. We wholeheartedly embrace their vision of community service combining animals and hands-on education and recreational activities. Their programs will enrich, empower and improve the lives of some of our most vulnerable residents.

Thank you for issuing a Request for Proposal for the Equestrian Park, as we believe it has remained an egregiously underutilized community resource too long a period of time. We are pleased to join the consortium of prominent local professionals and small business owners lending their support for this exciting new project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Priscilla Ortega', written over a horizontal line.

Community Homeless Solutions

Cash Flow and Pro Forma

Explanation of costs and plans year one.

(All annual revenue and expenses are divided into monthly amounts on the cash flow chart)

Short term boarding costs:

Annual FOE member fee:	\$100 annual
Marina FOE member fee:	\$90 annual

Self service board fees (monthly):

Private pasture - 1 horse with Tack room:	\$280
Second horse in pasture:	\$220
Paddock 24x24:	\$250
Paddock 18x24:	\$240
Tack room	\$50
Connex:	\$35
Turnout use (scheduled):	\$50
Trailer parking cost (as space permits):	\$30
Cleaning and feeding service (twice daily):	\$200 per month
Cleaning and feeding service (once a day):	\$110 per month

*Hay must be provided or can be purchased at the feed store.

Current boarding revenue is \$94,013.05

Annual projection for 2021: \$105,000

Plan for existing private boarders at the Equestrian center

Due to the National Park service requirements and their adaptation by the city of Marina, long-term private boarding will not be allowed. Short-term boarding for 4 months will be the new standard. Every horse owner currently boarding will be able to have a 4 month grace period before the short-term boarding rules are implemented. For stall owners that have not occupied their stalls for more than one month, those stalls will be turned over to new short-term owners.

Initial improvements planned for the property in year one

No major construction will take place in the first year after concession.

Signs informing and directing the public will be posted.

Existing park trails will be improved.

- one trail will be improved to serve as a bike trail.

Parking lot spaces will be designated and improved.

Footing in the arenas, turnouts and round pen will be made safe.

All broken materials in paddocks and other areas of the park will be replaced or removed.

We do not anticipate any interruption in short term boarding during the first year.

Camps and after school programs will be conducted as anticipated - pandemic guidelines permitting.

Archery range will be constructed.

T3140 C5 clinic building will be cleaned, painted and made safe to display historic collection immediately. Please reference Capital improvements for the financial projections.

Proposed Rent Appendix B:

The proposed rent for the additional square footage is contingent upon initial improvements to the RFP designated park facility.

2021 Planned Revenue:

Adventures by the Sea Concessionary stand
(bicycle, covered four wheeled family, bike rental, camping fees, Kyak rental and trips.)
\$950 a month, \$11,400 annually

Archery range
Membership: \$100 per year, (anticipate) 30 members —> \$250 monthly or \$3000 per year
Lessons \$40 a hour x 4 a week= \$800 a month, \$9600 a year
Daily use \$10 a day —> \$200 a month, \$2400 a year

Monterey Bay Equestrian Center (rent for horses used for public): \$1500 a month or \$18,000 annually

Camps and educational events (for first year projection annual amount is divided by 12 for ease of planning due to the concession date being undetermined)
(summer programs, school break programs \$250 per child a week). T/Th weekly after school programs in veterinary medicine/science.
Aftercare will be needed for working parents and will be determined by need.
Camps during break: \$3,750 a month (Christmas break \$250 a week x 20 —>\$5,000). Spring break same x2 = \$10K. Summer 6-1 week programs, \$30 K income total.
\$52,200 a year is projected.

Horse-back riding lessons (private training) Horses used for lessons can be boarded at the EC as long as they are used 5 times per week by the public:
5 lessons per week at \$60 per lesson; FOEF share is 20% of gross fees, i.e., \$60 per week.
\$3,000 Annually

Star riders: \$1,500 a month rent

Restaurant
Two food trucks, rental to FOEF of \$100 apiece per week—>\$500 first year

Field trips small fee or free to our community

Equine therapy M/W programs weekly. Equine therapy will also be integrated into our camps. There will be parent, men and Women programs, programs for PTSD with active and retired soldiers. Projected annual revenue is \$5,000 a year
Some of the annual revenue is included in the camp fees above.

Subleasing space for private events, birthdays, graduations, weddings, anniversaries. \$400 a month—>\$4,800 a year

Day use of the park for horse trailing 10 x 3 a week—>\$120 a month.—>\$2440 a year

Museum entrance fees \$1000 (first year during renovation)

School Affiliation and Externship program \$400 a year

(We plan on providing externship programs in veterinary medicine and equine therapy. Program will be developed in 2021)

FOE Membership- 100 members per year. Fees will be used for scholarships for riding lessons, camps and after school therapy and educational programs (projected \$10K a year)

Subsidized therapeutic EGALA retreats 6 per year, or as needed. Overnight camping. Women's empowerment, PTSD clinic, Veterans Clinic, Domestic Violence survivors clinic, Illustrative events. \$150 each x 5 participants—>\$750 each clinic

Donations \$3,000 annually

Grants \$125 K annual first year (see planned grant projections, for grants applied for)

Expenses:

Utilities (annual):

gas/electric \$2,400

Garbage: \$22,580 possible reduction with neighborhood composting/gardening program

Water \$10,000

ADA compliance issues (bathroom) \$1,500

Rent: \$2,600 for year one, negotiable the first year based on revenue

PO Box/postage: \$300 annually

Office supplies: \$700

G and A (professional fees):

Accountant: \$1,500 annually

Lawyer: \$3,000

Insurance for operating facility: \$9000

On site Staff (annual projections):

2021 Staffing plan. We are planning for one FT employee for 2021, the Facility Manager. The Facility Manager is responsible for coordinating short term boarding, preparing for camps and facilitating them. He or she will greet visitors and connect them to the appropriate vendors. They will also be responsible for managing our volunteers for camps/horse care.

Facility manager \$30K

Property maintenance (PT) \$10K

Therapy program coordinator \$10K

Volunteers coordinator

Horse rescue and SPCA/support, possible evacuation support, community:

Fire evacuation donations and costs: \$1,500 a year

Events for Holidays free to public: \$3,500

Marketing: \$2500

(2021 only) This number will support the capital improvements request for signs guiding the public on the street. An advertisement in Parent magazine. Support for a social media coordinator (volunteer). Marketing budget and efforts will increase once facility is brought up to a safe and esthetically pleasing facility with accommodations (parkings/museums restored, etc)

Capital improvement:**First year (we are improving instead of maintaining):**

Improvement of turnouts and footing to make stalls and turnouts safe, grading as necessary: \$20 K

Security cameras and system \$8 K

Trail Improvement 35K for trails, \$3,500 for signs and trail markers

Making trails with firm footing, cutting back overgrowth, designated signs, trail markers, trail around entire property for bike lane and walking lane with dogs, fencing. Signs for public to find the Equestrian Center, signs designating parking, and Signs differentiated between, bike trails pedestrian and horse trails. Signs explaining the different trails.

Archery range \$15 K

This will cover fencing, targets, leveling and signs for safety. Equipment and Equipment storage.

Parking Lot \$10k

Additional parking is necessary for trailer day use and visitors to the park

T3140 C5 clinic building \$65K

This building will hold our historians collection. A simple alarm system is needed. There will need to be furniture, shelving to display the collection and a projector and screen. We plan to remove lead and asbestos, replace broken glass and restore the restroom. The building will be painted and roof repaired.

Plan for Years 2-3

Demolition of dilapidated stalls \$20 K

Building of short term boarding stalls \$20K

Building of Arena and Barn and new short term boarding stalls. We anticipate boarding to be absent at this time or very minimal as a source of income for the property. Once facility is made into the word-class attraction it deserves to be Our marketing plan will come into place.

Museum planning: \$70 K exhibits/furniture \$15 K , curator consulting \$10K
statue/interactive exhibit/acquisition \$25 K. Building design: \$20K

CIP buildings A and B

\$35 K to remove asbestos, lead and to paint.

Colic building \$15K—> restore bathroom, paint, restore padding. Screen for viewing surgeries.

Arena Building proposal: \$275,000

Stall barn with paddocks \$65 K

Mare motel \$35K

5-10 year Projections

With grant protections and the capital designated by the city of Marina for the park, we expect to be fully operational in 2026. The Arena will be able to be rented for day use and events, equine and other. There will be more safe and efficient boarding for horses used by the public as well as for short term boarding. This will be a world class facility visited by tourists and used by residents of Monterey county for personal use and school events and for camps for their children during school breaks and holidays. Marina's initial Capital investment will be returned within 15 years after construction via increased rent for the property and rental fees for the arena.

APPENDIX B*Form B.1***PROPOSED RENT TO CITY**

The portion of the MEC Park designated for use by the equestrian lessee shall be set at a base rent per month. The proposer shall offer a minimum base rent or may also offer a combination of fixed rent and a percentage of gross sales from operations. The proposed rent does not include the utility payments, which shall be the responsibility of the lessee.

Proposers bidding for use of facilities outside of the equestrian designated area may offer a minimum rent and/or calculate price by \$X.XX per square foot of business space.

The area of the additional buildings are as listed:

- Veterinary Ward A 3142 (---- sq ft)
- Veterinary Ward B 3143 (---- sq ft)
- Colic Building 3141 (---- sq ft)
- Veterinary Clinic 3140 (---- sq ft)

BUDGET ITEM - AMOUNT PAYABLE TO CITY (\$)	
Proposed Rent for Equestrian Concessionaire Property	2,400
Proposed Rent for Additional/Outside Square Footage	TBD
Veterinary Ward A 3142 (4780 sq ft)	50
Veterinary Ward B 3143 (4475 sq ft)	50
Colic Building 3141 (1315 sq ft)	50
Veterinary Clinic 3140 (1864 sq ft)	50
Proposed Security Deposit	13,000

	TOTAL 15,600
--	---------------------

Fort Ord Equine Foundation

PO Box 1302, Marina, CA 93933

Tel (833) EQUUSFO

info@fortordequinefoundation.orgwww.fortordequinefoundation.org**Museums Are Economic Engines**

- Museums support more than 726,000 American jobs.[1]
- Museums contribute \$50 billion to the U.S. economy each year.[2]
- Seventy-six percent of all U.S. leisure travelers participate in cultural or heritage activities such as visiting museums. These travelers spend 60 percent more on average than other leisure travelers. [3]
- The economic activity of museums generates more than \$12 billion in tax revenue, one-third of it going to state and local governments. Each job created by the museum sector results in \$16,495 in additional tax revenue.[4]
- For every direct job at a museum, an additional job is supported elsewhere in the economy. This is a higher rate than many other industries.[5]
- Museums and other nonprofit cultural organizations return more than \$5 in tax revenues for every \$1 they receive in funding from all levels of government.[6]

Museums Are Community Anchors

- In determining America's Best Cities, Bloomberg Business Week placed the greatest weight on "leisure amenities [including density of museums], followed by educational metrics and economic metrics...then crime and air quality." [7]
- Money Magazine's annual 'Best Places to Live' survey incorporates the concentration of accredited museums.[8]

People Love Museums

- More people visited an art museum, science center, historic house or site, zoo, or aquarium in 2018 than attended a professional sporting event.[9]
- Museums receive millions of online visits to their websites each year.[10]
- Museum websites serve a diverse online community, including teachers, parents, and students (including those students who are home-schooled).
- Museum volunteers contribute a million hours of service every week.[11]
- Support for museums is robust regardless of political persuasion. 96% of Americans would approve of lawmakers who acted to support museums. The number is consistently high for respondents who consider themselves politically liberal (97%), moderate (95%), or conservative (93%).[12]

Museums Serve the Public

- Many museums offer programs tailored to veterans and military families. In 2019 more than 2,000 museums in all 50 states participated in the 10th year of the Blue Star Museums program, offering free summer admission to all active-duty and reserve personnel and their families.[13] In the past five years more than 4 million active duty members and their families have participated in the Blue Star Museums program, which is, on average, more

FORT ORD EQUINE FOUNDATION

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Fort Ord Equine Foundation

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than 800,000 visitors per year, and many other museums offer military discounts or free admission throughout the year.

- Museums also provide many social services, including programs for children on the autism spectrum, English as a Second Language classes, and programs for adults with Alzheimer's or other cognitive impairments. [14]

Museums Partner with Schools

- Museums spend more than \$2 billion each year on education activities; the typical museum devotes three-quarters of its education budget to K-12 students. [15]
- Museums receive approximately 55 million visits each year from students in school groups. [16]
- Museums help teach the state and local curricula, tailoring their programs in math, science, art, literacy, language arts, history, civics and government, economics and financial literacy, geography, and social studies. [17]
- Facilitated classroom visits to art museums have a measurable impact on key aspects of student learning. [18]
- Children who visited a museum during kindergarten had higher achievement scores in reading, mathematics and science in third grade than children who did not. Children who are most at risk for deficits and delays in achievement also see this benefit. [19]

Museums Are for Everyone

- Museums are committed to ensuring that people of all backgrounds have access to high-quality experiences in their institutions. In 2012, 37% of museums were free at all times or had suggested admission fees only; nearly all the rest offered discounts or free admission days. [20]
- Since 2014, more than 500 museums nationwide have facilitated more than 2.5 million museum visits for low-income Americans through the Museums for All program. [21]
- About 26% of museums are located in rural areas [22]; other museums reach these communities with traveling vans, portable exhibits and robust online resources.

Museums Are Trusted

- The American public considers museums the most trustworthy source of information in America, rated higher than local papers, nonprofit researchers, the U.S. government, and academic researchers. [23]
- Museums preserve and protect more than a billion objects. [24]
- Museums are considered a more reliable source of historical information than books, teachers or even personal accounts by relatives. [25]

Fort Ord Equine Foundation

PO Box 1302, Marina, CA 93933

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info@fortordequinefoundation.orgwww.fortordequinefoundation.org**Museums and Public Opinion**

- 97% of Americans believe that museums are educational assets for their communities.
- 89% believe that museums contribute important economic benefits to their community.
- 96% would think positively of their elected officials for taking legislative action to support museums.
- 96% want to maintain or increase federal funding for museums.^[26]

Museums Save Species

- In 2018, accredited museums spent \$231 million on field conservation projects in 130 countries.^[27]
- Museums are involved with conservation breeding, habitat preservation, public education, field conservation, and supportive research to ensure survival for many of the planet's threatened or endangered species. Museums also conduct or facilitate research to advance the scientific knowledge of the animals in human care and to enhance the conservation of wild populations.

[Get the Museum Facts Infographic](#)^[1] *Museums as Economic Engines*, Oxford Economics, 2017^[2] Ibid.^[3] *Cultural and Heritage Traveler Report*, Mandala Research, 2013.^[4] *Museums as Economic Engines*, Oxford Economics, 2017^[5] Ibid.^[6] *Arts and Economic Prosperity V*, 2017, Americans for the Arts.^[7] businessweek.com/slideshows/2012-09-26/americas-50-best-cities^[8] <https://money.com/best-places-to-live-2019-methodology/>^[9] Broader population sampling conducted on behalf of AAM by Wilkening Consulting, 2018^[10] AAM estimate based on *National Study on the Use of Libraries, Museums, and the Internet*, IMLS, 2008^[11] *Museum Financial Information Survey*, AAM, 2009 National Endowment for the Arts^[12] Ibid.^[13] National Endowment for the Arts

Fort Ord Equine Foundation

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[14] *Museums on Call*, AAM, 2013; bitly.com/healthcompendium, 2019

[15] *Museum Financial Information Survey*, AAM, 2009

[16] Ibid.

[17] *Building the Future of Education: Museums and the Learning Ecosystem*, Center for the Future of Museums, 2013

[18] *Impact of Art Museum Programs on Students Research Study*, National Art Educators Association and Association of Art Museum Directors, 2018.

[19] *The Effect of Informal Learning Environments on Academic Achievement during Elementary School*, presented to the American Educational Research Association, Swan, 2014

[20] *Annual Condition of Museums and the Economy*, AAM, 2013

[21] Museums4all.org

[22] *Museum Universe Data File*, IMLS, 2014

[23] *Museums R+D*, Reach Advisors

[24] *Heritage Health Index*, 2004

[25] *The Presence of the Past*, Rosenzweig and Thelen

[26] *Museums and Public Opinion 2017*, AAM and Wilkening Consulting

[27] Association of Zoos and Aquariums

Dr. Robert Magnelli and *Horsepower** present:

EQUINE THERAPY CLINIC - with TIM HAYES

Learn how and why Equine Therapy has become one of the most effective means of healing emotional wounds. Participants will learn, execute and experience the topics listed below, what it feels like to be an Equine Therapy Client, and gain significant new awareness about themselves.



- 1. Body Language** - How Horses Read Humans - How Humans Read Horses
- 2. Emotions** - Experience the Horse with you as the Client or Patient
- 3. Attitudes** - Anger, Assertiveness, Frustration, Shame, Patience, Fear
- 4. Breakthroughs** - Self-awareness, Self-acceptance, Emotional Wounds
- 5. Human Coping Skills** - True vs. False Self, Ineffective Tools from Childhood
- 6. Equine Coping Skills** - Hyper-Vigilance, Herd Dynamics
- 7. Groundwork Exercises** - That Establish Love, Trust and Respect
- 8. The 4 Reasons a Horse Says No**
- 9. Gentleness vs. Firmness** - Which One, How Much and When
- 10. Know Your Horse's State of Mind** - Develop More Compassion

What: ONE DAY CLINIC - Groundwork only (No Riding)

Max 12 participants - Horses provided by Horsepower

Excellent for Equine Therapy Providers, EAL, EAP, EFP, EAT, Teachers & Staff, Social Service Workers, Parents, Mental Health Professionals and anyone interested in Horses, Humans and Healing

When: Saturday, **SEPTEMBER 21, 2019**, 10:00 am - 4:00 pm

Where: **The Camp @ Carmel Valley** (formerly Douglas Ranch Camp)

33200 E Carmel Valley Road, Carmel Valley, CA

Cost: \$250 per Participant (Auditors welcome = \$25 pp.) Lunch available for \$20

Tim Hayes talk/book signing/gourmet dinner Saturday, 9/21 (open to public) \$60

To Register/For Info, contact: Nancy 831-298-7191 or horsepowerprogram@comcast.net

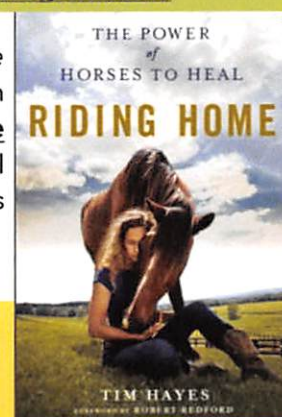
Please read additional detailed information at www.horsepowerprogram.com

Tim Hayes is an *Adjunct Professor of Behavioral Science* at both *The University of Vermont* and *Northern Vermont University*, teaching courses in Equine Therapy based on his best-selling book, **RIDING HOME: The Power of Horses to Heal**. He is an internationally recognized Natural Horsemanship Clinician and conducts clinics throughout the United States and Canada. To learn more about Tim Hayes, visit:

www.hayesisforhorses.com and www.ridinghome.com

***A Benefit for Horsepower Equine Assisted Psychotherapy and Equine Assisted Personal Development Programs**

Established in 2003, *Horsepower* is an evidence-based, EAGALA model, experiential program located at The Camp @ Carmel Valley. Through *Horsepower*, thousands of people have gained increased emotional intelligence, improved their lives and moved toward their best selves. *Horsepower's* Power Tools for Living training manual has been sold and utilized with people around the world.





JONATHAN M. FRADKIN, DVM, MS

[REDACTED]

January 3, 2021

Brian McMinn, Public Works Director/City Engineer
City of Marina
211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

I am writing in support of the proposal by the Fort Ord Equine Foundation to lease and manage the Marina Equestrian Center Park as Concessionaire to the City of Marina.

While I am not a "horse person" I took interest in this project as a veterinarian and more importantly as a retired U.S. Army Veterinary Corps Officer. When I toured the facility, I did not see an Equine Center. I saw history, disrespected and in disrepair and dangerous to the public. History surrounded by horse stalls and turn-outs that at best met minimum safety standards for the animals living and working there, further surrounded by acres of parkland which appeared to have limited access and more limited upkeep. To be honest, it made me angry.

The goals I would have "coming in blind" would be to make the existing structures and facilities safe, for people and animals, create a true museum to the Veterinary Corps and Fort Ord role in supporting the Mounted Cavalry and Horse Artillery, creating an equestrian facility (physical plant, maintenance, programs) that set the standard for municipal equestrianism and surround it with a park where kids and families want to spend time. When I saw the goals of the Fort Ord Equestrian Foundation matched my own impressions, and more importantly that they met the needs of the City of Marina, as denoted in the RFP, I knew I should become involved not just as a spectator but as a participant. Soon thereafter, I contacted Dr. Hassan and volunteered to help in any way she and the Board of Directors felt I could be best utilized.

Much to my surprise and honor they elected me to the Board. As the newest Director it my hope that we have many opportunities in the future to make the Marina Equestrian Center Park not what it can be, but what it Should Be.

Respectfully,

Jonathan M. Fradkin, DVM, MS
Diplomate, American College of Veterinary Internal Medicine
Major, U.S. Army Veterinary Corp (Retired)

Constance Murray
Resident of community



January 4, 2021

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

My name is Constance Murray and I have been a resident and property owner in Monterey County in Carmel Valley for 26 years. I am also a horse owner and local advocate for my community. I submit this letter in enthusiastic support of the proposal by the Fort Ord Equine Foundation to restore the last and only complete U.S. Army Equine Veterinary Hospital in the United States, as well as to develop an educational, cultural and mixed use recreational center. I am familiar with the Foundation's vision for the development of this project, and believe they are endowed with the knowledge, resources, and personnel to transform the existing facility into the magnificent cultural institution it can and should be.

I would hate to see this important Equine Veterinary Hospital facility not kept intact and be part of plans for the use property. It appropriately offers a reminder of the past importance of Fort Ord to our local economies. It also hard to overstate the importance of access to the proposed diverse and engaging programs for our communities. What a wonderful addition to our area the Museum would be.

I believe that the Fort Ord Equine Foundation has a bold and expansive vision for reaching our most vulnerable and giving them access not only to programs with animals, but also to a broad array of hands-on engaging activities to stimulate the mind, body and soul. Add to this the role of restoration of the last and only complete US Army Equine Veterinary Hospital in the world and the public engagement and interest only increases.

I believe the Fort Ord Station Veterinary Hospital Living Museum can serve as an engine of cultural and economic prosperity, especially in conjunction with a vibrant, professionally operated educational and recreational equestrian center envisioned in the proposal of the Fort Ord Equine Foundation. It is an opportunity that presents itself rarely, and I strongly urge its adoption.
Sincerely,

Constance Murray

Date 1/2/2020

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

I submit this letter in enthusiastic support of the proposal by the Fort Ord Equine Foundation to restore the last and only complete U.S. Army Equine Veterinary Hospital in the United States, as well as to develop an educational, cultural and mixed use recreational center. I am familiar with the Foundation's bold vision for the development of this project, and believe they are endowed with the knowledge, resources and personnel to transform the existing facility into the magnificent cultural institution it can and should be.

In my experience, it's hard to overstate the extent of public fascination with institutions dedicated to commemorating the role played by the U.S. Army and other branches of the armed services throughout our country's history. Beyond such universally recognized destinations as the U.S.S. Intrepid, the Gettysburg battlefield, the Vietnam War Memorial, Pearl Harbor, and the like, there are innumerable smaller military museums across the U.S. that serve as cultural and economic anchors of the cities in which they're located. Add to this the role of horses and veterinary medicine at the Fort Ord Station Veterinary Hospital and the public engagement and interest only increases.

I believe the Fort Ord Station Veterinary Hospital Living Museum can serve as just such an engine of cultural and economic prosperity, especially in conjunction with a vibrant, professionally operated educational and recreational equestrian center envisioned in the proposal of the Fort Ord Equine Foundation. It is an opportunity that presents itself rarely, and I urge its adoption with our strongest endorsement.

Sincerely,

Susan E. Aiello, DVM, ELS
Former Editor-in-Chief, *The Merck Veterinary Manual*
Past President, Board of Editors in the Life Sciences
WordsWorld Consulting
937-499-0100
susan@words-world.net

Kirsten Stember
[REDACTED]

1/3/2021

Brian McMinn

Public Works Director/City Engineer

City of Marina 211 Hillcrest Avenue

Marina CA 93933

Dear Brian McMinn,

I am writing to you on behalf of the vision of the Fort Old Equine Foundation and the importance of maintaining and preserving the history of horses in the Monterey Peninsula for the community.

I am a horse owner and come from generations of horse owners. I grew up riding horses, leasing them, working with them, and then owning them. I began when I was 6 years old. I took lessons until I was 14 when I leased my first horse. I worked at The Pebble Beach Equestrian Center during my college years leading trail rides and training horses. I purchased my first horse and led trail rides with him for years. My parents and I have had horses ever since. It has been over 30 years since I had purchased my first horse and I have had the privilege of having horses in my life ever since. I am active with keeping the Pebble Beach trails maintained. I attend meetings and physically work on them maintaining them. I am also active in keeping the history of horses alive and am currently working with the Pebble Beach Homeowner Association collecting, preserving, maintaining maps and educating the future generations about the history of horses in Pebble Beach.

I have raised 3 children who are connected to horses. They have taken lessons, attended horse camps, and helped with all aspects of horse husbandry. My youngest daughter and I started the first Pebble Beach Interscholastic Equestrian Team and my youngest daughter was a part of this team through her middle and high school years. She did an internship with Horse Trainer Sarah Jolley rehabilitating, training and competing a OTTB(off the track racehorse) and received high school credit.

I have worked for over 20 years for The Santa Lucia Conservancy. I co-created the Outdoor Environmental Education Program with my colleague. Together we have served youth from schools both public and private, traversing the beautiful trails in the Santa Lucia Preserve, discovering the complexity of the ecosystem. I have partnered and collaborated with The Monterey Regional Park District and helped "jump start" the Let's Go Outdoors Program. I was asked to create camps for youth for Mearth. I have taught and collaborated with local youth, high school volunteers, and college interns. I have taught classes for the Pacific Grove Museum of Natural History, Pacific Grove Adult School, Adventures By the Sea, Great Adventure Tours, Carmel River Conservancy, and Big Sur Hikes and Guides, and various non-profits. For over 30 years I have led horseback, kayak, hiking, and interpretive classes for various organizations on the Monterey Peninsula.

So, I am a horse enthusiastic and an Environmental Education advocate. Connecting community to the environment is my passion. I am writing this letter to show my concern and

support for the community. I am concerned about the future of horses and our youth. History is easily lost.

I support the vision of The Fort Ord Equine Foundation to preserve the history of the war horse on the peninsula and creating hands-on learning. Transforming the public park into an educational, recreational and cultural center around the last and only complete US Army horse hospital in the country would provide a multitude of opportunities.

Sincerely,
Kirsten Stember
Environmental Education Specialist

Zbigniew W. Wojcinski, DVM, DVSc, DACVP, DABT
President, American Veterinary Medical History Society (AVMHS)



January 3, 2021

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

On behalf of the American Veterinary Medical History Society, we submit this letter in enthusiastic support of the proposal by the Fort Ord Equine Foundation to restore the last and only complete U.S. Army Equine Veterinary Hospital in the United States, as well as to develop an educational, cultural and mixed use recreational center. We are familiar with the Foundation's bold vision for the development of this project, and believe they are endowed with the knowledge, resources and personnel to transform the existing facility into the magnificent cultural institution it can and should be.

In our experience, it's hard to overstate the extent of public fascination with institutions dedicated to commemorating the role played by the U.S. Army and other branches of the armed services throughout our country's history. Beyond such universally recognized destinations as the U.S.S. Intrepid, the Gettysburg battlefield, the Vietnam War Memorial, Pearl Harbor, and the like, there are innumerable smaller military museums across the U.S. that serve as cultural and economic anchors of the cities in which they're located. Add to this the role of horses and veterinary medicine at the Fort Ord Station Veterinary Hospital and the public engagement and interest only increases.

We believe the Fort Ord Station Veterinary Hospital Living Museum can serve as just such an engine of cultural and economic prosperity, especially in conjunction with a vibrant, professionally operated educational and recreational equestrian center envisioned in the proposal of the Fort Ord Equine Foundation. It is an opportunity that presents itself rarely, and we urge its adoption with our strongest endorsement.

Sincerely,

Zbigniew W. Wojcinski, DVM, DVSc, DACVP, DABT
President, AVMHS

Howard H. Erickson, D.V.M., Ph.D.
Past-President, AVMHS
Professor Emeritus, Kansas State University
E-Mail: Erickson@vet.k-state.edu
Phone: 785-776-3416
Date: January 2, 2021

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

I submit this letter in enthusiastic support of the proposal by the Fort Ord Equine Foundation to restore the last and only complete U.S. Army Equine Veterinary Hospital in the U.S., as well as to develop an educational, cultural and mixed-use recreational center. I am familiar with the Foundation's bold vision for the development of this project, and believe they are endowed with the knowledge, resources and personnel to transform the existing facility into the magnificent cultural institution it should be.

In my experience, it's hard to overstate the extent of public fascination with institutions dedicated to commemorating the role played by the U.S. Army and other branches of the armed services throughout our country's history. Beyond such universally recognized destinations as the U.S.S. Intrepid, the Gettysburg battlefield, the Vietnam War Memorial, Pearl Harbor, and the like, there are innumerable smaller military museums across the U.S. that serve as cultural and economic anchors of the cities in which they're located. Add to this the role of horses and veterinary medicine at the Fort Ord Station Veterinary Hospital and the public engagement and interest only increases. I live near Fort Riley, where the U.S. Cavalry Museum is housed in the original post hospital. The post continues to operate a mounted color guard for special occasions. The horses are housed in the historic cavalry training stables. The in-door training arena for the cavalry is still standing, as is the Custer House where General George Custer and his wife, Libby, lived. These structures are very well maintained.

I believe the Fort Ord Station Veterinary Hospital Living Museum can serve as such an engine of cultural and economic prosperity, especially in conjunction with a vibrant, professionally operated educational and recreational equestrian center envisioned in the proposal of the Fort Ord Equine Foundation. It is an opportunity that is rarely presented and I urge adoption with the strongest endorsement.

Sincerely,

Howard H. Erickson

Howard H. Erickson, D.V.M., Ph.D.
Professor Emeritus
Colonel, USAF, Retired

Equine Assisted Psychotherapy Equine Assisted Growth and Learning Consultation
Psychodiagnosis Psychotherapy

Robert G. Magnelli, Ph.D.
Clinical Psychology
License No. PL 005559
Equine Assisted Growth and Learning Association Level 2

January 1, 2021

Dear xxxxx,

We want to thank you for your interest in our program. We very much appreciate your time spent with us on xxxxx to hear about our Power Tools for Living program.

In response to your request that we provide you information as to how we might be able to offer our program to your clients at xxxxx we offer the following information and suggestions.

We offer an equine assisted experiential learning program that teaches participants the core constructs necessary for one's own emotional health and healthy relationships with others. The constructs include: Respect, Responsibility, Relationship Skills, Boundaries, Empathy, and Choices and Consequences.

Our usual fee for this program for 24 clients (students) is \$850.00 per hour. (This fee covers the cost of Dr. Magnelli, 2 additional facilitators, three equine specialists, and all materials.

As we mentioned at our meeting with you, we have a soft heart and real commitment to helping the populations xxxxx currently serves and will serve in the future. We believe wholeheartedly that our program can address and offer remedy to many of the problems facing students and adults in the community and in the surrounding areas.

In order to work toward offering our program to many of your students, we offer the following suggestions:

- We invite xxxxx representatives to observe our program in progress with other organizations to see its power and effectiveness with participants. We would be able to talk with your representatives or answer any questions at the close of those sessions.
- We can provide a "pilot" program to a small group (6-8 students) at xxxxx for \$450.00 per hour. (This would cover the cost of Dr. Magnelli, one additional facilitator and one equine specialist and all materials.)
- Our work with this small group of students would provide opportunity to gather statistical and anecdotal data from your students and staff as to the effectiveness of this program.

126 Clock Tower Place, Suite 216, Carmel, CA 93923

831-625-9005 Horsepowerprogram.com Horsepowerprogram@comcast.net

- Simultaneously, this pilot program would provide opportunity to invite potential donors and program supporters to see the power of the program firsthand.
- This pilot group would also provide opportunity for xxxxx to invite community members who might want to volunteer to help with this program as “support” to the students.
- In addition, this pilot would provide opportunity for adult volunteers to choose to undergo more intensive training to become volunteer equine specialists and facilitators in the program. Horsepower staff would have direct and complete responsibility for choosing and training these volunteers.
- If this process brings people from the community (as we think it will) who would be willing to be trained as volunteer equine specialists and facilitators and serve in Horsepower sessions, this would eventually lessen the cost to xxxxx to offer the program to more students. We would still need to require a minimum of \$450 per hour to cover the cost of Dr. Magnelli (or eventually another Horsepower mental health professional), one Horsepower facilitator and one Horsepower Equine Specialist to oversee the sessions facilitated by this volunteer force.
- Training of this volunteer force would include the following minimum training:
 - Attend a volunteer training to understand what will take place in a Horsepower session prior to attending a session
 - Observing an entire Horsepower series (2 hour sessions for five weeks) run by Horsepower staff
 - An intensive training for these volunteers on the methods and practice of equine assisted growth and learning (these have taken us years to assimilate)
 - Co-Leading a Horsepower series with Horsepower staff
 - Leading a Horsepower series with Horsepower staff on site to supervise
 - It would be our hope that at this point, with Horsepower staff on site to supervise, the volunteers could then run their own groups greatly increasing the number of students participating in Horsepower.
- As we mentioned at our meeting with you, we have learned by experience that students in an organization are most greatly impacted when what they have learned in Horsepower is understood and nurtured by the organization’s administration and staff who work with the students daily. We suggest that your board, administration, support staff and school staff attend an informational presentation by Horsepower explaining our program: what we do, how we do it, and how the program will benefit them and the students. We would like to offer this presentation with no charge.
- We also believe that the greatest nurturance of the constructs comes when those working directly with the students experience learning the constructs themselves by working with the horses. We can offer this workshop for \$450/hour to \$750/hour depending on the number attending. This workshop would need to be a minimum of six hours.

We believe that the Horsepower program has real, concrete potential to greatly impact the population served by Rancho Cielo. We have worked very hard in designing this proposal in an effort to bring this program to the largest number of students possible with the least possible cost to Rancho Cielo.

We realize this is a beginning for more conversation and welcome your questions and suggestions.

Respectfully,

Robert G. Magnelli, Ph.D.

5 session series

# of students/	cost per hour	length of session	Total/session	Total for series
Pilot 6-8 students	\$450.00	2 hours	\$900.00	\$4,500.00
Regular Sessions 18-24 students	\$850.00	2 hours	\$1,700.00	\$8,500.00
Minimum Horsepower staff and volunteer ES and Facilitator 18-24 students	\$450.00	2 hours	\$900.00	\$4,500.00

Two hundred and fifteen licensed veterinarians support the Fort Ord Equine Foundation's vision of restoration and the mixed use public park. These professionals are care deeply about preserving these buildings for everyone. They represent hundreds of years in practice and many are museum curators with interest in collaboration.

Zbigniew W. Wojcinski, DVM, DVSc, DACVP, DABT

[REDACTED]
Ann Arbor, MI 48103-9401
[REDACTED]

Pat Kennedy Arrington, DVM, CVFP

[REDACTED]
Louisville, KY 40219
[REDACTED]

Jerry M. Owens, DVM, DACVR

[REDACTED]
Glen Ellen, CA 95442-9465
[REDACTED]

Susanne K. Whitaker, MSLS, AHIP

[REDACTED]
Ithaca, NY 14850-1064
[REDACTED]

Fred J. Born, DVM

[REDACTED]
Fond du Lac, WI 54935-6050
[REDACTED]

John de Jong, DVM

[REDACTED]
Weston, MA 02493-2467
[REDACTED]

Candace A. Jacobs, DVM

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Olympia, WA 98501-8701
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Robert E. Treat, Sr., DVM

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Kevan Flaming DVM, PhD

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Helen Wojcinski, DVM, Chair
[REDACTED]

Ann Arbor, MI 48103-9401
[REDACTED]

Jessica R. Zeiger, DVM, Chair
[REDACTED]

Niles, MI 49120-1449
[REDACTED]

Pat Kennedy Arrington, DVM
Marianne Ash, DVM
Cynthia Hoobler, DVM, MPH
Linda K. Schlater, DVM
Susan E. Aiello, DVM, ELS
Russell W. Currier, DVM, MPH
Howard H. Erickson, DVM, PhD

Jerry M. Owens, DVM, coordinator
[REDACTED]

Glen Ellen, CA 95442-9465
[REDACTED]

Susan E. Aiello, DVM, ELS, editor
[REDACTED]

Townsend, TN 37882
[REDACTED]

Dr. Fred J. Born
Fond du Lac, WI
Director of the Wisconsin Veterinary Medical Assoc. Veterinary Museum

January 4, 2021

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

Personally, I wish to express my enthusiastic support of the proposal by the Fort Ord Equine Foundation restore the last and only complete U.S. Army Equine Veterinary Hospital in the United States, as well as develop an educational, cultural and mixed-use recreational center. Am familiar with the Foundation's bold vision for the development of this project, and believe they are endowed with the knowledge, resources and personnel to transform the existing facility into the magnificent cultural institution it can and should be.

In my experience of the past 43 years, as the Director of the Wisconsin Veterinary Medical Association Veterinary Museum, (which is one of five in the nation and one of thirty-five in the world), it's hard to overstate the extent of public fascination with the history of veterinary medicine, especially with the HORSE. Our veterinary museum, is dedicated to that era of 1850 till 1900, a half century, when the Horse was the supreme symbol of power. With these select veterinary medical museums in the nation, dedicated to preserving the history of our profession, it would be a great plan to offer this outstanding facility to commemorate the major role played by the U.S. Army and other branches of the armed services throughout our country's history. It is most fitting to add this historical site to this list, highlighting the role of horses and veterinary medicine at the Fort Ord Station Veterinary Hospital.

I strongly believe the Fort Ord Station Veterinary Hospital Living Museum can serve as a destination site for visitors of all ages and would generate a special interest due to the size of this historical exhibit. It would be one of six veterinary medical historical museums in the nation and making it the largest in the world. With this valuable site, it can bring a cultural and economic impact to this area, especially in conjunction with a vibrant, professionally operated educational and recreational equestrian center envisioned in the proposal of the Fort Ord Equine Foundation. It is an opportunity that presents itself rarely, and encourage its adoption with my strongest endorsement.

Sincerely yours,

Fred J. Born, DVM
Director of the Wisconsin Veterinary Medical Association Veterinary Museum

Laurie Goodrich DVM, DACVS
President, American College of Veterinary Surgeons
laurie.goodrich@colostate.edu
(970) 297-0376

1/4/2020

Brian McMinn
Public Works Director/City Engineer
City of Marina 211 Hillcrest Avenue
Marina CA 93933

Dear Mr. McMinn,

My name is Dr. Laurie Goodrich and I am President of the American College of Veterinary Surgeons. I submit this letter in enthusiastic support of the proposal by Dr. Karen Hassan and the Fort Ord Equine Foundation to restore the last and only complete U.S. Army Equine Veterinary Hospital in the United States, as well as to develop an educational, cultural and mixed use recreational center. I am familiar with the Foundation's vision for the development of this project, and believe they are endowed with the knowledge, resources and personnel to transform the existing facility into the magnificent cultural institution it can and should be.

In my experience, it's hard to overstate the importance of access to diverse and engaging programs for communities. Fort Ord Equine Foundation has a bold and expansive vision for varied programs reaching everyone including the most vulnerable and giving them access not only to programs with animals, but also to a broad array of hands on engaging activities to encourage learning, curiosity and interest.

I believe the Fort Ord Station Veterinary Hospital Living Museum can serve as an engine of cultural and economic prosperity, especially in conjunction with a vibrant, professionally operated educational and recreational equestrian center envisioned in the proposal of the Fort Ord Equine Foundation. It is an opportunity that presents itself rarely, and I urge its adoption with my strongest endorsement.

Sincerely,

Laurie Goodrich DVM, DACVS
President, ACVS

Fort Ord Equine Foundation

PO Box 1302, Marina, CA 93933

Tel (833) EQUUSFO

info@fortordequinefoundation.org

www.fortordequinefoundation.org



We received both Addendum 1 and Addendum 2 to this RFP.

Respectfully submitted,
Fort Ord Equine Foundation

By Karen A. Hassan Signature



Date 1/04/2021

Address



City, State, Zip Code



Telephone



Email

Note: See Explanation worksheet contained in this file, for instructions to complete this cash flow projection.																													
		Monthly Cash Flow Projection [Your Organization name] [Date] © Nonprofit Finance Fund																											
Numbers in []	Month 1		Month 2		Month 3			Month 4		Month 5		Month 6			Month 7		Month 8		Month 9			Month 10		Month 11		Month 12		Total	
	Proj.	Actual	Proj.	Actual	Proj.	Actual		Proj.	Actual	Proj.	Actual	Proj.	Actual		Proj.	Actual	Proj.	Actual	Proj.	Actual		Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual
Beginning Total Cash Unrestricted Operating Cash on Hand [Beginning of month]	6,580		139,893	-	273,206	-		406,519	-	539,832	-	673,145	-		806,458	-	939,770	-	1,073,083	-		1,206,396	-	1,339,709	-	1,473,022	-		
	6,580	4580	139,893	4,580	273,206	4,580		406,519	4,580	539,832	4,580	673,145	4,580		806,458	4,580	939,770	4,580	1,073,083	4,580		1,206,396	4,580	1,339,709	4,580	1,473,022	4,580		
Operating Cash																													
Unrestricted Operating Cash Receipts																													
Short term boarding programs	8,750	0	8,750	0	8,750	0		8,750	0	8,750	0	8,750	0		8,750	0	8,750	0	8,750	0		8,750	0	8,750	0	8,750	0	105,000	-
Star Riders center	4,350	0	4,350	0	4,350	0		4,350	0	4,350	0	4,350	0		4,350	0	4,350	0	4,350	0		4,350	0	4,350	0	4,350	0	52,200	-
Food truck rental	1,500	0	1,500	0	1,500	0		1,500	0	1,500	0	1,500	0		1,500	0	1,500	0	1,500	0		1,500	0	1,500	0	1,500	0	18,000	-
EGALA weekly programs events , trailing	1800	0	1800	0	1800	0		1800	0	1800	0	1800	0		1800	0	1800	0	1800	0		1800	0	1800	0	1800	0	21,600	-
	41.6	0	41.6	0	41.6	0		41.6	0	41.6	0	41.6	0		41.6	0	41.6	0	41.6	0		41.6	0	41.6	0	41.6	0	499	-
	416.66	0	416.66	0	416.66	0		416.66	0	416.66	0	416.66	0		416.66	0	416.66	0	416.66	0		416.66	0	416.66	0	416.66	0	5,000	-
Museum entrance fees	400		400		400			400		400		400			400		400		400			400		400		400		4,800	-
Adventures by the Sea	203		203		203			203		203		203			203		203		203			203		203		203		2,436	-
FOE membership	83		83		83			83		83		83			83		83		83			83		83		83		1,000	-
EGALA retreats	950		950		950			950		950		950			950		950		950			950		950		950		11,400	-
Donations	833		833		833			833		833		833			833		833		833			833		833		833		9,996	-
Grant projections	375		375		375			375		375		375			375		375		375			375		375		375		4,500	-
Restricted Cash Releases	250		250		250			250		250		250			250		250		250			250		250		250		3,000	-
Total Op. Cash Receipts	125,000		125,000		125,000			125,000		125,000		125,000			125,000		125,000		125,000			125,000		125,000		125,000		1,500,000	-
	-	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	-	-	-
	144,953	-	144,953	-	144,953	-		144,953	-	144,953	-	144,953	-		144,952	-	144,953	-	144,953	-		144,953	-	144,953	-	144,953	-	1,739,431	-
Operating Cash Spent																													
Rent	2600	0	2600	0	2600	0		2600	0	2600	0	2600	0		2600	0	2600	0	2600	0		2600	0	2600	0	2600	0	31,200	-
Professional Fees	1,125	0	1,125	0	1,125	0		1,125	0	1,125	0	1,125	0		1,125	0	1,125	0	1,125	0		1,125	0	1,125	0	1,125	0	13,500	-
Utilities	3,123.33	0	3,123.33	0	3,123.33	0		3,123.33	0	3,123.33	0	3,123.33	0		3,123.33	0	3,123.33	0	3,123.33	0		3,123.33	0	3,123.33	0	3,123.33	0	37,480	-
Interest from Debt and costs	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Holiday events	125	0	125	0	125	0		125	0	125	0	125	0		125	0	125	0	125	0		125	0	125	0	125	0	1,500	-
Signs and marketing	291.66	0	291.66	0	291.66	0		291.66	0	291.66	0	291.66	0		291.66	0	291.66	0	291.66	0		291.66	0	291.66	0	291.66	0	3,500	-
Staff	208	0	208	0	208	0		208	0	208	0	208	0		208	0	208	0	208	0		208	0	208	0	208	0	2,496	-
Total Op. Cash Spent	4166.66	0	4166.66	0	4166.66	0		4166.66	0	4166.66	0	4166.66	0		4166.66	0	4166.66	0	4166.66	0		4166.66	0	4166.66	0	4166.66	0	50,000	-
Net Cash from Operations	11,640	-	11,640	-	11,640	-		11,640	-	11,640	-	11,640	-		11,640	-	11,640	-	11,640	-		11,640	-	11,640	-	11,640	-	139,676	-
	133,313	-	133,313	-	133,313	-		133,313	-	133,313	-	133,313	-		133,313	-	133,313	-	133,313	-		133,313	-	133,313	-	133,313	-	1,599,755	-
Non-Operating Cash																													
Non-Operating Cash In																													
Draw on LOC/ Long Term Debt Receipt	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Capital Campaign Contributions	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Other Non-Op. Cash In	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Non-Operating Cash Out																													
Principal Payment on LOC	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Principal Payment on LTD	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Other Non-Op. Cash Out	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Net Non-Op. Cash	-	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	-	-	-
Temporarily Restricted Cash																													
Temp. Rest. Cash In	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Temp. Rest. Cash Released	0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	-	-
Net Temp. Restricted Cash	-	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	-		-	-	-	-	-	-	-	-
Ending Cash	139,893	-	273,206	-	406,519	-		539,832	-	673,145	-	806,458	-		939,770	-	1,073,083	-	1,206,396	-		1,339,709	-	1,473,022	-	1,606,335	-		
Monthly Operating Cash Flow Projection vs Monthly Actual:	0	(133,313)	0	(133,313)	0	(133,313)		0	(133,313)	0	(133,313)	0	(133,313)		0	(133,313)	0	(133,313)	0	(133,313)		0	(133,313)	0	(133,313)	0	(133,313)	-	

Marina Equestrian Center Park



The mission of the Fort Ord Equine Foundation is to inspire children and adults to unplug and engage in outdoor learning about ourselves, our history and the world around us. This is what we wish to create at the Marina Equestrian Center Park.



Mixed Use Public Park



Mixed Use Public Park with Access for All



- Inclusive, serving all of our community
- Equine (Animal) Assisted Therapy
- ADA Compliant



Access to Horses and Other Animals



EAGALA and PATH Services

HORSEPOWER

- Dr. Rob Magnelli PhD
 - Licensed clinical psychologist
 - 45 years experience
 - Mentorships



Equine Assisted Psychotherapy + Equine Assisted Learning= Equine Assisted Growth and Learning Association

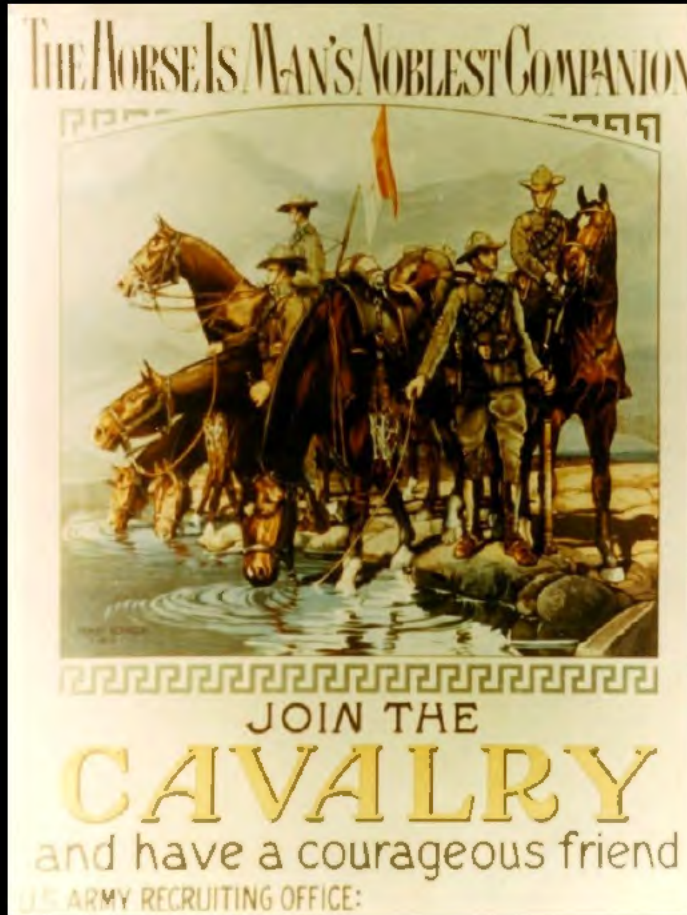
Professional Association of Therapeutic Horsemanship International = PATH

- Fort Ord Equine Foundation
 - PATH services
 - PATH training and mentorship
 - Serving
 - Teaching
 - Mentorships
 - Opportunities for career path



Fort Ord Station Veterinary Hospital Living Museum

The Mission of the Fort Ord Station Veterinary Hospital Living Museum is to bring the past alive, immersing guests of all ages in a unique and engaging space that is evocative and educational connecting history, nature, science and art.



Fort Ord Station Veterinary Hospital Living Museum



Monterey Bay Equestrian Center

- Trail rides
- Riding lessons
- Weddings
- Corporate Events



Adventures by The Sea

- Bike Rental
- Kayak Rental and Tour
- Nature walks

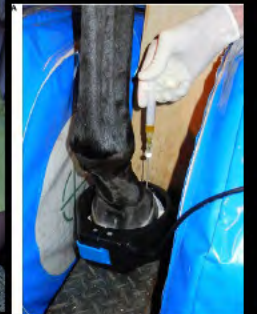


Center for Learning, Exploration and Adventure

- Looking back



- Looking forward



Mixed Use Recreation Center

- Multi-use pavilion
- Portable enclosures
- Funding sources



Our Team

- Experienced Professionals
 - Highly specialized
 - Years of experience
 - Understand the business
- Proven Expertise with Success in
 - Business ownership from development to sale
 - Hiring and maintaining staff
 - Securing funding
 - Philanthropy
 - Mentorships
 - Passion
 - Integrity



1 of 1

EQUINE

Emergency Preparedness

Develop Your Individual **DISASTER PLAN**

Animal owners, and especially owners of horses and livestock, must rely on themselves to take care of their animals in a disaster. Make sure your emergency plan includes the following 10 points:

1 IDENTIFICATION

The goal of permanent identification for your animals is verification in the event you become separated during a disaster. Permanently identify each horse by a method such as microchipping. This should be done by a veterinarian and the paperwork sent in to register the identity. NCIE, the microchip is useless without the registration. Other horses' methods of identification include an **ID tag** attached to the horse's halter or a **plastic sandwich** clipped or pinned to the horse's mane. At the time of evacuation, consider additional temporary identification with an **ID tag** pinned to a patch. You can carry your name and phone number on the horse.

Also, have several **full-body** and **close-up photographs** with detailed descriptions for each horse you own. Record breed, color, size, markings, scars, cowlicks or whorls, and other significant features. Keep copies in a sealed plastic bag and store it in a safe place. Send a copy to a friend or family member so that the information is preserved in case of fire, or keep a copy in digital form on a cloud server, or access from a phone or other mobile device.

2 HALTERS AND LEAD ROPES

Keep halters and lead ropes ready for your horses. On each halter attach a **luggage tag** with the following information: the horse's name, your name, email address, your telephone number, and another emergency telephone number where someone can be reached.

3 MEDICAL RECORDS AND PHOTOS

Place your horse's Coggins test, veterinary papers, identification photos, and vital information in a **MEDICAL FORM**.

4 EVACUATION SITES/REFUGE

Know where you can take your horses in an emergency evacuation. Identify at least two (2) well routes and a **prearranged destination**. If possible, make arrangements with a friend or another horse owner to stable your horses in a safe zone. Contact your local animal control agency or local emergency management authorities for information about shelters in your area. During emergency evacuations, shelter sites for animals will be identified by the Office of Emergency Services.

5 BACK-UP PLAN

Make a backup plan in case it's impossible to take your horse with you when you evacuate. Consider different types of disaster and whether your horses would be better off in a **hobby or lease in a field**. Your horse's humane transportation or emergency care agency should be able to provide you with information about your community's disaster response plans.

6 COMMUNICATE YOUR PLAN

Share your evacuation plans with friends and neighbors. **Post detailed instructions** in several places—including the barn office or tack room, the horse trailer, and barn entrances—so that emergency workers can see them in case you are not able to evacuate your horses yourself.

7 EVACUATE SOONER THAN LATER

Before there is an emergency, if you wait until the emergency is upon you, you may not have time to evacuate your horses. In this case, evacuation for days later is not an option.

Source: **Stable Management**

COVID-19 & BARN SAFETY

Stay at least 6 feet away from other people.

The virus is thought to spread mainly from person-to-person.

Respiratory droplets produced when an infected person coughs or sneezes can land in the mouths or noses of people who are nearby, or on surfaces and objects.

NO

Risk of COVID-19 spread

There is **no evidence at this point** to indicate that pets become ill with COVID-19 or that they spread it to other animals, including people.

YES

Risk of COVID-19 spread

Some commonly used surfaces that should be disinfected at least once a day:

- water and feed buckets
- cross ties, lead ropes
- halters and tack
- grooming supplies
- water taps and hoses
- stall and barn door handles
- wheelbarrow/shovels/broom handles
- frequently touched surfaces like doorknobs, light switches, countertops, etc.

TIPS:

Use common sense if you continue to have lessons or boarders at your facility (think "strangles protocol").

Limit the number of people in the barn so they can maintain about 6 feet of distance between them. If riders or boarders are unable or unwilling to do this, you might have to excuse them from lessons or from coming to the barn until the pandemic has passed.

Actively encourage sick people and boarders to stay home.

Ask boarders and owners to have enough feed (concentrate, hay, and supplements) and bedding for two weeks at the barn; emergency contacts and instructions for care (feed, supplements, medications, exercise, special concerns, etc.) should be written down.

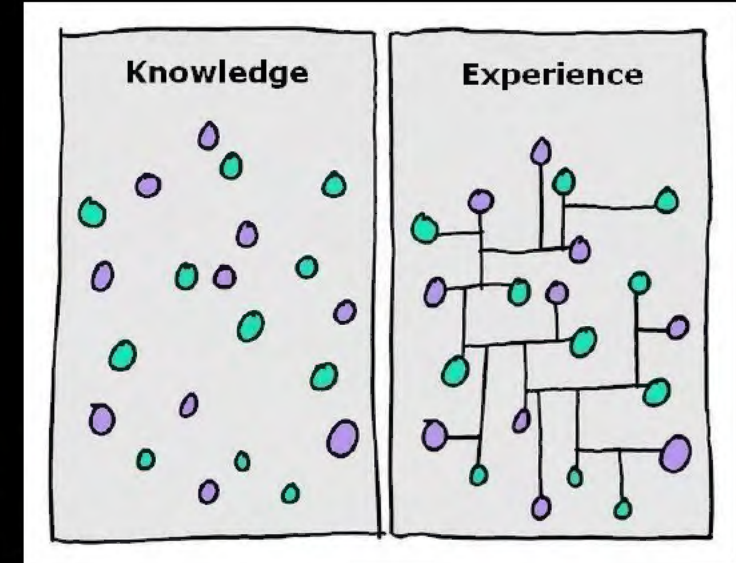
Perform routine environmental cleaning and disinfecting.

- Change the barn hours to allow more time for cleaning and disinfecting.
- Emphasize respiratory etiquette and hand hygiene by all.

Out of an abundance of caution, it is recommended that those ill with COVID-19 limit contact with animals until more information is known about the virus.

The Team

- Started 11 successful businesses with over 76 years of small business ownership
- 120 years in veterinary medicine & over 201 years working with animals in varied locations
 - Specialty care, consultants and expert witnesses
 - Welfare, facility and neglect investigations
 - Evacuation and emergency services
- 63 years in teaching, over 100 years mentoring



Market Summary

- COVID restrictions
 - Vast increase in outdoor recreation
 - Opportunities for individual & family group learning
 - Trail rides
 - Bike & kayak rentals
- Residents of Marina & local community
 - Revenue generating programs
 - Museum
 - Equestrian vendors
 - Bike Vendor
- Visitors to Monterey County
 - Outdoor recreation
 - Historic sites
 - Aquarium/Zoo
 - Revenue generating programs



Goals and Objectives

- One year goals and objectives
 - Safe and compliant facility
 - NPS
 - ADA
 - Marina Municipal Code
 - Open access
- Five year Goals
 - Museum renovation/implementation of museum programs
 - History, Science, Veterinary Medicine
 - Art, Music
 - Establishment of Event Center
 - Stabling with Equestrian programs 7 days a week, year round
 - Expansion of programming, trails, partnerships



That's all for the slide show

- Thank you

Marina Equestrian Center Park



Reduce Liability Raise the standards



August 27, 2021

Agenda Item: **8a**

Honorable Mayor and Members
of the Marina City Council

City Council Special Meeting
~~August 31, 2021~~
September 8, 2021

CITY COUNCIL CONSIDER ADOPTING RESOLUTION NO. 2021-, RECEIVING A PRESENTATION ON THE MARINA EQUESTRIAN CENTER PARK; APPROVING CHAPARRAL COUNTRY CORPORATION, INC. OF WOODSIDE, CA AS THE MOST QUALIFIED RESPONDENT TO THE REQUEST FOR PROPOSALS (RFP) TO PROVIDE RECREATIONAL FACILITIES AND PROGRAMS TO THE PUBLIC AT THE MARINA EQUESTRIAN CENTER PARK; DIRECTING STAFF TO NEGOTIATE THE TERMS OF A CONCESSION AGREEMENT WITH CHAPARRAL COUNTRY CORPORATION, INC. OF WOODSIDE, CA; DIRECTING STAFF TO OBTAIN NATIONAL PARK SERVICE'S CONCURRENCE WITH THE TERMS OF A CONCESSION AGREEMENT; AND DIRECTING STAFF TO RETURN TO CITY COUNCIL WITH A CONCESSION AGREEMENT FOR APPROVAL.

RECOMMENDATION:

It is recommended that the City Council:

1. Consider adopting Resolution No. 2021-, receiving a presentation on the Marina Equestrian Center Park;
2. Approving Chaparral Country Corporation, Inc. of Woodside CA as the most qualified respondent to the request for proposals (RFP) to provide recreational facilities and programs to the public at the Marina Equestrian Center Park;
3. Directing staff to negotiate the terms of a concession agreement with Chaparral Country Corporation, Inc. of Woodside CA;
4. Directing staff to obtain National Park Service's concurrence with the terms of a concession agreement; and
5. Directing staff to return to City Council with a concession agreement for approval.

BACKGROUND:

The 13.76-acre parcel of property at 5th Avenue and 9th Street known as the "Marina Equestrian Center Park" (the "MEC") was conveyed to the City by Quitclaim Deed from the Department of the Interior of the U.S. Government, acting by and through the Director, National Park Service (NPS), on April 13, 1998, under provisions of the Federal Property and Administrative Services Act of 1949 (40 USC §550(e)) and the Federal Lands to Parks Program (the "Lands to Parks Program") a public benefit conveyance program. The City paid no consideration to the federal government for the land and continued public ownership is mandatory as the land conveyed must be used in perpetuity only for public park and public recreation area purposes. Under the Lands to Parks Program there is no authorization for the dedication of any portion of the land conveyed for private purposes nor for the generation of revenue by any means other than by providing a service that facilitates public recreation. The approved use must be in accordance with a Program of Utilization and Plan ("POU"), to which NPS' concurrence is required, which may be amended from time to time.

Together, the “Public Conveyance of Parks and Recreation Property at Fort Ord,” July 1993, attached as **EXHIBIT A**, and the letter dated May 25, 1994, with City of Marina Resolution No. 94-23 attached as **EXHIBIT B**, and the Quitclaim Deed recorded April 24, 1998, attached as **EXHIBIT C**, provided for the transfer to the City of 27.235 acres, then commonly referred to as “horse stables at Fort Ord.”

The present operator of the MEC, the Marina Equestrian Association (the “MEA”), was formed in 1994 by a group of military families and civilians who were operating the horse stables at Fort Ord. Faced with the closure of Fort Ord and with the loss of their Army sponsor for the land, and the potential loss of the facility to military and civil service families regularly assigned to the Monterey peninsula, the MEA approached the City in April of 1994 to sponsor the MEA’s application to continue to operate on the (then) 34-acre property where the Fort Ord recreational stables were located.

In 1994, the City’s request for conveyance of the horse stables at Fort Ord was added by amendment to the City’s request for conveyance of the Sports and Tennis Parcels and a POU for the stables was not provided at that time. In a letter to the City dated December 30, 1997, the NPS requested a detailed Program of Utilization which outlined the proposed use and development plans for the stable parcel. In response, on January 30, 1998, the City submitted a draft Program of Utilization and received NPS’ acceptance and concurrence to that POU (the “1998 POU”) on March 20, 1998. On January 8, 2000, the City and the MEA entered into an Operating Agreement for the Marina Equestrian Center for certain premises and facilities consisting of 13.76 acres. The City is unable to locate a record of NPS’ concurrence with the Operating Agreement. The term of the Operating Agreement commenced on February 1, 2000, continuing through January 31, 2005. The Operating Agreement has continued on a month-to-month basis since February 1, 2005, to the present time.

The City Council subsequently directed that a second POU be prepared for the MEC to replace the 1998 POU and an *ad hoc* committee was established for this purpose and a public process was conducted. The resulting “Proposed Program of Utilization” (the “2013 POU”) was approved by the City Council on July 16, 2013, and in September 2013 the 2013 POU was provided to NPS for its review. A copy is attached as **EXHIBIT D**. On January 12, 2017, the NPS, through NPS Federal Lands to Parks Program Manager Mr. David Seigenthaler, communicated its conditional concurrence with the 2013 POU with a caveat concerning the private boarding of horses, as per NPS advice the private long-term boarding of horses is not a public recreational use of the site. NPS’ concurrence included the proviso that, if temporary private boarding were to be allowed at all, the City and any concessionaire must establish a suitable plan to make any temporary private boarding of horses an equitable park use. NPS advised that an acceptable plan might include some rotational boarding of limited duration in conjunction with public recreational opportunities, structured such that all private long-term boarding is precluded. This communication is attached as **EXHIBIT E**. The 2013 POU was developed in accordance with the NPS’ advice and is the current operative Program of Utilization for the MEC.

The Marina City Council has prioritized the development of the MEC as a public park consistent with the Lands to Parks Program and the best interests of the City and the public. The 2013 POU cites the park’s ideal location along the trail system between Fort Ord National Monument and Fort Ord Dunes State Park. The operation and management of an equestrian facility and activities are highly specialized. The City of Marina is not presently equipped to operate an equestrian facility and will not be so within a reasonable period. The Quitclaim Deed and the Lands to Park Program authorize the use of concessionaires, subject to NPS’ prior concurrence, to offer public services. In order to implement the 2013 POU on March 21, 2017, the City Council unanimously adopted resolution 2017-28, attached as **EXHIBIT F**, directing staff to prepare and issue a Request for Proposals (RFP) for a concessionaire to operate an equestrian facility at the Marina Equestrian Center Park consistent with the 2013 POU and direction from the NPS.

ANALYSIS:

Consultant

The City contracted with Management Partners, a governmental consulting firm with more than 25 years' experience in assisting municipalities with strategic planning, to develop an RFP for concessionaires to provide recreational programming at the Marina Equestrian Center. The RFP incorporated the requirements of the NPS and the approved POU. Staff discussed with NPS the temporary boarding requirements incorporated in the RFP and verified that temporary boarding as proposed would meet the public recreation requirements of the Lands to Parks Program. Staff issued the RFP for prospective concessionaires on October 23, 2020. Management Partners conducted extensive outreach to prospective proposers throughout California and advertised the RFP on national industry forums. A list of vendors contacted is attached as **EXHIBIT G**.

Evaluation Criteria

First and foremost, all proposals must comply with the NPS baseline requirements that long-term private boarding is not allowed. Under the Program of Utilization, the Marina Equestrian Center is envisioned as a multi-use recreational facility with a primary focus on outdoor recreation. There were six identified functions of the Marina Equestrian Center: 1) Equestrian Center; 2) Public Park; 3) Trails and Recreation Hub; 4) Cultural and Educational Center; 5) Public Event Venue; 6) Recreation Center.

City goals and desired outcomes at the Marina Equestrian Center as stated in the RFP include:

1. Maintain premises as a public park with free and open access daily;
2. Ensure compliance with the requirements of Quitclaim Deed recorded April 24, 1998, with the incorporated documents;
3. Increase visitor access to recreation and use of the facilities and surrounding trails;
4. Increase trail/area use and visitor counts;
5. Develop and enhance new and existing uses of the facilities as a public recreation facility and park; and
6. Increase revenues available for improvements of the facilities under the direction of the City

The Evaluation Committee composed of the City Manager, Public Works Director and Recreation and Cultural Services Director assisted by the expert consultant specifically looked at adherence to the minimum requirements listed in the RFP and those proposals that were compliant with the Lands to Parks land conveyance and could be approved by the National Park Service and would maximize the highest and best use of the Marina Equestrian Center Park. Four criteria as stated in the RFP were specifically evaluated:

1. Background and Experience – including the ability to operate successfully a horse rental, riding lesson, and trail riding program;
2. Rent to the City – providing the most realistic and reliable cost benefit to the city;
3. Concept Plan, Service and Maintenance Program – including sustainable services and operations that would be provided to the public and ability to maintain day-to-day upkeep of the facility; and
4. Cash Flow Analysis and Pro Forma – a viable cash flow that doesn't rely on private boarding and unknown revenue sources.

Private Boarding

In its approval of the 2013 POU the NPS identified private boarding of horses as an area of major concern as it is not a public recreational use of the site. The NPS has stated that the boarding of horses is not precluded, however, it must be structured such that it is a public use and “not one that establishes a long-term right of exclusive occupancy.” The NPS conveyed this information by email on January 12, 2017 (see Exhibit E) and has repeatedly confirmed in several subsequent conversations and communications that all long-term private boarding of horses at the MEC is precluded at all times as not being a legitimate public recreational use. The boarding requirements developed by staff and reviewed

by NPS to be consistent with property deed restrictions, the requirements of the Lands to Parks Program, and NPS' concurrence with 2013 POU were included in the RFP. These boarding requirements limit a concessionaire to propose temporary boarding of horses to no more than four months duration using a maximum 20% of the available stalls (i.e., presently 15 stalls out of 73 total) for full or self-care private temporary boarding associated with a public recreational opportunity, after which time the temporary boarder's horse must leave the MEC, the stall must be vacated and available and only subsequently let to a different party for temporary occupancy by a different horse. These nonexclusive, equitable temporary boarding restrictions, while not specifically mandated by NPS regulations, were developed in accordance with NPS' advice and from the standpoint of what constitutes a public use and serves a recreation need. In context of a public park, the needs of the public are generally considered by the NPS from the perspective of a visitor to the park. Hence the temporary boarding restrictions are intended to ensure temporary boarding opportunities remain available at all times to accommodate the public recreational use of the park such as for horse shows, equine clinics, rental of horses, for trail rides or riding instruction or to accommodate visitors to the area desiring to use the trails available at the MEC.

Staff is aware that some Council Members and members of the public have raised questions concerning other equestrian facilities over which NPS exercises oversight which do permit long-term private boarding. The Lands to Parks Program operates under different laws and regulations than do certain other National Park units. As cited above, the Lands to Parks Program authority comes under the Federal Property and Administrative Services Act. Land conveyed (free) under this program is only for public park and recreation area purposes – there is no authority for private uses; not for even a portion of the property to be dedicated to private uses, nor for the generation of revenue by means other than by providing a service that facilitates public recreation. The purpose of the program and the reason for the Lands to Park Program was to enlarge and preserve the public recreation estate through donations to state and local governments. So, the land comes to the recipient with a significant public subsidy with the expectation, and a formal pledge, that the recipients will manage the properties solely for public park and recreation purposes in perpetuity. The reversion interest retained by the federal government in the deed and the requirement for NPS' concurrence to any POU or concession agreement are to ensure that the pledge is kept.

Certain NPS system units have their own particular organic legislation which often includes special or unique terms regarding purposes, acquisitions and management – as in the case of both Golden Gate and Point Reyes. For Golden Gate National Recreation Area the law is in 16 USC §460bb; for Point Reyes it is in 16 USC §459c. However, for the MEC it is the Federal Lands to Parks Program that is controlling as to the use of the land and its facilities.

Recommendation

Three proposals in response to the RFP were received on January 4, 2021. The proposing concessionaires were Chaparral Country Corporation, Inc. (proposal attached as **EXHIBIT H**); Marina Equestrian Association (proposal attached as **EXHIBIT I**); and Fort Ord Equine Foundation (proposal attached as **EXHIBIT J**). Management Partners conducted an initial review of the proposals and recommended that staff interview all three organizations. Interviews of all three proposers were conducted on February 8th, 2021. Staff evaluated the proposals, presentations by the proposers and interview responses according to the criteria stated in the RFP. The proposers were rated and ranked to determine the most qualified respondent to the request for proposals. Staff determined that Chaparral Country Corporation, Inc., of Woodside CA is the most qualified concessionaire. Staff has discussed terms of an agreement with Chaparral that, if part of the direction received from the City Council, would come before City Council for consideration in the near future. A summary of the selection process was prepared by Management Partners and is attached as **EXHIBIT K**.

FISCAL IMPACT:

None at this time.

CONCLUSION:

This matter is submitted to the City Council for consideration and possible action concerning staff's recommendation that direction be provided to return to the Council at the earliest possible opportunity with a Concession Agreement between the City and Chaparral Country Corporation, Inc. of Woodside CA as the most qualified respondent to the RFP, for Chaparral Country Corporation to serve as the City's concessionaire for the MEC subject to NPS concurrence.

Respectfully Submitted

Robert W. Rathie

Robert Rathie
Assistant City Attorney
City of Marina

Terry Siegrist
Recreation and Cultural Services Director
City of Marina

Brian McMinn, P.E., P.L.S.
Public Works Director/City Engineer
City of Marina

REVIEWED/CONCUR:

Layne P. Long
City Manager
City of Marina