THE BOLINAS FIELD STATION

Proposal
to
The College of Marin

November 17, 2008

The Bolinas Field Station

Supporting Healthy Local Coastal Watersheds

Prepared by: The Bolinas Field Station Task Force
assisted by MarinSpace

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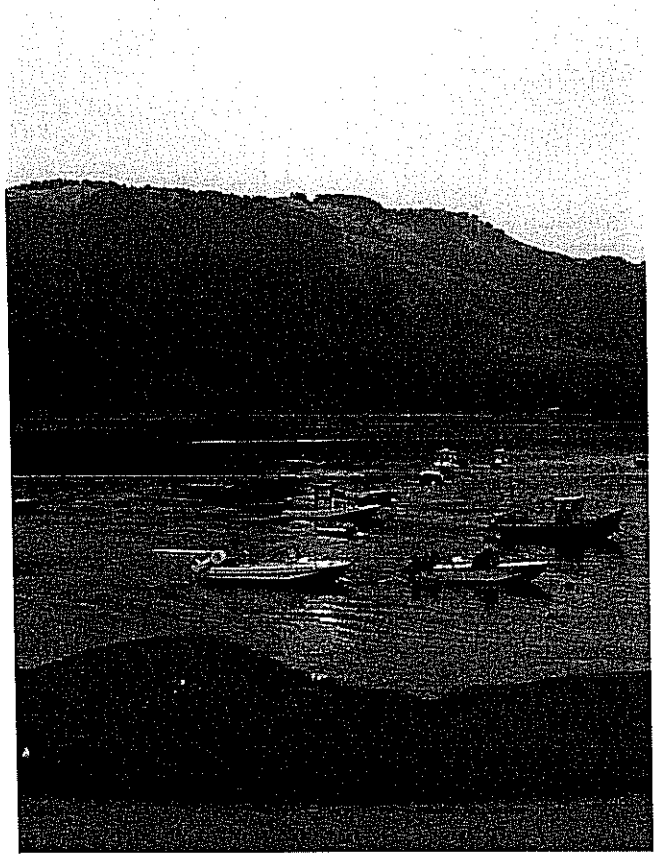
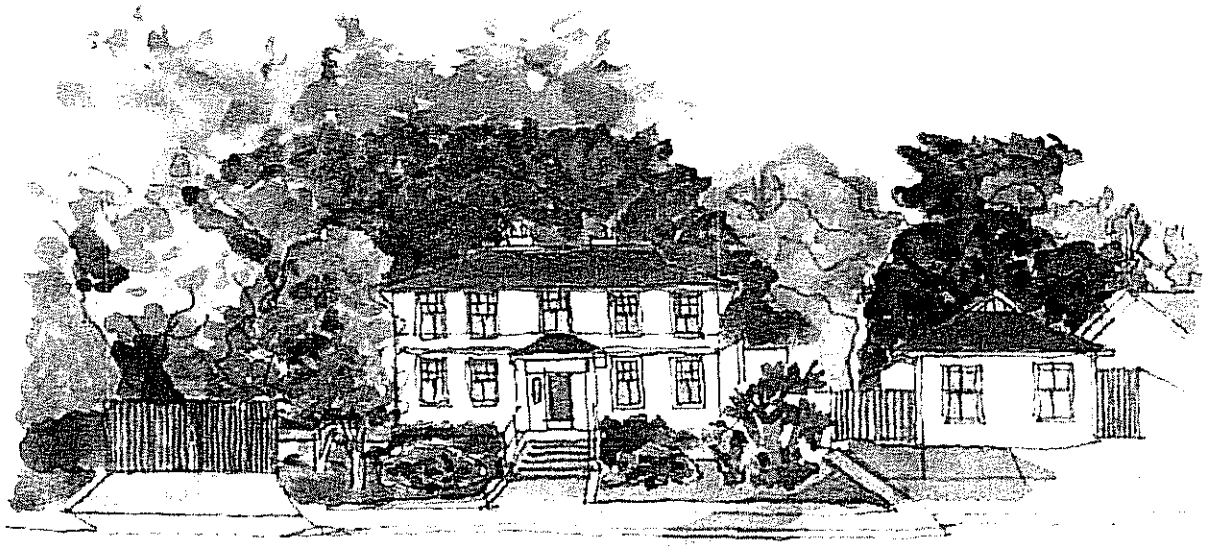


Bolinas Lagoon Sunrise

INTRODUCTION



The Bolinas Field Station

The Bolinas Field Station Task Force wishes to present to the College of Marin a vision for transforming the prior Marine Biology Lab into a vibrant new facility focused on the health of the Bolinas Lagoon and its surrounding watershed. This new entity would be called "The Bolinas Field Station".

As members of this task force, a volunteer panel of Bolinas residents dedicated to sustaining the natural habitat of coastal Marin, we appreciate the valuable time you have committed to reviewing this document and considering our proposal.

This paper was produced with the help of MarinSpace. MarinSpace, a local nonprofit, strengthens the capacity and effectiveness of community organizations by creating, operating, and promoting quality, mission-enhancing, nonprofit workspace and related real estate infrastructure.

VISION

West Marin Coastline *Robert Campbell*

Essential components of the Bolinas Lagoon watershed include but are not limited to the protection of *water sources* within the watershed, the maintenance of healthy *water flows* throughout the watershed, as well as restoration and protection of the diverse flora and fauna of the *lagoon habitat,* including marsh grasses, resident and migrating *birds*, *marine mammal* colonies, a variety of *fish* and *shellfish,* and the rich and varied *invertebrate population* providing the nutritional foundation to all of the lagoon inhabitants. It is expected that positive changes made in this watershed will contribute to the knowledge necessary to protect and rehabilitate other coastal watershed areas as well.

The Bolinas Field Station will be structured as a multi-tenant nonprofit center (MTNC) for use as office, lab and meeting space. It will be owned by a 501c3 non-profit entity, governed by a board of directors, with day-to-day operations management and supervision by MarinSpace. The MTNC will serve as landlord to a collection of long term rent paying tenants and short term fee paying program users engaged in locally significant watershed research and remedies. These sources of revenue will ensure the economic viability of the Bolinas Field Station where operational costs are adequately covered without the requirement of ongoing fund raising. Funds for renovation costs will be raised through a capital campaign tapping into a wide range of individuals and foundations as well as county, state and federal grant programs all of whom have a history of supporting the Bolinas community.

Projects based in the Bolinas Field Station will be undertaken after thorough due diligence to discern priority and scope of project, as well as immediate and long term impact on the health and sustainability of the Bolinas Lagoon watershed area. Examples of potential pilot projects in our area include participation in the anticipated *Lagoon Restoration* project, the re-establishment of *salmon and steelhead* populations in Pine Gulch creek, restoration of critical grasses, effects of tidal flows and mean tidal heights on lagoon invertebrates, observed changes in population of migratory species in the lagoon watershed area.

The Task Force believes this vision is a natural evolution in the facility's nearly 100 year history of public service—from 1914-1955 as a Life Boat Station whose purpose was to rescue mariners in distress; to 1956-2008 as the Marine Biology Lab for the College of Marin whose purpose was to research the marine life of these local waters; to 2009 and beyond as a place of research and rescue of our local coastal watershed.

THE CHALLENGE

The challenge for our group is to articulate a clear and compelling future use for the Marine Biology Lab located in Bolinas. Our vision of creating a nonprofit entity to conduct research and provide a haven for scientists to pursue studies of the Bolinas lagoon watershed is the basis of this proposal.

Our confidence in this mission is based on the fact that a number of highly significant issues are emerging *simultaneously* in our backyard:

1) The creation of Marine Protected Areas (MPA's) is happening off the Marin coast. This is going to result in a need for scientific monitoring.

2) The commercial and recreational salmon fishery has been closed off Marin and indeed the whole California coast. This will require monitoring for years to come. Bolinas is ideally located for this.

3) The local Marin County streams that used to support healthy Coho salmon and Steelhead populations are under stress. Bolinas lagoon hosts one of these, Pine Gulch Creek. Emergency measures are underway to revive the native populations and this likewise will need to be monitored.

4) Species of marsh grasses and tidally affected vertebrate and invertebrate lagoon populations are declining which affects all other Bolinas lagoon inhabitants (i.e. fish, birds, seals).

5) The Bolinas Lagoon Restoration Project is reaching the point where remediation is likely to commence. This historic and important undertaking will call for careful monitoring for years to come.

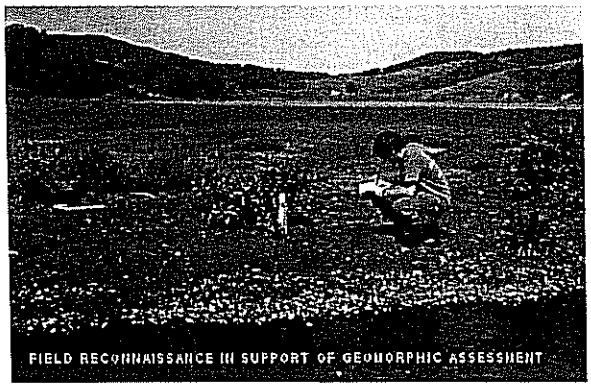
6) The state of our local streams as "healthy water sources" is a continuing issue. Balancing the needs of local farmers in the Pine Gulch watershed with the need for a year around water flow to support juvenile salmon and steelhead is critical. Much more monitoring is needed to ensure this happens.

The demand for a conveniently situated and well provisioned facility to meet these critical environmental research and management needs could be perfectly met with the planned conversion of the College of Marin's prior Bolinas Marine Biology Lab to the "Bolinas Field Station."

The renamed "Bolinas Field Station" could evolve into a model facility for shared scientific research and project monitoring especially in the field of managing sensitive watershed areas.

The Bolinas Ridge

USES & TENANTS



Research on Bolinas Lagoon

Spawning Salmon

The Bolinas Field Station will host a wide range of in residence, on-going and short-term programs. It will be a one-of-a-kind facility with direct access to an important coastal watershed system. It will provide flexible use options. The different types of spaces at the facility, allow for a multi-user environment that supports a wide range of potential uses and functions. These might include:

Research: The facility will provide hands on research opportunities either directly related to the watershed or to watershed systems in general. Salmon related studies and the Lagoon Restoration Project may in themselves be ongoing cornerstone programs.

Gatherings: The venue, especially the large, single story lecture hall, will be used to host local events, lectures and meetings on a variety of watershed related issues such as climate change, community land use planning, Lagoon management planning and issues-based community campaigns.

Education: There will be opportunities for local educational programs such as the Bolinas-Stinson Schools' Summer Camp that has been so successfully housed at the facility in past years. The use of the facility for on-going educational purposes may be restricted by the Field Act based on its proximity to an earthquake fault line.

Exhibits: Rotating historical, maritime, scientific and artistic exhibits will be accommodated in a small space within the main building. A small library focused on watershed issues could enrich the on-site programs.

Potential tenants and program users will be comprised of entities that currently have an active research project associated with the Bolinas Lagoon Watershed or whose research projects are consistent with the needs of this local watershed and include:

- National Oceanic and Atmospheric Administration (NOAA)
- National Marine Fisheries Service
- Pacific Fishery Management Council
- Marine Protected Areas
- Gulf of the Farallones National Marine Sanctuaries
- Marin County Open Space District
- California Academy of Sciences
- Salmon Protection and Watershed Network (SPAWN)
- Point Reyes Bird Observatory (PRBO)
- UC Davis

The above uses and tenants are put forward as examples of compatible uses and preferred users that would minimize traffic and parking impacts, fit within the character, community and environment of Bolinas while respecting the history and legacy of the building's prior uses.

FACILITY OWNERSHIP TRANSFER

SITE DESCRIPTION AND FEATURES

There are 3 wood frame structures, two patio/courtyard areas and one concrete water tank:

- a 3,333 sq.ft. two story main building with kitchen two bathrooms and a large attic space.
- a 700 sq.ft. open layout, single story lecture hall that was originally the lifeboat dry dock and later the Marine Biology Lab. itself.
- a 250 sq.ft. single room workshop that has the potential to be upgraded and even serve as an on-site caretaker's living space.
- A large 7 ft. tall and 15 ft. diameter water tank that was installed to store and circulate salt water for the aquariums.

Coast Guard Station c. 1928 The Bolinas Museum

Some of the notable architectural features of the buildings include double hung, multi-pane windows and pitched roofs with a unique attic window feature.

Across the street from the main building is a wood pier and floating boat dock. These were upgraded in 1997 by the College, with participating funds from the local community. Public access is allowed.

There are approximately 10 potential off-street parking spaces and 4 on-street spaces. Parking will be an issue in any renovation of this facility and this number of potential spaces should be viewed favorably.

While the facility is not on the historic registry, it is certainly an historic building both architecturally and functionally. Respect for this historical significance will be respected in all remedial work.

ACQUISITION PROCESS

The College of Marin would agree to transfer ownership of the Facility at a nominal cost to a new non-profit to be created by the Task Force. (See Ownership & Governance in the appendix for further details.)

This transfer of ownership would relieve the College of any future liability associated with the Facility. The non-profit would be assisted by the College's legal counsel in executing this transfer with all of its legal ramifications.

The College would utilize its $250,000 grant to clear out and clean up the Facility prior to handover. This to include debris inside and outside as well as all abandoned items from computers, to old boats and a Lab full of specimens in formaldehyde etc.

The College history and biology departments would assist in identifying artifacts, documents and books of historical value that could form the basis of a permanent exhibit.

The College and the new non-profit entity would collaborate on an appropriate public relations effort reaching out to respective communities. This would aim to reflect positively on the College for agreeing to this important community grant.

CAPITAL EXPENSES

According to various COM assessment reports, $1.0-$1.5 million in basic structural upgrades and remediation measures. The Task Force believes the actual costs are closer to $1.5-$2.0 million for projects, including:

- seismic upgrades- main building and rear slope retaining wall
- asbestos, lead and mold removal from roofs, siding, interior walls, floors and paint
- chemical materials- primarily formaldehyde lab specimens

In addition, the Task Force estimates another $1.0-$1.5 million would be needed for usage driven improvements such as:

- layout reconfiguration, meaning conversion of spaces, relocation of bathrooms etc.
- fitting of newly configured office spaces and possible dorm facility
- aesthetic interior upgrades such as painting and general décor
- upgraded kitchen and bathrooms
- upgrades to electrical wiring, lighting, plumbing and HVAC
- safety upgrades such as fire detection and sprinklers
- new energy efficient systems, heating, double pane retro fitting of preserved historic windows
- satellite TV receiver, DSL high speed internet wiring
- Soft and Hard Landscaping

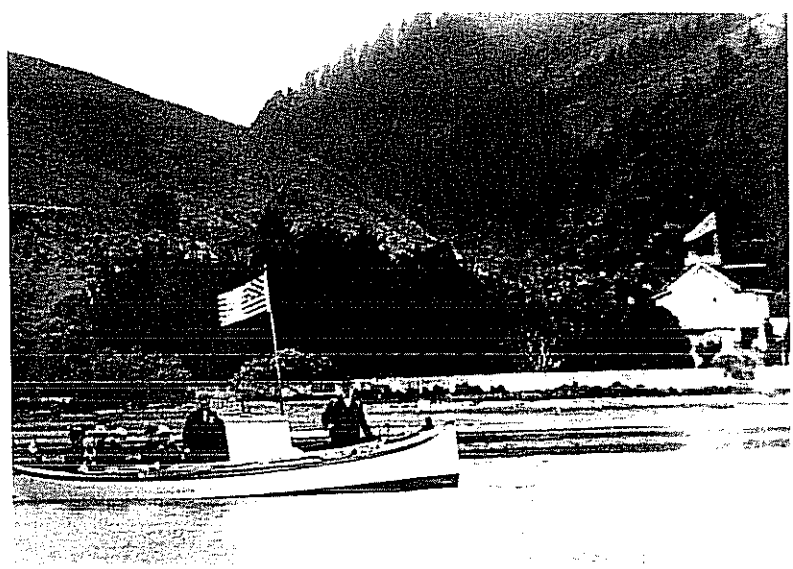
OPERATIONAL EXPENSES

Ongoing operations would be financially sustained through earned income revenue (tenant rents and program user fees) and services supported by tenant organizations

FUNDRAISING

The one-time upfront capital investment for the new facility is likely to be in the range of $3.0+ million (this is an estimate only). The capital investment will be funded primarily, if not fully, through philanthropic sources with remaining amounts if any, covered by debt service. Additional fund-raising events or philanthropic donations will not be required for on-going operations. However, capital campaigns may be desirable for an endowment fund to ensure the long term physical health of the property and to possibly fund future scholarships and research grants.

The Bolinas Community has a record of responding to worthy causes of this nature for example: the New Firehouse and Medical Center, The Bolinas Trust (Gibson House and Bolinas Garage), the Bolinas Museum's acquisition of its own building, and the Bolinas-Stinson Public Library.



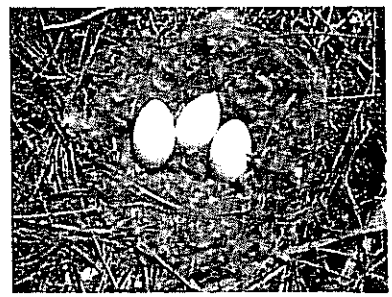
Bolinas Ferry Boat c.1920s *The Bolinas Museum*

NEXT STEPS

The Task Force would appreciate the College of Marin's approval to pursue a detailed Phase 2 action plan comprising:

Seed Money

- In order to embark on further development of this proposal, the Task Force needs to raise "seed-money"
- Potential donors to this initial fund will likely ask for a formal 'commitment of interest' from the College
- Accomplishing the following will require initial funding of approximately $50-100,000, though the Task Force will try to maximize pro-bono services



Canada Goose Eggs, Kent Island

Remediation Plan

- Determine the scope and cost of the Facility remediation given all the existing knowledge re: hazardous material issues, extent of "green" content and LEED certification
- Specify likely use of internal space i.e. square foot allocations for offices, common spaces and kitchen/bathroom facilities and likely cost
- Develop an external landscaping plan and cost that ensures a pleasing and aesthetically attractive appearance for the Facility

Market Feasibility Analysis

- Develop a set of tenant selection criteria, and from that a list of potential long term tenants and other facility users
- Develop proposed rent levels and user terms to determine revenue projections
- Develop communication materials, a website, an information package, outreach letters and local PR

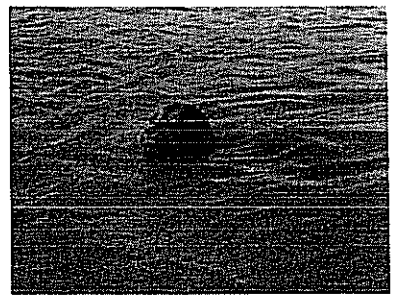
Alligator Lizard, Kent Island

Business Plan based on Market Analysis feedback

- Based on learning, construct a pro-forma financial plan that demonstrates a feasible on-going business model
- Examine alternative scenarios to test the potential of other usage mixes
- Create a project development plan including review of scope, budget, schedule, cash flow and sources and uses of funds

Governance and Operational Management

- Choose a preferred governance structure and initiate the search for a board of trustees/directors
- Assemble an interim governing body to replace the founding "Task Force"
- Consider preferred form of the day to day management and plan for recruitment
- Appoint legal counsel



Harbor Seal, Bolinas Lagoon

Financing and Fundraising

- Conduct a preliminary capital campaign feasibility analysis utilizing a fundraising consultant familiar with the West Marin community
- Develop a plan to approach high potential private donors, local foundations and county, state and federal sources

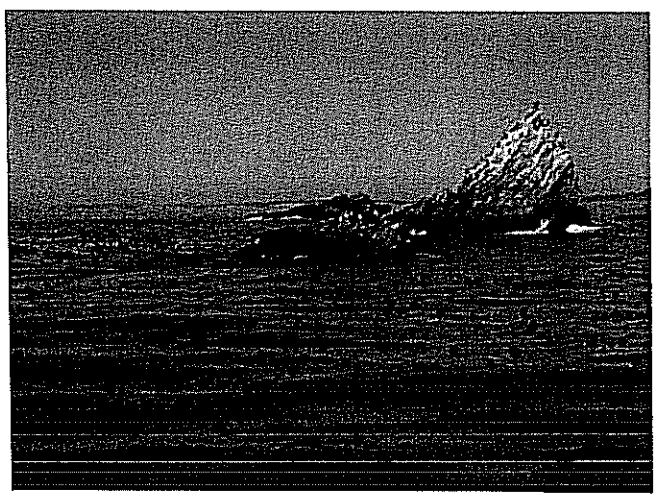
Time line

- Phase 2 should be substantially completed in 6 months at which time the Task force will update the College on progress and hopefully set a date for the "transfer"

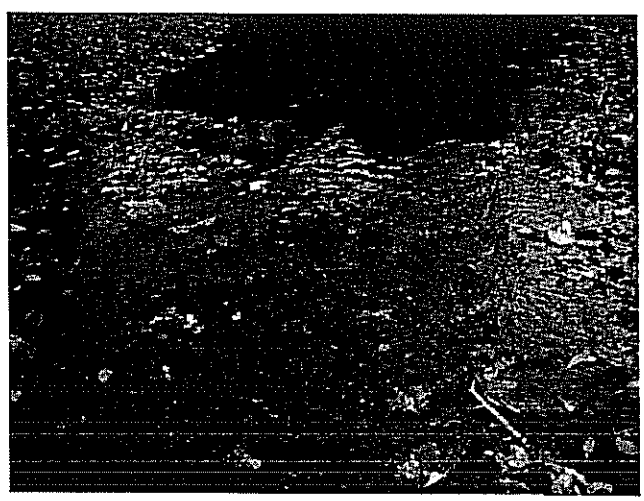
Community Outreach

Interfacing with existing community, county and state organizations will be important to the success of the Bolinas Field Station. Establishing these relationships will be greatly enhanced by the fact that the majority of the members of our task force have current or past leadership roles in each of these local organizations.

- Bolinas Public Utility District (BPUD)
- Bolinas Fire District and Medical Center
- Bolinas-Stinson School
- Bolinas Community Center
- Audubon Canyon Ranch
- The Bolinas Lagoon Technical Advisory Committee (BALTAC)
- The Bolinas Rod & Boat Club
- Little Mesa Improvement District
- Seadrift Community, through their board of directors
- Marin Board of Supervisors through Supervisor Kinsey
- Gulf of the Farallones National Marine Sanctuary
- Marin Open Space District
- Other community or public entities that will influence or be influenced by this proposal



Double Point



Pine Gulch Creek – Feeble Water Flow 11/12/08

BFS COMMUNITY TASK FORCE

The leadership team that has collaborated, on a volunteer basis, to prepare and present this proposal includes:

BOLINAS MARINE LAB

Informal group takes on saving historic facility

By Lisa Post Tornes

In the latest development in a long debate over if, and how, to save the College of Marin Marine Lab in Bolinas, a self-formed, unofficial, small group of dedicated Bolinas residents says they have an informal agreement with college President Frances White to give them six to nine months either to decide there's no viable way to keep the facility operating or to present to her a detailed plan to save it. The group is now charged with figuring out a viable plan for at least saving the historic structures that have housed the lab, if not the lab program itself.

"We really like the idea of a proposal coming from the Bolinas community," White said, confirming that the administration and board of trustees will wait to hear from the group before they make a final decision on whether or not to permanently close the lab and sell, lease or otherwise divest themselves of the structures, which were options proposed by their legal counsel during the trustee meeting of January 15. That meeting, reported on by The Citizen, was the last time the public had the chance to give official comments to the trustees on the fate of the lab.

"We're not pretending to represent the whole community. We're a small group that's very interested in finding a solution," said Bolinas resident and informal group leader Ewan MacDonald. The early indications from the taskforce reports as to the rundown and, possibly, dangerous condition of the property, are, not as dire as they've made out," he said. The real challenge is figuring out what exactly would be the ongoing usage of the facility. We're not necessarily looking to resuscitate it as a marine biology lab – it didn't work very well when it was one before. We're looking at other possible uses that might be more meaningful, whether that's a maritime museum, or some kind of a research center. We're broadening our exploration beyond it just being the lab that it was.

MacDonald thinks there are a lot of people in the community that support the idea of keeping the historic Coast Guard rescue station open, "but we don't want to go out and raise one dollar until we have a viable plan." Whatever final purpose the facility serves, he said the group intends to keep it open for the Bolinas-Stinson summer camp program.

MacDonald said he is purposely keeping the group small and low-profile in order to better expedite the process, and White barely mentioned the lab the last time it showed up on the agenda in a trustee meeting, on February 19, other than to say that a Bolinas community group was working on a solution and would get back to them in about six months.

- **Ewan Macdonald:** member Board of Directors, Bank of the West and BancWest Corp. and Reily Foods in New Orleans. Formerly Chairman and CEO, Del Monte Foods. Bolinas resident, active in local environmental and community affairs.

- **Mark Dempster:** is the Marketing Partner at Sequoia Capital. Sequoia Capital was the original venture investor in Google, Yahoo, YouTube, PayPal, Cisco, Oracle and Apple Computer. Prior to joining Sequoia Capital, Mark led the brand strategy practice for CKS Partners and was a Brand Strategist for Landor Associates. Mark received a BS in Economics and Communications from UC Davis and is a Bolinas resident.

- **Kirsten Walker,** *LEED AP*: is an Account Executive at Fisher Development, Inc. working in construction management with a background in Architecture. Member of the Board of Directors of the Bolinas Museum and the NRDC SF council. Active in environmental and nonprofit development. Bolinas resident.

- **Melinda Griffin:** is an attorney in charge of business development and legal affairs for a biotechnology company located in the East Bay. She serves as an officer of the Bolinas Rod and Boat Club, and is a Bolinas resident.

- **Aenor Sawyer MD:** A practicing orthopaedic surgeon, with a MSc in Physiology. Also actively involved in research at UCSF and Harvard. She serves on the Board of Directors of the Bolinas Museum and is vice-chair of the national board for a Sports4Kids, a nonprofit providing physical activity for school children. Dr. Sawyer is a Bolinas resident and active supporter of Bolinas community activities.

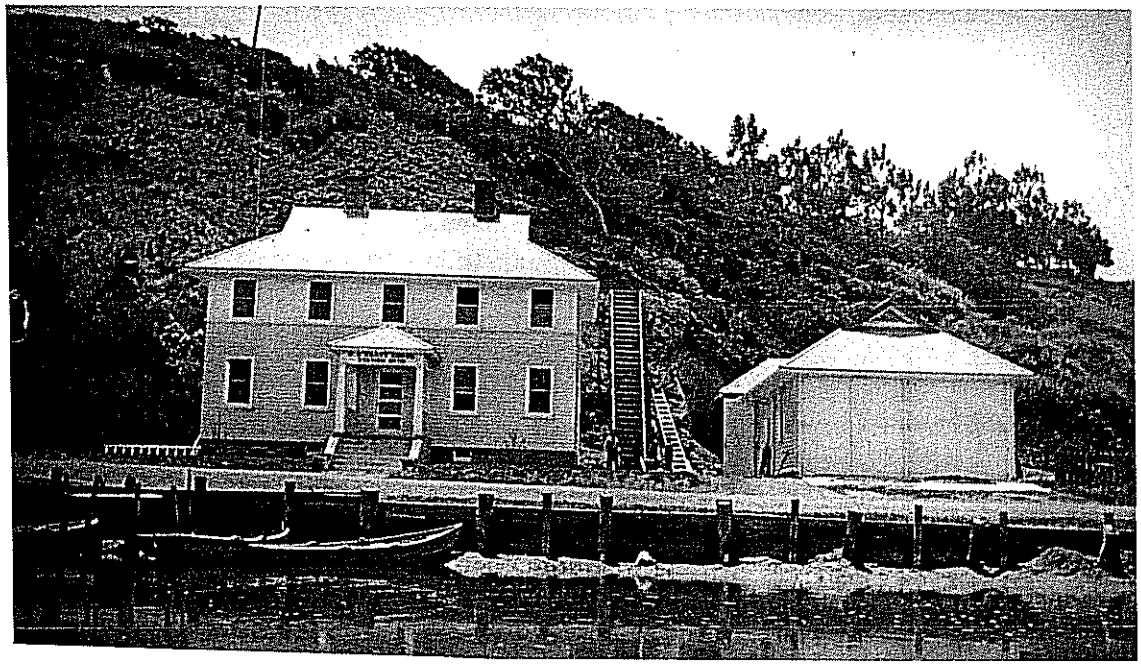
- **Shelley Hamiliton:** is the founding Executive Director of MarinSpace and a founding Board Member of the NonprofitCenters Network. Prior to working with MarinSpace, she had over 12 years' experience working in the emerging field of Multi-tenant Nonprofit Centers with organizations such as Ft. Mason, the Thoreau Center for Sustainability, and the United Way.

Special thanks to:

- *The Bolinas Museum, historical photos*
- *Peter Ker Walker, Landscape Architect, BFS Rendering*
- *Kathy Bustamante, Founder of Bolinas/Stinson Summer Camp*
- *Vu Dang, Fisher Development Inc., preliminary cost estimates*

APPENDIX

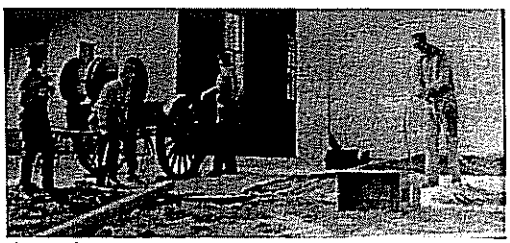
HISTORY



Coast Guard Station *The Bolinas Museum*

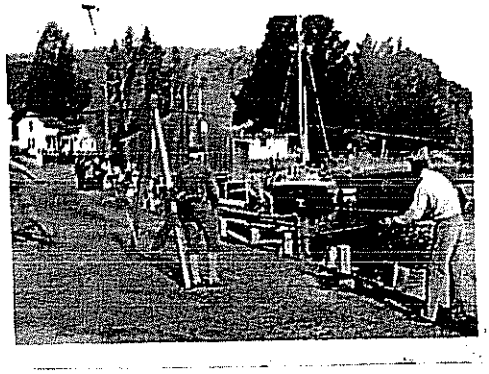
This historic facility sits on prime waterfront property in the heart of downtown Bolinas. It enjoys spectacular views over the lagoon and to the Bolinas Ridge beyond.

Built in 1914 as the Bolinas Bay Lifeboat Station, the facility was a transition period station from the era when the old Life-Saving Service was being merged with the Revenue Cutter Service to form the US Coast Guard. Many of these stations were built on the Pacific, Atlantic and Great Lakes coasts but few survive. Bolinas Bay Station is a great example. Historians specializing in this era make special note of their architectural character.

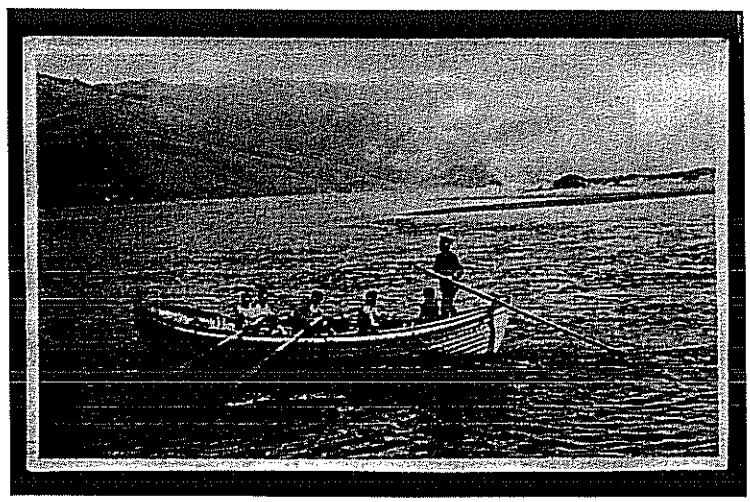


Coast Guard Men *The Bolinas Museum*

"Bolinas is fortunate in having one of the most historically significant maritime buildings on the American coast in its lifeboat station."
(Ralph Shanks, Maritime Historian, 1991.)



Coast Guard Wharf Road *The Bolinas Museum*



Coast Guard in Boat *The Bolinas Museum*

In 1955 the Coast Guard presence in Bolinas was closed down and in an intra-governmental transfer, the facility was given over to the Marin Junior College District, now the College of Marin. The College then converted the facility into a Marine Biology Laboratory and educational center. This involved several 'transformations' including the addition of aquariums and a sea water pumping and storage capability. As recently as 2004 there were live 'critters' in the aquariums!

In the early years, the Biology lab was used regularly by students as evidenced by the wealth of archives still stored on the premises but beginning in the 90's usage declined and the facility started to suffer from lack of attention and maintenance.

In this transitional phase it became a base for the Bolinas/Stinson Schools' Summer Camp. As many as 50 children spent 4-6 weeks with volunteer docents studying the lagoon's mysteries and learning boating skills. Access to the facility had to be curtailed in recent years because of liability concerns at the College.

Since 2005 the buildings have been closed and the premises have deteriorated as a result of lack of use and little maintenance. The structures remain sound but the appearance and landscaping denote an abandoned facility.

Because of its important role in the history of Bolinas and its contributions as a Marine Biology Lab, it saddens the residents of Bolinas to see its deterioration. There is much local enthusiasm for the restoration of this building and the pursuit of this type of usage.

Bolinas/Stinson Schools' Summer Camp *Kathy Bustamante*

THE BOLINAS LAGOON WATERSHED

DESCRIPTION

Bolinas Lagoon's 1,100 acres was designated a Wetland of International Importance by the Ramsar Convention in 1998. The channels, mudflats, marsh and riparian areas provide rich habitat for a myriad of shorebirds and waterfowl, fish and invertebrates, and special status plants and animals.

Located on the Pacific Flyway, Bolinas Lagoon is an important wintering area for many thousands of bird species. The lagoon also plays an important role for resident breeding colonies of herons and egrets. The protected sand bars and islands provide pupping grounds and year-round haul-out sites for harbor seals. Subtidal areas and extensive mudflats support diverse populations of invertebrates and provide nursery and feeding habitat for resident and migratory fish. Steelhead and coho salmon move through the lagoon to access streams throughout the watershed.

Like an enormous aquatic lung, the lagoon breathes in sea water on rising tides, and exhales a mixture of fresh and sea water at low tides. An average of three million cubic yards of water are exchanged between the lagoon and the ocean with each tide. The lagoon is an important part of a network of northern California estuaries, some of which are relatively pristine and others that are being restored. Together these estuaries provide a wetland complex of exceedingly rich ecological value.

(source: Bolinas Lagoon Ecosystem Restoration Project, Recommendations for Restoration and Management, Gulf of the Farallons NMS).

PHYSICAL BOUNDARY

This tidal estuary lies on the San Andreas Fault, 15 miles northwest of San Francisco. The primary features of the 16.7 square mile watershed are fresh water tributaries, the Bolinas Lagoon and Bolinas Bay. Specifically, there are 11 fresh water tributaries that come off of the Bolinas Ridge and feed into the Lagoon-- Pine Gulch Creek along the Western edge of the Lagoon; Lewis Creek, Wilkins Gulch, Pike County Gulch, McCormick Creek, Copper Mine Gulch, Audubon Canyon and Morses Gulch along the Eastern edge of the Lagoon; and McKinnan Gulch, Stinson Gulch and Easkoot Creek at the South of the Lagoon; the Lagoon which is 1500 acres, triangular in shape, 3.5 miles long and a mile across at its widest, and protected from the Pacific Ocean by a long spit which runs along the Western edge and terminates at the Lagoon's mouth; and Bolinas Bay as defined by Duxbury Reef to the North and Steep Ravine to the South whose tidal action feds salt water into the Lagoon.

MULTI-TENANT NON-PROFIT CENTERS

Multi-tenant Nonprofit Centers come in all shapes and sizes and serve many different kinds of nonprofit organizations. All centers, however, share three basic features:

- They are composed of multiple (2 or more), not-for-profit, tenant organizations
- They exist as a physical site (one or more buildings)
- The purpose of these centers is to provide affordable, stable work environments, to build capacity for the nonprofit sector, and to support the various missions of its tenant organizations

In addition to basic office and program space some centers are also designed as:

- Multi Service Centers – providing a one-stop service option for a targeted population.
- Programmatic Theme Centers – housing organizations all focused on a common cause such as the environment, the arts, or children.
- Community Economic Development and/or Historic Preservation Centers – renovating aging or historic buildings as part of a plan for community economic revitalization or base conversion
- Foundation-created Centers – providing a home for a specific group of grantee organizations.

Wildlife section of Bolinas Lagoon

The nonprofit sector is a critical part of our social fabric. It plays a vital role in maintaining a healthy environment and promoting a just and democratic society. The ability of nonprofits to provide quality affordable social services, however, depends on their ability to develop and maintain crucial infrastructure resources. They need adequate, cost effective office facilities and operating resources.

Today more than ever, nonprofit organizations find it increasingly difficult to secure and maintain quality work environments – space that is stable and affordable and also enhances the mission and operations of tenant organizations.

Some of the key reasons for this include:

- Economic Hard Times – Funding from foundations and corporate sponsors has decreased, especially to groups who already tend to receive a smaller portion of the pie, such as those serving immigrants, advocates for social justice, or youth service providers.
- Infrastructure Instability – More than 80% of nonprofits do not own their own space. These organizations typically must allocate 20% of their expense budget to rent, thereby exposing over 1/5 of their cash assets to the profit driven fluctuations of the real estate market.
- Lack of Real Estate Focused Support Services and Advocates – There are very few, if any, organizations dedicated explicitly to the office and program space needs of the nonprofit sector. To date, infrastructure support for nonprofits has been focused on management and organizational development, fiscal sponsorship, fund development, and more recently, information technology.

(source: www.nonprofitcenters.com)

OWNERSHIP & GOVERNANCE

There are a number of options available for structuring Ownership, Governance, and Operational Management. Prior to determining this however, the process by which COM is legally allowed to transfer ownership must be determined. So far as we can tell, COM must meet two requirements. It must:

- Fulfill any remaining deed covenants or restrictions, and
- Meet its California Educational Code (CEC) due diligence requirements for the sale/transfer of real property (Title 2, Part 49, Chapter 2, Article 4, Sections 81360-81384.5)

With respect to the first of these requirements, the 20 year deed restrictions have expired.

With respect to the CEC, there are a number of provisions outlining the requirements and procedures for the sale of Community College real property. These provisions appear to have enough flexibility to allow for an efficient transfer of ownership within due public process guidelines. Further evaluation will be needed to determine the best method for making such a transfer. Ownership transfer to a nonprofit organization would be consistent with the public benefit history of the facility as well as COM's public benefit purpose.

Options:

Ownership and Governance of The Bolinas Field Station would be structured in one of three ways:

- A new 501(c)3 organization will be established to own and govern the property,
- Under the umbrella of an existing nonprofit with real estate-based operational expertise and capacity such as an existing Land Trust or MarinSpace.

Criteria and Priorities

In order to move the project forward, COM, the Bolinas community, and funders will need to feel confident in the organization's leadership, its capacity and skills in the areas of real estate development, management and financing, and its dedication to 1) the mission of the facility, 2) the needs of the local community, and 3) the impact potential of the user partners.

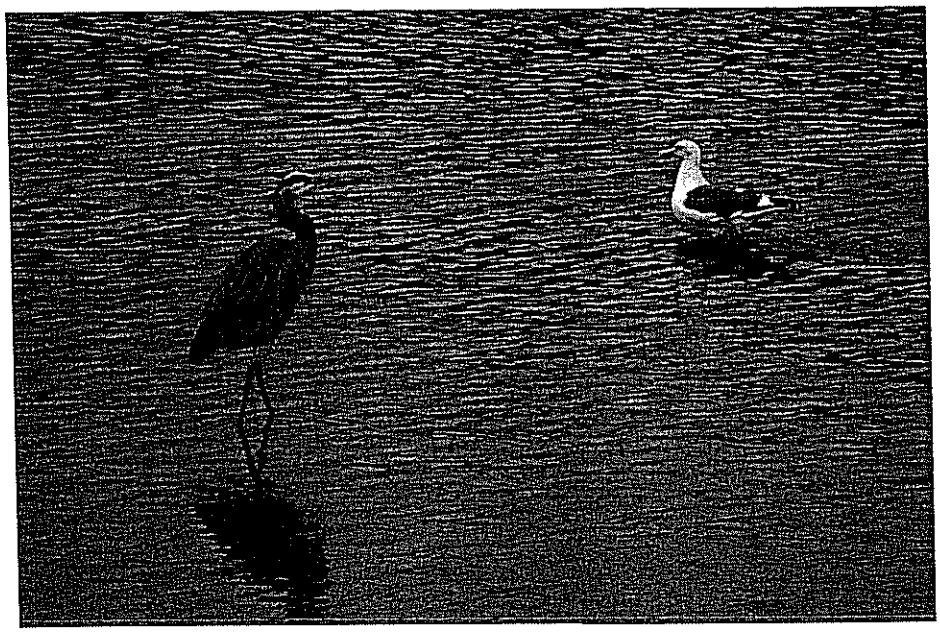
In order to choose among the various ownership, governance, and management options, governance criteria and priorities will be identified and evaluated. These may include:

- Bolinas community representation
- Skill & capacity in real estate development, management and/or financing
- Scientific expertise in watershed issues
- Ability to network with regional, national and/or global academic, scientific, research, and/or climate change agencies
- Well regarded, well known individuals who have the ability to draw in financial resources and key relationship networks

Operational Management Considerations

The key consideration for facility management will be whether or not to staff this function within the organization, outsource it to a local mission-driven, nonprofit organization with real estate expertise, or simply contract with a commercial vendor.

Since the proposed concept focuses on the facility rather than user programs, professional facility management is a core competency requirement for any managing entity. However, with the additional objective of managing a multi-user site that facilitates collaboration, information sharing, and best practices beyond the walls of the facility, a secondary competency in multi-stakeholder communications, outreach and marketing will be needed. Some level of fund development, sales and/or earned income expertise will also be required.



Great Blue Heron and Western Gull, Bolinas Lagoon *Ker Walker*

Potential Program Partners (Tenants & Facility Users)
Selection of mission aligned, key, visible, and program partners will be an important part of the success of the project. A critical mass of sustainable, anchor users will need to be identified in order to achieve operational and financial sustainability. However, some space should be allocated for new, smaller, or one-time users to "cross-pollinate" these anchor users and the community at large with diverse and novel perspectives.

Leasing & User Agreements
Attention to tenant/user mix and the development of use criteria will be essential to minimizing "mission drift" and maintaining a clear and compelling identity. A menu of standard use options and pricing arrangements will be developed. Unique one-time or specialized ongoing arrangements can also be negotiated on a case-by-case basis assuming a critical mass of sustainable income can first be generated through ongoing leases or user agreements.

Capital Needs
The COM assessment reports indicate that the facility needs approximately $1.0-$1.5 million in core/shell abatement improvements to shore up the structure and to remove toxic materials. The Task Force is raising this estimate to $1.5-2.0 million. Beyond that there may be an additional $1.0-$1.5 million required for user driven improvements depending on the outcome of the tenant/user mix. This would suggest an initial funding needed of $2.5-3.5 million.

Operating Revenue & Expenses
Our initial gross estimate for an annual budget (including all facility expenses and operational management) are somewhere in the range of $225,000 to $350,000. The key driver of these expenses will be the number of users and the complexity of that use. One long-term anchor tenant with occasional community events cost much less to support than multiple smaller tenants on short term leases and/or many different, inconsistent facility users.