

Cabrillo Yacht Harbor

Excerpts from Request For Proposal

Cabrillo Yacht Harbor Marketing Section

Philip Kassel

Historically, most marine-oriented businesses such as yacht brokers, boat maintenance services and marina operators have not been individually large enough to afford wide-spread, effective advertising. Cabrillo Yacht Harbor's marketing program is something that has never before been done in Southern California. All retail and commercial businesses within the Cabrillo Yacht Harbor development will contribute to a common fund that finances a comprehensive marketing program. This program will include marketing surveys, advertising and newsletter publication. For example:

Thomas and Fleitz currently have more than 2,000 tenants in seven marinas from Marina del Rey to San Diego. Combining this pre-existing base with a network of other marinas, newsletters and other promotional programs become an effective means of alerting boaters to the conveniences, benefits and amenities they can find at the Cabrillo Yacht Harbor.

The boaters' marketplace will also be reached through magazines, periodicals and other publications. Advertising in *The Log*, *Dockside* and *Latitude 38* will circulate at the local level while regional circulation is covered by publications such as *Sea, Sail*, and *Travel & Leisure*. Advertising in trade publications such as *Soundings Trade Only* will be utilized to expose the boating industry to Cabrillo Yacht Harbor. Advertising at the international level will be achieved through publications such as *Marina Management International* and *Marina Operators International*.

Charting a course for cyberspace, boaters and industry specialists *sailing* the net can explore the Cabrillo Yacht Harbor *internet web site*. The boater can utilize his computer to make a slip or hotel reservation, schedule vessel maintenance, choose a restaurant in the Marina Village for dinner or book a starting time on the executive golf course.

An additional advertising bonus will come through The Cabrillo Yacht Harbor's partnership with the Doubletree Hotel. The hotel will promote the Cabrillo Yacht Harbor's recreational resources, including the golf course, in its advertising campaigns, brochures, flyers and in-hotel guest information packages.

The Cabrillo Yacht Harbor will employ a marketing and activities coordinator with offices strategically located on site. This individual will develop marketing strategies and execute advertising campaigns for the entire complex. Additionally, this office will coordinate on-site activities such as safety meetings, dock-side barbecues and the annual regional boat show.

**CABRILLO MARINA DEVELOPMENT
COMPANY PROFILES & PROJECTS (excerpts)**

Prepared by Philip Kassel
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Economics Research Associates

Economics Research Associates (ERA) was founded in Los Angeles in 1958. Since 1981, the firm has been owned as a California Corporation by its principal consultants. Headquarters are in Los Angeles, California, with offices in Chicago, San Francisco, San Diego, London, and the Washington, D.C. area. There are 75 members of the staff; professional consultant tenure with the firm averages eight years. Since 1987 the firm has been affiliated with Drivers Jonas of Britain and Canada, who bring additional skills in the areas of property valuation and property management operations.

ERA's work in the field of recreation, tourism, and leisure time incorporates experience in formulating tourist development plans for major geographic regions and sub regions, evaluation of specific public and commercial recreational facilities, and analysis of special mass attraction events. Long known for its work with major theme parks in the United States, and now internationally as well, ERA has also led in the definition of responsible revenue generation and cost coverage programs for public park systems. The firm is presently a leading authority on the development and programming of urban entertainment.

ERA has been involved in the economic planning, feasibility, and operations analyses for such notable projects as Walt Disney World, Horseshoe Bay, Kiawah Island, Palm Coast, Costa Smeralda on the island of Sardinia, and Harrah's Marina Atlantic City.

Economics Research Associates Projects:

Worldport L.A. Futures Commercial Task Force, and Port of Los Angeles
Los Angeles, California

ERA led the team which supported the development of Task Force recommendations in 1995, including proposals for marina renovations and upgrades in the East Basin, and the Cabrillo Marina Phase II development program.

Baltimore Inner Harbor
Baltimore, Maryland

ERA has prepared numerous feasibility analyses for projects now built in the world famous Baltimore Inner Harbor, including the Baltimore City Life Museum, the National Aquarium in Baltimore, the Columbus Center Hall of Exploration (opening in 1996), and

the Convention Center Expansion (opening in 1997). ERA worked with the Charles Center Inner Harbor Management Company, a quasi-public entity.

Unified Port District of San Diego
San Diego, California

ERA prepared an overall economic analysis of the activities of all Port tenants. Subsequently the firm evaluated prospects for redevelopment of the old police station site, and has been retained to analyze competing proposals for hotel development at the site.

KPMG Peat Marwick LLP

One of the world's largest accounting, tax and management consulting organizations, KPMG Peat Marwick LLP provides a full range of professional services through a network of 1,100 offices worldwide, including 145 offices in the United States. The firm's in-depth international reach, coupled with the strength of its national and local area practices, gives KPMG unequaled resources to deliver its services — 6,100 partners and more than 76,000 staff worldwide.

KPMG's strategy and structure are different from similar firms, allowing them to bring a market-focused perspective to a client's business. Their consulting, assurance, and tax professionals are organized by industry, not function. As a result, clients get industry-smart, integrated solutions.

The firm serves public and private clients of all sizes — from large multinational corporations to start-ups — in virtually every industry. In addition to harnessing the latest computerized auditing techniques and furnishing a range of state, local, national and international tax services to clients, the firm also has strong consulting capabilities — broadly organized along the lines of human resources, financial management and information technology — that encompass a wide spectrum of industries and functional skills.

KPMG Peat Marwick LLP Projects:

Downtown Marina
Long Beach, California

KPMG Peat Marwick LLP performed a market feasibility study for the development of the 1800-slip Downtown Marina in Long Beach, California. The firm assisted in the revenue bond underwriting process for this pleasure boat marina which was funded and constructed.

Frost Family Parcel
San Diego, California

KPMG Peat Marwick LLP created a marketing package for a land parcel located adjacent to the harbor in downtown San Diego. The firm performed highest and best analysis for multiple uses for the site, including market feasibility studies for use as hotel, office, for-sale housing, for-rent housing and as an affordable housing project. KPMG Peat Marwick LLP assisted the land owner in the distribution and review of RFPs for developers wishing to develop the site on a joint venture basis.

Port of Olympia
Olympia, Washington

KPMG Peat Marwick LLP performed a market feasibility study for the proposed expansion of the pleasure boat marina and land-side service development at the Port of Olympia, Washington. Additionally, the firm provided market analyses for the proposed office and retail uses.

**The California Yacht Marina - Cabrillo, LLC
and Holiday Harbor/Fleitz
Development Team (excerpts)**

Philip Kassel

The California Yacht Marina - Cabrillo, LLC/Holiday Harbor Fleitz Brothers Development Team has carefully and purposely been formed with success in mind. This group of experienced, successful, and efficient individuals is dedicated to quality and committed to the success of this project. The Team's business experience, financial ability and marina operational experience equips them with the necessary tools to develop, design, engineer, construct and operate a world class marina for the Port of Los Angeles.

Combined, the team represents the best in marina development and management (California Yacht Marina - Holiday Harbor/Fleitz Brothers), urban design (EDAW, Inc.), architectural design (Klages Carter Vail & Partners - Robinson Golf Design, Inc.), state-of-the-art technology and engineering (Geiger Gossen Hamilton Liao Engineers P.C. - Bellingham Marine Industries, Inc.), financial management and privatization experience (Arthur Andersen & Co. SC).

Holiday Harbor/Fleitz Brothers

Co-Master Developer

Fleitz Bros. (since 1934) and Holiday Marinas, Inc. (since 1954) have been dependable tenants of the Los Angeles Harbor Department developing, constructing and managing four marinas for a total of 950 slips with related uses such as marine stores and yacht brokerage/sales activities. John Fleitz, President of Holiday Marinas, Inc., possesses the

unique experience of building and managing marina facilities as well as developing successful health/recreational facilities.

- Mr. Fleitz began his career in 1954 by securing a 20-year lease for a 200-slip marina, Holiday Harbor, in the Wilmington/Inner Harbor from the Los Angeles Harbor Department.
- He followed up by constructing Holiday Harbor, San Pedro, a 180-slip facility providing landside lockers, electrical centers, a yacht brokerage, ship's chandlery and full rigging service.
- In 1962 Mr. Fleitz had secured a 60 year lease from Los Angeles County and built Tradewinds Marina in Marina del Rey. The company acquired an additional 60 year lease and built the 200-slip marina, Holiday Harbor-Marina del Rey, with 8,000 square feet of marine, commercial store and office space. As a new boat dealer and yacht broker, John Fleitz has sold hundreds of boats, including importing boats from the Orient. During this era he maintained a large sales staff with three waterfront locations.
- John Fleitz combined his experience in marina and fitness center development in 1977 when he constructed a 16,000 square foot fitness/health club in the Holiday Harbor-Marina del Rey site. The health club concept on the water was a new concept and Mr. Fleitz pioneered a facility that offers eight racquetball courts, fitness center, aerobics programs and child care.
- In 1974 Mr. Fleitz purchased 20 acres in Palm Desert and built the Palm Desert Tennis Club. This facility boasts eight championship lighted tennis courts and an air-conditioned indoor handball-racquetball court. Additional features include a beautiful reception lounge with fireplace, billiard room, library, fitness center and sand volleyball court. Six swimming pools and six Jacuzzis complete the lavish and intimate club.
- Mr. Fleitz followed up in 1975 by purchasing 28 acres in Fountain Valley, California, and building the Los Caballeros Racquet and Sports Club, including 298 condominiums. Los Caballeros maintains an Aquatics Center with a 50 meter Olympic pool and a 30 X 60 feet training pool. The facility includes a state-of-the-art fitness center, one-on-one personal training as well as group training, volleyball, karate instruction, two full basketball courts, a tennis club with 30 outdoor tennis courts and state-of-the-art computerized rating. For children from 7 weeks to 16 years old there is a youth and sports center as well as a child care center which offers 2 1/2 hours of free care each day. Los Caballeros provides over 40 aerobic classes per week, fitness and nutrition seminars and screenings. The facility is rounded off by restaurant, bar and banquet facilities as well as office space.

The Fleitz Bros./Holiday Marinas, Inc. is a third-generation family business. John Fleitz's daughter, Ms. Kimberley Fleitz de Duarte had continued the family tradition and is developing and managing the Twin Dolphin Marina in Mexico with her husband. The Marina offers many opportunities to the recreational boater including snorkeling, kayaking, and deep water sport fishing.

Mr. Fleitz's son-in-law, Mr. Kris Kazarian also brings his development, management and recreational experience to the Fleitz Bros./Holiday Marinas, Inc. He has held executive positions with a number of major corporations including BKK Corporation, Greenfield Environmental, West Coast Cogeneration, and Oval Entertainment LLC.

Mr. Kent Mitchell Phillips, also a son-in-law of Mr. Fleitz, has experience in all facets of development and management. He has been responsible for the formation of three corporations and two limited partnerships to design, develop, construct, operate and maintain entertainment and recreational centers in Southern California. His past experience as Planning Director for a developer of residential and golf course communities is particularly valuable to the Master Developer Team.

Geiger Gossen Hamilton Liao Engineers P.C.

Marine Engineer

Geiger Engineers has unique capabilities in structural design, computer aided design, and diversified applied science research. Their experience ranges from special projects engineering and research, to the engineering of sports and recreation facilities and other building types. The firm was founded in 1988 by a group of professionals who have been working together for 20 years executing unique and challenging engineering assignments, and has achieved international recognition for its innovative work in special structures, sports facilities and floating marine structures. The firm's Bellingham office staff have been engineering floating moorage systems, wave attenuators, and other aspects of small craft marina projects for 14 years and have participated in over 75 marina projects. In addition, the firm conducts wind and wave studies for proposed marine sites. The firm has extensive experience in both floating and fixed marine structures.

Klages Carter Vail & Partners

Project Architect

Klages Carter Vail and Partners has been engaged in a diversified practice offering professional services in architecture, interior design and planning since 1969. The firm has been responsible for design of projects totally more than 1 billion dollars in construction costs.

Klages Carter Vail and Partners has been commissioned for projects throughout the U.S., Latin America, and the Pacific Rim because of its ability to provide imaginative design concepts, powerful graphic presentations, technical documents in a timely manner, and its organizational skills in securing approvals from governing authorities.

The firm is headed by a group of Management Principals: David Klages, FAIA, Jack H. CARTER, AIA, ARA, and Jan L. Vail, AIA, ARA, who work in close association with highly experienced design and technical staff. The diversified practice encompasses projects both large and small, private and public, including multi-story office buildings, marina-oriented resorts, resort hotels, golf resorts, business parks, commercial retail centers, restaurants, financial institutions, merchant-built homes and custom residential.

EDAW, Inc.

Urban Designer, Site Planner and Landscape Architect

EDAW, Inc. has been a guiding force in the fields of landscape architecture, urban design and environmental planning for more than half a century. EDAW's special emphasis upon the broad and increasingly complex issues of land use planning and design both encourages appropriate use of resources and enhances the environment.

Much of EDAW's planning work involves large sites; landscape design projects, however, are at all scales, from small monuments to broad sweeps of property. Clients range from corporations and institutions to public agencies and architectural firms. Their common need is resolution of a land-based problem, which is why EDAW, with its multidisciplined staff from planners and designers to geographers and irrigation engineers is consistently effective.