

# The Embarcadero Collective

## Port of San Francisco Embarcadero Historic District Piers Request for Interest

In this Request for Interest (RFI), the Port is seeking responses with public-oriented concepts for sites in the Embarcadero Historic District in two categories: (1) Full building(s) or "Master Tenant" Responses or (2) Less than full building or "Smaller Tenant" Responses.

Respondents in the Master Tenant category have a vision for entire buildings, including one or more structures named in this RFI. Master Tenant respondents have the experience to execute a complex rehabilitation project for an historic structure over water and to operate such a facility under a long-term lease.

Respondents in the Smaller Tenant category are experienced in operating the proposed use and in managing a tenant improvement construction project. Respondents should assume the facility will be in a cold shell condition in their response. Respondents who feel they qualify for both categories (a Master Tenant candidate that also operates a public-oriented use) are invited to respond to all information below.

All answers are non-binding and will help the Port generate a better understanding of the possibilities for the future of the Embarcadero Historic District piers. View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

Please start by providing your email address and then proceeding to the next section. If at any point, you would like to save your responses and quit the form, click "NEXT" in each section and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until Wednesday, October 31, 2018 at 5:00 p.m., PDT. The Port of San Francisco will not consider responses until after the RFI closes.

Email address \*

[REDACTED]

## All Respondents

All respondents should provide the following information via this online form. Click "NEXT" at the end of this section.

All answers are non-binding and will help the Port generate a better understanding of the possibilities for the future of the Embarcadero Historic District piers. View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

To save your responses and quit the form, click "NEXT" in each section and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until 10/31/18 at 5:00 p.m.

## 1. Indicate whether this response is for the Master or Smaller Tenant Category or both.

Master Tenant

Smaller Tenant

## 2. Name of responding entity

AJ Capital Partners

---

## 3. List the names of key personnel, describe their roles, and detail their relevant experience in the space provided.

AJ CAPITAL PARTNERS is a dynamic private equity investment and development organization with a \$2.3 billion portfolio of 40 lifestyle hotel, luxury resort, and mixed-use assets across North America in markets including Chicago, San Francisco, Napa Valley, Seattle, Nashville, New Orleans and major university towns. Our company's core competency is the creation of distinctive, locally-inspired properties set in high growth and high culture environments with diverse demand generators. Its experienced team leverages their hospitality-centric approach to design, programming, and place-making to drive long-term value creation in timeless real estate. Our firm has specific expertise in the execution of major adaptive re-use projects with historical significance and ground-up development.

### Key Personnel:

Ben Weprin, Founder and CEO

Eric Hassberger, Principal and COO

Uday Sehgal, Principal and Managing Director

Andrew Alford, Chief Creative Officer

Julie Saunders, Chief Marketing Officer

George Stowers, Head of Development

Alex Stanford, VP of Development

Jack Richmond, Director of Investments

Joseph Patito, Associate

---

4. Describe proposed use(s) of the Port's Historic Piers. Include (a) a description of the use, (b) how the use is public-oriented, (c) types of populations targeted for service, and (d) how it complements and responds to existing nearby uses and conditions in the Embarcadero Historic District.

We envision a dynamic and vibrant mixed-use property to include restaurants, cafe, guest rooms, event and makers space, tasting room, barber shop, day spa, and ample activated public indoor and outdoor areas. Target audiences include visitors to the city and bay-area residents alike. We would set to deliver another longterm iconic asset to the stories Embarcadero Historic District.

---

## 5. Provide a summary of your experience related to the operation described in (4).

THE CHICAGO ATHLETIC ASSOCIATION; restoration of former private members club and architectural gem built in 1893 on Michigan Avenue. The property features 241 guest rooms, street-front retail, and a collection of destination dining, drinking, cafe and event spaces -- including the James Beard award-winning Cherry Circle Room and highly acclaimed penthouse restaurant Cindy's, with sweeping views of the city. The project was designed by Roman + Williams in partnership with HPA Architects, and won the Urban Land Institutes 2016 Historic Preservation Award.

SOHO HOUSE CHICAGO; redevelopment of belt factory building in the heart of the West Loop into a 120,000 square foot private members club with 40 guest rooms, spa, boxing gym, rooftop pool, members lounge, and screening room. The project won the Urban Land Institute Catalytic Redevelopment Award in 2016.

GRADUATE BERKELEY; conversion of 1928 Spanish Colonial property into 140-room hotel. Graduate Hotels is a hospitality brand platform created by AJ Capital Partners set in university-anchored locations. There are currently 12 operating assets in the portfolio with another 15 in development including Yale, Vanderbilt, University of Washington, and Ohio State -- making it the fastest growing hotel lifestyle brand in the country.

THOMPSON NASHVILLE; ground-up development of iconic lifestyle hotel, located in one of the city's most celebrated neighborhoods. The program includes a signature ground floor restaurant, boutique retail space, penthouse bar and patio with panoramic views, and 224 guest rooms and suites. The hotel was named to the Conde Nast Hot List and Traveler's Choice Awards in 2017, and received the ULI Nashville People's Choice Award.

MAY HOSIERY NASHVILLE; adaptive re-use of the oldest sock mill in the South, with customers including Marshall Fields and NASA's Apollo 2 crew. The property comprises a campus of 6 brick buildings set on 4 acres in the rapidly expanding neighborhood of Wedgewood Houston, just south of Nashville's CBD. The programs consists of 150,000 square feet of Class A creative office, retail, restaurant, and event spaces. Fully designed, permitted, and under construction, the project is scheduled to complete in September 2018.

WEWORK CHICAGO WEST LOOP; rehab of 90,000 square foot former meat packing facility into creative office space occupied and managed by industry leading WeWork. The property is anchored between Fulton Market and Randolph Street, two thoroughfares that continue to attract the world's top restaurateurs and businesses including the Chicago headquarters for

neighboring Google.

CALISTOGA RANCH; renowned destination resort, tucked away into a private canyon in Upper Napa Valley on a 157-acre site marked by ancient oaks, majestic hills, a rock-hewn stream and a private lake. The 50-room luxury property captures the rich culture of food, wine and nature inherent to the region. Designed with relaxation in mind, lodges offer visitors the ultimate experience with a collection of indoor and outdoor spaces that allow guests to fully experience the pristine setting.

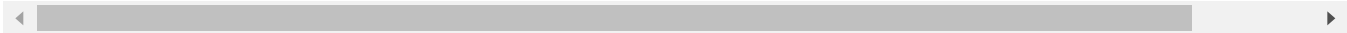
---

**6. Provide information about your preferred location. Information on the sites included the RFI can be found at <http://bit.ly/sfport-piers-rfi-facilities> and <https://sfport.com/historic-pier-opportunities-partnership>.**

In questions 6. a. - 6. d. describe the site(s) of interest.

6. a. Rank your preferred pier facility location(s) with 1 as your first choice.

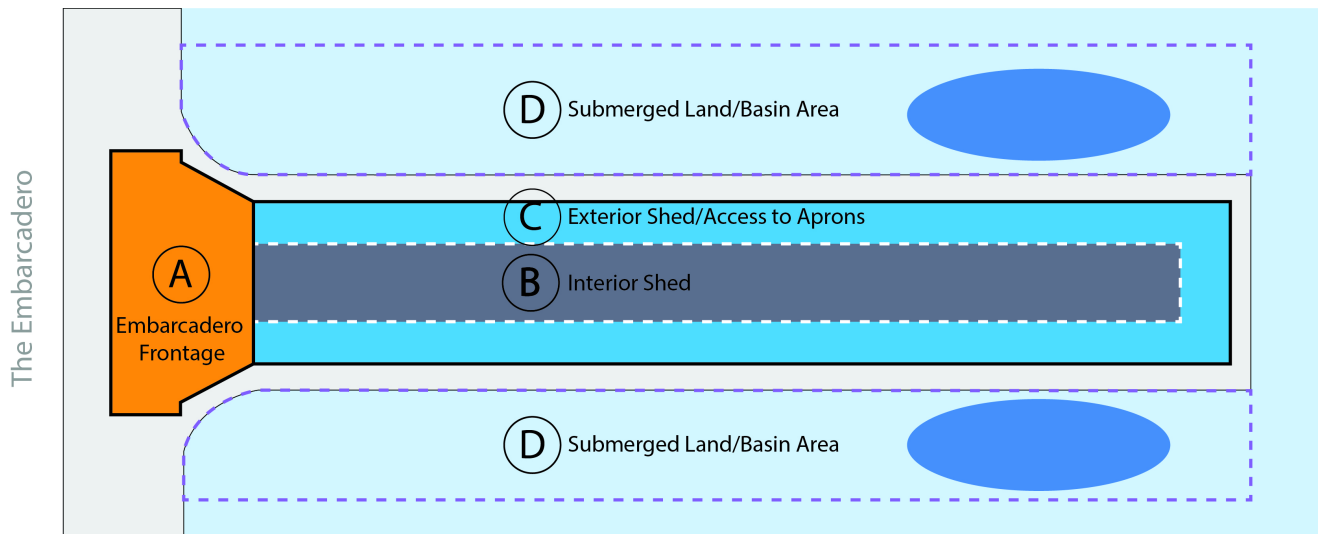
	1	2	3	4	5	6	7	8	9	10	11
Pier 35	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 33	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 31	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 29½ & 29	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 23	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 19½ & 19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agriculture Building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 26	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 28	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 38	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 40	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pier 48	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



6. b. Using the image below, select your preferred area(s) of the pier facility. If the Agriculture Building is your preferred location, proceed to 6. c.

- A. Embarcadero Frontage: Access to The Embarcadero and associated foot, bicycle, and automobile traffic; lots of natural light; architecturally beautiful exterior; often two stories.
- B. Interior Shed: Spacious, open area that can be outfitted to suit your needs; minimal natural light; high ceilings; single story.
- C. Exterior Shed/Access to Aprons: Beautiful, open water views; immediate bay access; immediate truck delivery access.
- C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area
- A.-D. Master Tenant Whole Pier
- Other: .....

Layout of Pier Facility



6. c. Describe the areas and the portions of the site(s) you propose to occupy.

Entire pier.

.....

6. d. Check all aspects of your preferred site(s) that influence your pier selection

- Location on The Embarcadero
  - Proximity to pedestrian traffic
  - Proximity to the Ferry Building
  - Proximity to AT&T Park
  - Proximity to the Cruise Terminal
  - Proximity to tourist attractions
  - Access to public transportation - MUNI
  - Access to public transportation - BART
  - Access to public transportation - Ferry
  - Facility width
  - Facility height
  - Facility ingress/egress
  - Facility apron access
  - Facility square footage
  - Facility architecture
  - Berthing space
  - Access to water
  - Other: .....
-



## Master Tenant Respondents

Respondents in the Master Tenant category of responses provide the following information via this online form. All answers are non-binding. Click "NEXT" at the end of this section.

Smaller Tenant Respondents should skip this section by clicking "NEXT" below.

View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

To save your responses and quit the form, click "NEXT" in each section and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until 10/31/18 at 5:00 p.m.

7. Describe in paragraph form the operational concept including public-oriented use mix, such as: Where in the facility would different uses be located? Approximately how much space would be dedicated to different use-types (e.g., publicly-oriented uses, higher-revenue generating uses)? How would the public experience the facility, including public access to the building perimeter, views of and access to the Bay, maximizing access to and enjoyment of the historic elements of the building interiors, and minimizing the private feel of non-public uses?

These elements will be defined through a concept design, once a specific building is in consideration. The importance of public facing uses is well understood and would be carefully integrated.

---

8. Describe in paragraph form the physical improvements concepts. Please keep in mind that enhancements and alterations to the structures must be consistent with Secretary of the Interior Standards for Historic Rehabilitation.

Physical improvements will comprise a major core and shell renovation to include seismic retrofit; structural upgrades; mechanical, electrical, and plumbing systems; fire and life safety; ADA compliance and access; landscape architecture; fit out of space program; finishes, fixtures, furniture, equipment, and soft goods.

---

9. Describe in paragraph form how you would access sufficient capital to complete an undertaking like the rehabilitation of a full pier structure or structures.

AJ Capital Partners invests and manages fund equity and private capital on behalf of high net individuals, family offices, and endowments. To date, the company has capitalized \$2.3 billion in total acquisitions and development projects across the country.

---

---

## Smaller Tenant Respondents

Respondents in the Smaller Tenant category of response provide the following information via this online form. All answers are non-binding. Click "NEXT" at the end of this section.

Master Tenant Respondents should skip this section by clicking "NEXT" below.

View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

To save your responses and quit the form, click "NEXT" and click "SUBMIT" in the final section. You will be emailed a link to your form. Responses can be edited until 10/31/18 at 5:00 p.m.

7. Provide a range of rental rates in dollars per leasable square foot per month for a triple net lease that the proposed operation can pay.

---

8. a. Would you be willing to make capital improvements to your preferred pier facility that would last beyond your lease term?

Depends on the deal

No

Other: .....

8. b. Provide an approximate amount of tenant improvement funding you can advance to prepare space for your operation.

.....

9. Provide a range of number of years of lease term you would anticipate requiring to amortize the tenant improvement investment in (8).

.....

---

---

## Additional Information

Both Master and Smaller Tenant Respondents, click "SUBMIT" below to complete the Port of San Francisco Embarcadero Historic District Piers Request for Interest. If you have any additional information you would like to submit with your RFI response, please email these items to [historicpiers@sfport.com](mailto:historicpiers@sfport.com) with "Historic Piers Additional RFI Information" in the subject line.

You will be emailed a link to your form and you will be able to make changes to your responses until the RFI closes on Wednesday, October 31, 2018 at 5:00 p.m., PDT. The Port of San Francisco will not consider responses until after the RFI closes.

All answers are non-binding and will help the Port generate a better understanding of the possibilities for the future of the Embarcadero Historic District piers. View the RFI: <http://bit.ly/sfport-piers-rfi>. Learn more: <https://sfport.com/historic-pier-opportunities-partnership>. Email questions to Rebecca Benassini, Port Assistant Deputy Director Waterfront Development Projects, at [historicpiers@sfport.com](mailto:historicpiers@sfport.com).

---

This form was created inside of Next Steps Marketing.

Google Forms