

# Embarcadero Historic District Request for Interest



## Responses to the RFI

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Port of San Francisco Historic Piers Request for Interest  
Responses  
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		Concept Name	#1. Ag Building / Ferry Plaza: Ferry Plaza 2.0
I. Concept and Team	A. Category of Tenant		Master Tenant
	B. Entity Name		SF Waterfront Partners III, LLC. A joint venture to be formed between Pacific Waterfront Partners, LLC (PWP) and Portman Holdings (Portman).
	C. Personnel and Experience		<p>PWP will assign the same team that it has used on other projects undertaken with the Port. Simon Snellgrove will be the Managing Member, Alicia Esterkamp Allbin, Partner of PWP in SFWP I and SFWP II and Debra Viall, VP of Acquisitions for PWP. A project management team will be assembled in conjunction with Portman Holdings. PWP was the Managing Member of SFWP, developer of Piers 11/2 3 &amp; 5, Development Manager of Pier 24 Photography and co-development Manager of The Bay School of San Francisco in the Presidio.</p> <p>Portman will assign their Senior Vice President, Roger Zampell as Project Executive and Reid Scott, Development Associate. Portman was the co-developer and managing entity of The Embarcadero Center, Embarcadero Center West, and The Pan Pacific (now the J.W. Marriott Hotel). The Portman team has extensive urban renewal experience throughout the world and most recently completed a \$347 million hotel and mixed-use waterfront development under a ground lease in San Diego. For this project Portman worked extensively with the Unified Port of San Diego and the City and Coastal Commission, as well as forming a public/private partnership for successful public outreach.</p> <p>Please refer to more detailed information, emailed separately.</p>
	D. Use, How its public-oriented		<p>PWP and Portman are responding to five of the sites which have been combined such that we are proposing three overall development opportunities. The Agricultural Building concept is summarized as follows:</p> <p>The Agriculture Building and Ferry Plaza</p> <p>SFWP III will propose to adapt the Agriculture Building for either hotel or office use. Hotel use is preferred, but we realize that this will involve a referendum and are prepared to work with the Port, public, and local supervisors to build a consensus during the time it will take to perform the EIR, which will be based on the two alternatives. We are optimistic that, given the evolution of the Waterfront, the public might now support a referendum that would exempt a limited number of small hotels from Proposition H on select sites along the Port's land. However, should the Port not wish to undertake a referendum, the office use would also be an</p>

acceptable and viable option. We will work with the Port to determine the most viable use.

Adaptive reuse, conforming to the requirements of historic preservation, the dilapidated condition of the foundations and the requirements to solve for sea level rise will require significant subsidies to solve the economic challenges.

Our solution lies in what we refer to as Ferry Building 2.0. We believe that the Ferry Building was a terrific attempt at restoring the Ferry Building back to its turn of the 20th Century glory but fell short of completing the redevelopment of the surrounding area. By this we mean that it did not resolve the infrastructure work of the 1960's which produced the unfortunate environment in which it is now situated.

We envisage creating an iconic structure atop the BART facility in place of the restaurant occupying the now defunct World Trade Club. Just as the Ferry Building was an iconic monument to San Francisco's dominance in transportation and trade innovation at the turn of the 20th Century, this will be a publicly accessible iconic structure celebrating San Francisco's place at the turn of the 21st Century as the world's leader in technological innovation. Ferry Plaza 2.0 will provide the impetus to finish the master redevelopment of The Ferry Plaza; create a magnificent space for use by the public 24/7; extend the water transportation facilities nearing completion on the South Basin to add similar berths on the North Basin and solve the problem of sea level rise.

We see the Agriculture Building as being an integral part of this development and believe that the funding to underwrite its restoration can be found in private capital that can be raised for the overall project.

We believe that through this momentum we can extend the goals expressed in the Waterfront Plan Update of converting nonpublic uses at the street levels to the second levels by replacing them with publicly accessible uses all the way to Pier 9.

Please refer to more detailed information, e-mailed separately.

E. Experience with concept

Both development entities and their management advisory teams and architects have extensive experience in the design of educational, cultural, hospitality, and mixed-use facilities.

PWP has re-developed Piers 11/2, 3 and 5 on the waterfront and co-managed the development of educational facilities at The Bay School in the Presidio. PWP has partnered with the Port since 2000 in the redevelopment of the Waterfront and gained extensive experience in such matters as entitlements, tax

		credits and maritime operations.
		Portman was recently selected by the Georgia Institute of Technology to develop a 645,000 SF office building in Midtown Atlanta known as Coda. Approximately half of the office space in Coda will be occupied by Georgia Tech research and administrative teams, with the remaining space to be occupied by private sector companies seeking to capitalize upon the benefits of being located near a top-tier research institution. The building has been specifically designed to include large commons spaces for open use to maximize the “bump-in” factor and lead to closer ties between the university and its partners.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	<b>Agriculture Building</b>	<b>1</b>
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	
about Preferred	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed: C. Exterior Shed/Access to Apron

		C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area, A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	All
	I. 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, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Berthing space, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Please refer to answers in Paragraph 4 above and to details in the response for each project which are being e-mailed to the Port.
	K. Describe the physical improvements concept	All projects will be developed to the same standards as Piers 1 ½, 3, and 5. These projects will comply with the Secretary of the Interior Standards for Historic Rehabilitation and qualify for Historic Tax Credits.  Please see detailed submittals on each project.
	L. Describe accessing sufficient capital	PWP and Portman have a long track record of attracting significant capital for their projects. Portman Holdings has longstanding relationships with a variety of financial sources including, among others, money-center banks, private equity firms, high-net-worth individuals, and sovereign wealth funds. During the most recent real estate cycle, Portman has deployed over \$1 billion of capital from a variety of partners.  Details are attached to the individual proposals being e-mailed to the Port
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	

	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	Yes

# San Francisco Historic Piers Request for Interest

## OVERVIEW

Piers 19-23

Agriculture Building  
and Ferry Building Environs

Piers 38-40



PACIFIC  
WATERFRONT  
PARTNERS, LLC

PORTMAN HOLDINGS





## Introduction

Pacific Waterfront Partners, LLC (PWP) and Portman Holdings (Portman) have thoroughly studied the Port's Request for Interest and the Waterfront Plan Update. We have selected three major areas of interest, comprising 4 piers and the Agriculture Building.

We have combined our responses in to one online submittal, but are submitting this overview and the attachment for each project proposal as separate appendices via email.



## Teams

We have assembled a talented team of consultants, managers and advisers. Some are consistent for all sites, while others are particular to specific sites. We thank them all for their enthusiastic support for this response.

### DEVELOPMENT TEAM

Lead Development will be a partnership of:

- **Pacific Waterfront Partners, LLC** (PWP)
- **Portman Holdings** (PH)

Development, Project Management and Operations consultants:

- **WeWork**, partners in programming and facilities management and potential investor – Piers 19-23.
- **Tideline**, Water Taxi Center operations – Piers 19-23, 38-40
- **Cornerstone Concilium**, Construction and Project Management consultant for all projects and Tenant at Pier 23 for their Cornerstone Institute.



## ARCHITECTS & ENGINEERS



### Foster + Partners

Foster + Partners is a global studio for sustainable architecture, urbanism and design, founded by Sir Norman Foster in 1967.



### Hornberger + Worstell

San Francisco based architecture and planning firm specializing in hospitality, historic rehabilitation, recreation and wellness, and higher education.



### PAGE & TURNBULL

Page & Turnbull is a full-service architecture, design, planning, and preservation firm that transforms the built environment. Founded in 1973.



### MW | MOSS WONG ASSOCIATE

Roger Wong and Janine Moss were the lead architects on Piers 1 1/2, 3 & 5 development.



## OVERVIEW



PACIFIC  
WATERFRONT  
PARTNERS, LLC

PORTMAN HOLDINGS





## ATTORNEYS

- **Ruben, Junius & Rose**, Land Use
- **Remy Moose Manley**, CEQA
- **Farella Braun + Martel**, Historic Tax Credits
- **CohnReznick**, Historic Tax Credit Auditors
- **Seifel Consulting**, Economic Consultant

## FINANCIAL PARTNERS

PWP has partnered with, managed for, and/or arranged financing with:

- **California State Teachers' Retirement System**, (CalSTRS)
- **Invesco**
- **US Bank**
- **Bank of America**
- **First Republic Bank**

Portman Holdings' recent financial partners include, amongst others:

- **AIG Global Real Estate**
- **Canyon Capital Advisors**
- **J.P. Morgan**
- **PCCP**
- **PNC Bank**
- **Regions Bank**
- **SunTrust Bank**

In the past, Portman has typically funded its own entitlement costs and admits financial partners when the projects are fully entitled.



# General Observations

We have reviewed the entire process, from the Waterfront Plan update to the scope of this RFI with its 12 piers and the Agriculture building.

We reflected that the redevelopment of the Waterfront, starting with AT&T Park has taken over twenty years and has produced only 9 successful projects out of the 23 pier structures located between Pier 39 and Pier 48.



We understand that the greatest impediment to progress has been the outreach and political climate in which the Port and its development partners have had to operate during that time.

We applaud the Port for taking this approach seeking consensus with the neighbors and their representative through the Plan Update and now this RFI approach to try to find a more predictable, economically feasible program to satisfy all of the stakeholders and way forward with less expensive and time-consuming entitlement processes.

## Looking ahead...

We recognize that, should the public process produce a home run and bring about consensus on ideas for, say, ten projects, the Port does not have the resources to prepare and manage ten RFPs.

We therefore would support a process where, should a developer come forward with a proposal that they want to proceed with immediately and that project not be considered as being among the top three most valuable to the Port, the developer be given the option of sponsoring the RFP process. The developer would fund the Port's expenses of outsourcing the preparation of the RFP, analyze responses, and prepare a recommendation to the Port staff on the understanding that, were the successful bidder not be the original sponsor, it would provide funds for the Port to reimburse that sponsor.







# Thank you!

PWP has had a relationship with the Port for over 20 years. We have been its tenant and its partner, and have shared in both its successes and its challenges. We deeply appreciate the bonds we have created with the Port staff. We look forward to continuing that relationship and thank you for reviewing our ideas.

*"Make no little plans; they have no magic to stir men's blood"* Daniel Burnham

San Francisco Historic Piers Request for Interest

# AGRICULTURE BUILDING

And Ferry Building Environs



PACIFIC  
WATERFRONT  
PARTNERS, LLC

PORTMAN HOLDINGS





## A symbol of the west

At the turn of the 20th century, San Francisco was the preeminent port on the West Coast and the Ferry Building was the symbol of this prestige. The Ferry Building was the center for water transportation for Bay Area passengers as well as the administrative center for a vast number of cargo piers stretching the length of the waterfront.

At the turn of the 21st Century, San Francisco assumed its place in the world as the center of origin for the growth and development of IT technology and innovation.

Wilson Meany Sullivan and the Port did an excellent job of rehabilitating the Ferry Building in 2000. However, the scope did not extend to the adjacent plazas, buildings, and transportation facilities. We think of this first project as Ferry Plaza 1.0.

The Port's invitation to submit ideas for the Agriculture Building through the Request for Interest process spurred us to look at the unfinished business of completing what the Ferry Building renovation started. As a result, **we are extending the ideas for the Agriculture Building to include what we will call Ferry Plaza 2.0.**

## An iconic opportunity

At the symbolic entry to the City, we see Ferry Plaza 2.0 as **an important expression of San Francisco in the 21st Century**. A beautiful public plaza that provides 24/7 access to the community, it will serve as a forecourt to an iconic structure that will replace the World Trade Club building. **Ferry Plaza 2.0 will symbolize the City's leadership in technological innovations while providing a striking counterpoint to the classic architecture of the Ferry Building**, much like how I.M. Pei's Louvre extension in Paris enhanced the classical buildings of the original museum. This will be a new front door to San Francisco.

The corporate sponsorship and naming rights arrangement for this iconic structure will provide private capital funding to subsidize the foundation costs associated with raising and restoring the Agriculture Building. This opportunity would also provide funding for much of the public improvements to the Ferry Plaza and surrounding public areas. Such public improvements include **elevation changes for sea level rise, expanded water transportation facilities, and an infrastructure that will embrace cultural, educational, and recreational amenities.**

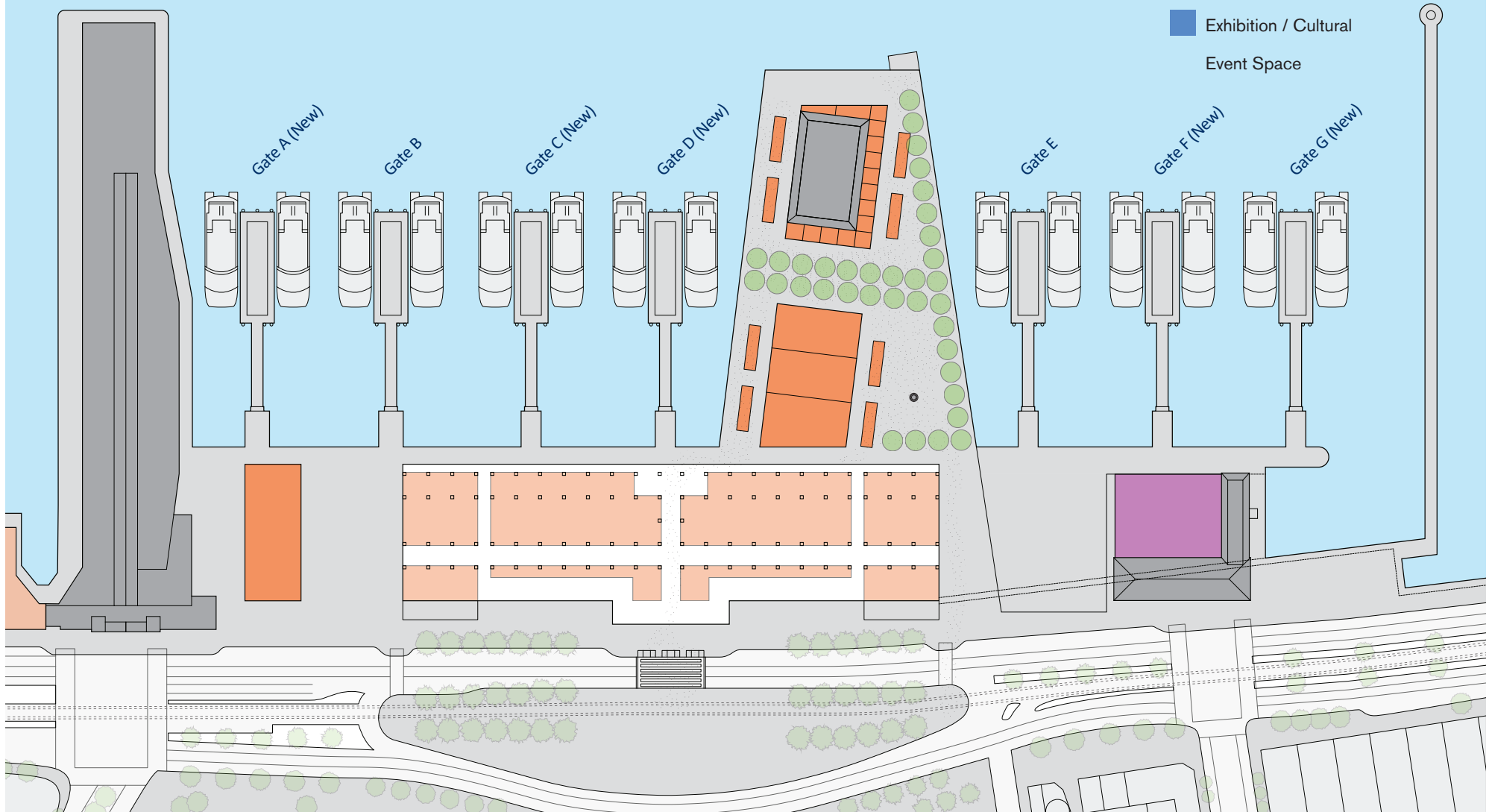


Enlivened public spaces in Dallas (top), Stockholm, and Marseilles by Foster + Partners.

## Ground Level Plan

Foster + Partners

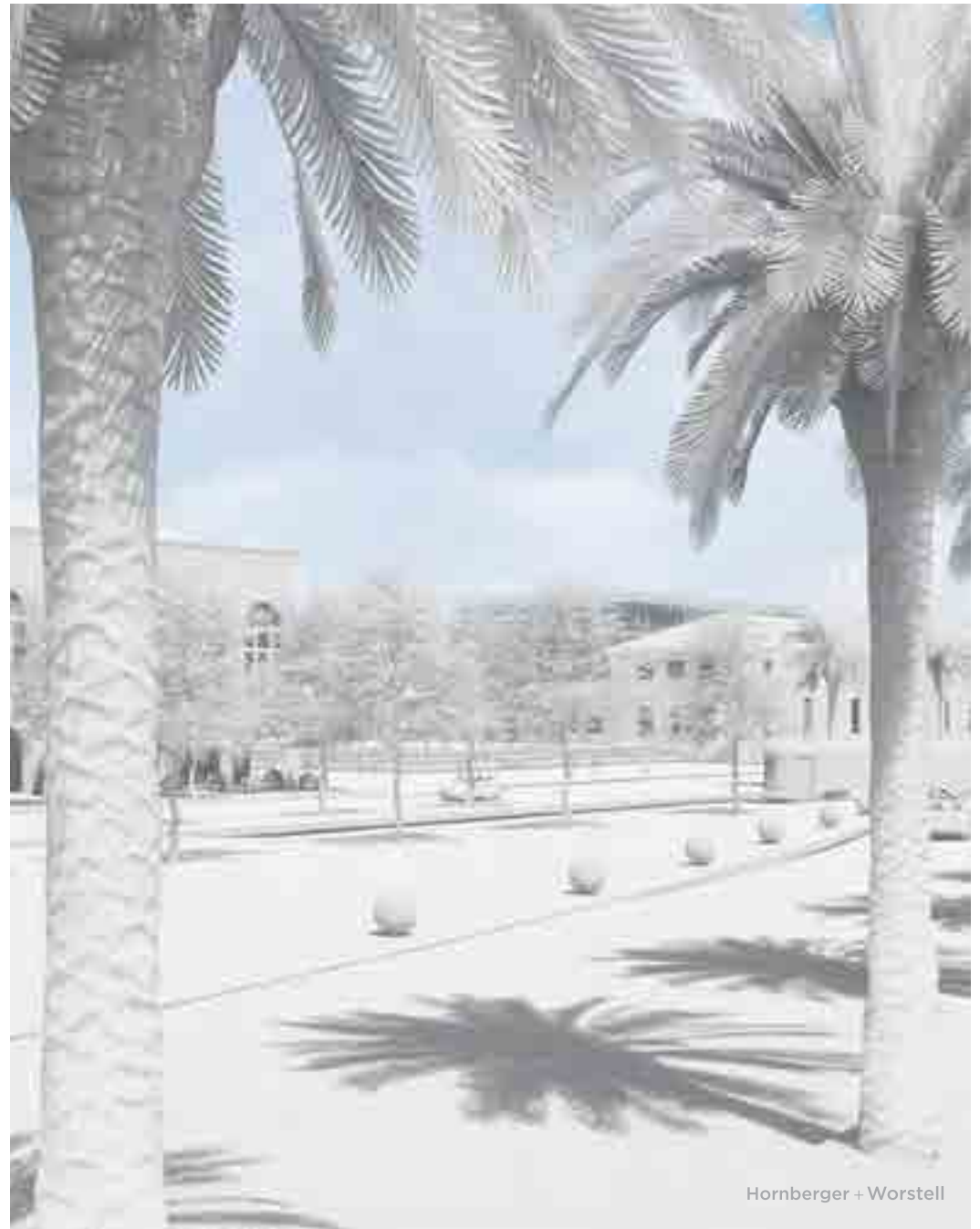
- F&B / Retail
- Existing F&B / Retail
- Hotel / Office
- Existing Structures
- Exhibition / Cultural
- Event Space





# Scope

- **Save the Agriculture Building** and adapt it for either hotel or office use.
- **Rebuild the World Trade Club building** to provide a publicly accessible, iconic structure that celebrates the City's place in the 21st century and its position as a global technology leader.
- **Integrate planning with the new WETA Ferry Landing** on the South Basin and replace the two existing Golden Gate Ferry berths at Gates D & C with **six berths stretching from Gate A to (new) Gate D** to accommodate the rapidly growing use of ferries.
- **Integrate a public plaza that can be used by the public 24/7.** Extend this plaza to add an Embarcadero Plaza on the north expanding the weekend CUESA Market to the apron of Pier 1.
- **Incorporate a new barrier from Pier 14 to Pier 1 to safeguard against sea level rise.**
- **Widen the Eastern promenade (Portwalk)** of the Ferry Building to better accommodate pedestrian traffic associated with the new ferry berths A through D.
- **Extend from Pier 14 to Pier 9 the current goal of replacing office space at the ground level with publicly accessible retail space.**



Hornberger + Worstell



# Program

## Agriculture Building

We will present two schemes:

- i. **Hotel.** The preferred program for maximum public benefit for this building is to **adaptively rehabilitate it for hotel use while keeping with the public use goals of the Public Trust.** It is recognized that this use will require a referendum to exempt it from the restrictions of Prop H. The height of the hotel would be in keeping with the scale of the Ferry Building but would be determined in a consultation with Port Planning, the National Park Service/SHPO, and the neighborhood.
- ii. **Office/Retail.** Should the Port decide that it does not want to go through a referendum, we envision ground level retail/restaurant uses connected to the elevated walkway at the South Basin ferry landings and offices above the second floor.

Whichever use is adopted, the building must be raised to meet the height of the adjacent elevated plaza and deal with sea level rise. The foundations and salvation of the exterior will require approximately \$50 million in subsidies beyond the tax credits. We believe that this can be funded with private capital through the sale of naming rights for the new building on the former World Trade Club site. (See table of recent naming rights fees attached as Appendix A.)



Hornberger + Worstell





Hornberger + Worstell



# Program

## Ferry Plaza

We will seek to improve the Ferry Plaza in consultation and/or partnership with Hudson Pacific, the new owners of the Ferry Building ground lease, Golden Gate Ferries, and WETA.

An elegant glass canopy covering the Plaza will be generously proportioned to allow truck deliveries (early morning only), weekend farmers markets, night markets, conventions, public art, and displays of technological innovations. Utility infrastructure will be incorporated into the Plaza construction to encourage small food and beverage vendors to animate the Plaza at night and on weekends. Management and programming of the overall Plaza and special events will be undertaken by the Ferry Building and/or the World Trade Club building under a management agreement with the Port to reduce or eliminate the Port's management and maintenance of the facilities.

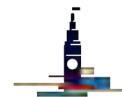
The expanded Plaza and new World Trade Club building will be surrounded by a newly constructed elevated perimeter walkway to match the height of the South Basin walkway. The elevated perimeter walkway will be sculpted, sloped, and contain innovative engineering to retain views of the water.

The Plaza will be extended to the north of the Ferry Building to connect from its north apron to the south apron of Pier 1, and to create an Embarcadero Plaza North in the area

previously occupied by Pier 1 ½ in a similar fashion as is being done to the south by ROMA design. This new plaza will create an attractive expansion of the areas occupied by the farmers market, add balance to the master plan, and facilitate the replacement of Gate A to provide more generous access to the boarding ramp. The Plaza will be elevated to mitigate sea level rise.

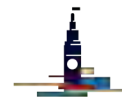
The current Portwalk will be extended to the east of the Ferry Building, elevated in a slightly sloped manner, and fitted with innovative flood control elevators to provide a more generous gathering and waiting area for the expected increase in pedestrian traffic related to ferry boarding.

We propose to remove the Golden Gate Ferry terminal buildings and visitor viewing gallery on the north side of the Plaza and substitute four Golden Gate Ferry berths at new Gates C & D on the east side of the Ferry Building for the two that will be removed. This will provide a total 14 berths for WETA/Golden Gate ferries with access from the apron. Access ramps from the Portwalk to the floats will be elongated to keep ferries at a greater distance from the Ferry Building's outdoor dining areas.





Foster + Partners

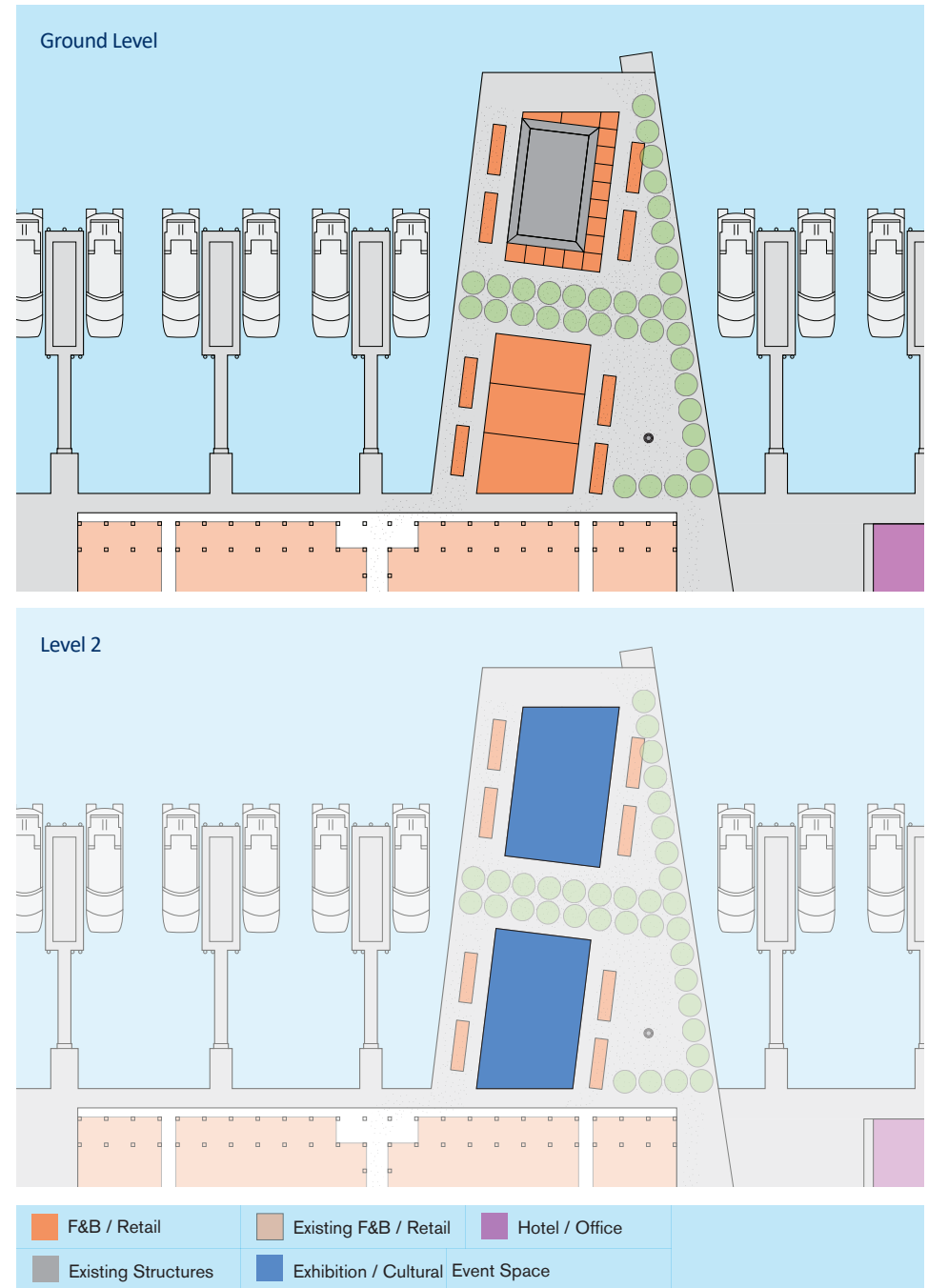




# Program

## The World Trade Club Building

We propose to take over the World Trade Club building lease and demolish the building above the BART structure. The new design will be an iconic and transparent structure, containing retail outlets and tech-focused conference/convention space. We are confident that several major corporations will bid on the naming rights for this building. The ground floor frontage surrounding the BART facility would be visitor-serving retail space, and a new upper floor would be programmed as publicly accessible exhibition and display space for technology and innovation and for special purpose conference facilities.



# Program

## The Ferry Building Waterfront Area Environs—Pier 14-Pier 9

In keeping with the goals agreed upon in the Waterfront Land Use Plan update, explore various means of enhancing public access to the historic waterfront buildings along the street level and, over time, relocate offices from the street to the second floor, replacing them with retail, restaurants and other Public Trust uses.

For example, Pacific Waterfront Partners has recently converted office/conference space at Pier 1 ½ to a restaurant use. Similarly, conference venues at Pier 1 (some of the Port's conference rooms), Pier 3, Bloomberg conference rooms, Pier 5 office space and Pier 9 could be converted to more publicly-accessible uses, creating a corridor of visitor-serving retail and restaurants.

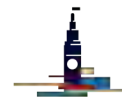






Hornberger + Worstell

## AGRICULTURE BUILDING and Ferry Building Environs



PACIFIC  
WATERFRONT  
PARTNERS, LLC

PORTMAN HOLDINGS

# Team

## DEVELOPMENT TEAM

Lead Development will be a partnership of:

- **Pacific Waterfront Partners, LLC** (PWP)
- **Portman Holdings** (PH)

Consultants:

- **Cornerstone Concilium**, Construction and Project Management

## ARCHITECTS & ENGINEERS

- **Hornberger + Worstell**, Architect
- **Foster + Partners**, Ferry Plaza Vision
- **Page & Turnbull**, Historic Preservation Architect
- **Rutherford + Chekene**, Structural Engineer
- **Moffatt & Nichol**, Maritime Engineer
- **Meyers + Engineers**, Mechanical and Electrical Engineer

## ATTORNEYS

- Ruben, Junius & Rose, Land Use
- Remy Moose Manley, CEQA
- Farella Braun + Martel, Historic Tax Credits
- CohnReznick, Historic Tax Credit Auditors

## FINANCIAL PARTNERS

PWP has partnered with, managed for, and/or arranged financing with:

- California State Teachers' Retirement System, (CalSTRS)
- Invesco
- US Bank
- Bank of America
- First Republic Bank

Portman Holdings' recent financial partners include, amongst others:

- AIG Global Real Estate
- Canyon Capital Advisors
- J.P. Morgan
- PCCP
- PNC Bank
- Regions Bank
- SunTrust Bank



PORTMAN HOLDINGS



Hornberger + Worstell

Foster + Partners

PAGE & TURNBULL



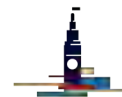
moFFatt & nichol

MEYERS+  
ENGINEERS



## Top Naming-Rights Deals and Compiled Averages

Facility Name	Total Price (In Millions)	Begin	End	Deal Length	Annual Value (In Millions)
Scotiabank Arena	\$639	2017	2038	21	\$30
MetLife Stadium (Low Range of \$425-\$625 million)	\$425	2010	2036	26	\$16
Citi Field	\$400	2006	2028	22	\$18
AT&T Stadium	\$400	-	-	20	\$20
Mercedes-Benz Stadium	\$324	2015	2043	28	\$12
NRG Stadium	\$310	2000	2032	32	\$10
Chase Center (Low Range of \$300-\$400 million)	\$300	2016	2040	24	\$13
Reliant Stadium	\$300	-	-	30	\$10
SunTrust Park	\$250	2014	2042	28	\$9
Hard Rock Stadium	\$250	2016	2034	18	\$14
Gillette Stadium	\$240	-	-	30	\$8
Levi's Stadium	\$220.3	2013	2033	20	\$11
US Bank Stadium	\$220	2015	2041	26	\$8
FedEx Field	\$205	1999	2025	26	\$8
Barclays Center	\$200	2007	2032	25	\$8
American Airlines Center	\$195	1999	2030	31	\$6
Philips Arena	\$185	1999	2019	20	\$9
Minute Maid Park	\$178	2002	2029	27	\$7
University of Phoenix Stadium	\$154.5	2006	2025	19	\$8.1
Bank of America Stadium	\$140	2004	2023	19	\$7
Lincoln Financial Field	\$139.6	2002	2022	20	\$7
Little Caesars Arena	\$125	2016	2036	20	\$6
Lucas Oil Stadium	\$121.5	2006	2027	21	\$5.8
<b>Averages</b>	<b>\$257</b>			<b>24</b>	<b>\$11</b>



Concept Name		#2. Red and White Excursions
I. Concept and Team	A. Category of Tenant	Master Tenant, Smaller Tenant
	B. Entity Name	Red and White Fleet
	C. Personnel and Experience	Mr. Tyler Foster, CFO & Director: Captain Joe Burgard, EVP & Director: Thomas C Escher, President & Chairman
	D. Use, How its public-oriented	Public maritime use, pier and float access to public-oriented watercraft and commercial vessels
	E. Experience with concept	Operating maritime vessels on the San Francisco waterfront since 1892...about 126 years
II. Rank Preferred Location	Pier 35	1
	Pier 33	1
	Pier 31	1
	Pier 29½ & 29	1
	Pier 23	1
	Pier 19½ & 19	1
	Agriculture Building	
	Pier 26	1
	Pier 28	1
	Pier 38	1
	Pier 40	
	Pier 48	1

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed C. Exterior Shed/Access to Aprons C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Depending on the pier: need "D" for float and boats, need "C" for access to "D" and need "B" for maritime support services
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to tourist attractions, Facility width, Facility ingress/egress, Facility apron access, Facility square footage, Berthing space, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	From a maritime perspective, each location is different. We would integrate public access, public-maritime access and maritime access so that the public would have maximum access
	K. Describe the physical improvements concept	Whatever the Interior Standards for Historic Rehabilitation require we will do. To support the maximum public access we would add floats for the public-maritime access to allow for all maritime uses ( kayaks, wind surfers, comercial vessels, etc)
	L. Describe accessing sufficient capital	All maritime operations need pier space. Depending on the exact pier we are willing to make a long term investment in providing access for the public to the bay.
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	At the moment, there are many variable so it is impossible to give a number, but it will allow the public-access to the bay.

VI. Attachment	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	To install a typical float with public-access, we estimate \$1m per location.
	P. Est. lease term required to amortize tenant improvement investment above.	50 years
	Q. Attachment included with response	No.



		Concept Name	#3. Piers 38-40: Restaurants and Recreation At South Beach
I. Concept and Team	A. Category of Tenant	Master Tenant	
	B. Entity Name	SF Waterfront Partners III, LLC. A joint venture to be formed between Pacific Waterfront Partners, LLC (PWP) and Portman Holdings (Portman).	
	C. Personnel and Experience	<p>PWP will assign the same team that it has used on other projects undertaken with the Port. Simon Snellgrove will be the Managing Member, Alicia Esterkamp Allbin, Partner of PWP in SFWP I and SFWP II and Debra Viall, VP of Acquisitions for PWP. A project management team will be assembled in conjunction with Portman Holdings. PWP was the Managing Member of SFWP, developer of Piers 11/2 3 &amp; 5, Development Manager of Pier 24 Photography and co-development Manager of The Bay School of San Francisco in the Presidio.</p> <p>Portman will assign their Senior Vice President, Roger Zampell as Project Executive and Reid Scott, Development Associate. Portman was the co-developer and managing entity of The Embarcadero Center, Embarcadero Center West, and The Pan Pacific (now the J.W. Marriott Hotel). The Portman team has extensive urban renewal experience throughout the world and most recently completed a \$347 million hotel and mixed-use waterfront development under a ground lease in San Diego. For this project Portman worked extensively with the Unified Port of San Diego and the City and Coastal Commission, as well as forming a public/private partnership for successful public outreach.</p> <p>Please refer to more detailed information, emailed separately.</p>	
	D. Use, How its public-oriented	<p>PWP and Portman are responding to five of the sites which have been combined such that we are proposing three overall development opportunities.</p> <p>Pier 38 - 40</p> <p>PWP has previously submitted a proposal on Pier 38 in 2013. We believe that it represents a terrific opportunity to create innovative commercial space which will fund very significant public benefits in the form of maritime and recreational and provide an attractive return for the Port.</p> <p>We propose to alter our prior vision in the following ways:</p> <p>1. Expand the scope to include Pier 40 which will improve overall planning as well as create more recreational and</p>	

commercial boating facilities. The combined Piers will yield a project with approximately 158,000 SF of commercial office in Pier 38, 35,000 SF of maritime support facilities on the ground level and 41,000 SF of office on the second level of Pier 40. Ground level restaurants throughout both Piers would total 14,000 SF with an additional 17,000 SF of pop-up restaurants and food courts plus 10,000 SF of outdoor dining areas.

2. Reduce the previously proposed berthing for large private boats on the North side of Pier 38 in favor of junior sailing, kayaking, and more affordable boating.

3. Dedicate the South apron of Pier 38 to water taxis and a public dock and restore the North apron of Pier 40 to accommodate ferries and water taxis with an inside passage for kayaks and small boats

4. Extend a floating junior sailing launch site between Pier 38 and the Brannan Street Wharf.

5. Change the programming of the restaurants proposed in our prior submittal to more casual and more affordable operations.

6. Apply what we have learned from the development and management of Piers 1 ½, 3, and 5 to include the infrastructure for restaurants into the base building to lower the capital cost and thereby the effective rents for the operators. Include pop-up restaurants, Asian-style food courts, and night markets to provide the public with more affordable ways of enjoying the waterfront.

7. We propose to explore with the Port the feasibility of extending the scope of Piers 38-40 to a master lease for South Beach Harbor whereby we can monetize the existing cash flow and achieve greater economies of scale by extending the management under a ground lease and management agreement and having the Port participate in the profits from operations.

Please refer to details e-mailed separately to the Port.

E. Experience with concept

Both development entities and their management advisory teams and architects have extensive experience in the design of educational, cultural, hospitality, and mixed-use facilities.

PWP has re-developed Piers 11/2, 3 and 5 on the waterfront and co-managed the development of educational facilities at The Bay School in the Presidio. PWP has partnered with the Port since 2000 in the redevelopment of the Waterfront and gained extensive experience in such matters as entitlements, tax credits and maritime operations.



		Portman was recently selected by the Georgia Institute of Technology to develop a 645,000 SF office building in Midtown Atlanta known as Coda. Approximately half of the office space in Coda will be occupied by Georgia Tech research and administrative teams, with the remaining space to be occupied by private sector companies seeking to capitalize upon the benefits of being located near a top-tier research institution. The building has been specifically designed to include large commons spaces for open use to maximize the “bump-in” factor and lead to closer ties between the university and its partners.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	<b>Pier 38</b>	<b>1</b>
	<b>Pier 40</b>	<b>1</b>
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed C. Exterior Shed/Access to Aprons C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area A.-D. Master Tenant Whole Pier, And in some cases, Adjacent properties
	H. Describe the areas and the portions of the site(s) you propose to occupy.	All
	I. 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, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Berthing space, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Please refer to answers in Paragraph 4 above and to details in the response for each project which are being e-mailed to the Port.
	K. Describe the physical improvements concept	All projects will be developed to the same standards as Piers 1 ½, 3, and 5. These projects will comply with the Secretary of the Interior Standards for Historic Rehabilitation and qualify for Historic Tax Credits.  Please see detailed submittals on each project.
	L. Describe accessing sufficient capital	PWP and Portman have a long track record of attracting significant capital for their projects. Portman Holdings has longstanding relationships with a variety of financial sources including, among others, money-center banks, private equity firms, high-net-worth individuals, and sovereign wealth funds. During the most recent real estate cycle, Portman has deployed over \$1 billion of capital from a variety of partners.  Details are attached to the individual proposals being e-mailed to the Port

V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	Yes.

San Francisco Historic Piers Request for Interest

# PIERS 38-40



PACIFIC  
WATERFRONT  
PARTNERS, LLC

PORTMAN HOLDINGS





## Introduction

Pacific Waterfront Partners, LLC (PWP) has twice submitted proposals to the Port for the redevelopment of Pier 38, with the most recent submittal in 2013. We are pleased to respond to the Port's RFI and consider this an excellent opportunity to not only update our previous proposal, but to **expand the scope to include Pier 40**, where the synergies of the two sites

will enable an important urban space that will connect the local neighborhood to the Bay using the maritime activity and connection to the water to create a truly special area.





# Major Maritime Changes

We propose to modify our prior vision in the following ways:

- Expand the scope to **combine Pier 38 with Pier 40 to improve overall planning and create more recreational and commercial boating facilities with more efficient management.**
- Repair and replace ferry and water taxi landings on the North side of Pier 40, leaving space inboard on the south side of the float for kayakers and small boats.
- Add free public berthing for boats under 40 feet and additional water taxi landings on the south apron of Pier 38.
- Add junior sailing facilities on the north apron of Pier 38, extending to a Junior sailing float between the Pier 38 apron and the Brannan Street Wharf park and provide a free boat hoist to launch small boats.
- **Extend the Pier 40 seawall to protect Pier 38 and the Junior sailing and berthing facilities on the North side.**



**TIDELINE**

*Our Bay, Your Boat*



# Changes to Restaurant Programming

- Change the programming of the restaurants proposed in our prior submittal to more casual and more affordable operations.
- Apply what we have learned from the development and management of Piers 1 ½, 3 and 5 to include the infrastructure for restaurants in to the base building to lower the capital cost and thereby the effective rents for the operators.
- Include “pop-up” restaurants, Asian Style food courts and night markets to **provide the public more affordable ways of enjoying the Waterfront.**



Pop-up restaurants provides for more casual and more affordable operations.



Asian Style food courts and night markets provide the public with affordable ways to enjoy the Waterfront.



# Innovations in Sustainability

- **Eliminate parking** except for the verge of Pier 40 where only short-term loading and unloading would be permitted for marina visitors.
- Re-examine **using Bay water cooling** in place of cooling towers.
- Include **extensive solar paneling** on the roofs of both sheds and feed in to electric grid.
- Provide power docks for **recharging electric water taxis**.







**The synergies of Pier 38 and Pier 40 sites will activate an important urban space, connecting the local neighborhood to the Bay. With increased recreation and restaurant offerings and stellar views, it will be a truly special place.**

# Team

## DEVELOPMENT TEAM

Lead Development will be a partnership of:

- **Pacific Waterfront Partners, LLC** (PWP)
- **Portman Holdings** (PH)

Development, Project Management and Operations consultants:

- **Tideline**, Water Taxi Center operations
- **Cornerstone Concilium**, Construction and Project Management

## ARCHITECTS & ENGINEERS

- **Moss Wong**, Design Consultant
- **Page & Turnbull**, Historic Preservation Architect
- **Rutherford + Chekene**, Structural Engineer
- **Moffatt & Nichol**, Maritime Engineer
- **Meyers + Engineers**, Mechanical and Electrical Engineer

## ATTORNEYS

- Ruben, Junius & Rose, Land Use
- Remy Moose Manley, CEQA
- Farella Braun + Martel, Historic Tax Credits
- CohnReznick, Historic Tax Credit Auditors

## FINANCIAL PARTNERS

PWP has partnered with, managed for, and/or arranged financing with:

- California State Teachers' Retirement System, (CalSTRS)
- Invesco
- US Bank
- Bank of America
- First Republic Bank

Portman Holdings' recent financial partners include, amongst others:

- AIG Global Real Estate
- Canyon Capital Advisors
- J.P. Morgan
- PCCP
- PNC Bank
- Regions Bank
- SunTrust Bank



PORTMAN HOLDINGS



	Concept Name	#4. Heart of San Francisco Gondola
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Benchmarks Media
	C. Personnel and Experience	Choolwe Kalulu, Commercial Pilot and CEO of Benchmarks
	D. Use, How its public-oriented	Project is named the Heart of San Francisco. This is an aerial gondola ride with a heart shaped dome that carries 15 passengers from the ground to 150 feet up in the air through a ribbed metal structure. The guests enjoy drinks while ascending and watching the entire waterfront and aerial views. The artistic design and immersive experience is a 'must do' for visitors. All foot traffic and visitors seeking a memorable San Francisco experience will love it. Specialty foods and beverages will be served around the ride entrance while visitors wait for their turn. Drink Flights of wine and specialty drinks will be served on the gondola as it ascends with a guide on board. Leisure and maritime visitors will use our ride as a destination activity because the experience will have multiple appeal, events, beverages, specialty foods, unique views, education about the Embarcadero Historic District as each pier and structure is revealed from a birds eye view.
	E. Experience with concept	I'm a Commercial Pilot and the concept of this business is primarily Aviation based.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	<b>Pier 29½ &amp; 29</b>	<b>1</b>
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	



III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	Area near the half open building, very minimal space required.
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
	I. 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 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 apron access, Facility architecture, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	
	L. Describe accessing sufficient capital	

V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	Yes willing to leave the pier better than we found it!
	O. Approximate amount of tenant improvement investment	\$ 2-3 million
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	

	Concept Name	#5. The Menlo Companies
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	The Menlo Companies
	C. Personnel and Experience	Sunil Suri, Principal
	D. Use, How its public-oriented	Technology Offices, Start-ups in collaboration with UC-system, Our Renewable Energy business line Principal Offices, Historic Art Gallery, Several Restaurants, NBA Exhibition & Theater Facility, Studio for Live Recordings, Berths for Super Yachts, General Marina, Water Sports depot, Al Fresco Dining, Light-show, Bands at Floating Marina nightly -
	E. Experience with concept	Menlo has been in the Real Estate development business since 1976 and has CRE assets in 50-states across the US. Menlo is in an affiliation with the UC-system, the NBA (through the Sacramento Kings), the NFL (through the 49er's) and has many Restaurant/s started and sponsored by Funds affiliated with Menlo. Menlo sponsors several PE Funds and has all of the requisite financing needed to timely execute this strategy. We seek a long term lease. We will fully restore 100% of the Pier to the highest standard under UBC. Our team of professionals, designers and advisers, is made up of domain experts, all of whom are very well known in San Francisco.
II. Rank Preferred Location	Pier 35	2
	Pier 33	9
	Pier 31	9
	Pier 29½ & 29	9
	Pier 23	3
	Pier 19½ & 19	9
	Agriculture Building	4
	Pier 26	5
	Pier 28	8
	Pier 38	1
	Pier 40	6
	Pier 48	7

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	A+B+C + floating Marina to be constructed and water-show with lights at night
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to AT&T Park, Proximity to tourist attractions, Access to public transportation - MUNI, 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, Close to Bay bridge, so we can rhyme our music, light sculpture and water show with the Bay Bridge
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Restaurants: Bulk Head and far End of Pier plus floating Marina for al-fresco; Offices - Bulkhead and then into the Middle of the Shed - opening on the Aprons; NBA Exhibition - in the Middle-Far end of the Shed, proximate to the far end of the Pier adjacent to restaurants; Studio - back side of the NBA Exhibition Facility Gallery: In between the NBA and Offices Apron - Dining, Lounging and Sight seeing Marina - far end of the Pier Water-Drama - far end of the Pier off the Floating Marina
	K. Describe the physical improvements concept	Restore 100% of the Pier to historic standards yet add many modern elements to provide permanent quality to establishment. Menlo's Lightspeed Energy (a pioneer and sponsor of renewable Energy and one of the thought leaders in this line of business, will house our HQ at the Pier);  Menlo will feature a berthing solution for many super yachts and also feature a water sports depot accessible to the public at large;  The Ag Building will house one or more of Menlo's companies as their principal office.
	L. Describe accessing sufficient capital	Menlo is an active sponsor of PE Funds and has an AuM well north of any sum reasonably required to fully rehab this pier and make it functional for adoption for the intended uses;

V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.



Concept Name		#6. The International House of Prayer For Children
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	"Let The Little Children Pray"/Dianne's Children & Teenager Prayer Room
	C. Personnel and Experience	Dianne Washington, ADM/ISED, Special Interests, MA-SFSU, And Pastor Paul Shepperd-Destiny Christian Fellowship Fremont, Pastor John Ortberg Menlo Park Presbyterian Church and Their Respective Youth Pastors (THIS IS A NON-DENOMINATIONAL VENTURE)
	D. Use, How its public-oriented	To Give space to young children and their families, who want to allow their CHILDREN TO PRAY AND WHO ARE ALSO SF Hotel Guests..LOCALS ARE ALSO WELCOMED, HOWEVER THIS IS A VENUE SPACE FOR CHAPERONED YOUNG CHILDREN TO BE FREE TO PRAY TO THE LORD. AGE RANGE AS YOUNG AS 3 YRS OLD TO 19 YEARS OLD. SAN FRANCISCO AND OUR WORLD NEEDS THE PRAYERS OF CHILDREN AND ADULTS, THIS VENUE IS FOR CHILDREN WHO MUST BE ESCORTED/CHAPERONED BY THEIR FAMILIES. NO CHILD COMES IN WITHOUT A PARENT OR PARENTS. Other Types of Populations Targeted For Service are on my website... <a href="https://lifestylesanconseq.wixsite.com/christcenteredconsul">https://lifestylesanconseq.wixsite.com/christcenteredconsul</a>
	E. Experience with concept	AS A TEACHER OF ALL NATIONALITIES OF CHILDREN, FROM THE 1990'S, I HAVE SEEN TOO MUCH ON OUR CHILDREN THAT ONLY THE SPIRIT OF GOD CAN TAKE OFF THEM, EVEN THEIR PARENTS ARE TOO BURDENED WITH GUILT AND GOD ONLY KNOWS WHAT ELSE TO SEE REALLY SEE THEIR CHILD'S PLIGHT, RIGHT IN FRONT ON THEM....PRAYER IS WHAT BROUGHT ME TO THE AGE OF 58 CURRENTLY AND MY OTHER 11 SIBLINGS, WHO WERE ORPHANED AT A YOUNG AGE, PRAYER KEPT US OUT OF JAIL EVEN THOUGH WE BASICALLY RAISED OURSELVES IN ARKANSAS...I AM ALSO A MINISTER IN CHRIST. THIS IS CHRISTIAN BASED..PLEASE DO NOT THINK A CHURCH BLDG WILL SUFFICE THIS TIMELY UNPRECEDENTED NEED...PLEASE DO NOT THINK THAT OTHER SMALL BUSINESS ENTRIES ARE MORE IMPORTANT OR MORE LUCRATIVE/PROSPEROUS THAN THIS. IT WILL COMPLEMENT AND RESPOND TO EXISTING NEARBY USES AND CONDITIONS VIA THE EDUCATION LEARNING COMMUNITY AND THE MANY BUSINESSES IN THE FINANCIAL DISTRICT, EMPLOYERS AND EMPLOYEES WHO HAVE CHILDREN, AND GRANDCHILDREN WHO HAVE BEHAVIOR ISSUES THAT ARE OFF THE CHARTS...I AM A PRE-K-12 AND COLLEGE EDUCATOR FOR OVER 20 YEARS AND NOT ONLY DOES SAN FRANCISCO NEED THIS VENUE, BUT THE ENTIRE WORLD'S CHILDREN WHEN THEY COME HERE TO SAN FRANCISCO.. IT WILL PROMPT ADULTS TO START PRAYING FOR SURE...I PRAY DAILY WITH PRAYER GROUPS AND TEACHERS/EDUCATORS AND IT IS GRAVELY/DESPERATELY NEEDED.

## II. Rank Preferred Location

<b>Pier 35</b>	<b>7</b>
<b>Pier 33</b>	<b>2</b>
<b>Pier 31</b>	<b>2</b>
<b>Pier 29½ &amp; 29</b>	<b>1</b>
Pier 23	
Pier 19½ & 19	
<b>Agriculture Building</b>	<b>4</b>
<b>Pier 26</b>	<b>1</b>
<b>Pier 28</b>	<b>1</b>
<b>Pier 38</b>	<b>9</b>
<b>Pier 40</b>	<b>9</b>
<b>Pier 48</b>	<b>9</b>

## III. Details about Preferred Location (s)

G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage
H. Describe the areas and the portions of the site(s) you propose to occupy.	AS ABOVE
I. 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 tourist attractions, Access to public transportation - MUNI, Access to public transportation - Ferry, Facility height, Facility square footage, Access to water

IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	
	L. Describe accessing sufficient capital	
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	NOT SURE YET...WILL COMPLETE BEFORE 31OCT
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	Per SF Hotel Tax Revenue AMONG OTHERS...COMPLETE LATER
	P. Est. lease term required to amortize tenant improvement investment above.	DEPENDS ON THE DEAL
VI. Attachment	Q. Attachment included with response	No.

	Concept Name	#7 Plug and Play SF (Co-working space for startups)
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Plug and Play LLC
	C. Personnel and Experience	Amir Amidi - Managing Partner Jordan Bray - Head of Corporate Partnerships
	D. Use, How its public-oriented	Co-working space for early stage technology companies
	E. Experience with concept	We have been operating under Plug and Play for over a decade. We have 29 offices around the globe and have invested in over 800 startups.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	<b>Pier 48</b>	<b>1</b>
	III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.

	H. Describe the areas and the portions of the site(s) you propose to occupy.	Entire Pier
	I. 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, Access to public transportation - MUNI, Access to public transportation - BART, Facility square footage, Facility architecture, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Majority of the space would be co-working space including common conference rooms and an events area that can accommodate up to 500 guests. Most of the co-working space will be open layout
	K. Describe the physical improvements concept	It would depend on the Pier. We would have to take a physical tour.
	L. Describe accessing sufficient capital	We would fund it.
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	Depends on the location and condition of the pier.
	N. Willingness to make capital improvements	Depends on the deal



VI. Attachment	O. Approximate amount of tenant improvement investment	As much as is needed.
	P. Est. lease term required to amortize tenant improvement investment above.	30 years
	Q. Attachment included with response	No.

		Concept Name	#8. TCC Master Tenant and Facilitator
I. Concept and Team	A. Category of Tenant	Master Tenant	
	B. Entity Name	Trammell Crow Company	
	C. Personnel and Experience	Primary Contact: Peter Brandon - Senior Vice President, see - <a href="https://www.trammellcrow.com/en/people-and-offices/peter-brandon">https://www.trammellcrow.com/en/people-and-offices/peter-brandon</a> <a href="https://www.trammellcrow.com/en/products-and-services">https://www.trammellcrow.com/en/products-and-services</a>	
	D. Use, How its public-oriented	As Master Tenant Trammell Crow Company will pursue the sublease of space to proposed economically feasible public-oriented uses that have indicated interest in utilizing the Historic Piers or will be responding to this RFI. We seek to work with the Port and Smaller Tenant proposers to develop a market driven viable plan to rehabilitate specific piers to facilitate their reuse.	
	E. Experience with concept	Trammell Crow Company provides comprehensive real estate services to both investor and tenant clients. TCC has highly experienced personnel who effectively manage complex projects. The team achieves this through the evaluation, planning, and execution of various strategies, including acquisition, disposition, re-entitlement, master planning, and development which enables our clients to achieve the greatest value for its real estate. see - <a href="https://www.trammellcrow.com/en/products-and-services/development-management">https://www.trammellcrow.com/en/products-and-services/development-management</a>	
II. Rank Preferred Location	Pier 35	5	
	Pier 33	5	
	Pier 31	5	
	Pier 29½ & 29	1	
	Pier 23	4	
	Pier 19½ & 19	2	
	Agriculture Building	9	
	Pier 26	4	
	Pier 28	4	
	Pier 38	3	
	Pier 40	3	
	Pier 48		

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Master Tenant
	I. 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 ingress/egress, Facility architecture, Foundation and Structure Condition
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	As Master Tenant we are open to teaming with proposed uses of various types. The key issue is the assessment of cost for rehabilitation of the Piers, in particular the structural and foundation elements as well as how this will be integrated with the future seawall rehabilitation programing.
	K. Describe the physical improvements concept	Physical improvements will based on proposed uses while consistent with Interior Standards for Historic Rehabilitation. The interior elements are a subset of the more costly improvements to the structure and foundation needs.
	L. Describe accessing sufficient capital	Trammell Crow Company has a deep roster of strategic capital partners including institutional equity capital partners consisting of life insurance companies, REITs, private real estate equity funds, and investment advisors representing comingled funds and separate accounts. In addition, TCC has strong lending relationships with many leading debt sources including multi-national, national, regional and local commercial banks, life insurance companies, and investment banks. The surety of execution our capital partners deliver is a top priority for TCC and a competitive advantage for the developments we pursue. see - <a href="https://www.trammellcrow.com/en/about/capital-partners">https://www.trammellcrow.com/en/about/capital-partners</a>
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital	

	improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.



	Concept Name	#9. South Beach Point
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Vanke USA / Modico Investments
	C. Personnel and Experience	Trey Clark, Senior Manager, Eric Tsaur, Project Manager, Bill Wenner, Construction Manager
	D. Use, How its public-oriented	<p>A. We are proposing a mixed use concept with a combination of retail, office and park uses. The very rear of the pier will house a biosphere-type structure which will house a botanical garden. This will be a public park that will allow residents and visitors to engage with the waterfront in relative warmth while enclosed in a protected area that is also densely populated with fauna. The team believes this will be a spectacular public amenity that will enhance the city as a whole. The enclosure will be accessed by use of the publicly accessible apron that circumscribes the entire pier. The bottom portion of the bulkhead will house retail, of which a substantial portion will be restaurant space. The upper portions of the bulkhead will house office or potentially community uses. Between the bulkhead and the public park will be market-rate office space. The office portion will be the primary economic driver of the development that finances the seismic improvements, the substructure repairs, apron repair/installation, and public park.</p> <p>B. The retail portion, the apron, and the public park are the public-oriented uses of the space.</p> <p>C. The primary populations targeted are both local residents and visitors of all ages.</p> <p>D. Given the development of the South Beach / Ballpark area in terms of both residential and office population growth, the proposed use will complement the nearby uses by: 1. Providing additional dining and retail amenities to nearby residents; 2. Providing a large and attractive public space for the public to enjoy and through which the public can engage with the waterfront; 3. Complementing existing nearby offices uses by continuity of land use through the office portion.</p>
	E. Experience with concept	The company and members listed have been involved in a number of complex developments within the city of San Francisco. The team's current development portfolio consists of approximately 1,048,000 sqft of office, residential, and retail development.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	

III. Details about Preferred Location (s)	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	<b>Pier 38</b>	<b>1</b>
	<b>Pier 40</b>	<b>1</b>
	Pier 48	
	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
IV. Master Tenant Responses	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to AT&T Park, Facility square footage, Facility architecture
	J. Describe the operational concept including public-oriented and other use mix	The public park would occupy the back 20% of the pier (approximately 21,000 sqft). The office space would occupy the portion between the public park and the bulkhead (approximately 100,000 sqft). The bulkhead retail would occupy approximately 15,000, and the remaining 17,000 of bulkhead would be office space.
	K. Describe the physical improvements concept	The bulkhead would remain intact and look visually as it does today. The pier shed roll-up doors would be replaced predominantly with window frontage. The remaining exterior of the pier shed would remain intact and look largely as it does today, with the exception of the back 20% of the shed. The back 20% portion of the shed would be removed to make way for the public park.
	L. Describe accessing sufficient capital	Funding for our developments comes from balance sheet financing that has financed several billion dollars worth of developments within the US.

V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.

		Concept Name	#10. Hovercraft for the San Francisco Bay
I. Concept and Team	A. Category of Tenant	Master Tenant, Smaller Tenant	
	B. Entity Name	HOVR California, LLC	
	C. Personnel and Experience	Felix Sargent, CEO, Simeon Jewell, CTO	
	D. Use, How its public-oriented	HOVR California wishes to use one of the Port's historic piers in order to manufacture and maintenance hovercraft. Additionally, we wish to operate hovercraft to and from the port location as a central hub of a larger hovercraft network to connect the rest of the Bay Area.	
	E. Experience with concept	<b>The employees that make up HOVR California have decades of experience designing and manufacturing hovercraft for ABS Hovercraft in England, and are looking to make San Francisco a base of operations for this new venture.</b>	
II. Rank Preferred Location	Pier 35	11	
	Pier 33	10	
	Pier 31	9	
	Pier 29½ & 29	8	
	Pier 23	7	
	Pier 19½ & 19	6	
	Agriculture Building	4	
	Pier 26	2	
	Pier 28	1	
	Pier 38		
	Pier 40	3	
	Pier 48	5	
III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	B. Interior Shed C. Exterior Shed/Access to Aprons C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area	
	H. Describe the areas and the portions of the site(s) you propose	We would like to use the interior shed for manufacturing and maintenance, and then use the frontage and aprons to board passengers to hovercraft operating from the terminal.	



	to occupy.	
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to the Ferry Building, Facility width, Facility height, Facility ingress/egress, Facility apron access, Facility square footage, Facility architecture, Berthing space, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Facility would be 70% manufacturing, 10% office, and 20% public access. Public access and office would be in front to take advantage of historic frontage, and access to street. Manufacturing facilities will be in the rear of the pier out of sight of the public. Public Access will include a ticketing area, boarding lounge, restrooms, and a informational experience about the science of hovercraft. Office Area will be for HOVR California use.
	K. Describe the physical improvements concept	Primary rehabilitation will occur in the front of the pier, with interior design largely consistent with the same choices the Port of San Francisco made in their redevelopment of their offices. At the rear of the pier we wish to investigate whether a semi-permanent floating pontoon-ramp to the water can be installed, which will allow hovercraft to enter the maintenance facility from the water.
	L. Describe accessing sufficient capital	HOVR California is raising capital through strategic investors who are seeking to improve the way that their employees commute across the bay. The manufacture of hovercraft is a capital intensive undertaking, and as such we will be sufficiently capitalized in order to perform the renovations required in order to operate from a historic pier.
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$1-2/sqft
	N. Willingness to make capital improvements	Yes
	O. Approximate amount of tenant improvement investment	

	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.

I. Concept and Team	<b>Concept Name</b>	<b>#11. Gateway to the San Francisco Dream</b>
	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Pop Up Family Fun & Spark Social & Partners
	C. Personnel and Experience	Esther Stearns CEO-Pop Up Family Fun, Carlos Muela CEO of Spark Social
	D. Use, How its public-oriented	<p>a)</p> <p>Pop Up Family Fun and Spark Social will partner to create The SF-Global Exchange. The Exchange will celebrate the many different cultures that have shaped San Francisco and the immigrants who have shared them. At the heart of The Exchange is a multi-cultural, food truck court, a game changing 18 hole miniature golf and game course, a public art space and an incubation space to help new truck owners emerge. Through food, art and active play San Franciscans and visitors will deepen their appreciation of the diverse groups that have made this city so special.</p> <p>Building on concepts we have developed together in our current SF installation, Pop Up Family Fun and Spark Social will go beyond themes and images and tell deep stories about the human exchange that is at the heart of immigration.</p> <p>Leveraging the experience of Spark Social in the food truck arena, we will create an incubation program to help new entrants launch food trucks.</p> <p>b)</p> <p>The Exchange is public-oriented in that it will provide an appealing, ever-changing food and drink service in a context that honors the diversity of the community. The art and game-play aspects of the project will draw on these same themes and together with the food, highlight San Francisco values such as acceptance, appreciation of diversity and fun.</p> <p>c)</p> <p>Young San Franciscans love art and game-play and will be drawn to the diversity of the food trucks. Families will come to play miniature golf and be drawn into the larger story and older SF residents will see themselves and the past in what we have created.</p> <p>d)</p> <p>The Exchange will be a huge addition to the current Waterfront. It will be a place that makes people remember and</p>

II. Rank Preferred Location		experience what is unique about San Francisco. It will be a place for emerging artists and chefs. It will be a place where the community can celebrate our rich history and our emerging art.
	E. Experience with concept	<p>Pop Up Family Fun is the operator of a family entertainment facility in Parklab Gardens in Mission Bay. Our 18 hole miniature golf course has delighted thousands of golfers and was described in local media as a “love letter to San Francisco.” The course is deeply rooted in SF history and was the work of over 150 local artists.</p> <p>Carlos Muela and his team brought food truck courts into the culture of San Francisco, with SOMA Streatfood, Spark Social and Parklab Gardens. They are experts in the food truck industry and have helped countless emerging chefs and operators develop successful businesses.</p> <p>Spark Social and Pop Up Family Fun are currently partnered at Parklab Gardens and operate the Food Truck court, bars and Stagecoach Greens miniature golf. Phase 2 will add other games.</p> <p>To execute the public art element of this proposal we will bring on board a suitable partner from our extensive network of local artists.</p>
	Pier 35	
	Pier 33	
	<b>Pier 31</b>	<b>6</b>
	Pier 29½ & 29	
	<b>Pier 23</b>	<b>2</b>
	<b>Pier 19½ &amp; 19</b>	<b>1</b>
	Agriculture Building	
	Pier 26	
	<b>Pier 28</b>	<b>3</b>
	<b>Pier 38</b>	<b>4</b>
	Pier 40	
	<b>Pier 48</b>	<b>5</b>



III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed C. Exterior Shed/Access to Aprons
	H. Describe the areas and the portions of the site(s) you propose to occupy.	We envision trucks and the golf/game areas in high ceilinged parts of the building with adjacent seating inside and out. We estimate that we need approximately 40,000 square feet to implement The Exchange.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to pedestrian traffic, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Facility ingress/egress, Facility apron access, Facility square footage
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	NA
	L. Describe accessing sufficient capital	

<b>V. Smaller Tenant</b>	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$0.75-2.00
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	Preparation of the space for the food service is not that complex, we will build the game facilities and seating areas. The cost of doing this will be worked out as part of the project. Both Pop Up Family Fun and Spark Social are well funded established companies with the ability to build out the facilities we need.
	P. Est. lease term required to amortize tenant improvement investment above.	5-10 Years
<b>VI. Attachment</b>	Q. Attachment included with response	No.

	Concept Name	#12. Tarara - an authentic Japanese street experience by the AT&T Park
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	RJR Hospitality Group
	C. Personnel and Experience	Reiman J Reynolds
	D. Use, How its public-oriented	
	E. Experience with concept	
II. Rank Preferred Location	Pier 35	9
	Pier 33	9
	Pier 31	9
	Pier 29½ & 29	9
	Pier 23	9
	Pier 19½ & 19	9
	Agriculture Building	9
	Pier 26	9
	Pier 28	9
	Pier 38	9
	Pier 40	1
	Pier 48	9

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage
	H. Describe the areas and the portions of the site(s) you propose to occupy.	SB40 Restaurant Location
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to AT&T Park, Proximity to tourist attractions, Access to public transportation - MUNI, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	We look to enhance the overall health of Pier 40 restaurant location (A.K.A. SB40) by remodeling the location to reflect the port vision in keeping the historicity present while serving South Beach community and visitors
	L. Describe accessing sufficient capital	
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$30-\$36 PSF
	N. Willingness to make capital improvements	Depends on the deal
V. Smaller Tenant		

	O. Approximate amount of tenant improvement investment	\$300,000
	P. Est. lease term required to amortize tenant improvement investment above.	10
VI. Attachment	Q. Attachment included with response	No.



	Concept Name	#13. A Civic Waterfront: Making Community Engagement the Heart of the Development Process
I. Concept and Team	A. Category of Tenant	Master Tenant, Smaller Tenant
	B. Entity Name	Boston Properties
	C. Personnel and Experience	Mirjam Link, Senior Project Manager, Development Peter Back, SVP, Construction
	D. Use, How its public-oriented	combination of use that is income producing and funding a component that is public use (non-profit, research, maker space, educational, family, tourism, etc.). target population: local, national, tourists/visitors,. All age groups, activ use every day, year round.
	E. Experience with concept	BXP is developing "Dock 72", a 675,000 SF development on a pier in Brooklyn, part of the Brooklyn Navy Yards. Use is office, manufacturing, light industrial, maker space, public access, public open space, bringing in transportation (shuttle to subways, new water taxi service).  <a href="http://www.bostonproperties.com/properties/brooklyn-area/ahNzfmJvc3RvbnByb3BlcnRpZXMychELEgRQYWdlGICAgMCwgYkKDA/dock-72-property">http://www.bostonproperties.com/properties/brooklyn-area/ahNzfmJvc3RvbnByb3BlcnRpZXMychELEgRQYWdlGICAgMCwgYkKDA/dock-72-property</a>
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed C. Exterior Shed/Access to Aprons A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
	I. 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, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Facility architecture, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	tbd. varies depending on which pier
	K. Describe the physical improvements concept	tbd. varies depending on which pier
	L. Describe accessing sufficient capital	tbd. varies depending on which pier
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	tbd. varies depending on which use

	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	tbd. varies depending on which pier and use
	P. Est. lease term required to amortize tenant improvement investment above.	tbd. varies depending on which pier and use
VI. Attachment	Q. Attachment included with response	No.

I. Concept and Team	Concept Name	#14. THE ROYAL CUCKOO MUSEUM BAR AND PIPE ORGAN LOUNGE
	A. Category of Tenant	Smaller Tenant
	B. Entity Name	THE ROYAL CUCKOO MUSEUM BAR AND PIPE ORGAN LOUNGE
	C. Personnel and Experience	Proprietors: Paul Miller and Debbie Horn, Musical Directors: Lavay Smith and Chris Siebert, Photography and art installation: Bill Mcleod and Kathy Miller
	D. Use, How its public-oriented	<p>THE ROYAL CUCKOO MUSEUM BAR AND PIPE ORGAN LOUNGE will be the third Royal Cuckoo location in San Francisco. The existing Royal Cuckoo Organ Lounge opened in 2010, and The Royal Cuckoo Market (and Horsies Saloon) opened in 2014. The proposed use is a cocktail bar. It will consist of a craft cocktail bar, a museum, and a live music venue that includes a pipe organ.</p> <p>THE COCKTAILS, in keeping in line with our other locations, will include something for everyone. A wide price range works well for us, we offer house batched barrel cocktails, fresh ingredients in craft cocktails, as well as basic well drinks for simpler tastes. We are never assumptuous and always inclusive to our guests.</p> <p>THE MUSIC, there will be a pipe organ in the bar with organ players (and accompanying musicians) seven nights a week. The pipe organ can be traced back to the ancient water organ, and was also used in many silent films that will be shown here.</p> <p>THE MUSEUM, will be a San Francisco history learning centers that relates to The Port. Maritime, Nautical, Embarcadero history is our aesthetic theme, as well as San Francisco bar history and themed cocktails that work with the rotating exhibits. Music, literary, and film events will also tie in with local history. Only vinyl records will be played in accord to our other locations.</p> <p>WHY THE PORT. Our interest in a nautical themed San Francisco History bar fits perfectly along the waterfront. A bar in its own element. The bay backdrop, the natural wood piers, and the rich origins of early San Francisco economic growth are perfect for this project. Atmosphere, ambiance, and aesthetic of the piers combined with cocktails and entertainment is ideal for tourists and locals.</p>

II. Rank Preferred Location		<p>The target market is neighbors, locals, tourists, music lovers, and cultural institutions. Ideally, we envision two rooms. One room for the fixed bar and the pipe organ, and the other room for rotating events. We will partner with Fleet Week, The S.F. Film Noir Festival, The California Historical Society, The Tenderloin Museum, The S.F. Jazz Center, and Litquake as well as other local artists and musicians.</p> <p>WHY WILL THIS WORK? Organists and other musicians currently perform at the Royal Cuckoo Organ Lounge every night, so this will be an extension of the current bookings. Many of these musicians are linked to music institutions such as the SF jazz center and would love a new space to perform in. The business model is successful currently, and this new location would be a chance to emphasize the music and drinks that we are so familiar with. This will complement and respond to the bay, the water, The Barbary Coast, and Maritime History as well as nearby uses like pier 23 and The Exploratorium.</p>
	E. Experience with concept	<p>Paul Miller and Debbie Horn currently own and run The Royal Cuckoo Organ Lounge and The Royal Cuckoo Market (and Horsies Saloon). Before opening these spaces Paul Miller was an investor in Chez Spencer restaurant and created the Cocktail program for them. He also managed Bruno's bar, bartended at Cafe du Nord and Foreign Cinema, (all San Francisco Mission district restaurants and Bars). His sister is Lavay Smith from Lavay Smith and The Red Hot Skillet Lickers, and his other sister and his nieces bartend at the current locations. Debbie Horn has worked as a visual artist after completing school at California College of The Arts. She has taught art to middle school kids, painted murals with Precita eyes, and led art workshops before opening and then selling her own small cafe. She currently volunteers at California Historical Society and is involved in museum studies events. She occasionally sings in a 60's themed girl group (The Go-Going-Gone Girls). She is active in creating cocktails that respond to local events, and her and Paul have catered museum events using exhibitions as themes for their menu. Their combined bar experience, museum interest, and musical backgrounds are rock solid for this project. They have both lived in San Francisco for 30 years.</p>
	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	<b>Pier 23</b>	2
	Pier 19½ & 19	
	<b>Agriculture Building</b>	1



III. Details about Preferred Location (s)	Pier 26	3
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	
	G. Select your preferred area(s) of the pier facility.	
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Near the back lower area near the promenade possibly?
I. 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 the Cruise Terminal, Proximity to tourist attractions, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Facility square footage, Facility architecture, Access to water	
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	X
	L. Describe accessing sufficient capital	

<b>V. Smaller Tenant</b>	M. Proposed rental rates (\$/ leasable square foot per month NNN)	We currently pay between 3 and 5 dollars per square foot in our other spaces (in the mission district)
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	Negotiable
	P. Est. lease term required to amortize tenant improvement investment above.	Ten year
<b>VI. Attachment</b>	Q. Attachment included with response	No.

		Concept Name	#15. Pocket Planet
I. Concept and Team	A. Category of Tenant	Smaller Tenant	
	B. Entity Name	Pocket Planet Ltd.	
	C. Personnel and Experience	<ul style="list-style-type: none"> <li>• Mark Vlassopoulos - Founder, Managing Director</li> </ul> <p>Mark is based in London, England and is a Founding Partner of ARC Resorts (Singapore), a worldwide developer of lifestyle projects in entertainment, leisure, hotels, and schools. He has completed US\$ 7 billion of projects throughout Europe, Southeast Asia, Africa, and the United States. Mark has developed multiple "lifestyle projects" including entertainment venues, schools, and sports facilities. Current projects include leisure facilities and sports clubs and a very large residential development.</p> <p>Mark was the co-founder of Eighth Wonder, a finalist in the bid for the US\$ 4.5 billion integrated resort in Singapore, and a partner in the proposed 1,000,000 sf East Village Las Vegas entertainment and retail complex in Las Vegas.</p> <ul style="list-style-type: none"> <li>• Simon Parker-Smith - Founder, Marketing and Communications</li> </ul> <p>Simon is a marketing professional with 30 years of experience in a number of industries including leisure, tourism and travel, exhibition, model making, advertising, and property development.</p> <p>Simon's clients have included some of the most significant brands in their sectors. He has a deep understanding of how to promote and build brands while developing mechanisms to drive revenue and profitability.</p> <ul style="list-style-type: none"> <li>• Erik Kalinski - Lead Modeller and Designer</li> </ul> <p>Erik has been creating world class models for 35 years. He has an international reputation as one of the world's experts in very large model making. His key responsibilities are managing the company's growth with his active engagement in large scale model costing, oversight, and delivery.</p> <ul style="list-style-type: none"> <li>• Ian Fowler - Advisor, Commercial and Contracting</li> </ul> <p>Ian is the Managing Director of Guagemaster, the UK's leading model supplies superstore. He is well-connected in the UK, United States, and worldwide modeling fraternity and has access and commercial ties to every major model supplier including Hornby, Airfix, PIKO, Marklin, Fleischmann, Faller and Kato.</p>	

	<ul style="list-style-type: none"> <li>• Michael Crall - Director of Development, United States</li> </ul> <p>Michael, who lives near the Bay Area, has been an executive or principal for the development or construction of US\$ 5+ billion of projects throughout the United States and in over 40 countries in Latin America, Asia, Europe and Africa. Michael has managed and developed themed entertainment projects, luxury resorts and hotels, retail complexes, and world-class restaurants. He was the Director of Development for Planet Hollywood International, responsible for over 40 of the company's properties worldwide.</p> <p>In San Francisco, Michael managed the construction of a number of iconic restaurants and hotels, including Kuleto's, Postrio, Cafe Pescatore, The Villa Florence, and The Prescott, among others.</p>
D. Use, How its public-oriented	<p>Pocket Planet is a location-based "indoor" destination entertainment attraction with significant experiential, educational, and interactive components. Pocket Planet is a 40,000 to 60,000 square foot "experience" and will be similar to indoor model worlds such as:</p> <ul style="list-style-type: none"> <li>• Miniatur Wunderland in Hamburg, Germany, which is regularly voted as the most popular tourist attraction in Germany, attracting over 1.5 million annual visitors of all ages. [<a href="http://www.miniatur-wunderland.com/">http://www.miniatur-wunderland.com/</a>]</li> <li>• Mini World in Lyon, France, which presents models in the same scale and style as Hamburg, but is a newer exhibit. [<a href="https://miniworldlyon.com/en/">https://miniworldlyon.com/en/</a>]</li> <li>• Gulliver's Gate in New York, based on Times Square, and which is exciting crowds with models at a larger scale than Hamburg and Lyon. [<a href="https://gulliversgate.com/">https://gulliversgate.com/</a>]</li> </ul> <p>Both Hamburg and Lyon present a scale model world (at OO and HO scale – approximately 1:80) of highly detailed cityscapes and landscapes with moving cars, trains, ships, airplanes, cyclists, and people.</p> <p>In Pocket Planet visitors can create models of themselves with 3D scanning and printing and then place the models in their area of choice in Pocket Planet.</p> <p>Pocket Planet, an interactive human cultural experience, is a perfect complement to the interactive scientific experience of the Exploratorium.</p> <p>Pocket Planet is educational. Models depicting San Francisco will transform over time reflecting the City's evolving history from a small village to a bustling financial and business center and seaport, fundamentally affected by major</p>

II. Rank Preferred Location		<p>earthquakes, yet subsequently rebuilt by virtue of its people's resilience to become one of the world's great cities. Pocket Planet will include themes and models of other parts of the Bay Area (from Napa to Monterey Bay) and other California landmarks, as well as other world cities and landscapes as part of the initial installation, and these will be added to and changed regularly to keep visitor engagement high and encourage repeat business. Visitor participation is through hundreds of levers and buttons that activate countless portions of the models, allowing visitors to interact with the models.</p> <p>NOTE: Pocket Planet's use would be in the Interior Shed space (it requires no daylight), with only the entry on the Embarcadero. Pocket Planet can be a "linear" design, allowing the other areas of the facility to be available for other uses that require Bay views or access. Pocket Planet would be able to leave the interior historic elements of the sheds (beams, trusses, etc.) exposed, open to view, and unchanged.</p>
	E. Experience with concept	<p>The principals of Pocket Planet have extensive experience in tenant improvement development and construction of hundreds of projects representing millions of square feet valued at well over US\$ 1 billion, specifically for entertainment, retail, and restaurant facilities in leased spaces.</p> <p>The principals of Pocket Planet have extensive experience in model making and in the planning, design, and development of world-class entertainment destinations.</p> <p>Pocket Planet is opening a London (UK) unit in January 2020 of 40,000 sq ft in the very center of the City.</p>
	<b>Pier 35</b>	<b>2</b>
	<b>Pier 33</b>	<b>3</b>
	<b>Pier 31</b>	<b>4</b>
	<b>Pier 29½ &amp; 29</b>	<b>5</b>
	<b>Pier 23</b>	<b>1</b>
	<b>Pier 19½ &amp; 19</b>	<b>1</b>
	Agriculture Building	
	<b>Pier 26</b>	<b>4</b>
	<b>Pier 28</b>	<b>4</b>
	Pier 38	
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Pocket Planet requires from 40,000 to 60,000 square feet of interior space, which ideally will be a "grey" or "cold" shell, i.e., the interior shed spaces of the sites. Embarcadero entry and signage would be necessary, however the space required in the Embarcadero frontage would be only that necessary to provide relatively high volume visitor access to the interior shed space. Egress could be along the perimeter exterior shed spaces to the Embarcadero.
	I. 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 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 ingress/egress, Facility square footage
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	N/A - see the Note in response to Question 4
	K. Describe the physical improvements concept	There is no need for Pocket Planet to alter any structural or architectural elements of the selected facility. The models for Pocket Planet are self-contained, requiring only power, and there are no permanent structural demising walls necessary - all of the elements or segments of the model complex flow from one to another.
	L. Describe accessing sufficient capital	N/A



<b>V. Smaller Tenant</b>	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$2.50 to \$3.50 per square foot per month against 5% to 7% of gross revenue
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	Up to US\$ 5 million for building services and interior construction.  [NOTE: This does not include the cost of the models and installations which will be up to US\$ 20 million.]
	P. Est. lease term required to amortize tenant improvement investment above.	15 to 20 year initial term with two 5-year renewal options
<b>VI. Attachment</b>	Q. Attachment included with response	No.

	Concept Name	#16. PastaPorto, Artisanal pasta and pizza
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Spaccanapoli inc.
	C. Personnel and Experience	Eduardo Arola president. In the restaurant industry since 1994. I currently owe a restaurant in San Francisco since 2011. Antonio Capezzuto, Italian chef owner of Pastaporto.
	D. Use, How its public-oriented	Fresh homemade pastas and wood fired Neapolitan pizza. We plan on serving visitors as well as the many companies in the downtown area.
	E. Experience with concept	Worked in several restaurants in the Bay Area. Turned a retail space into a full service restaurant which I still owe since 2011
II. Rank Preferred Location	Pier 35	4
	Pier 33	4
	Pier 31	1
	Pier 29½ & 29	1
	Pier 23	1
	Pier 19½ & 19	1
	Agriculture Building	2
	Pier 26	2

	<b>Pier 28</b>	<b>3</b>
	<b>Pier 38</b>	<b>3</b>
	<b>Pier 40</b>	<b>3</b>
	<b>Pier 48</b>	<b>3</b>

<b>III. Details about Preferred Location (s)</b>	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage: Access to The Embarcadero and associated foot, bicycle, and automobile traffic; lots of natural light; architecturally beautiful exterior; often two stories., 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
	H. Describe the areas and the portions of the site(s) you propose to occupy.	C
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to tourist attractions, Access to water
<b>IV. Master Tenant Responses</b>	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	We don't need much alterations just have a commercial kitchen including of a wood fired oven and a seating area. Ideally an outdoor seating area included.

V. Smaller Tenant	L. Describe accessing sufficient capital	Personal savings and bank loan
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$ 3-5 depending on square footage
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	\$140,000
	P. Est. lease term required to amortize tenant improvement investment above.	5 plus a 5 years option
VI. Attachment	Q. Attachment included with response	No.

		<b>Concept Name</b>	<b>#17. The Studios at Makers' Bay - Pier 29</b>
<b>I. Concept and Team</b>	A. Category of Tenant	Master Tenant, Smaller Tenant	
	B. Entity Name	THE STUDIOS AT MAKERS' BAY	
	C. Personnel and Experience	<p><b>LOU GIRAUDO – SPONSOR</b></p> <p>Mr. Giraudo is Co-Founder and Senior Managing Partner of GESD Capital Partners. He currently serves as Co-Chairman of Andre Boudin Bakeries, Inc., Chairman of Milton's Baking Company a maker of wholegrain breads, crackers and better for you frozen foods and Lucky-Save Mart Super Markets Company, and Director of the Board of The Great Atlantic &amp; Pacific Tea Company, Inc. He currently serves on the Executive Board of the Golden State Warriors an NBA basketball team. He served as Chairman of Ascentia Wine Group, owners of such wineries as Gary Farrell, Buena Vista, Geyser Peak, Covey Run, Ste Chapelle, Columbia, XYZin and Atlas Peak. He recently retired as independent director of Overhill Farms a publicly traded food manufacturing company, as well as Executive Chairman of Pabst Brewing Company (8 years' tenure). His group also owns and operates restaurant, baking, and frozen food companies throughout the U.S. He presently serves as a trustee of the Kalmanovitz Charitable Trust.</p> <p>Prior to GESD, Mr. Giraudo was CEO of Preferred Capital Markets, Inc. co-directing the development of Preferred Trade, Inc., a direct access brokerage for active retail, professional and institutional traders. From 1986-1993, Mr. Giraudo was Chairman and CEO of Pacific Coast Baking Company based in San Francisco, CA, and Chairman of Mother's Cake &amp; Cookie Co. in Oakland, CA.</p> <p>Mr. Giraudo has practiced corporate, business, and labor law in California since 1974. He has been a partner at the law firm of Coblenz, Patch, Duffy &amp; Bass, LLP (formerly Coblenz, Cahen, McCabe &amp; Breyer, LLP) since 1983. Additionally, he has held appointed public service positions throughout his career, including Chairman of the Board of Trustees of the University of San Francisco, President of the San Francisco Police Commission, President of the San Francisco Public Utilities Commission, and President of the San Francisco Board of Permit Appeals, as well as numerous not-for-profit boards over his lifetime.</p> <p>Mr. Giraudo holds a Bachelor of Arts degree in Political Science, a Juris Doctorate degree from the University of San Francisco, and a Doctorate of Humane Letters in Education (Honoris Causa) from the University of San Francisco. Mr. Giraudo was awarded the title of Papal Knight of the Order of St. Gregory the Great in September 2000.</p> <p><b>GREG LEJNIEKS – EXECUTIVE DIRECTOR/CO-FOUNDER/BOARD MEMBER</b></p> <p>Mr. Lejnieks will be responsible for all curation, exhibition programs, sales and strategic planning and overseeing administration. Other key duties include fundraising, marketing, and community outreach. The position reports directly</p>	

to the Board of Directors.

Greg Lejnieks is President/Co-Founder of Chloe Gallery, a 3,000 sq. ft. ten year-old San Francisco art gallery specializing in Modern & Contemporary fine art. With his wife, California artist Amy Nelder, he is responsible for all sales, operations and administrative functions. Chloe Gallery represents local, national and international fine artists. Over the last ten years Chloe Gallery has produced over 90 exhibitions and participated in several juried art fairs. Mr. Lejnieks has been solely responsible for the company's Masterworks Division, sourcing important works by some of art history's most acclaimed Modern & Contemporary artists.

Mr. Lejnieks has been an international fine art dealer for 31 years, running \$1 M to \$10 M galleries, organizing hundreds of exhibitions and nurturing and supporting the careers of living artists. As Vice-President of Buschlen Mowatt Fine Arts in Vancouver, B.C., he was responsible for North American operations, producing and marketing exhibitions for critically significant international artists, playing a key team role in the organization and procurement of historical Masterworks, and developing and producing art fair participation.

He has sold or curated 19th-Century to Contemporary American and International works for clients ranging from David Rockefeller and the Richard Manoogian Collection of 19th-Century American Painting, to smaller private and corporate collections.

Previously, Mr. Lejnieks owned and operated The AART Group in Carmel, CA, supporting and curating living emerging California artists and 19th Century American painting in Carmel, CA and Tokyo, Japan.

Mr. Lejnieks holds a degree from UC Davis in Dramatic Arts and graduated magna cum laude in Motion Picture and Television from the Academy of Arts University. Mr. Lejnieks is a former board member for the America Scores Bay Area.

**AMY NELDER – CHIEF CUSTOMER OFFICER/CO-FOUNDER/BOARD MEMBER**

As CCO Ms. Nelder will be responsible for the total relationship with the organization's customers to provide a single vision across all methods of customer contact. She will be responsible for influencing corporate and community activities of customer relations both through the artists' community studios as well as in the gallery center, sales, exhibition, marketing, user interface, fulfillment and post-sale support, balancing, overseeing, and managing the historical triangle between artist, gallery and collector.

With her own working studio currently open to the public on-site within a larger art gallery's 3,000sq. ft. space, in her dual role of artist and executive managing gallerist, Ms. Nelder is in the unique position of having personally experienced and incubated the innovative scenario SMB plans to develop on-site of face-to-face public interface with the artists working in situ in their studios.



Ms. Nelder, a 3rd generation San Franciscan, is currently the Vice-President/Co-Founder of Chloe Gallery, a ten year-old, 3,000 sq. ft. art gallery in San Francisco selling Modern and Contemporary painting and sculpture, as well as an internationally-collected fine artist for the past 23+ years. Chloe Gallery represents local, national and international artists through its gallery and international fine art fairs. She is the special events organizer, guru of customer relationships and lead sales person for the gallery as well as the resident artist working primarily in her studio space within the gallery itself. Ms. Nelder is responsible for all marketing facets of the gallery, and along with her husband, Greg Lejnieks, sales generation for the company.

Ms. Nelder is also former SFPD Forensic Artist and head of the Forensic Art Unit for the San Francisco Police Department, and a former public muralist. Her philanthropic work includes fundraising for CASA (Court Appointed Special Advocates) and Edgewood Center for Children and Families.

#### SELECTED COLLECTIONS

Thin Man Investment Holdings (Pty) Ltd, South Africa  
 Vanillamore Dessert Kitchens, Montclair, NJ  
 Zurich Insurance, corporate collection, NYC, NY  
 Sports Engineering and Recreation Asia, LTD, Bangkok, Thailand  
 Buena Vista Café, San Francisco, CA  
 Levi Strauss Branding Archives  
 Tosca Café, San Francisco  
 GESD Capital Partners, San Francisco  
 Club Wingtip, society club, San Francisco

#### SELECTED MEDIA FEATURES

San Francisco Chronicle  
 San Francisco Examiner  
 San Francisco Chronicle Magazine  
 KPIX, "Evening Magazine"  
 CNN, Fox News, MSNBC networks  
 Art Business News magazine  
 Art World News magazine

JODI WAYNBERG

We are also in preliminary discussions with Jodi Waynberg to join our team and make important contributions to our mission. Jodi is currently the Executive Director of the Artists Alliance Inc. in New York City where she has been responsible for having advanced the careers of over 150 emerging and established artists since 2012, raising over \$250,000 to directly support the development of experimental new work, and revitalizing a critical New York-based alternative arts organization that reaches an expansive community through contemporary art. AAI alleviates artists' financial burdens, giving them the opportunity and freedom to focus solely on the creation of new work and the evolution of their practice. Ms. Waynberg's responsibilities include setting the strategic vision for AAI; overseeing the development and implementation of its exhibition, residency, and public art programs; grant-writing and maintaining funder relationships; and advocating for the organization's needs and accomplishments with key stakeholders and collaborators including local elected officials.

KEY HIGHLIGHTS: Increased Federal program funding by 35%; State program funding by 300%; City program funding by 200%; increased organizational and programming budget by 55%. Established foundational support from Marie and John Zimmerman Fund, Netherland-America Foundation and others; received critical praise from New York Times, Art Forum, The New Yorker, Paris Review, and Hyperallergic for gallery program; developed and successfully launched the first artist residency program in New York City dedicated to arts professionals from Puerto Rico; commissioned projects acquired by the Museum of Modern Art, The Whitney Museum of American Art, Larry Gagosian Private Collection, and Richard Louis Dreyfus Foundation. Ms. Waynberg also served as Curatorial Associate for The Contemporary Jewish Museum for 4 years from the museum's opening in 2007. Working closely with commissioned artists and partner institutions, her role included development of site-specific installations and exhibitions that provided an engaging translation and interpretation of the institution's mission for a San Francisco audience. KEY HIGHLIGHTS: Projected and monitored exhibition budgets; developed exhibition layout and explanatory texts; managed project branding and graphic design; developed visitor engagement activities to enhance understanding of exhibitions; served as the primary point of contact for artists, partners, consulting graphic designers, installation team, and all inter-museum departments; coordinated artwork loans from international museum and private collections.

#### SELECT EXHIBITIONS:

Are We There Yet? 5000 Years of Answering Questions with Questions (2011)

Maira Kalman: Various Illuminations (of a Crazy World) (2010)

As It Is Written: Project 304,805 (2009-2011)

Chagall and the Artists of the Russian Jewish Theater, 1919-1949 (2009)

D. Use, How its  
public-oriented

We envision a world-class Art Center called The Studios at Maker's Bay (SMB). It will be home to more than 30 publicly accessible working artists' studios (actual studio quantity TBD- we anticipate the number of studios to increase at final design) and 1 commercial fine art gallery. The majority of the space will be designated for professional visual artists who produce a diversity of artwork, including painting, photography, printmaking, and sculpture, as well as a central plaza for world class exhibitions and art events to deliver unique value to a marketplace of experienced art lovers and collectors as well as those new to collecting art.

Studio rent will be below market rate to support artists making a living in San Francisco, leased on a one-year renewable basis. The large percentage of spaces will be for San Francisco based professional artists, with some percentage for current or graduating students from the California College of the Arts. Artists will either be juried in for acceptance or chosen/recommended by CCA for the CCA studios. Stephen Beal, President of CCA - working in concert with SMB curators - will source CCA students who either need additional studio space, or are ready to make the leap from academic to professional life.

Artists' studios will be accessible to the public as a cultural experience for viewing, learning about and purchasing a diverse collection of art. Together with the fine art gallery (focusing on San Francisco and California-made art) SMB will also host a calendar of important art events/exhibitions/installations from featured artists, and exciting dialogues creating a cultural hub for SF residents as well as one-time tourist visitors. SMB will cater to the entire city as a destination to view and experience art as it is being made.

Artists and galleries alike are being priced out by high rent and land use costs. Our concept, a mingling of commercial and non-profit art resources, allows us to bring studio base below market while creating a self-sustaining financial model, maintaining and growing both the community of artists and art-lovers in San Francisco.

II. Rank Preferred Location	E. Experience with concept	<p>Mr. Giraudo, a well known businessman in the food and beverage business, large and small scale, national and local, is well positioned to sponsor this project.</p> <p>Greg Lejnieks and Amy Nelder have deep roots in California. Amy is a 3rd generation San Francisco native who grew up immersed in the culture of local civic service. Greg was born and raised in Napa, CA, did his schooling at UC Davis and the Academy of Arts University. Their fine art gallery has been part of the fabric of the arts in San Francisco for 10 years while Amy has been a professional artist in San Francisco herself for 23. They founded Chloe Gallery during the Great Recession and have weathered not only the intense capital pressure of running a fine art gallery in San Francisco, but have done so while producing world-class exhibitions at their gallery and fine art fairs, with an educational and community-building focus, producing multiple interactive annual events designed to introduce artists to the public in a salon-like dialogue. They have an existing and unique sales, operational and administrative advantage for the successful development and on-going success of SMB.</p> <p>Chloe Gallery was also the first Certified Green Business fine art gallery in the City and County of San Francisco, featured by the SF Environment as a sustainability case study and by PG&amp;E, who produced a video featuring Chloe Gallery as a green business model for other small businesses in California to promote LED conversion.</p> <p>Jodi Waynberg, also with solid Bay Area roots, has strong fundraising skills in the non-profit fine art sector as well as critically accepted curatorial skills. As the current executive director of the Artists Alliance, Inc. in New York, NY, she has the operational, fund-raising and curatorial expertise to support SMB as it moves through its business cycles over the coming years.</p>
	Pier 35	
	Pier 33	
	Pier 31	
	<b>Pier 29½ &amp; 29</b>	<b>1</b>
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	<p>A. Embarcadero Frontage</p> <p>B. Interior Shed</p> <p>C. Exterior Shed/Access to Aprons</p>
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Pier 29 30,000 sq. ft. front position. The gallery will take a front position, using roughly 2,000 sq. ft. for exhibition space and another 500 sq. ft. for office space. Artists' studios will run down the left and right side moving into the interior of the pier; studio spaces will range from roughly 200-1000 sq. ft. depending on how many artists work in that space. The central pedestrian plaza will double as space for important exhibitions/installations.
	I. 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 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
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>The entire area, minus administrative/operational areas (only a small portion of SMB), would be open to the public – the primary mission being to nurture artists and present their art and process in an interactive, open-air market environment. The public would enter through either the front or side egress.</p> <p>Our architectural plan is a stripped-down clean, industrial look emphasizing Pier 29's historical elements, much like the build-out at the Ferry Building or the San Francisco Art Institute Fort Mason campus. The artists' studios themselves would be both publicly-oriented and revenue generating, filled with a vibrant and diverse aesthetic of living artists creating and thriving in their spaces.</p> <p>The large front door of Pier 29 may provide us the ability to bring in large scale art for public viewing, and, if acceptable to Pier management, the City of San Francisco and other organizations, inviting artists to place pieces that might "spill out" to outdoor areas of Pier 29 and the cruise terminal.</p>
	K. Describe the physical improvements concept	<p>It is anticipated the Master Tenant will engage Nibbi Brothers, who completed the seismic renovation and historic preservation for the Exploratorium at Pier 15 and transformed the historic Pier One from warehouse to waterfront showpiece, and Sares Regis Group of Northern California, LLC, to develop the site.</p> <p>The key element of our concept is to make a community of affordable artists' studios while immersing the public in a unique social and artistic experience. With simplicity in mind, SMB should have an industrial, open-air, raw modernist</p>

V. Smaller Tenant		warehouse feel allowing the public to easily view inside the artist studios while they take in the “original gabled roof design of Pier 29” that permits “natural light into the pier shed to reveal its timber construction and structural framing of the Neo-classical bulkhead.” (Port Commission Pier 29 description) We will maintain the feel of the original design of Pier 29 is maintained while building out the interior spaces for the artist studios, gallery and administrative offices. An additional advantage to the open air concept, with a central plaza, is the development of a large “flex-space” that will allow on-going, for-sale public exhibits that further support the San Francisco artists’ ability to live and work.
	L. Describe accessing sufficient capital	Capital infusion will allow for the proper Tenant Improvements to take SMB live and to support start-up. Chloe Gallery and artist studio sales will contribute on-going operational cash-flow.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	Negotiated market rent.
	N. Willingness to make capital improvements	It depends on the deal and the City’s commitment to the art community.
	O. Approximate amount of tenant improvement investment	\$5M to \$10M. Presently working with architect and contractor to refine the capital improvement number.
	P. Est. lease term required to amortize tenant improvement investment above.	42 years
VI. Attachment	Q. Attachment included with response	No.



		Concept Name	#18. re.riddle, site-specific installations
I. Concept and Team	A. Category of Tenant	Smaller Tenant	
	B. Entity Name	re.riddle	
	C. Personnel and Experience	<p>Candace Huey, Owner of re.riddle. re.riddle's founder and principal, Candace Huey, brings her extensive knowledge of and experience in the art world to her projects. Huey has worked for the Fine Arts Museums of San Francisco, Bonham's auction house, and various galleries in the Bay Area where she curated the exhibitions Art in Dialogue, California, History of Blue, The Photography Show and Geographies entailing the work of 20th century masters and contemporary artists. As an independent curator, she conceptualized and produced exhibitions for cultural institutions such as Consulado General de México, Consulado General de España, and Consulat Général de France, San Francisco. She consults on collection portfolio and development for private clients in San Francisco, Hong Kong, Chicago, London and Paris.</p> <p>Huey holds degrees from the Courtauld Institute of Art in London and U.C. Berkeley, and has presented her academic research on 17th century Dutch Art at renown conferences in the United States and the Netherlands. She currently teaches art history at a private university, sits on the board council for SECA SFMoMA, de Young Museum College Programs Advisory and is an active member of ArtTable and Artadia San Francisco Council.</p>	
	D. Use, How its public-oriented	<p>Our art gallery will be using the historic piers as sites for cultural programming, art exhibitions, site-specific/interactive/multidisciplinary installations to engage with the public. It will act as a bridge between the international and local communities, in that it will partner with both international and local cultural organizations, artists, performers, writers, musicians, architects, other creative bodies and institutions. It will symbolize a entry point to San Francisco as an international arts site, and target varying socio-economic classes and diverse ethnic and racial communities. It was hopefully be a place where dialogue and exchange of distinct philosophies, ideas and ideals, values and beliefs may be shared and expressed in a safe, productive manner and one that promotes discourse and progress. It will take into account the port status of the piers and the histories which are embedded in the landscape and nearby architecture.</p>	

II. Rank Preferred Location	E. Experience with concept	I have had over 20 years in the arts industry relating to conceptualizing, curating art and cultural programming, teaching/education as an art history professor working with a diverse student body and various learning styles (11 years in academia), managing and directing galleries and non-profit organizations, and consulting public and private institutions with developing their cultural and art programming at both internationally, domestically in US and locally in the San Francisco Bay Area.
	<b>Pier 35</b>	<b>4</b>
	<b>Pier 33</b>	<b>5</b>
	<b>Pier 31</b>	<b>6</b>
	<b>Pier 29½ &amp; 29</b>	<b>3</b>
	<b>Pier 23</b>	<b>7</b>
	<b>Pier 19½ &amp; 19</b>	<b>9</b>
	Agriculture Building	
	Pier 26	
	<b>Pier 28</b>	<b>1</b>
	<b>Pier 38</b>	<b>2</b>
	<b>Pier 40</b>	<b>8</b>
	<b>Pier 48</b>	<b>3</b>
III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	B. Interior Shed: C. Exterior Shed/Access to Aprons:
	H. Describe the areas and the portions of the site(s) you propose to occupy.	I would like to occupy the Interior Shed areas or the Exterior Shed area, as those spaces are best suited for art exhibitions and large scale, site specific installations with the minimal natural light and high ceilings.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to pedestrian traffic, Facility height, Facility architecture

IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	
	L. Describe accessing sufficient capital	
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	Range: \$25- 45 per square foot per month = \$2,500 to \$4,500 a month rental fee
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	\$15,000
	P. Est. lease term required to amortize tenant improvement investment above.	2
VI. Attachment	Q. Attachment included with response	No.

		Concept Name	#19. The Bay Area Center at the Agricultural Building
I. Concept and Team	A. Category of Tenant	Master Tenant, Smaller Tenant	
	B. Entity Name	Bay Area Council	
	C. Personnel and Experience	<p>Jim Wunderman</p> <p>Mr. Wunderman is President and Chief Executive Officer of the Bay Area Council, a San Francisco-based civic leadership organization, founded in 1945, that is supported by nearly 300 business members and by foundation grants. Previously, he served as director of government relations for Provident Financial and as Deputy Mayor of San Francisco in the administration of Mayor Dianne Feinstein. (See <a href="http://www.bayareacouncil.org/people/jim-wunderman/">http://www.bayareacouncil.org/people/jim-wunderman/</a> for Mr. Wunderman's full bio.)</p> <p>Mr. Wunderman's primary role for the Center will be to ensure the success of its capital campaign by developing a public-private partnership strategy and by engaging business, philanthropy, and government leaders.</p> <p>John Grubb</p> <p>Mr. Grubb is Chief Operating Officer of the Bay Area Council, with day-to-day responsibility to manage the Council's operations, member engagement, policy research, international relations, advocacy, and external relations functions. He has led significant Council initiatives including Regional Measure 3, the creation of the California-China Office of Trade and Investment, management of the Seventh Clean Energy Ministerial conference, opening of Bay Area Council offices in Sacramento and four cities in China. (See <a href="http://www.bayareacouncil.org/people/john-grubb/">http://www.bayareacouncil.org/people/john-grubb/</a> for Mr. Grubb's full bio.)</p> <p>Mr. Grubb's primary roles for the Center will be to recruit and supervise the team of technical experts that will develop and execute the reconstruction of the Agriculture Building, and, under the leadership of the Center's Board of Directors, to fully develop and implement the operational plan.</p> <p>Bobby Winston</p> <p>Mr. Winston is Proprietor of the Bay Crossings store in the Ferry Building, publisher of the Bay Crossings newspaper, founder of Ferry Bocce, founder of Friends of the Port, and founder of the San Francisco Shakespeare Festival.</p> <p>His primary role for the Center will be to recruit members to its Board and as strategic advisor to the Board on its</p>	

	<p>capital campaign.</p> <p>Jeanine Hawk Dr. Jeanine Hawk is Chief Financial Officer for the Bay Area Council and Bay Area Council Foundation. She oversees and directs the financial, human resource, IT and administrative functions of the organizations. She collaborates with the policy, research, membership and events staff to provide guidance and support.</p> <p>Her primary role will be to manage the finances of the effort.</p>
D. Use, How its public-oriented	<p>The Bay Area Council proposes to create a Bay Area Center at the Agriculture Building. This facility will be a public-private partnership that celebrates the history, culture, peoples, economy, geography, and ecosystems of the Bay Area, by offering engaging content and events, providing a venue for public collaborations, activating and connecting adjacent public spaces, and housing organizations that support and contribute the Bay Area. It will catalyze a greater public appreciation for the Bay Area as an integrated region by illuminating what binds it together. Just as astronauts report that seeing earth from space radically expands awareness of “earth” as a unitary place — the so-called “overview effect” — the Bay Area Center will, through its exhibits, presentations, events, and hosted organizations, create awareness of the Bay Area as a unitary region that is more than the sum of its parts.</p> <p>Public programs and activities at the Center will be offered at no cost or low cost (i.e., cost recovery) to participants, in order to ensure that it is accessible to all. Bay Area residents, tourists, school groups are expected to make up the bulk of visitors to galleries, presentations and events. Smaller civic and community groups (those lacking meeting space of their own) will make use of meet rooms. Artists, educators, writers, historians, scientists, innovators, civic leaders, and government officials will make use of the opportunity to offer presentations and workshops in the Center’s auditorium space.</p> <p>Private office space at the Center will be available on commercial lease terms to tenants that have a mission to unite, strengthen, and celebrate the Bay Area. Potential tenants could include organizations such as the Bay Area Council, the Water Emergency Transportation Authority, and/or Ferry Bocce. As an additional consideration for the privilege of tenancy at the Center, prospective tenants will be required to describe how they will assist the public-serving activities of the Center (e.g., by developing content, publicizing activities, or fundraising).</p> <p>The Agriculture Building is blessed with many adjacent amenities, and the Center intends to proactively engage and support existing activities and to catalyze and nurture the develop of new amenities in the Ferry Building/Agriculture Building area. For example, the Center will activate the new South Terminal and its Promenade and Plaza by attracting visitors and by providing a public “face” to the dominant building at the site. By creating a more active feel at</p>

s about Preferred red		the new South Terminal, the Center will also engage and support a more dynamic Ferry Plaza, behind the Ferry Building. The Center will symbiotically support, and gain support from, Ferry Building visitors, and can support the continued success of Ferry Building merchants by leasing a portion of its space for back-office functions. Finally, by creating a Board of Directors to fundraise for the Center and to oversee its operations, the Center will create an influential civic institution that can lead efforts to bring additional resources to other opportunities and needs in the Ferry Building/Center zone, such as seawall reconstruction and Ferry Plaza renovation.
	E. Experience with concept	The Bay Area Council model for major projects is to leverage the expertise of its business membership — which includes leading firms in real estate development, construction, architecture, engineering, finance, legal, strategy consulting, urban design, and public relations — to develop a detailed business case, and to then form a consortium of the most capable and motivated firms with necessary capabilities. Due to the high caliber of Bay Area Council member companies (see <a href="http://www.bayareacouncil.org/about-us/member-companies">http://www.bayareacouncil.org/about-us/member-companies</a> for a complete list), consortium members will often be Bay Area Council members, but an open process ensures that the most capable firms, whether or not they are members of the Bay Area Council, are selected.
	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	1
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	
	G. Select your preferred area(s) of the pier facility.	Agricultural Building



IV. Master Tenant Responses	H. Describe the areas and the portions of the site(s) you propose to occupy.	Entire Agricultural Building
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to the Ferry Building, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Facility width, Facility height, Facility ingress/egress, Facility square footage, Facility architecture, Berthing space, Access to water
	J. Describe the operational concept including public-oriented and other use mix	<p>The public functions of the Center will occupy the majority of the ground floor, providing a public interface on several sides of the building. The public space will include a gallery that features permanent and rotating art, history, and science exhibits that bring to life the richness of the Bay Area. Archives will house important physical and digitized historical records that will be accessible to accredited researchers. Meeting rooms with movable walls will allow the Center to simultaneously host multiple small gatherings (such as community organization workshops) or to be configured as a large auditorium to host public events such as speakers, movies, cultural presentations, debates, or receptions. Meeting rooms will also be available for use by tenants of the building's office space, providing greater utilization and reducing the need for meeting rooms in the building's upper (leased office) floors. While the Center will occupy the majority of the ground floor, a small portion of the ground floor is envisioned to serve revenue-generating uses, potentially a restaurant other leased commercial space.</p> <p>The upper floors will be configured as office space and will be leased to tenants that have a mission to unite, strengthen, and celebrate the Bay Area. Potential tenants could include organizations such as the Bay Area Council, the Water Emergency Transportation Authority, Ferry Bocce, and the Center for Urban Education about Sustainable Agriculture.</p> <p>Operation of the Center will be overseen by a non-profit Board of Directors (further described in #9, Capital).</p>

K. Describe the physical improvements concept	<p>The tentative physical concept for the Bay Area Center is to largely follow “Alternative 1” of South Basin Ferry Terminal Development and Agriculture Building Restoration Feasibility Study (ROMA Design Group, 2007). The Bay Area Council envisions preserving the facade of the original two-story western portion of the Agriculture Building, providing only necessary rehabilitation and code upgrades. The interior of the western building will be fully rebuilt to current code, ADA, and LEED Platinum standards, while re-purposing as much of the historically significant features as is feasible. As proposed by Roma, all additions, including the one-story eastern addition and the two story southern addition, will be removed, and a new multi-story building constructed in its place. If feasible, the one-story southern facade will be preserved and incorporated into the new eastern building. Roma proposed three stories for the new addition; however, the Bay Area Council is, subject to input from the Port of San Francisco, open to considering a fourth floor in order to improve the overall economics of the project.</p> <p>The ground floors of the original western building and the new eastern building, totaling approximately 20,000 gross square feet, will house the Center and, potentially, a small amount of commercial space, as described in Section 7.</p> <p>The upper level of the original western building and the upper floors of the new eastern building will be constructed as open floor plan office space that can be configured according to tenant needs.</p>
L. Describe accessing sufficient capital	<p>As noted by Roma in its 2007 feasibility study, the Agriculture Building’s combination of relatively large rehabilitation cost and relatively small leasable area means that it is not financially feasible as a purely private project. Furthermore, a purely private project would be unable to provide robust public benefits or significant public access to the historic Agriculture Building. Accordingly, the Bay Area Council has conceived the Bay Area Center as a public-private partnership with public uses and benefits as the driving force, and with significant public and foundation funding that supplements private (capitalized rent) funding.</p> <p>Fundraising will be led by a non-profit 501(c)(3) Board of Directors, composed of leading figures from Bay Area philanthropy, civic life, business, and government. In addition to directing the redevelopment project and private financing, the Board will oversee a capital campaign that raises additional funds from foundations, private donors, and government. Fundraising efforts will be helped by the multiple synergistic benefits of the proposed Center, which will create multiple avenues of fundraising appeal. The Board will leverage its influence to appeal to the State and Federal governments for funding, in support of the Center’s economic development, historic preservation, tourism, homeland security, and seawall protection functions. Foundation appeals will be based upon the Center’s ability to strengthen community life and social bonds across boundaries of geography, ethnicity, and income, as well as the Center’s ability to build environmental and cultural awareness. The Center will appeal to private donors as an opportunity to support a Bay Area legacy institution, with potential recognition through honorary naming.</p>

V. Smaller Tenant	<p>Beyond simply raising funds to redevelop the Agriculture Building and create the Bay Area Center, the Board will bring a unified focus of civic leadership to the Ferry Building/Agriculture Building area. The Center will not exist or operate in isolation; it will be an integrated part of the family of amenities that includes the Ferry Building, Ferry Plaza, Ferry Bocce, Farmers Market, and Embarcadero Plaza. In recognition of this fact, the Center's Board will be able to serve as a de facto champion for the entire area, in order to "lift all boats." For example, the Board can bring its prominent civic leadership to efforts to raise funds for seawall reconstruction. Similarly, the Board will collaborate with the Port of San Francisco and BART to raise funds, potentially including honorary naming, to improve Ferry Plaza and harden BART ventilation structures.</p>	
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.

	Concept Name	#20. The Vintage Yacht Experience
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Vintage Yacht Partners, LLC (in formation)
	C. Personnel and Experience	Tom Bottenberg - Managing Member (Fleet Acquisition & Operations) Michael Crall - Managing Member (Hospitality)  Tom has acquired, restored, chartered and operated several vintage wood motor yachts and runabouts - primarily on Lake Tahoe. Michael has designed, constructed and furnished many restaurants and hotels - in San Francisco and elsewhere in California.
	D. Use, How its public-oriented	(a) Vintage Yacht Partners will offer charters - including overnight accommodations - on vintage motor yachts of classic design. This fleet of vessels - 4 to 8 in number - will include fully restored wooden-hull boats ranging in length from 35 to 55 feet. They would be 70 to 100 years old, typically, and some would have historic associations with well-known public figures or celebrities. (b) Access to charter and rental accommodations will be available to the members of the public, on a first-come, first-served reservation basis. (c) Targeted populations will include both area residents and San Francisco visitors seeking a special experience on the water. (d) We believe the use will complement nearby retail, restaurant, hotel and special attractions along the Embarcadero. The berthing of these beautifully crafted motor yachts will have exceptional visual appeal for pedestrians, as well.
	E. Experience with concept	Tom Bottenberg has operated a similar charter service, using his own fully restored vintage boats, on Lake Tahoe. However, the seasonality of that destination makes it considerably less appealing than a San Francisco venue.
II. Rank Preferred Location	Pier 35	9
	Pier 33	1
	Pier 31	5
	Pier 29½ & 29	5
	Pier 23	7
	Pier 19½ & 19	1
	Agriculture Building	9
	Pier 26	5
	Pier 28	1
	Pier 38	9
	Pier 40	5

<b>Pier 48</b>			<b>9</b>
<b>III. Details about Preferred Location (s)</b>	G. Select your preferred area(s) of the pier facility.	C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area	
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Apron(s) plus a small portion of bulkhead building	
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to tourist attractions, Facility apron access, Berthing space, Access to water	
<b>IV. Master Tenant Responses</b>	J. Describe the operational concept including public-oriented and other use mix		
	K. Describe the physical improvements concept	Vintage Yacht Partners would need to install gangway(s) and floating landing platform(s) to provide convenient, safe access to the vessels from pier apron(s). Some reception and office area - probably less than 2,500 square feet - will be required, preferably within the bulkhead building and visible/ accessible from the Embarcadero sidewalk.	
	L. Describe accessing sufficient capital		

V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	Berthing - \$30 to \$50 per lineal foot per month Office & Reception - \$4.00 to \$6.00 per square foot per month
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	\$150,000
	P. Est. lease term required to amortize tenant improvement investment above.	20 Years
VI. Attachment	Q. Attachment included with response	Yes.





## Slide 1


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**TB1**

Thomas Bottenberg, 10/15/2018



PEOPLE LOVE THE VINTAGE BOATS OF THE PAST

The background of the slide is a photograph of a vintage yacht's deck. In the foreground, a wooden compass is visible. To the right, a person's leg in a light-colored pant leg is partially visible. The water and a distant shoreline are in the background under a cloudy sky.

A NEW CALIFORNIA LLC WHERE WE LEVERAGE THE  
VINTAGE VESSELS OF THE 20'S, 30S AND 40S THROUGH  
A UNIQUE, THREE CHANNEL STRATEGY

VINTAGE YACHT  
PARTNERS



The background image shows the interior and exterior of a vintage motor yacht. The top left corner features a complex metal lattice structure, likely part of the yacht's superstructure or rigging. The right side and bottom of the image show the polished, curved wooden hull of the yacht, which has a warm, reddish-brown finish. The overall scene is brightly lit, suggesting an outdoor setting.

WHAT IS THE OPPORTUNITY?

A TYPE OF UNIQUE MARINE ARBITRAGE ACQUIRING VINTAGE MOTOR YACHTS BASED UPON THE REALITIES OF A VERY SOFT RESALE MARKET, AND MAKING THEM AVAILABLE TO THE PUBLIC FOR CHARTER DAY-TRIPS AND OVERNIGHT STAYS BASED UP THEIR PERCEPTION AS A RARE LUXURY.

AIR BNB MEETS VINTAGE YACHTS



## MARKET DYNAMICS

THERE ARE SOME INTERESTING DYNAMICS WHICH SUGGEST THE TIMING IS RIGHT FOR AN ORGANIZED, MULTI-TIERED, EXCLUSIVE BOATING ALTERNATIVE.

AMONG THEM ARE:

- A GROWING ECONOMY AND GOOD CHARTER MARGINS
- MODEST OPERATIONAL EXPENSES
- VINTAGE VESSELS OF THE TYPE WE WOULD UTILIZE (36-55 FOOT MOTORYACHTS AND THE RESALE MARKET IS VERY SOFT
- SOME VESSELS CARRY FAMOUS PEDIGREES WHICH COULD ENHANCE THE MARKETING

## LUXURY OFFERING AT AFFORDABLE PRICING



OVERNIGHTS  
ABOARD 36- 55 FOOT  
PERSONAL MOTORYACHTS  
IN SAN FRANCISCO BAY  
AND OTHER  
WEST COAST MARKETS



## FREQUENT USERS



FRACTIONAL USE  
TIMESHARES IN  
ALL MARKETS



## EXPERIENCED BOATERS

BAREBOAT AND STAFFED  
CHARTERS IN ALL MARKETS



## MARKETING

OUR TIERED OFFERING IS DESIGNED TO CREATE PREDICTABLE CASH FLOW AT HIGHER MARGINS WHILE KEEPING CHARTER AND FRACTIONAL USE OPPORTUNITIES OPEN.

TIER 1 – OVERNIGHTS SOLD THROUGH GOOGLE ADWORDS, HOTEL CONCIERGE ALLIANCES, AIR BNB, VRBO, AND BOOKED THROUGH OUR OWN WEBSITE.

TIER 2 - FRACTIONAL USE (TIMESHARING) PRE-SOLD THROUGH ADWORDS AND PRESENTATIONS TO HOTEL CONCIERGE ALLIANCES

TIER 3 - CHARTERS SOLD THROUGH GOOGLE ADWORDS, HOTEL CONCIERGE ALLIANCES. BOOKED THROUGH OUR WEBSITE.

The background of the slide is a photograph of a boat's deck. In the foreground, a wooden compass is visible. To the right, a person's leg in a light-colored pant leg is partially visible. The deck is made of polished wood planks. The background shows a body of water and a distant shoreline under a cloudy sky.

## OUR DIFFERENTIATORS

- THE REASON THESE VESSELS ARE INEXPENSIVE IS THE PERCEIVED COST OF ACQUISITION, MAINTENANCE AND REFURBISHMENT. THE REALITY IS THAT THESE BOATS, ONCE REFRESHED, ARE AS EASY TO MAINTAIN AS A FIBERGLASS BOAT
- PRINCIPALS HAVE EXTENSIVE EXPERIENCE OWNING AND RESTORING THESE TYPES OF BOATS
- QUALIFIED, OPERATIONAL SUPPORT (CAPTAINS AND CREWS) ARE READILY AVAILABLE



CONTACT US:  
TOM BOTTENBERG  
MICHAEL CRALL

800-761-5716  
VintageYacht.com

VINTAGE YACHT PARTNERS, LLC



	Concept Name	#21. Zambaleta Music School
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Zambaleta
	C. Personnel and Experience	Mina Girgis - Executive Director
	D. Use, How its public-oriented	Zambaleta is a music education nonprofit based in San Francisco. We are interested in developing a community music school that increase public access to all the rich musical traditions available in the Bay Area. While some of these classes would require a certain level of musical competency, many will be open to interested learners of all levels. Through its diverse musical offerings, Zambaleta hopes to bring San Francisco's rich musical cultures to the Embarcadero - thereby creating more jobs for the city's teaching artists while offering San Francisco visitors an opportunity for a unique hands-on musical experience.
	E. Experience with concept	With degrees and 20+ years of experience in hospitality management and ethnomusicology, I have developed an expertise in building innovative spaces and tools for cross-cultural musical learning. In 2009, I founded Zambaleta, a community World Music school based in San Francisco's Mission District. In 2011, I started the Nile Project – an environmental initiative combining musical collaboration, education, and innovation programs to promote water sustainability in the Nile Basin. I have received multiple fellowships from Wired Magazine, National Arts Strategies, Synergos and Seeds of Peace for my work on the Nile Project.
II. Rank Preferred Location	Pier 35	
	<b>Pier 33</b>	<b>9</b>
	<b>Pier 31</b>	<b>8</b>
	Pier 29½ & 29	
	<b>Pier 23</b>	<b>2</b>
	<b>Pier 19½ &amp; 19</b>	<b>3</b>
	<b>Agriculture Building</b>	<b>1</b>
	<b>Pier 26</b>	<b>4</b>
	<b>Pier 28</b>	<b>5</b>
	<b>Pier 38</b>	<b>6</b>
	<b>Pier 40</b>	<b>7</b>
	Pier 48	



III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed C. Exterior Shed/Access to Aprons
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Would need to visit the agriculture building and understand the available spaces to specify further.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to pedestrian traffic, Proximity to the Ferry Building, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Facility height, Facility square footage, Facility architecture
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	Zambaleta will outfit its space with improvements necessary to conduct music classes by sound proofing physically-adjacent rooms and installing hardwood floors if needed.
	L. Describe accessing sufficient capital	
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$0 to \$4
	N. Willingness to make capital improvements	Depends on the deal

	O. Approximate amount of tenant improvement investment	\$50,000 - \$100,000 (depends on space size and state)
	P. Est. lease term required to amortize tenant improvement investment above.	10 years
VI. Attachment	Q. Attachment included with response	No.

Concept Name		#22. The Museum of Future Sports (MoFS)
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Museum of Future Sports, a 501(c)(3) California Corporation ("MoFS")
	C. Personnel and Experience	<p><b>STAFF</b></p> <p>Sherry Huss, Executive Director Co-founder, Maker Faire and Vice President, Maker Media Successful tenure of Maker Faire, helping to transform the Maker movement into a global phenomenon (1.5M visitors across 175 international events in 2017)</p> <p>Douglas Burnet, Chief Operating Officer MoFS development and operations Founder and COO, Aerial Sports League Board Chair SF YMCA branch Prior experience includes VP Finance managing \$100M capital campaign in Silicon Valley</p> <p>Marque Cornblatt, Creative Director MoFS chief technologist, design and exhibit curation Founder &amp; CEO, Aerial Sports League 25 years, social robotics and entertainment technology pioneer, TEDx Presenter - Neuroscience of drone sports.</p> <p>David Calkins, Director of Robotics Director of MoFS robotic competitions, education and public programming President, Robotics Society of America, and Founder of Robogames International</p> <p>Whitney Deatherage, Development Strategic planning, fundraising, networking Associate Director of Operations of Long Now Foundation</p> <p><b>FOUNDING ORGANIZATIONS</b> Aerial Sports League, Inc. San Francisco Human Rights Commission Genesis Real Estate Group</p>

**CORE ADVISORY TEAM**

Sheryl Davis, San Francisco Human Rights Commission  
 Nolan Bushnell, Atari, Modal VR  
 Rudy Corpuz, Jr., United Playaz  
 Ross Portugeis, TRI Commercial Real Estate  
 David Kriozere, Developer of 400 Divisadero, One Rincon Hill  
 Shruti Gandhi, Founder and Managing Partner, Array Ventures

**PRODUCTION PARTNERS**

Aerial Sports League ([www.aerialsports.tv](http://www.aerialsports.tv))  
 Drone STEM education/event production  
 RoboGames ([www.robogames.net](http://www.robogames.net))  
 Robot STEM education/event production  
 Maverick VR ([www.maverickvr.com](http://www.maverickvr.com))  
 VR STEM education/event production  
 Ideum ([www.ideum.com](http://www.ideum.com))  
 Interactive museum exhibit design  
 Obscura Digital ([www.obscuradigital.com](http://www.obscuradigital.com))  
 Immersive environments, projection maps

**COMMUNITY BENEFIT ORGANIZATION PARTNERS**

Boys & Girls Club of San Francisco  
 Mo' Magic  
 Collective Impact  
 Booker T. Washington Community Center  
 Tel Hi Community Center  
 United Playaz  
 West Bay Community Center  
 Hiller Aviation Museum  
 In discussions with SF YMCA, SF Unified School District, Stockton Unified School District

For-Profit Partner of MoFS - Aerial Sports League

MoFS is a registered 501(c)(3) that was launched by Marque Cornblatt and Douglas Burnet, the Founders of Aerial

		<p>Sports League. They pioneered the concept of future sports as a force for social change and community benefit over many years, collaborating with a diverse team to develop sports entertainment technologies, STEM education curricula, and a global spectator base for emerging tech-enabled sports. The team has entertained more than 1 million live spectators, earned over 500 million verified media views, and provided hands-on training to thousands of students. Clients include Comcast, Google, Facebook, Sony, XPRIZE, Cisco, MGM, ebay, Dreamhack and ESL.</p>
	D. Use, How its public-oriented	<p>a) a description of the use(s)</p> <p>The Museum of Future Sports (MoFS) is not a traditional museum; in fact it's unlike anything else in the world. MoFS is a one-of-a-kind experience and family destination which creates a new jewel in the San Francisco cultural landscape. Designed around the template of a family entertainment center (FEC), MoFS at Pier 29 is a fully-immersive and interactive destination for technology, entertainment, gaming &amp; culture.</p> <p>MoFS will encompass high-touch interactive exhibits, a state-of-the-art 1500-seat event venue, STEM education classrooms, a sport/tech innovation lab, Future Sports Fitness Center, robotic bar and cafe, as well as the largest public video art space in California. Through a combination of architecture, lighting, video and projection mapping, MoFS Visitors are transported into a completely immersive vision of the future of sports and entertainment — the interior of the pier is literally transformed into an interactive destination for family adventures, STEM education, evening entertainment, professional sports and fitness.</p> <p>b) What is public-oriented about the concept</p> <p>The Museum of Future Sports is a unique destination designed for high tourist traffic as well as daily public-oriented activities and events. MoFS offers a multitude of family-friendly activities for Bay Area students, San Francisco neighbors, visitors and guests, including eSports and robotic competitions, STEM education classes, intramural sports leagues, a hi-tech fitness center, ongoing cultural exhibits, cafe, pro-shop and the largest public video art space in California, all of which encourage high tourist and visitor traffic as well as repeat neighborhood and local resident uses.</p> <p>c) Types of populations targeted for service</p> <p>MoFS will directly serve as a destination for multiple communities on a daily basis, including SF visitors, Bay Area students, local neighbors, CBO's, tech partners, artists, maritime and ferry passengers.</p> <p>Embarcadero Neighbors</p> <p>MoFS neighbors will find a vibrant and dynamic new social hangout and destination on the Embarcadero for families, fitness, refreshments and entertainment. The “gamified” Future Sports Fitness Center will appeal to younger</p>

demographics and be a significant draw for MoFS neighbors. With resources and services catering to the local community, MoFS will quickly establish itself as a forward-thinking hotspot and hangout for waterfront locals.

#### SF Visitors

Guests can explore and play: in museum exhibits, games and interactive zones dedicated to fitness, robotic sports, drone racing, virtual reality and eSports, or by grabbing a snack and beverage at a robotic food cart. The MoFS Arena is a purpose-built, 1500 seat destination for professional competitions in eSports, drones and robot games, concerts, trade shows and large corporate events.

#### Bay Area Students

For students, MoFS is an education wonderland featuring classrooms, an onsite innovative lab and exclusive STEM programs and technologies featuring drones, robots, virtual reality, gaming and digital media creation. The MoFS eSports Dojo is a new and innovative training regimen designed to help aspiring eSports athletes train and prepare for professional competitions.

#### Local Schools and CBO's

Deep partnerships with local schools and community-based organizations (CBO's) weave the Museum of Future Sports into the fabric of San Francisco. MoFS educational and competitive sports programs extend directly to the school and CBO's facilities, creating lasting connections to communities throughout San Francisco. Educational programs, mentorships, internships and direct employment opportunities provide job paths for local youth. Paid positions, summer internships and retraining programs for high school, college graduates and adults create hundreds of direct employment opportunities.

#### Bay Area Tech Partners

The MoFS Innovation Lab is a partnership between tech companies and local universities to create and pressure test the next generation of sports and entertainment technologies. On-site labs and workshops are focused on developing tomorrow's sports technology and entertainment hardware and software breakthroughs. Additional business partner opportunities include mentorship, internship and direct hires from a deep pool of students immersed in future sports technologies.

#### Maritime Passengers and Commuters



II. Rank Preferred Location		<p>MoFS is in discussions with Red &amp; White Fleet to establish ferry berthing along the skirt of Pier 29, creating an access point for maritime travelers and commuters. MoFS can be a natural stop-over for cruise ship passengers, especially for families. The Museum will benefit from Pier 29's location adjacent to James R. Herman (Pier 27) and Pier 35 cruise terminals, which provide 300,000 annual visitors to the area.</p> <p>Artists</p> <p>With state-of-the-art video projection technology throughout the historic interior and along the exterior, the entire structure serves as an unprecedented canvas for ongoing multimedia and video art exhibitions, while preserving every historic architectural detail in pristine condition. MoFS will curate and produce exhibition opportunities for both internationally recognised artists and local students, establishing an exhibition calendar of community events, art-walks and meetups.</p> <p>d) How it complements and responds to existing nearby uses and conditions in the Embarcadero Historic District</p> <p>MoFS is an ideal use-case for the Embarcadero, positioning San Francisco as a city uniquely able to balance maritime culture and history with modern urban needs. With its feet planted firmly in SF's past within Pier 29, MoFS offers a vibrant journey into the future while celebrating and maintaining the historic significance and culture on the SF Waterfront. Featuring multiple entertainment, educational and community activities, MoFS will become a community destination and cultural beacon for San Francisco neighbors and visitors alike. Additionally, MoFS is in discussions with Red &amp; White Fleet to establish an active maritime use on Pier 29, with passenger ferry berthing access along the open-air, interior apron.</p>
	E. Experience with concept	<p>The MoFS team is comprised of seasoned professionals in multiple industries, including entertainment technology innovation, event production, sports league management, global and regional community building, commercial real estate development and nonprofit administration. With over 100 years combined professional experience, the team have separately developed and managed projects representing hundreds of staff, thousands of students, millions of live spectators, and billions of dollars in real estate. With MoFS, the team has established a working group of people, organizations, developers and tech companies who all share the audacious vision to establish MoFS at Pier 29 and transform the SF Waterfront into a state-of-the-art destination and cultural resource for generations to come.</p>
	Pier 35 Pier 33 Pier 31 <b>Pier 29½ &amp; 29</b>	    <b>1</b>

	Pier 23	
	<b>Pier 19½ &amp; 19</b>	<b>2</b>
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	<p>Phase 1</p> <p>Occupy Pier 29 Bulkhead</p> <p>In Phase 1, MoFS takes possession, undertakes build-out and moves into the Pier 29 bulkhead. Initial construction will be limited to a minimal build-out, including ADA compliance, enclosing existing port electrical equipment, bring in several “finished” shipping containers as temporary rooms, and erect a dividing wall between the bulkhead and the main shed. Occupancy would include public access through the bulkhead to the Pier 29 north skirt and to the main shed.</p> <p>Phase 2</p> <p>Build-Out Bulkhead, Shed, Inner Skirt and Open Air Inner Lot</p> <p>Phase 2 includes full build-out of entire Pier 29 bulkhead, shed and open-air inner lot. Specific upgrades include wiring the facility with super-fast wifi, video projection mapping on interior and exterior, the addition of multiple second-story mezzanine areas, a 1500+ seat event venue, museum exhibit galleries, STEM classrooms, fitness center, STEM-focused retail, robot food carts, cafe and administrative offices. MoFS has entered discussions with Red &amp; White fleet to facilitate their use of Pier 29 apron for ferry berthing service.</p> <p>Phase 3 (optional)</p>

IV. Master Tenant Responses		<p>Bulkhead, Shed and Pier 29 ½</p> <p>Refurbish Pier 29 ½ for MoFS expansion, to include additional interactive space for STEM classrooms, public use and special events.</p>
	I. Check all aspects of your preferred site(s) that influence your pier selection	<p>Location on The Embarcadero, Proximity to pedestrian traffic, 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 apron access, Facility square footage, Berthing space, The Museum of Future Sports benefits from public transportation to facilitate high foot traffic. A location along the Embarcadero, within reasonable proximity of Market Street is preferred. Amenities such as the Future Sports Fitness Center, cafe, event spaces and STEM classrooms will attract regular attendees from the local neighborhood. The recent renovations and overall condition of the Pier 29 bulkhead facilitates near-term tenancy, which is desirable for the Museum. The addition of Pier 29 shed and potentially Pier 29 ½ offer a compelling opportunity for MoFS to complete its full vision.</p>
	J. Describe the operational concept including public-oriented and other use mix	<p>Museum of Future Sports is positioned to activate the majority of Pier 29 for public benefit. A multi-phase plan allows MoFS to occupy the bulkhead almost immediately, while actively developing the remainder of the property for full usage, including the bulkhead, shed, open-air skirt and public thoroughfares, as well as Red &amp; White ferry berthing along the inner skirt. The facility will be open to the public and operational seven days-per-week, and include both day and evening uses. [ Specific uses and approximate square footage are outlined in Table 1 within attached PDF document. ]</p> <p>As Master Tenant, MoFS will comprise a mix of self- and partner-operated activities and services by leveraging new and existing partnerships and collaborations. Current partners and collaborators include Aerial Sports League, RoboGames, Maverick VR, Ideum, and Obscura Digital.</p> <p>Upon entering the Pier 29 doorway, the public can travel directly to the north skirt of Pier 29 and gain access to the views from the end of the pier, as well as potential Red &amp; White ferry access.</p> <p>The Museum's public activities includes ongoing curated exhibits, STEM education programs, intramural youth leagues, sports competitions, events, museum "after dark" programing, open-air public artwalk and pier access for sightseeing and ferry berthing access.</p> <p>In keeping with the city's recent installation of major public art projects, MoFS will feature an open-air public artwalk on the South Wall of Pier 29 shed in coordination with SF-based Obscura Digital. Utilizing permanently mounted exterior</p>

	<p>projectors, a rotating series of public art projects will be visible from the Embarcadero, Bay Bridge and beyond. The waterfront hosted Obscura's work at the opening celebration of Pier 15/Exploratorium.</p> <p>Additional activation of video projection mapping as implemented by Obscura will be installed on the interior of the Pier 29 shed. This interactive video projection system will be deployed for gallery events, future sports competitions and will become a signature design feature within MoFS.</p> <p>[ See PDF page 8, Table 1: Space uses and associated square footage ]  [ See PDF page 9, Diagram 1: Museum of Future Sports Phased Build-out Plan ]</p>
K. Describe the physical improvements concept	<p>Superstructure exterior will be restored to original condition. MoFS is committed to preserving the historical integrity of Pier 29 for public benefit. Ongoing video projections onto building facade and South wall provides an unprecedented opportunity for a public art walk, without sacrificing structural or historical integrity.</p> <p>Interior physical improvements may take a three-phase approach.</p> <p>Phase 1 for occupancy of bulkhead, with build-out to include finishing interior walls and bringing facility up to ADA compliance. Utilizing containers for classrooms, offices and amenities allows for re-use of these free-standing structures for redeployment in Phase 2. An interior partition wall at the rear of the bulkhead will section off the shed from the bulkhead. This visual barrier allows Phase 2 build-out without overly impacting ongoing bulkhead operations.</p> <p>Phase 2 build-out would be undertaken while the bulkhead is functioning full-time as public-use space. Superstructure repairs as well as substructure repairs are possible without overly impacting the day-to-day operations of MoFS within the bulkhead. Additional shed build-out may include conversion of open-air inner lot depending on permitted usage. MoFS envisions this space for food &amp; beverage and a viewing area which takes advantage of the open-water views of Treasure Island and the East Bay.</p> <p>Phase 3 (optional) would include build-out and occupancy of Pier 29½ and provide additional space for MoFS activities. Expanded uses may include interactive museum exhibits, STEM-focused retail or Future Sports Fitness Center.</p>
L. Describe accessing sufficient capital	<p>Capital Campaign</p> <p>As a 501(c)(3) not-for-profit, Museum of Future Sports will engage in a capital campaign to fund structural rehabilitation, build-out and provide a runway for initial operations.</p> <p>While the overall funding needs for a pier restoration are not yet known, a multi-year fundraising effort will be required.</p>

MoFS founders, working with the SF Human Rights Commission and Genesis are in pre-planning for a Spring 2019 public fundraising event. This day and evening event will feature prominent Bay Area sports stars and create a “pop-up” experience to share future sports with the San Francisco community. The purposes of this event are to generate exposure for MoFS and showcase the joy that children and families experience engaging with future sports.

From a fundraising perspective, the spring event will enable MoFS Host Committee, comprised of influential business leaders, to collectively understand the vision and potential for this seismic shift in tech education. By focusing on play and fun, MoFS competitive future sports forge lasting relationships between kids and tech. MoFS can act as a catalyst in tech, bringing in under-represented minorities and women to technology fields. This jobs “pipeline” can play a pivotal role in addressing the deep disparities in the makeup of technology jobs. The spring fundraiser will showcase the deep connection between future sports and kids, and fuel the Host Committee members’ commitment to shepherding funding relationships with Bay Area-based technology companies.

Partial debt financing may be considered, with repayment from operating revenues.

MoFS ongoing revenue from private events, ticketed future sports competitions and specialty STEM-focused retail operations will each generate excess operating capital for debt service.

#### V. Smaller Tenant

M. Proposed rental rates (\$/ leasable square foot per month NNN)

N. Willingness to make capital improvements

O. Approximate amount of tenant improvement investment

P. Est. lease term required to amortize tenant improvement investment above.

<p>VI. Attachment</p>	<p>Q. Attachment included with response</p>	<p>Yes.</p>
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A Cultural Destination at Pier 29 on the San Francisco Embarcadero

**The Museum of Future Sports at Pier 29 (MoFS)** is a fully immersive and interactive destination for technology, entertainment, sports & culture — a new jewel in the San Francisco skyline that will engage the hearts and minds of neighbors and visitors alike.



Approaching Pier 29 on the SF Embarcadero, one immediately senses they're passing through a portal into the future of sports, entertainment and culture. At night, the entire historic building pulsates as if it is alive, as permanent video projectors transforms the building's exterior into a canvas for public video art.

Once inside the museum, guests are transported into a completely immersive vision of the future of sports and entertainment. Through a combination of architecture, lighting, interactive video and projection mapping, the interior of the pier is transformed into a gleaming destination for family adventures, STEM education, entertainment, professional sports and fitness.



The MoFS Arena is a 1500+ seat venue for professional eSports, drone racing and robot combat games. Wired throughout with ultra-fast internet and WiFi, this state-of-the-art venue is capable of transforming for arena sports competitions, music concerts, trade shows and large corporate events.



A Cultural Destination at Pier 29 on the San Francisco Embarcadero

## What Are Future Sports?



### ESPORTS

eSports are organized video game competitions, and represents the fastest growing global sports of the new millennium. Games span many genres and styles, offering

opportunities to all gamers - strategy, role-playing games, sports titles, racing & flight simulators, multiplayer, team-based and solo games. The global video game market reached \$80 billion in 2017, with 2.6 billion users. With global audiences larger than NASCAR and the Super Bowl combined, eSports have a unique connection with both millennials and traditional sports fans.

- Global eSports event revenues will reach \$906 million in 2018, a year-on-year growth of +38.2%.
- eSports audiences will reach 380 million this year
- Brands investment in eSports will grow to \$1.4 billion by 2021
- In 2017, there were 588 major eSports events earning \$59 million in ticket revenues, up from \$32 million in 2016
- The total prize money of all eSports events held in 2017 reached \$112 million



### ROBOT GAMES

Robot games are fighting & engineering competitions that were pioneered in the early days of the Bay Area tech boom. What started as an underground fight club for engineers has recently emerged as



A Cultural Destination at Pier 29 on the San Francisco Embarcadero

*(continued)*

a foundation of STEM education programs. An exercise in brain AND brawn, robot games offer a level playing field to all competitors. Loud and thrilling for audiences, robot games have been an audience favorite on TV, online and in many live events throughout the Bay Area and around the globe.

- Robot Wars is a global TV franchise with more than 10 seasons, spawning BattleBots on Science Channel in the US.
- Robogames hosts over 1000 competitions in 30 nations every year



### **DRONE SPORTS**

In more ways than one, drones represent the fastest of all future sports. With speeds up to 100 mph and a unique out-of-body flight experience, it's easy to

understand how FPV drone racing became a global phenomenon with million dollar prizes in just a few short years. Drone sports have massive STEM education appeal. With many of the world's best pro pilots still in their teens, drone sports are irresistible as a source of friendly competition, but also as the gateway to a passion for engineering and science.

- Aerial Sports League pro drone events reached over 1 million live spectators and over 400 million media impressions
- Professional drone sports payouts reached over \$2 million in prize purses since 2016
- Consumer drone sales exceed \$1 billion in 2018



A Cultural Destination at Pier 29 on the San Francisco Embarcadero

## **Activations, Amenities and Features**

- **Main Arena**  
1500+ seats, flexible use for eSports, drone racing and robot competitions, concerts, corporate rentals. The modular space is entirely projection-mapped and doubles as an interactive video art gallery space.
- **Interactive Museum**  
High-touch exhibits, hands-on drones & robot zones, warehouse scale VR and curated mixed-reality activations and information kiosks.
- **STEM Education Hub**  
STEM classrooms and ongoing programs for K-12 and adults, focusing on tech literacy and job skills using robots, coding, drones, digital design, eSports training, intramural leagues, vocational training and mentoring.
- **Sport-Tech Innovation Lab**  
Sports/technology/entertainment think-tank and R&D studio, in partnership with professional sports franchise, broadcasters, streaming media, hardware and digital technology companies.
- **Future Fitness Center**  
VR gym, rock-climbing treadmill, indoor skydiving, fitness eSports events centered around “gamified” workout experiences.
- **Food & Beverage**  
Automated food carts and the robotic juice bar/cafe.
- **Future Sports Pro Shop**  
STEM kits, robots & drones, eSports and gaming tech, fitness tech and apparel
- **Embarcadero Video Projection Public ArtWalk**  
The largest permanent video-projection public art space in California. Exterior and interior, Embarcadero facade and South shed wall, multiple interior spaces.



A Cultural Destination at Pier 29 on the San Francisco Embarcadero

## Museum of Future Sports Audience Profiles

**Whether attending a pro-gaming event,** getting a futuristic workout at the Future Sports Fitness Center, grabbing a bite from an automated food cart, touring museum exhibits or learning to build robots, MoFS provides a unique experience for everyone.



### Embarcadero Neighbors

MoFS Neighbors will find a vibrant and dynamic new social hangout and destination on the Embarcadero for families, fitness, refreshments and entertainment. The “gamified” Future Sports Fitness Center will appeal to younger demographics and be a significant draw for MoFS neighbors. With resources and services catering to the local community, MoFS will quickly establish itself as a forward-thinking hotspot and hangout for waterfront locals.

### Bay Area Tech Partners

The MoFS Innovation Lab is a partnership between tech companies and local universities to create and pressure test the next generation of sports and entertainment technologies. On-site labs and workshops are focused on developing tomorrow’s sports technology and entertainment hardware and software breakthroughs. Additional business partner opportunities include mentorship, internship and direct hires from a deep pool of students immersed in future sports technologies.



### San Francisco Visitors

Guests can freely explore the museum exhibits and interactive zones dedicated to fitness, robotic sports, drone racing, virtual reality and eSports as they experience fun and futuristic challenges for body and mind. Guests are guided by interactive display technologies and RFID bracelets, which they will use to navigate the MoFS space, schedule activities, track progress and scores, and find friends for socializing.



### **Bay Area Students**

For students, MoFS is a STEM education wonderland, with innovative and exclusive programs and technologies featuring drones, robots, virtual reality, gaming and digital media creation. Based on fun and friendly competition, MoFS programs encourage students to design, build, share and publish, while training to compete at the highest levels in intramural and after-school leagues.



### **eSports Professionals**

The MoFS eSports Dojo is a new and innovative training regimen designed to help aspiring eSports athletes train and prepare for professional competitions. Through a comprehensive program including gaming instruction & practice, physical fitness, nutrition, media training and counselling, students prepare themselves for the rigors and challenges of professional gaming.

### **Local Schools and CBO's**

Deep partnerships with local schools and community-based organizations (CBO's) weave the Museum of Future Sports into the fabric of San Francisco. MoFS educational and competitive sports programs extend directly to the school and CBO's facilities, creating lasting connections to communities throughout San Francisco. Educational programs, mentorships, internships and direct employment opportunities provide job paths for local youth. Paid positions, summer internships and retraining programs for high school, college graduates and adults create hundreds of direct employment opportunities.



### **Artists**

With state-of-the-art video projection technology throughout the historic interior and exterior, the entire structure will serve as an unprecedented canvas for ongoing multimedia and video art exhibitions, while preserving every historic architectural detail in pristine condition. MoFS will curate and produce exhibition opportunities for both internationally recognised artists and local students, establishing an exhibition calendar of community events, art-walks and meetups.



A Cultural Destination at Pier 29 on the San Francisco Embarcadero

## **Multi-Phase Timeline for MoFS at Pier 29**

### **Phase 1**

#### **Bulkhead Only**

2019

In Phase 1, MoFS takes possession, undertakes build-out and moves into the Pier 29 bulkhead. Initial construction will be limited to a minimal build-out, including ADA compliance, enclosing existing port electrical equipment, bring in several “finished” shipping containers as temporary rooms, and erect a dividing wall between the bulkhead and the main shed. Occupancy would include public access through the bulkhead to the Pier 29 north skirt and to the main shed.

### **Phase 2**

#### **Bulkhead, Shed and Open-Air Skirt Expansion**

2020-23

Phase 2 includes full build-out of entire Pier 29 bulkhead, shed and open-air inner lot. Specific upgrades include wiring the facility with super-fast wifi, video projection mapping on interior and exterior, the addition of multiple second-story mezzanine areas, a 1500+ seat event venue, museum exhibit galleries, STEM classrooms, fitness center, STEM-focused retail, robot food carts, cafe and administrative offices. MoFS has entered discussions with Red & White fleet to facilitate their use of Pier 29 apron for ferry berthing service.

### **Phase 3**

#### **Pier 29 ½ Annex (Optional)**

2024+

Refurbish Pier 29 ½ for MoFS expansion, to include additional interactive space for STEM classrooms, public use and special events.





A Cultural Destination at Pier 29 on the San Francisco Embarcadero

**Table 1: Space uses and associated square footage**

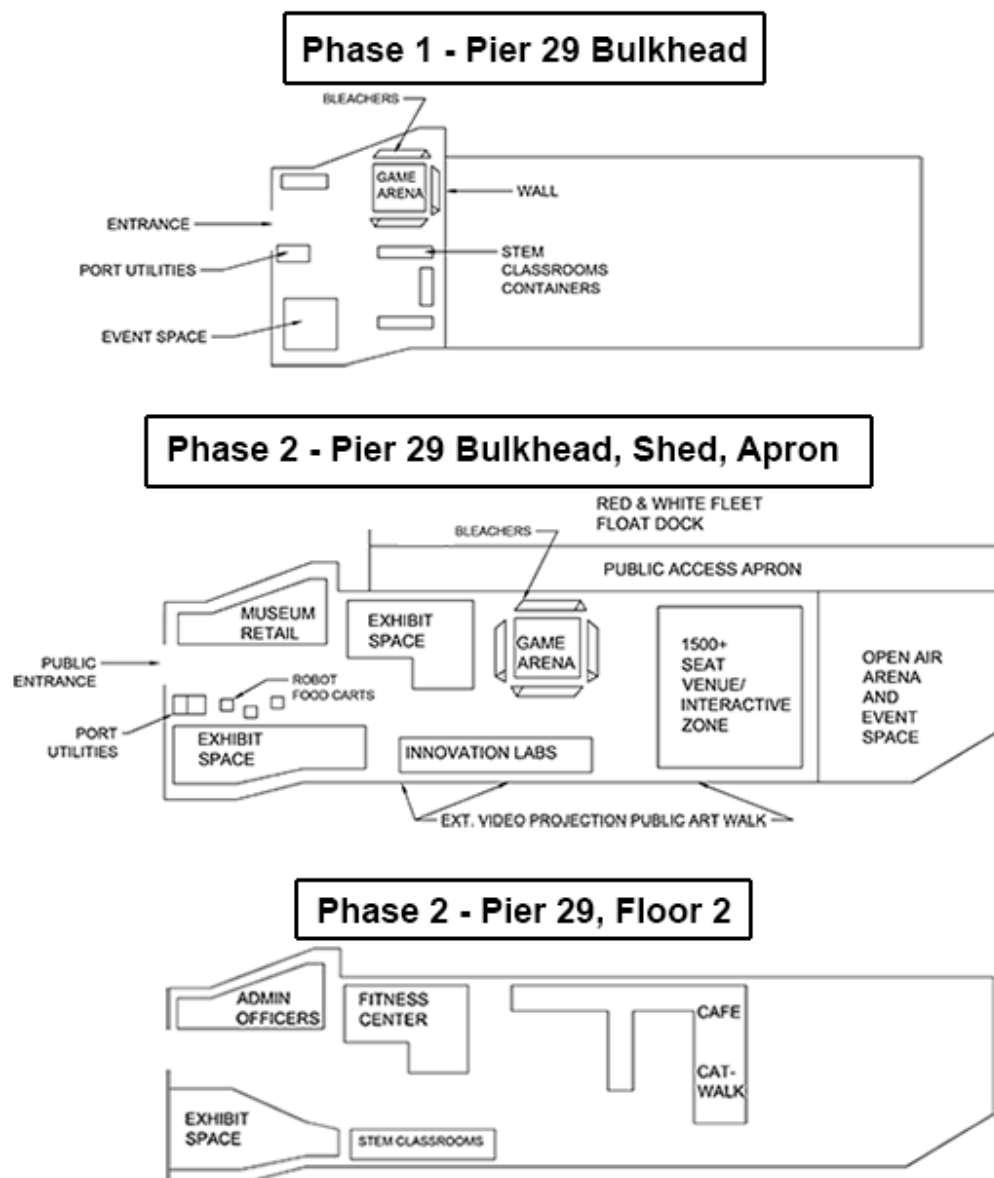
Use	Phase 1 - sq ft*	Phase 2 - sq ft*	Phase 3 - sq ft
STEM Classrooms	1,500	4,000	TBD
Gaming Arena	4,000	60,000	
Event Space	6,000	Shared with Arena	
Audience Seating	Flexible use	5,000	
Staff Offices	500	2,500	
Fitness Center	N/A	10,000	
Innovation Lab	N/A	5,000	
Interactive Exhibits	500	5,000	
STEM-focused Retail	N/A	10,000	
Food / Beverage	N/A	5,000	
BOH/Restrooms	2,500	5,000	
TOTAL SQ FT*	15,000	110,000	

\*Approximate square footage.



A Cultural Destination at Pier 29 on the San Francisco Embarcadero

## Diagram 1: Museum of Future Sports Phased Build-out Plan





A Cultural Destination at Pier 29 on the San Francisco Embarcadero

## Future Sports Industry Links & Videos

MoFS Founder TEDx Talk on Addiction, Neuroscience and Drone Racing

<https://youtu.be/FRQkrncFaUg>

Drone Education: The Pied Piper of STEM

<https://www.youtube.com/watch?v=x8CQ7o4tAhI>

eSports - What You Need to Know (USA Today)

<https://usat.ly/2D5Obny>

eSports - Video Gamers Cash In and Go Pro (CBS News)

<http://cbsn.ws/2DejZ6B>

Giant Robot Fighting: Next billion-dollar sport? (CNBC)

<http://cnb.cx/2EXx4BM>

Robot Wars is back! (Telegraph UK)

<http://bit.ly/2DS7C1g>

## Production Partners

Aerial Sports League ([www.aerialsports.tv](http://www.aerialsports.tv))

RoboGames ([www.robogames.net](http://www.robogames.net))

Maverick VR ([www.maverickvr.com](http://www.maverickvr.com))

Ideum ([www.ideum.com](http://www.ideum.com))

Obscura ([www.obscuradigital.com](http://www.obscuradigital.com))

Drone STEM education/event production

Robot STEM education/event production

VR STEM education/event production

Interactive museum exhibit design

Immersive environments, projection maps

		Concept Name	#23. Museum of African-American Art
I. Concept and Team	A. Category of Tenant	Master Tenant	
	B. Entity Name	Zenviba Academy of Art & Science Inc.	
	C. Personnel and Experience	<p>John William Templeton, President of Zenviba Academy of Art and Science Inc. is an award winning, nationally recognized economist, historian, demographer and author of 53 books over his 40-year publishing career of eloquently speaking the truth to power. John is the recipient of 6 national journalism awards and was the California Black Chamber of Commerce 2016 Visionary Award winner. He is a regular contributor to The Hill, NYSSA, Today's Engineer, San Francisco Chronicle, San Jose Mercury News and PRWeek. John is the creator of ReUNION educational curriculum, Co-Founder of National Black Business Month and the creator and curator of the California African-American Freedom Trail. John graduated with honors in journalism from the first freshman class of the Howard University School of Communications.</p> <p>James V. Burks is a global arts leader who established the African Marketplace in Los Angeles in the early 1980s. His contacts with the entire Diaspora range from Cuba to southern Africa and Brazil. As an executive of the Los Angeles Department of Cultural Affairs, he has led the William Grant Still Arts Center and been project manager for the Nate Holden Performing Arts Center and Visions Theater.</p> <p>Zak Ove is a British-Trinidadian artist whose installation Black and Blue: Invisible Man and the Masque of Blackness was in Civic Center Park from June to November after opening in Somerset House, the home of King James and Queen Anne in London. He is a filmmaker and visual artist devoted to the depiction of the black experience. He could be described as the Sargent Johnson of the United Kingdom.</p>	
	D. Use, How its public-oriented	<p>Creation of the largest art and tourism site to celebrate the African-American art and history on the West Coast, the counterpart to the Smithsonian National Museum of African-American History and Culture. With 70,000 square feet, the Sargent Johnson National Museum of African-American Art would fill the void for a major exhibit and permanent space for major African-American collections. Johnson's art is found on the front of the National Maritime Museum and soon in Gateway Park, after being moved from Treasure Island, and at George Washington High School.</p> <p>Purcell and Kings would recreate the historic "black and tan" where the term "jazz" was first used as a part of San Francisco maritime history as a tasting room for diverse vintners and brewers. Leidesdorff Landing provides a virtual</p>	

III. Details about Preferred Location (s)  II. Rank Preferred Location	reality historical display of the exploits of Capt. William Alexander Leidesdorff from the Virgin Islands to Hawaii with a global marketplace representing areas he touched including Hawaii, Mexico, Russia, Scandinavia, the Caribbean, the Mississippi Delta and Africa.  Pier 29 is the trail head for the 6,000 site California African-American Freedom Trail, sponsored since 2012 by San Francisco Travel and the Hotel Council of San Francisco.	
	E. Experience with concept	Principals include subject matter expert on African-American history for Alcatraz, Presidio and S.F. Maritime national parks and former board member of San Jose Museum of Art and Friends of the San Francisco Public Library during their capital campaigns; project director for the Nate Holden and Visions Theater capital projects in Los Angeles and founder of the African Marketplace; artist for Black and Blue: The Invisible Man and the Masque of Blackness.
	Pier 35	2
	Pier 33	4
	Pier 31	
	Pier 29½ & 29	1
	Pier 23	3
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	
G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier	
H. Describe the areas and the portions of the site(s) you propose to occupy.		

	I. 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
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Create the first major museum of African American Art. We expect that it will be an attraction of equal scale to MMAAHC, which attracted 4 million visitors in its first 2 years and draw from 3 million African American California residents with \$60 Billion in annual income, thus expanding San Francisco's largest industry - hospitality. The restaurant space will also give African American vintners a place to showcase their award-winning beverages.
	K. Describe the physical improvements concept	Creation of museum quality atmospheric controls and retail, restaurant space similar to Exploratorium without major alterations to basic structure of Pier 29.
	L. Describe accessing sufficient capital	Capital drive of \$150 million; sublease to restaurant and marketplace operators.
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	N/A
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	N/A

	P. Est. lease term required to amortize tenant improvement investment above.	N/A
VI. Attachment	Q. Attachment included with response	No.



		Concept Name	#24. The Center for the Third Sector – Fostering Nonprofit Impact
I. Concept and Team	A. Category of Tenant	Master Tenant	
	B. Entity Name	Tides Network	
	C. Personnel and Experience	<p>David Schrayner, Director of Real Estate and Operations - Project Lead - 28 years of real estate development experience in commercial and residential projects.</p> <p>Judith Hill, Chief Financial Officer - Financial Lead - CPA and 20 years experience in nonprofit finance including with San Francisco Art Institute, currently manages Tides current \$400M+ budget.</p> <p>Alexis Paza - Collaborative Space Manager - Coordinates Tides' existing San Francisco campus of 75 nonprofits in 160,000 square feet of space in the Presidio. Recently lead our partnership with Google to establish their Community Space at 188 Embarcadero.</p>	
	D. Use, How its public-oriented	<p>We are proposing the Center for the Third Sector. A location for nonprofits to establish and grow their businesses and for the public to learn about the tremendous scope of work undertaken by socially beneficial organizations.</p> <p>The spaces would be divided into three main categories:</p> <ol style="list-style-type: none"> <li>1. Public Facing - Nonprofit retail and restaurant and education space describing work and history of nonprofits and role of unions, especially longshoremen, in the labor and life of San Francisco.</li> <li>2. Nonprofit and social venture office space with an emphasis on nonprofits displaced by development in South Beach and other nearby communities.</li> <li>3. Meeting, conference and event space - primarily for the use of nonprofits but accessible to the public.</li> </ol> <p>All uses will be public oriented either because they house public charities, are oriented to the benefit of public understanding of nonprofits and the history of San Francisco, provide jobs for formerly homeless and low-income residents or are open to the public.</p> <p>Multiple nonprofits have been forced out of developing neighborhoods in San Francisco. The Center for the Third Sector will provide a home for those organizations and increase their public exposure. This use will compliment rather than compete with nearby retail and other for profit uses.</p>	
	E. Experience with concept	<p>Tides was one of the first tenants in the Presidio. We entered into ground leases and redeveloped twelve buildings with over 160,000 square feet of office and meeting space. Since 1996 our spaces have been home to Tides' offices and approximately 75 other nonprofits and social ventures. Currently we house nearly 400 workers, a restaurant and</p>	

II. Rank Preferred Location		are the convening space for over 300 meetings and events annually.	
	Pier 35	5	
	Pier 33	3	
	Pier 31	4	
	Pier 29½ & 29	8	
	Pier 23	7	
	Pier 19½ & 19	9	
	Agriculture Building	9	
	Pier 26	6	
	Pier 28	2	
	Pier 38	1	
	Pier 40	7	
	Pier 48	8	
	III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
		H. Describe the areas and the portions of the site(s) you propose to occupy.	Master tenant, whole pier
I. Check all aspects of your preferred site(s) that influence your pier selection		Location on The Embarcadero, Proximity to pedestrian traffic, Facility square footage	
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>The ground-floor Embarcadero frontage would house the nonprofit retail, restaurant and education spaces. These public facing spaces would be accessed via doors to either side of the arch and comprise 10% of the total space depending on which pier is selected. These spaces would also have access to the aprons which would remain open to public access.</p> <p>The second floor of frontage space and exterior shed spaces would house office space interspersed with open areas connecting the aprons to the interior shed. Some of this exterior shed would be built out with a mezzanine level.</p>	

V. Smaller Tenant		<p>Interior shed uses would equal about 50% of the total.</p> <p>The interior shed would house public education and seating areas towards the Embarcadero frontage and meeting and conference areas elsewhere. This space would also make up the interior ingress/egress travel ways. The interior shed would make up about 40% of the total.</p> <p>The public will be able to experience the building from the exterior (aprons), and interior both at the frontage and at the interior shed which will be kept open to preserve the sense of the magnitude of the space.</p>
	K. Describe the physical improvements concept	The front facade will be retained and steel sash restored. The clerestory windows would be restored. Existing structural features would be left exposed and incorporated into the design. Interior fit out would be completed within the Standards and Guidelines which emphasize maintaining full-length views and minimizing cluttering the views with mechanical equipment etc. Approval for alternatives to the solid roll-down doors between the apron and exterior shed would be sought from SHPO/NPS. No alterations of the existing floor plate would be contemplated with the exception of the possible addition of mezzanine spaces at the exterior shed.
	L. Describe accessing sufficient capital	Tides anticipates the funding for this project to be fulfilled by the following sources: tax-exempt bonds, equity raised through the syndication of historic tax credits, grants / partner foundation funds, private equity through impact investing, capital campaign funds, and permanent debt. The capital stack for this project will, to some degree, be determined by the structure of any agreement with the Port.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	

VI. Attach- ment	Q. Attachment included with response	No.
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		Concept Name	#25. Pier 29 Center for Technology and Entertainment
I. Concept and Team	A. Category of Tenant	Partner	
	B. Entity Name	Auerbach Pollock Friedlander Performing Arts/Media Facilities Planning and Design 1045 Sansome Street #300 San Francisco. CA 94111 415 392 7528 Contact: Tisha Renner –Cruz, Marketing Manager AEA Consulting New York – London 845 765 8100 Contact: Elizabeth Ellis, Owner and Managing Principal	
	C. Personnel and Experience	<p>Auerbach Pollock Friedlander in Association with AEA Consulting is pleased to present our response to the Historic Piers Request for Information. Our response is not as a potential Tenant, but as professional consultants that would be able to provide design and management services to assist in a practical outcome for the “development”. In the RFI there is specific mention of potential uses for commercial, retail, historic, arts and entertainment functions of appropriate piers. Our submittal does not fully respond to the letter of the RFI, but we offer our insight into this stated request. Our expertise represents over 45 years of design and planning of performing arts venues worldwide and with detailed knowledge of San Francisco’s cultural environment.</p> <p>While the entire Historic Pier project may provide opportunity for a major coordinated development, the approach and sensitivity to the historic aspect of the piers should not limit the imagination of creating significant architectural identities. Our relationship with local and international architects can be an asset. Just as we have created a strong relationship with AEA Consulting, we would encourage the addition of Mark Cavagnero Associates, as a collaborating architect. Mark Cavagnero Associates can contribute significantly to the next phase realization of the ideas presented in this submission.</p> <p>Please consider our response as a foundation for further discussion and conceptual considerations.</p> <p>Auerbach Pollock Friedlander:</p> <p>S. Leonard Auerbach, FASTC, IALD Founder – Director of Design</p> <p>Steven Friedlander, ASTC President</p> <p>Robert Hill, ASTC Principal</p>	

		<p>AEA Consulting:</p> <p>Elizabeth Ellis Owner and Managing Principal</p>
	D. Use, How its public-oriented	<p>Auerbach Pollock Friedlander in Association with AEA Consulting is putting forth concepts for entertainment and performing arts venues at Pier 29 as you will see in the emailed PDF of additional information. The concepts include a 540-seat theatre with endstage configuration, a concert venue with seating and standing audience areas, a circus venue with seating surrounding the performers and a drone racing venue. In each case, the facilities could offer programming that appeals to a wide range of patrons – both local and tourists of all ages and all walks of life. Pier 29 was selected by our team because the existing structure’s interior offers a good fit for an entertainment theatre space (more details in question 6) and the exterior offers accessibility for loading and the potential for a courtyard or open space. The location of Pier 29 presents excellent foot traffic from the nearby cruise ship terminal and Pier 39. Pier 29 is also easily accessible via public transit. In short, it is an ideal location for a performing arts center or entertainment venue.</p> <p>It is our opinion that great care is necessary to assure whatever development is pursued, that it is not only a financial success but it must be fully respectful to the character of the district, San Francisco’s history and enable the arts institutions it will serve to be well supported by the Development(s).</p>
	E. Experience with concept	<p>Auerbach Pollock Friedlander has more than 45 years of planning and design for performing arts/media facilities. We have an award-winning cache of projects all over the world, numerous projects in the City of San Francisco and we fully support local arts organizations. Our professional team of consultants excel at merging ideas with essential functions, along with significant adaptive reuse and historic renovation design experience. Our experience with San Francisco’s cultural community and the area’s historic and contemporary arts venues provides us with an unique understanding of the not-for-profit institutions and the commercial performing arts entities in the region. San Francisco has sought new venues for the arts for decades and has made significant advancement with regard to the established organizations and recent newer venues. Nevertheless, there is a demonstrated need to support the performing arts institutions as well as potential commercial presenters with new venues. Our long history as a San Francisco-based performing arts /media facilities consulting group, has provided us with an overview of what exists in the Bay Area and where they may be a shortfall.</p>

II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	<b>Pier 29½ &amp; 29</b>	<b>1</b>
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	
	III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.
H. Describe the areas and the portions of the site(s) you propose to occupy.		<p>Our response to this and the following questions is focused on only on Pier 29. In our email of additional information, we have concepts of the site and theatre/entertainment space.</p> <p>Theatrical spaces require clear span high volume spaces. None of the piers can provide a full clear span high volume space that would be required. The typical column grid plans are tight and the interior volume does not enable the desired stage flying capability that would be desired. Pier 29 has the widest spans and is most desirable for that matter.</p> <ul style="list-style-type: none"> <li>• Our concepts for Pier 29 take advantage of its location by placing the theatre at the far end of the building. A front of house lobby and exhibition area is envisioned as a glass enclosed addition to maximize views of the bay.</li> <li>• Access to the proposed performance venue can be direct by capitalizing on the expansive cruise ship terminal parking and vehicular circulation allowing direct drop off at the end of the pier.</li> <li>• Our concept will enable a development of a bay side plaza with outdoor activity and potential ferry/water taxi docking. The ability to create an architectural icon at the end of the pier is a positive consideration without affecting the DOI criteria.</li> </ul>



## IV. Master Tenant Responses

- There is space for a 500+ seat theatre with sufficient technical amenities to support a number of theatrical, dance and music groups. Backstage performer support and rehearsal spaces would extend sufficiently toward the front of the pier to define the “arts” venue and allow for more commercial development of the front half to two thirds of the pier.
- Separate entry for artists and loading would be created at an existing side entrance from the parking area. This end pier development would not be possible at any other pier, thus requiring a long interior circulation path to be developed down the full length of the pier to an end function.
- There are other opportunities to utilize this pier for different performance venues that may include a larger free form space for popular entertainment, a fully flexible multiform theatre, a “circus” oriented or dramatic theatre in the round, or an open event space for BOT competitions or drone racing.
- Of considerable concern is the existing condition of the pier(s) structurally, seismically, and materiality. Pier 29 is a timber construction and overhead load bearing capacity is questionable.
- Places of public assembly are a Group 1A occupancy and require non-combustible construction. The many of the piers are heavy timber construction (with the exception of Pier 38) and there is a question of extent of structural fire protection that may be possible. We understand that a full code study responding to existing conditions and required code compliance modifications is essential before any proposal can be considered positive.

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

Location on The Embarcadero, Proximity to pedestrian traffic, 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

J. Describe the operational concept including public-oriented and other use mix

See response above and our email of additional information with concepts.

K. Describe the physical improvements concept	See response above and our email of additional information with concepts.
L. Describe accessing sufficient capital	<p>Although Auerbach Pollock Friedlander and AEA Consulting are not proposing to be Master Tenants, we have experience across multiple projects that have leveraged private financing to bring (not-for-profit / non-commercial) cultural projects to reality. These provide potential lessons for funding the redevelopment of the piers owned by the Port of San Francisco.</p> <p>The most common mechanism in recent years to bring private funds to the development of public uses has been for a city or other public authority to allow variances to zoning rules, typically with respect to building density or height, in return for such capital and sometimes also operating funding for the cultural facility. A developer may provide space for a cultural facility as core and shell to be built out by the operating tenant, or it may collaboratively work with the tenant to provide a fully fit-out space. This has been a common strategy in New York since the turn of the millennium - new spaces for Jazz at Lincoln Center, The Pershing Square Signature Center theatre, and others have been provided through these means.</p> <p>In other cases, cities simply mandate the inclusion of cultural or public use facilities within large-scale developments, as seen in the example of San Francisco's Museum of African Diaspora in Yerba Buena Gardens, or at Barangaroo, the harbor front re-development in Sydney, Australia.</p> <p>Increasingly, however, developers are investing in cultural facilities even without the public incentive. They are seeking to stand out from their peers, create an identity for their project, and bring foot traffic to the destination. As retail has moved online, it has become increasingly difficult for stores to provide that boost. Today, people want exciting and memorable experiences, and galleries and performance spaces can stand out by providing unique offers that are difficult to replicate in other locations and online.</p> <p>We would also recommend that the Port think strategically not only about how the capital requirements will be met, but the ongoing operating requirements for individual Smaller Tenants who may be not-for-profits. This will help to ensure sustainability of operations and stability of tenants. Potential examples of operating funding mechanisms include:</p> <ul style="list-style-type: none"><li>• A trust or similar entity created to pool resources to pay for security, maintenance and upkeep of outdoor public spaces.</li></ul>

V. Smaller Tenant		<ul style="list-style-type: none"> <li>• Creating one or multiple special business districts across the Piers, in which each tenant contributes an annual payment-in-lieu-of-taxes (PILOTs). These sorts of funds have historically been used for waste collection, security and basic services, but there are increasingly examples of payment from these funds for programming and marketing provisions that activate the site.</li> </ul> <p>Regardless of the funding strategy, we would advise that any Master Tenant does not simply unilaterally decide to move forward with a cultural project, but first engages with the existing cultural sector in order to identify strategic needs (artist work space, housing, etc.) that might possibly be met on site. Many of these might bring their own access to funding pools to create specialized cultural infrastructure necessary to a well-functioning cultural ecosystem.</p>
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	Not applicable
	N. Willingness to make capital improvements	Not applicable
	O. Approximate amount of tenant improvement investment	Not applicable
	P. Est. lease term required to amortize tenant improvement investment above.	Not applicable
VI. Attachment	Q. Attachment included with response	Yes.



Auerbach Pollock Friedlander in Association with AEA Consulting is pleased to present our response to the Historic Piers Request for Information. Our response is not as a potential Tenant, but as professional consultants that would be able to provide design and management services to assist in a practical outcome for the “development”. In the RFI there is specific mention of potential uses for commercial, retail, historic, arts and entertainment functions of appropriate piers. Our submittal does not fully respond to the letter of the RFI, but we offer our insight into this stated request. Our expertise represents over 45 years of design and planning of performing arts venues worldwide and with detailed knowledge of San Francisco’s cultural environment.

While the entire Historic Pier project may provide opportunity for a major coordinated development, the approach and sensitivity to the historic aspect of the piers should not limit the imagination of creating significant architectural identities. Our relationship with local and international architects can be an asset. Just as we have created a strong relationship with AEA Consulting, we would encourage the addition of Mark Cavagnero Associates, as a collaborating architect. Mark Cavagnero Associates can contribute significantly to the next phase realization of the ideas presented in this submission.

Please consider our response as a foundation for further discussion and conceptual considerations for the development of Pier 29.

#### **Site observations:**

- Theatrical spaces require clear span high volume spaces. None of the piers can provide a full clear span high volume space that would be required. The typical column grid plans are tight and the interior volume does not enable the desired stage flying capability that would be desired. Pier 29 has the widest spans and is most desirable for that matter.
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## Potential Funding Factors:

Although Auerbach Pollock Friedlander and AEA Consulting are not proposing to be Master Tenants, we have experience across multiple projects that have leveraged private financing to bring (not-for-profit / non-commercial) cultural projects to reality. These provide potential lessons for funding the redevelopment of the piers owned by the Port of San Francisco.

The most common mechanism in recent years to bring private funds to the development of public uses has been for a city or other public authority to allow variances to zoning rules, typically with respect to building density or height, in return for such capital and sometimes also operating funding for the cultural facility. A developer may provide space for a cultural facility as core and shell to be built out by the operating tenant, or it may collaboratively work with the tenant to provide a fully fit-out space. This has been a common strategy in New York since the turn of the millennium - new spaces for Jazz at Lincoln Center, The Pershing Square Signature Center theatre, and others have been provided through these means.

In other cases, cities simply mandate the inclusion of cultural or public use facilities within large-scale developments, as seen in the example of San Francisco's Museum of African Diaspora in Yerba Buena Gardens, or at Barangaroo, the harbor front re-development in Sydney, Australia.

Increasingly, however, developers are investing in cultural facilities even without the public incentive. They are seeking to stand out from their peers, create an identity for their project, and bring foot traffic to the destination. As retail has moved online, it has become increasingly difficult for stores to provide that boost. Today, people want exciting and memorable experiences, and galleries and performance spaces can stand out by providing unique offers that are difficult to replicate in other locations and online.

We would also recommend that the Port think strategically not only about how the capital requirements will be met, but the ongoing operating requirements for individual Smaller Tenants who may be not-for-profits. This will help to ensure sustainability of operations and stability of tenants. Potential examples of operating funding mechanisms include:

- A trust or similar entity created to pool resources to pay for security, maintenance and upkeep of outdoor public spaces.
- Creating one or multiple special business districts across the Piers, in which each tenant contributes an annual payment-in-lieu-of-taxes (PILOTs). These sorts of funds have historically been used for waste collection, security and basic services, but there are increasingly examples of payment from these funds for programming and marketing provisions that activate the site.

Regardless of the funding strategy, we would advise that any Master Tenant does not simply unilaterally decide to move forward with a cultural project, but first engages with the existing cultural sector in order to identify strategic needs (artist work space, housing, etc.) that might possibly be met on site. Many of these might bring their own access to funding pools to create specialized cultural infrastructure necessary to a well-functioning cultural ecosystem.



Founded by S. Leonard Auerbach in 1972, Auerbach Pollock Friedlander is a globally-recognized theatre design and audio-video consulting firm with an extensive portfolio of award-winning projects.

The firm's holistic approach to design lends itself to a wide range of projects that include opera houses, professional repertory theatres, concert halls, performing arts educational facilities, museums and planetariums as well as popular entertainment venues in theme parks, casinos, cruise ships and night clubs.

Auerbach Pollock Friedlander's portfolio encompasses the development and design of venues for every type of live and media-based performance. Projects typically involve the design of performance facilities that include planning and design of auditoria, public spaces, theatre instructional labs and classrooms, scenic, prop and costume shops, loading areas, dressing and makeup facilities and other production operations areas.

The consultant's expertise is always provided as part of an open collaborative process with the larger design team. The principals and staff have diverse backgrounds in programming, planning and architectural design disciplines as well as hands-on experience in theatre production design, theatre technology, media arts, sound, video and communication, production management, technical direction and scenography. This depth of experience enables Auerbach Pollock Friedlander to provide comprehensive, innovative design and superior technical solutions that respond to the needs of the end user while providing the architect with the flexibility to develop their own vision. The firm can provide services in initial planning and programming, theatre space design, specifications of all theatrical and audio-video systems and equipment as well as construction administration services for each project.

Hundreds of successful projects, numerous awards and long term client relationships attest to Auerbach Pollock Friedlander's collaborative design process which is built around an unparalleled methodology and rests on core principles of providing superior communication and peerless documentation.

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[info@auerbachconsultants.com](mailto:info@auerbachconsultants.com)  
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**AEA Consulting is a global firm setting the standard in strategy and planning for the cultural and creative industries. We provide candid and impartial advice that draws on deep knowledge of the cultural sector as well as robust research and analytical insight.**

Since 1991, we have successfully delivered more than 800 assignments, helping clients around the world plan and realize vital and sustainable cultural projects. With offices in New York and London, AEA offers a talented and experienced team of professionals who deliver customized solutions to the arts, cultural, and creative industries.

## Strategy

AEA works with clients at the earliest possible stage to develop successful project strategies, whether in the context of a new cultural facility, policy, or program. We help articulate the project's goals and rationale; explore the possible routes to deliver it; and confirm the optimum way forward.

Options Analysis

Policy Development

Investment Strategy

Program Strategy

Partnership Strategy

Strategic Planning

## Planning

AEA is a leader in the planning and delivery of a wide variety of cultural & creative spaces, including cultural districts, mixed-use developments, museums and galleries, performance spaces, multi-disciplinary spaces, parks, and heritage sites. We deliver plans that pay close attention to what is required for long-term operating and financial success, and that include actionable road maps and evaluation metrics.

Cultural Master Planning

Concept Development

Feasibility Studies

Business & Operating Plans

Design Briefs

Project Delivery

## Research and Analysis

AEA's recommendations to our clients are underpinned by robust empiricism and unparalleled knowledge of the cultural & creative sector. We gather the facts, whether quantitative or qualitative; we parse, test, and analyze them; and challenge wishful thinking. Our customized studies combine proven methodologies and objective analysis with a sensitive understanding of our clients and the context in which they operate.

Market Analysis

Audience Research

Surveys & Focus Groups

Sector Studies

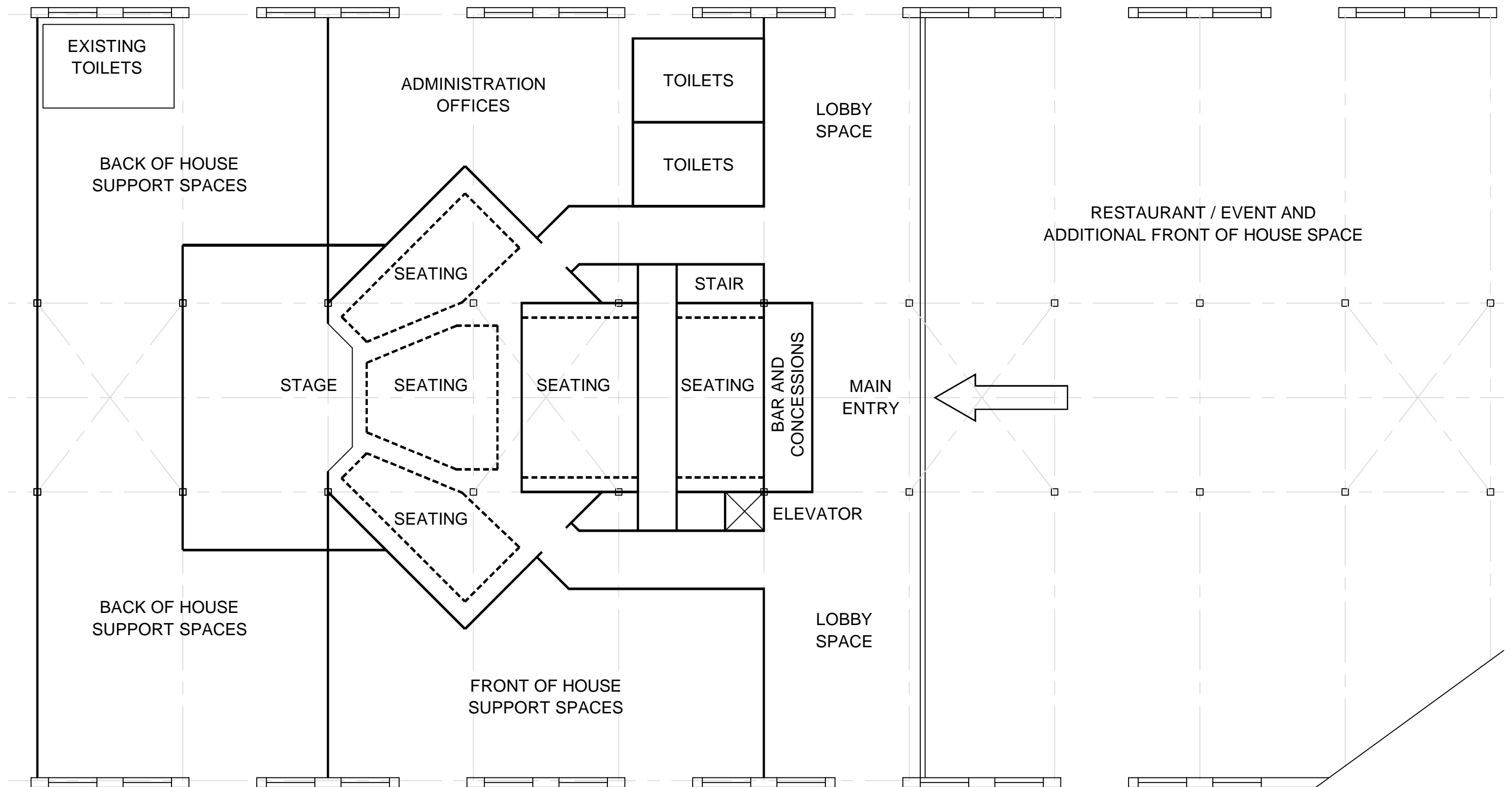
Evaluation

Policy Research

We approach problem solving with curiosity, creativity and integrity. More information about AEA, including a client list, can found at [www.aeaconsulting.com](http://www.aeaconsulting.com).







# 1 THEATRE - PLAN

1"=20'-0"

540 SEATS



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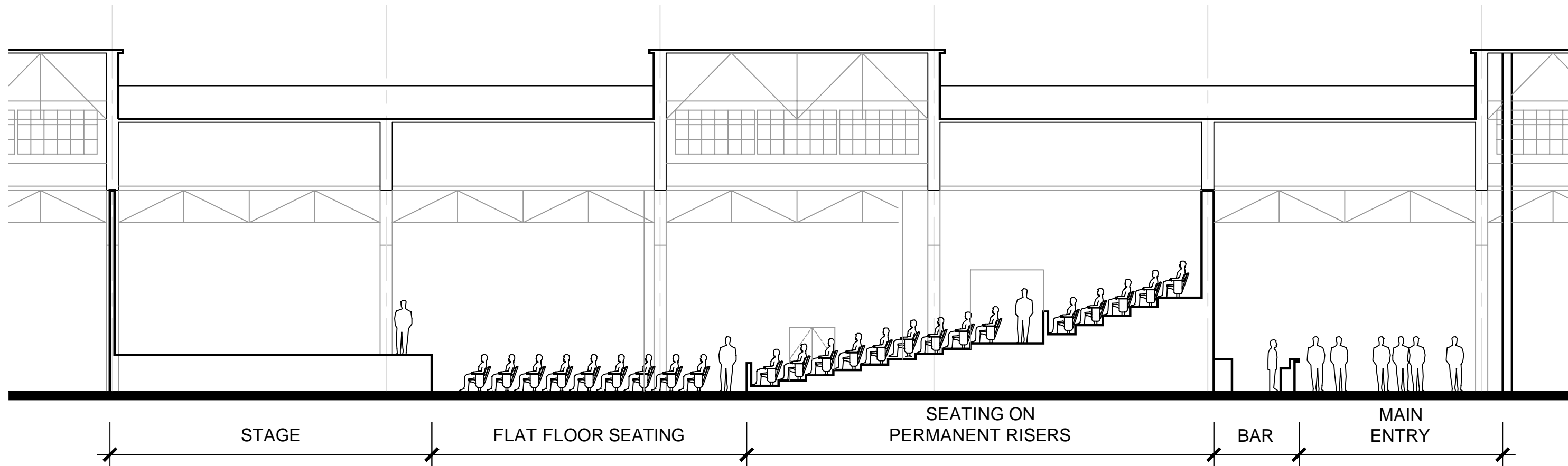
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1 THEATRE - SECTION  
NTS

540 SEATS



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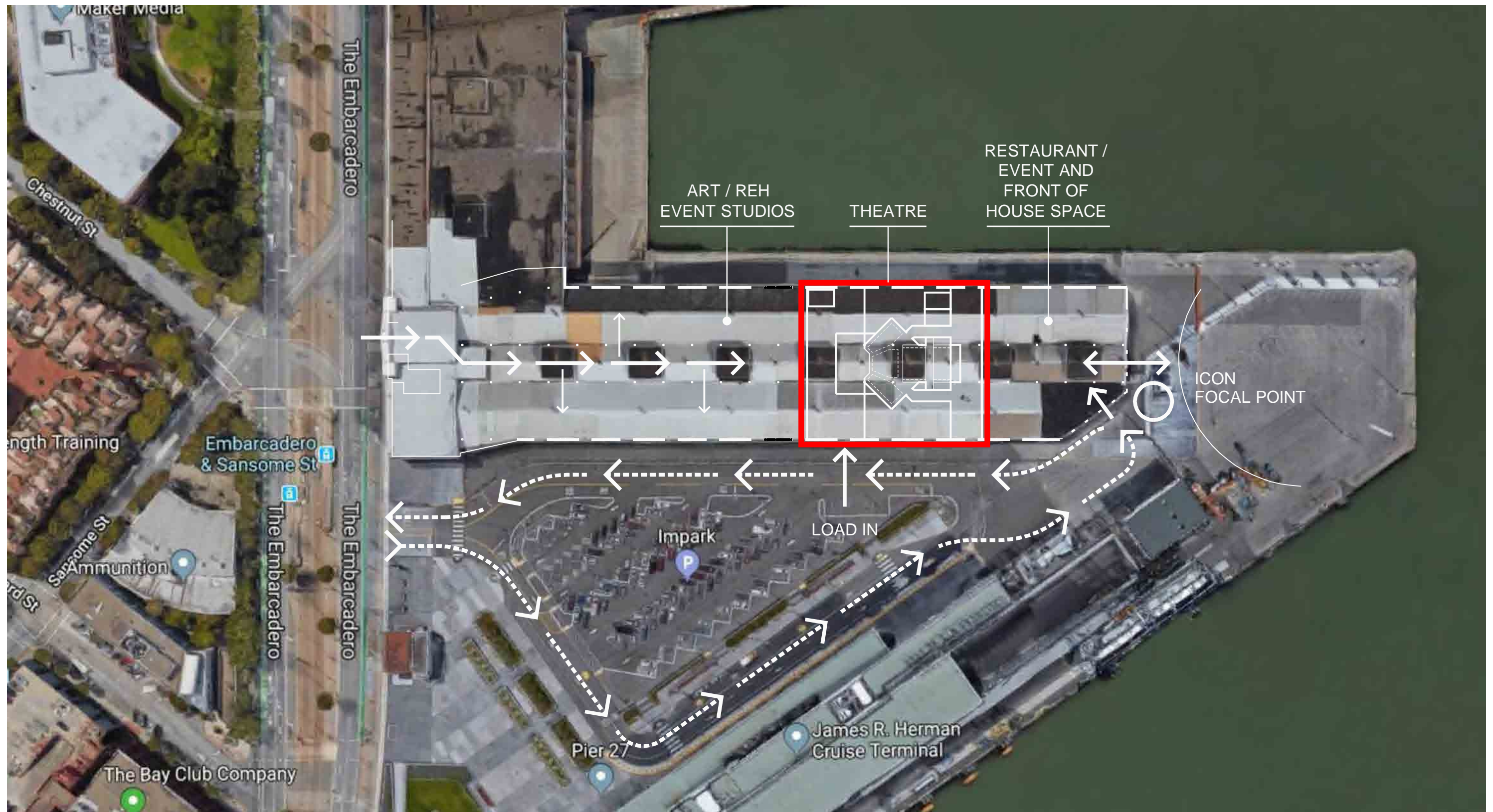
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# 1 THEATRE - SITE PLAN

1"=100'

540 SEATS



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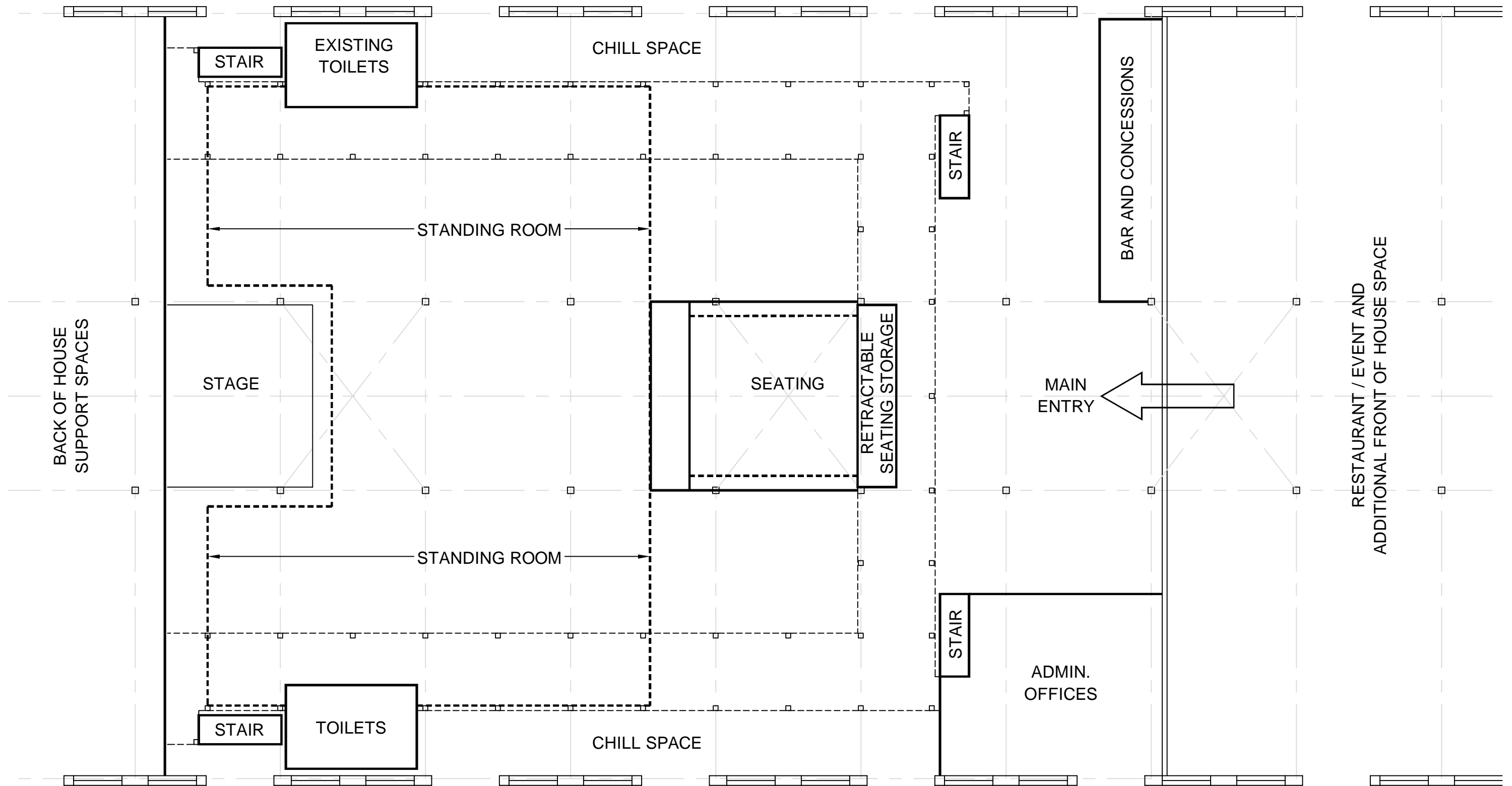
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1

# CONCERT VENUE PLAN - GROUND FLOOR

1"=20'-0"

210 SEATS - 2,100 STANDING - 2,310 TOTAL



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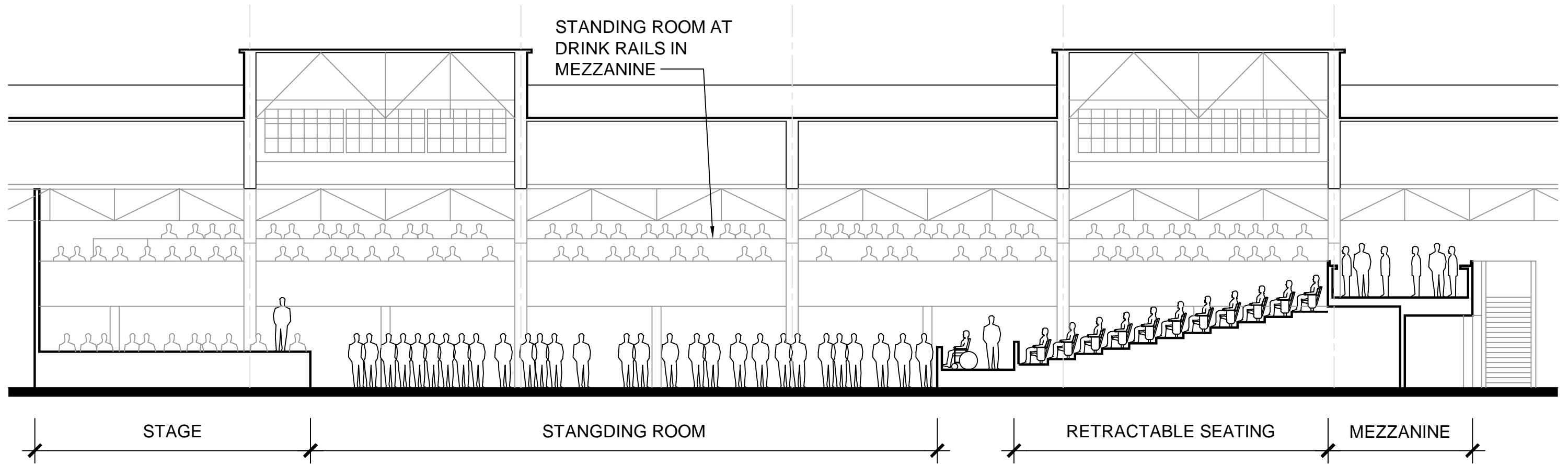
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# 1 CONCERT VENUE - SECTION

NTS

210 SEATS - 2,100 STANDING - 2,310 TOTAL



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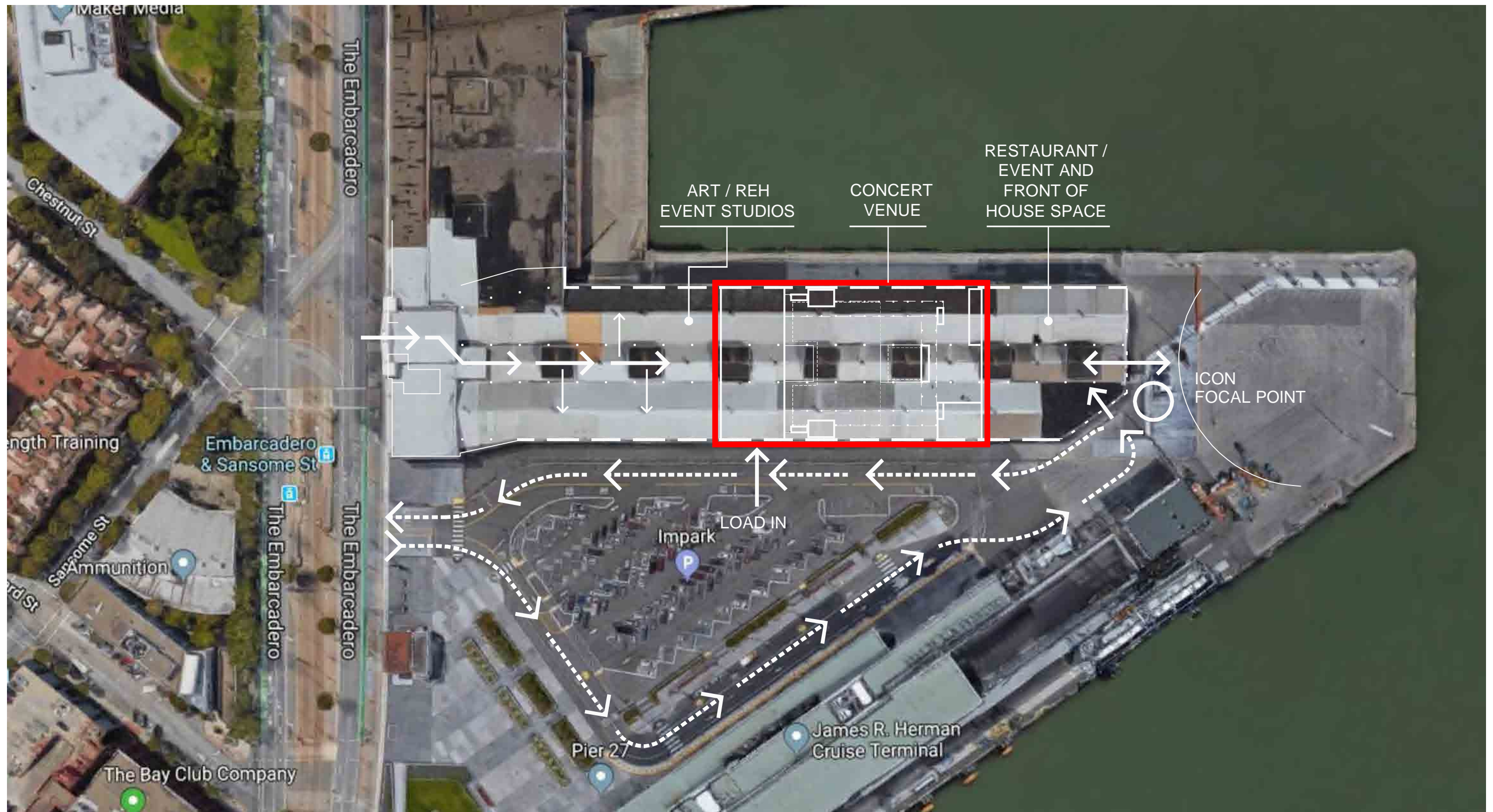
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# 1 CONCERT VENUE - SITE PLAN

1"=100'

210 SEATS - 2,100 STANDING - 2,310 TOTAL



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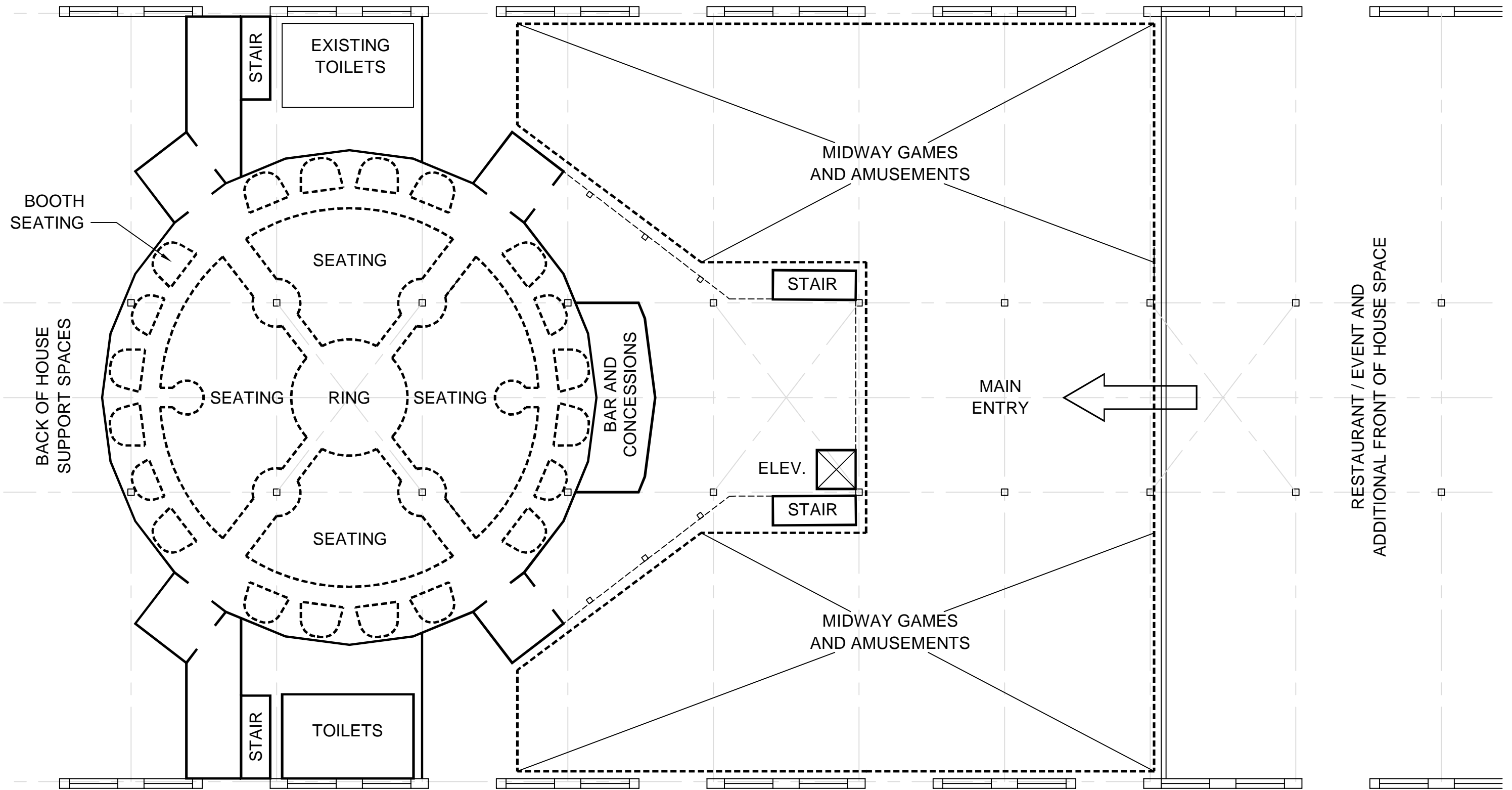
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# 1 CIRCUS VENUE PLAN - GROUND FLOOR

1"=20'-0"

820 SEATS



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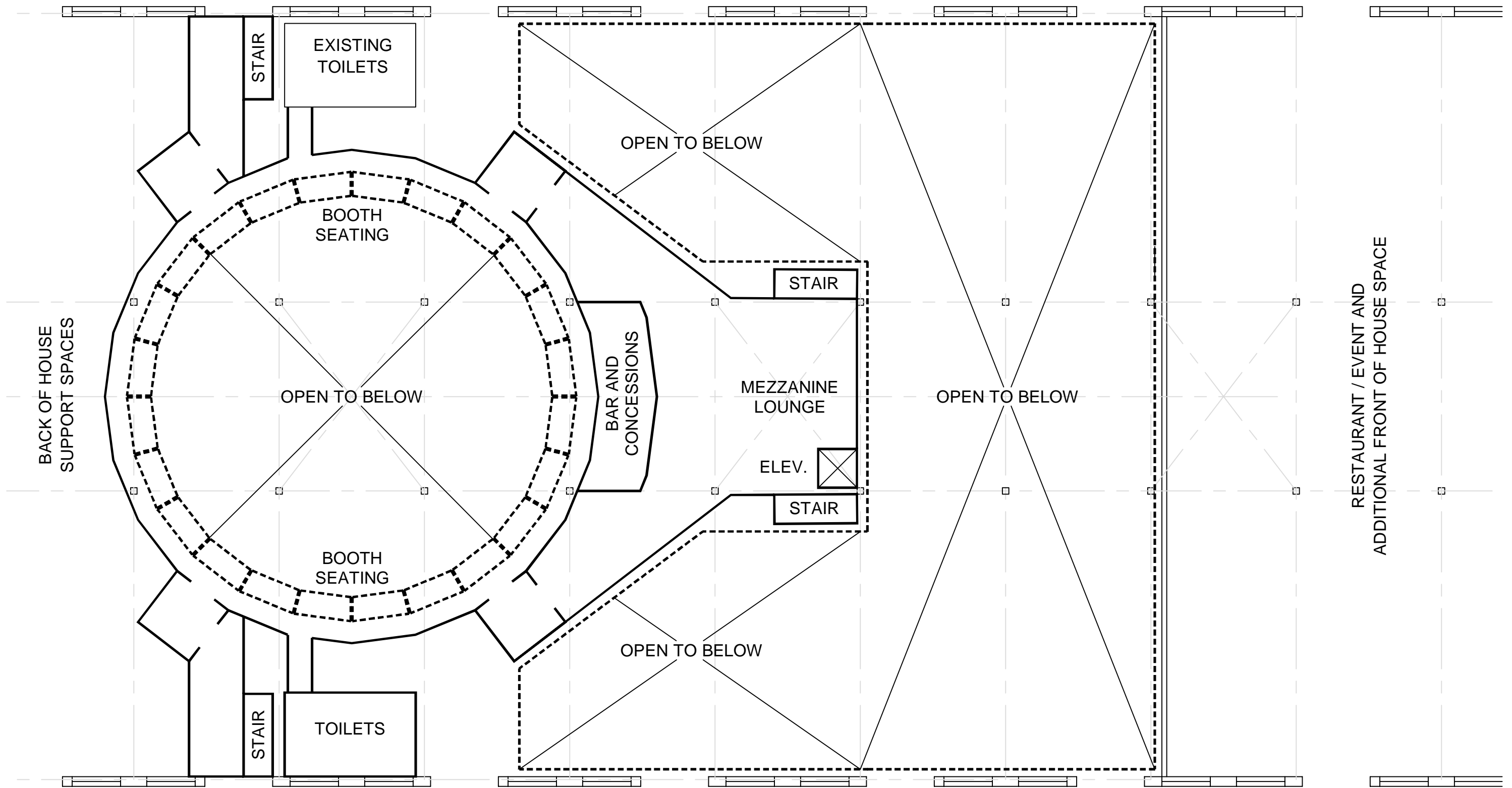
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# 1 CIRCUS VENUE PLAN - MEZZANINE

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820 SEATS



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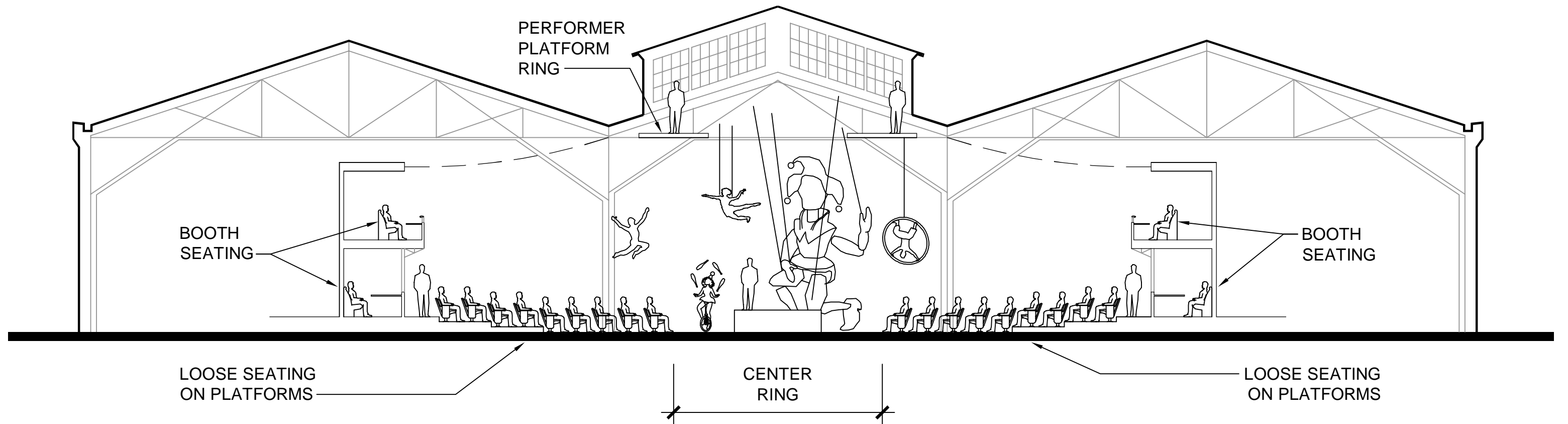
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# 1 CIRCUS VENUE - SECTION

NTS

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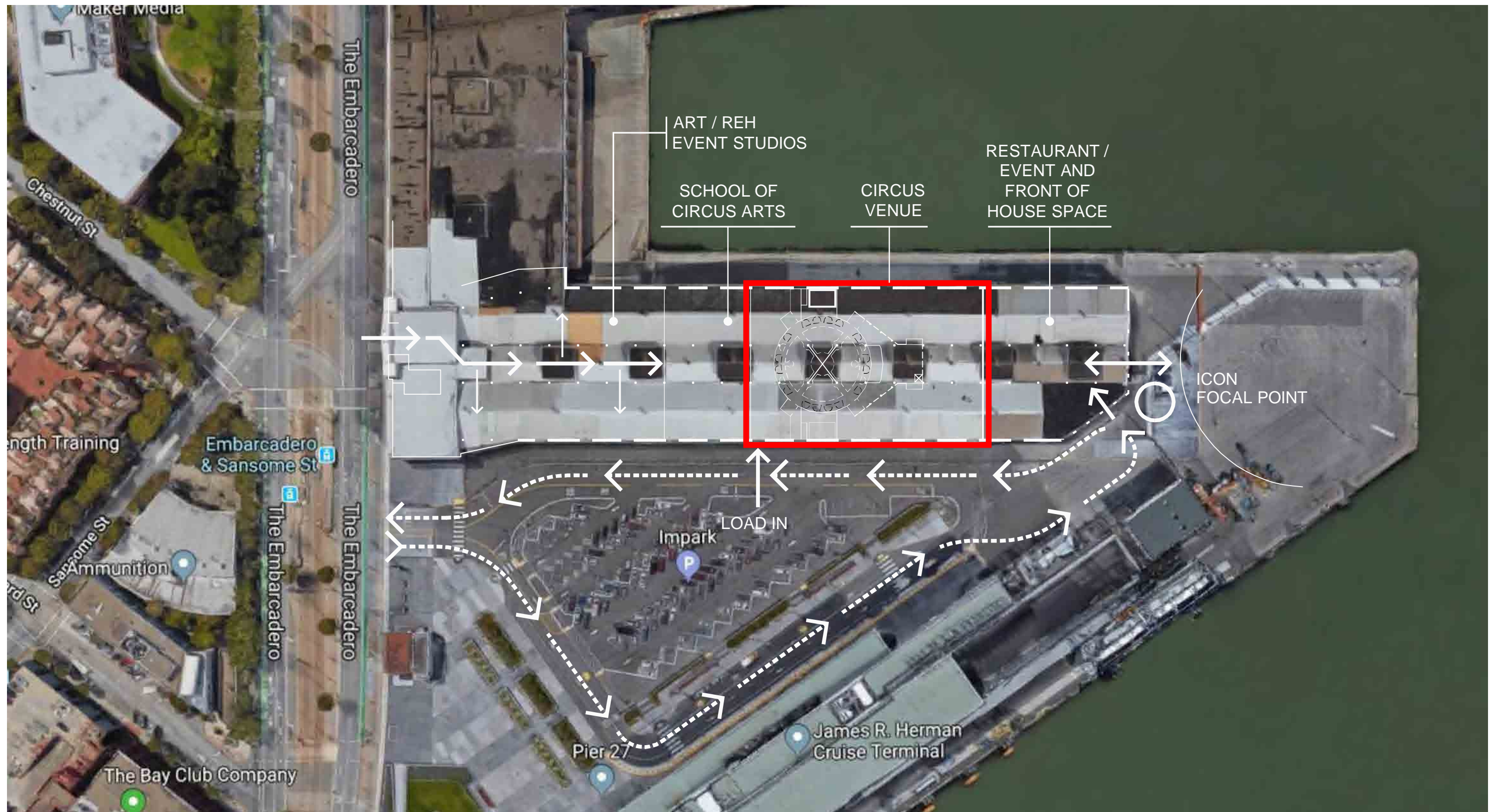
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# 1 CIRCUS VENUE - SITE PLAN

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820 SEATS



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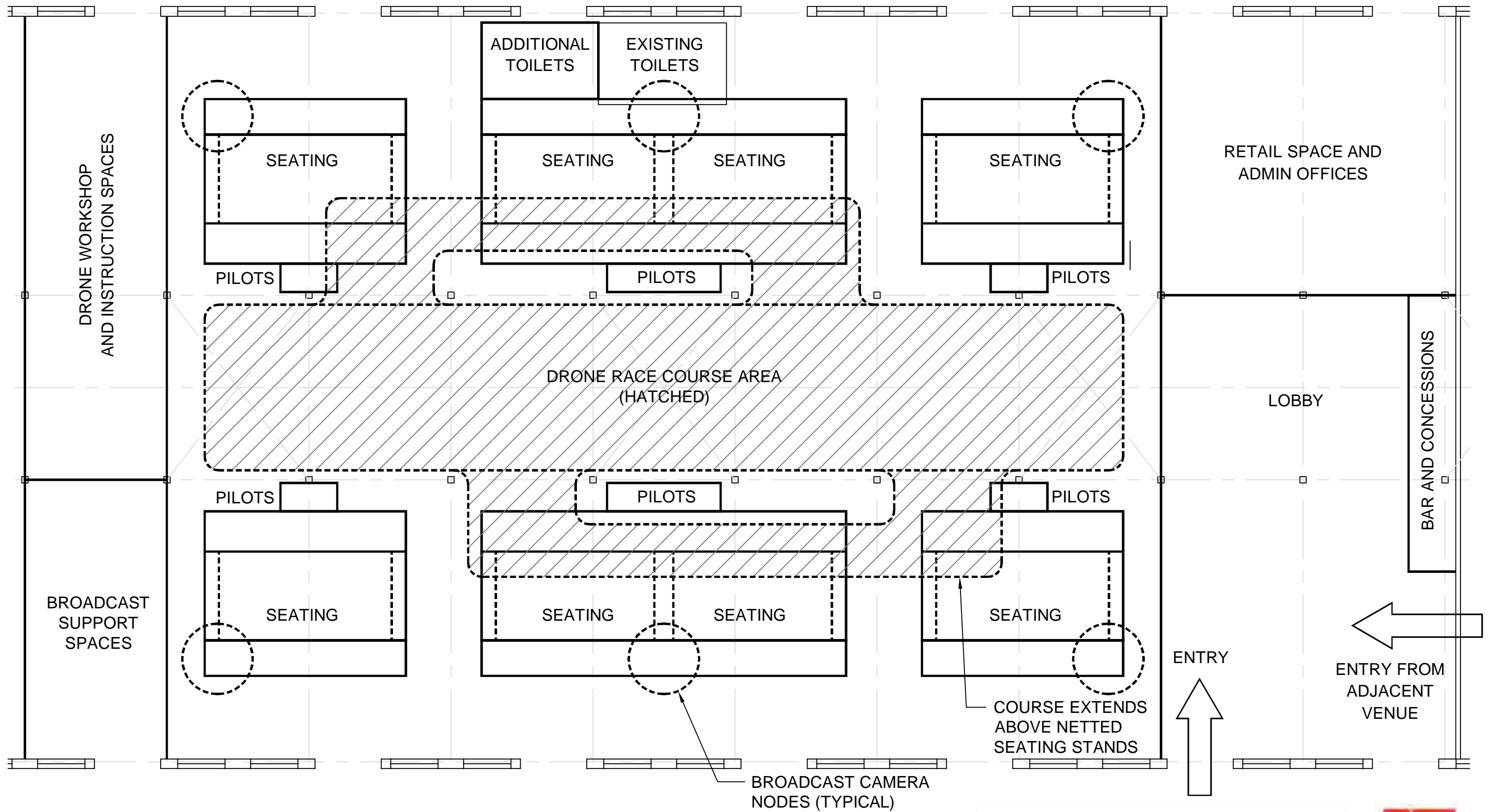
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# 1 DRONE VENUE - PLAN

1"=20'-0"

1,060 SEATS



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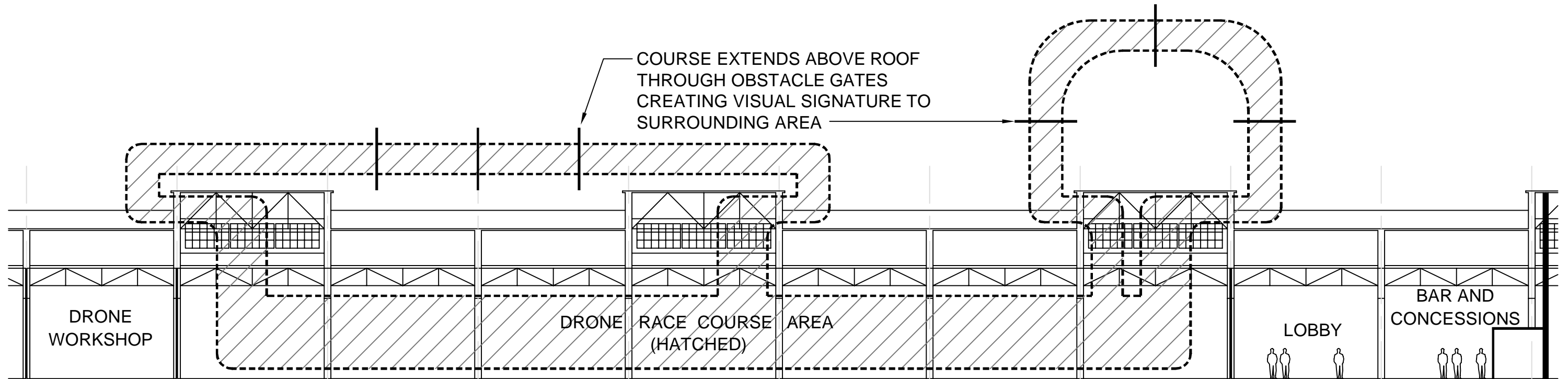
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# 1 DRONE VENUE - SECTION

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1,060 SEATS



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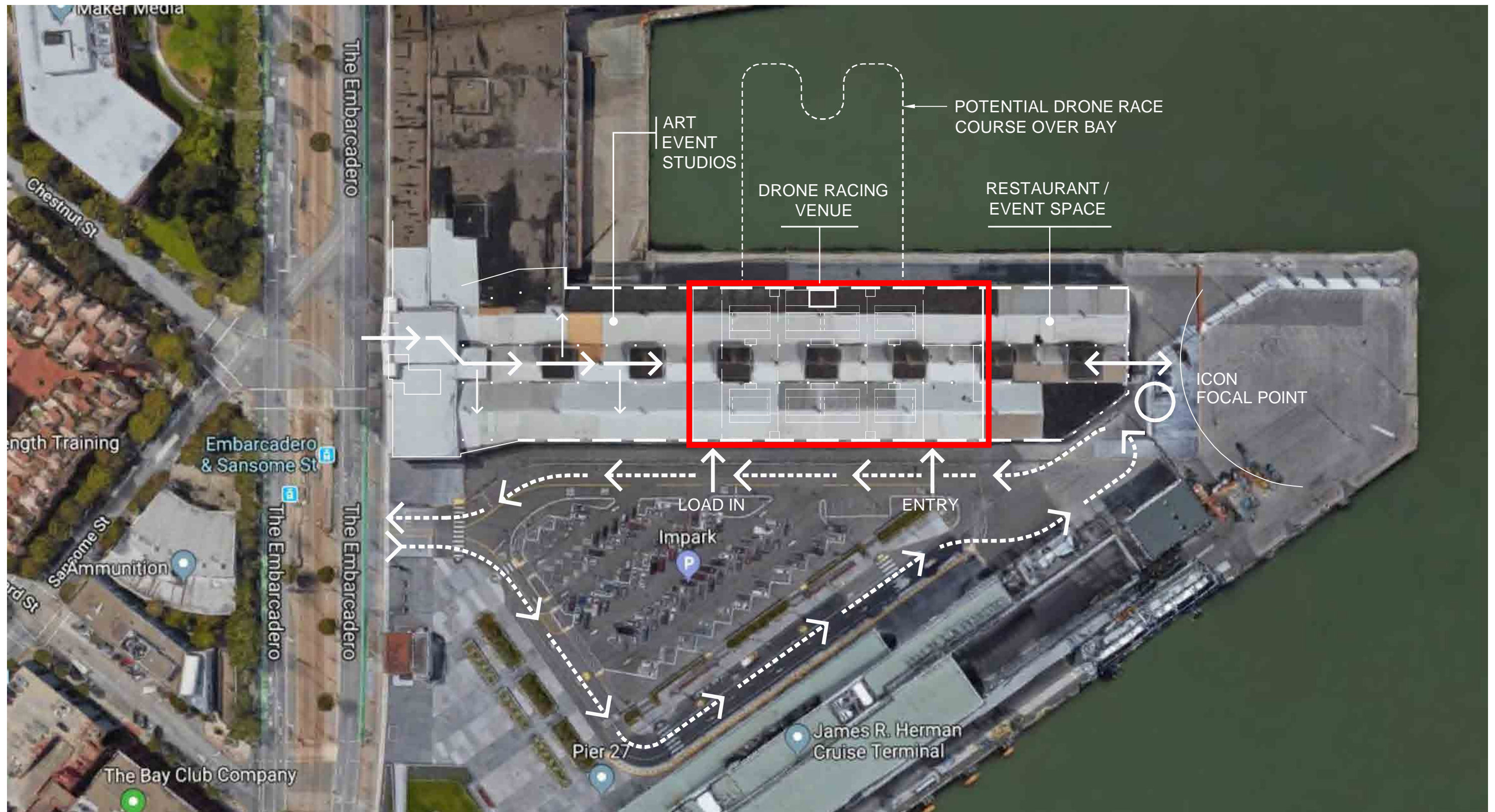
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	Concept Name	#26. Reason: Future Tech Escape Room San Francisco
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Reason Future Tech Escape Room
	C. Personnel and Experience	Mike Chen
	D. Use, How its public-oriented	Reason hosts team building events focused around technology exploration and problem solving including drones, 3d printers, VR, holograms, robotics etc. Our experience is popular with teams from companies, friends, and families. Our mission is to humanize our relationship with technology and each other, which is well suited for the project and position the Embarcadero as an innovation and cultural center for all.
	E. Experience with concept	Reason is currently located by Civic Center in San Francisco. We have been in business for 2.5 years and served tens of thousands of satisfied corporate and consumer participants. We have over 300 five star local review from yelp, google, tripadvisor etc.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	9
	Pier 23	8
	Pier 19½ & 19	7
	Agriculture Building	6
	Pier 26	5
	Pier 28	4
	Pier 38	3
	Pier 40	2
	Pier 48	1

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	B. Interior Shed
	H. Describe the areas and the portions of the site(s) you propose to occupy.	B Interior Shed. We do our need windows for our escape rooms.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to AT&T Park
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	
	L. Describe accessing sufficient capital	
V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$1.5 -\$2 /sqft

	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	\$30-\$50k (+ we will relocating \$1mm worth of existing tech & equipment)
	P. Est. lease term required to amortize tenant improvement investment above.	5-10
VI. Attachment	Q. Attachment included with response	No.

		Concept Name	#27. Italian Innovation Hub
I. Concept and Team	A. Category of Tenant	Master Tenant	
	B. Entity Name	<p>Based on an Investor Agreement signed in May 2018, Cassa Depositi e Prestiti S.p.A. (CDP) and Talent Garden S.p.A. (TAG) are incorporating a new company (US inc.) in joint venture (responding entity). This vehicle will manage all the operations of the “Silicon Valley Project”, that aims to open an innovation space in San Francisco to boost the bridge between Italian and European innovation ecosystem and Silicon Valley. CDP is the Italian National Development Bank, owned by the Ministry of Finance (83%) and by the Bank Foundations (17%), that promote Italy’s growth investing in competitiveness. CDP lends €33Bn yearly in average to support the PA infrastructures (25%), the strategic private enterprises (35%) and the international expansion of the full Italian economic ecosystem (40%). TAG is the largest network of digital innovation co-working spaces in Europe, with 23 campuses among 9 different countries (Italy, Spain, France, Ireland, Austria, Denmark, Lithuania, Albania, Romania).</p>	
	C. Personnel and Experience	<p>Fabrizio Palermo (key person for CDP)</p> <p>Chief Executive Officer of “Cassa Depositi e Prestiti” since 27 July 2018 and General Manager from 4 October 2018, Born in Perugia in 1971, Fabrizio Palermo graduated with honours in Economics from University of Rome “La Sapienza” in 1994. He is married with two children.</p> <p>He began his career in 1995 at Morgan Stanley, London, where he joined the Investment Banking Division and worked primarily on stock and bond issuances and corporate mergers and acquisitions.</p> <p>From 1998 to 2005, he was a strategic consultant at McKinsey, specialising in corporate restructuring, transformation and turnaround projects for large industrial and financial groups.</p> <p>In 2005, he joined Fincantieri Group as Business Development and Corporate Finance Director, reporting directly to the CEO, before taking on the appointment of Chief Financial Officer (2006–2014) and then of Deputy General Manager (2011–2014).</p> <p>From 2014 to 2018, he was Chief Financial Officer and manager responsible for financial reporting of Cassa depositi e prestiti Group, with specific responsibility for postal and bond funding, liquidity management, investment portfolio management, and asset and liability management (ALM) at group level.</p> <p>He is a board member of Fincantieri S.p.A., Open Fiber S.p.A and Risparmio Holding S.p.A. and a member of the Atlante I investors committee. Since 2017, he has been a member of the Italian-French committee for the alliance</p>	

project between Fincantieri and Naval Group, aimed at creating a European shipbuilding champion. Over his career, he has been a board member of Fincantieri USA Inc., Vard Group AS, Vard Holdings Limited and Equam S.p.A. and was a member of the Italian Recovery Fund (formerly Atlante II) investors committee.

Davide Dattoli (key person for Talent Garden)

Davide Dattoli is the Founder and CEO of Talent Garden SpA – the physical platform where digital and tech professionals work, learn and connect. Talent Garden has 22 campuses in 7 different European countries. Davide is one of the TOP 5 WIRED Italian innovators and often speaks at local

and International events such as Wired Festival, TEDx, etc. Before founding Talent Garden, Davide worked on digital marketing strategies at Condé Nast and as a consultant for various multinational companies.

Davide is a member of Endeavour, as the fund Endeavour Catalyst invested in Talent Garden in 2017.

Lorenzo Ortona (Consul General of Italy in San Francisco, involved in the project as key person from the Ministry of Foreign Affairs and International Cooperation)

After graduating from the Università La Sapienza di Roma with a law Degree, Mr. Ortona began his diplomatic career in 2002 with his first assignment at the Office dealing

From 2003 to 2004 he was the Deputy Chief of Staff for the Undersecretary of State at the Foreign Affairs Ministry, responsible for Europe and the Balkan States.

From 2004 to 2006 he served as part of the Crisis Unit of the Ministry of Foreign Affairs.

From 2006 to 2010 he was assigned to serve in the Permanent Representation of Italy to the EU in Brussels, dealing specifically with foreign and security policy of the EU in the Political and Security Committee (PSC).

In 2010 he was assigned to the Italian Embassy in Israel as the Head of the Economic, Scientific and Commercial Office.

From December 2013 through 2016 he worked as the Chief of Staff of the Directorate General of the European Union at the Ministry of Foreign Affairs and International Cooperation.

		As of September 19th, 2016, Mr. Ortona has assumed his role as Consul General of Italy in San Francisco.
	D. Use, How its public-oriented	<p>a) A description of the use(s)</p> <p>CDP &amp; Talent Garden, within a framework developed with and supported by the Italian Government (Italian Ministry of Foreign Affairs - MAECI, Italian Ministry of Economic Development - MiSE and the Italian Institute of Foreign Commerce - ICE) and following a vision of their CEOs and the development needs of the Italian Digital/Tech Ecosystem, have started a common working group with the main aim to create a bridge from Italy to the top world tech-business scene: San Francisco and the Silicon Valley.</p> <p>CDP thanks to TAG operations in co-working, community development, education and events, will bring the Italian ecosystem (private and public sector including companies, VC, incubators, accelerators, universities, etc.) to Silicon Valley and make it grow in terms of Foreign Direct Investments, Knowledge Base, Promotion Opportunities, Innovation Visibility.</p> <ol style="list-style-type: none"> <li>1. Co-working. Smart and creative spaces for 300–600 digital tech professionals that include a dedicated Cafeteria, workspaces, classrooms, event spaces, Fablabs &amp; other concepts.</li> <li>2. Education. A variety of courses, bootcamps, master &amp; executive training programs to successfully tackle digital transformation challenges.</li> <li>3. Events and Connection programs. Big event formats, hackathons, meetups and programs to facilitate connections among members, partners and relevant communities.</li> </ol> <p>b) What is public-oriented about the concept</p> <p>The Campus will host public events, organized directly or in partnership with other entities, with the aim to:</p> <ul style="list-style-type: none"> <li>- Create and reinforce a community that bridges Silicon Valley ecosystem with Italy and Europe</li> <li>- Showcase the Italian heritage to San Francisco and Silicon Valley, exposing its unique approach to innovation and technology in main excellent fields like Food-tech, Fashion-Tech, Automotive and Mobility, Design and Smart Home</li> </ul> <p>The Campus will host an annual Italy-Silicon Valley Summit that will involve the presence of the main stakeholders (public institutions, large corporates, top universities, etc) from both side in order to promote a full cooperation.</p> <p>Moreover, the education courses will bring international students in San Francisco and many activities will be fully</p>

integrated with the local environment and open to the public.

c) Types of populations targeted for service

Coming from abroad:

- International startups
- International SMEs
- Large Corporates represented by C-level managers and middle managers
- Students coming from the top universities
- Generally hi-tech passionate

Local population:

- Professionals interested in the connection with Italy and Europe
- Generally hi-tech passionate
- Local entrepreneurs that want to address the european market
- Local public institutions that aim to reinforce the mutual relation with Italy and Europe
- General target that want to have a good italian espresso coffee in a meaningful place

d) How it complements and responds to existing nearby uses and conditions in the Embarcadero Historic District

Our project would have a strong impact on the local startup ecosystem, corporate innovation and professionals, students, schools, representing a window opened on the Italian and European ecosystem.

It would also impact the overall area, thanks to the different amenities, vibe, community, events, workshops, welcoming daily more than 500 professionals, 300 students per year, more than 20.000 event attendees per year. The project would bring the local startup scene closer to the Embarcadero Historic District, providing a new hotspot for meetings and event with a unique proposition and lifestyle.



	E. Experience with concept	<p><b>Talent Garden</b></p> <p>TAG provides a physical platform for digital, tech and creative professionals to work, learn and connect. Through its co-working spaces, TAG Innovation School training programs and a variety of different events, Talent Garden supports a community of explorers and innovators across Europe to flourish and grow. Talent Garden's mission is to create local, vibrant, globally connected campuses that empower digital &amp; tech communities.</p> <p>Founded in Brescia, Italy, in 2011, Talent Garden is Europe's leading innovation platform and co-working network for digital innovation. Today Talent Garden has 25 campuses in 8 countries (Albania, Austria, Denmark, Ireland, Italy, Lithuania, Romania, Spain) hosting 4 thousands of talented people, including startups, freelancers, companies and large corporations.</p> <p>TAG Campus is the largest European network of co-working spaces for professionals working in the tech, digital and creative industries. It features a number of unique concepts designed to support innovation, including smart workspaces, “fab-labs”, relaxation areas, TAG Cafés, event spaces, meeting rooms and classrooms.</p> <p>The companies present in Talent Garden have, overall, raised more than €1,1Bn and are connected to more than 135 communities across Europe.</p> <p>Our spaces have an occupancy rate of 95%.</p> <p>TAG Innovation School is an educational institute aimed at supporting individuals and businesses to grow and lead in an increasingly digital world. It offers a variety of courses, bootcamps, Masters Programs and executive training programs.</p> <p>The Innovation School welcomes 500 students per year as well as 2.300 professionals from large corporates looking for new skills in the fields of digital.</p> <p>It runs classes, bootcamps, master and programs dedicated to Executives with a particular focus on new methodology, adapted to people, and of highly valuable skills on the job market.</p> <p>They organize more than 20 programs per year dedicated to students and Executives, approaching different subject as Growth Hacking Marketing, Data Analysis, Coding, User Experience, Digital Transformation, ...</p> <p>The Innovation School also runs programs dedicated to kids as a coding class, that trains more than 1.000 children per year. Thanks to the Talent Garden network and to the recognition of the programs by companies, 98% of the students of the Innovation School get a job within our network by the end of their studies.</p>
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The Innovation School operates since 2018 in Denmark, Ireland, Austria and Italy.

TAG Connect is a series of networking activities and events, ranging from community meetups to corporate gatherings, with the common objective of promoting and celebrating innovation. TAG Connect organizes hackathons, talks, festivals, workshops and socials across Europe.

Talent Garden Connect develops vibrant experience to connect globally digital tech professionals, entrepreneurs & growing companies to make their business more innovative and successful giving them access to resources they need most: people, job/business opportunities, technologies, ideas. The Connect Unit of Talent Garden organizes more than 1.200 events per year, gathering more than 43.000 attendees. In 2017, they have launched Futureland, a 2 days international event focusing on Artificial Intelligence, Artificial Reality, Virtual Reality and Robotic that brought more than 1.000 people together. They also organize more than 10 hackathons per year, thus launching 60 innovative projects.

#### Cassa Depositi e Prestiti

CDP plays a key role in promoting the competitiveness of the Italian industrial system, with many activities related to international expansion, technological innovation and Digital Transformation of the PA and the private sector. Among them we mention the following main projects.

#### International Expansion

CDP works alongside Italian businesses that are looking to foreign markets, assisting them with the process of international growth by providing access to specific financial products. With a view to continuous improvement, CDP participates in international debates to define the legal, economic and regulatory frameworks conducive to long-term investments.

Promoting “Made in Italy” around the world is part of CDP overall strategy: the 2016-2020 Business Plan provides Italian businesses with €63Bn for exports and internationalization, through loans offered in partnership with the banking system.

#### Fondo Italiano d’Investimento

Formed on the initiative of the Italian Ministry of Treasury and Finance, Fondo Italiano d’Investimento SGR is 43% owned by Cassa Depositi e Prestiti and for the remaining portion by some of the major Italian banks and institutions. The distinctive feature of the initiative is to combine, from the beginning, objective of economic return and development of the production system, through the use of market instruments. Today, Fondo Italiano d’Investimento

II. Rank Preferred Location		<p>SGR manages six closed-end funds, reserved for qualified investors, for a total asset under management equal to about €2Bn, playing a key role in supporting the local Venture Capitalism industry.</p> <p>ITAtch</p> <p>CDP and EIF (European Investment Fund) have joined forces to support the development of equity investments in technological innovation and the commercialization of the output of Italian universities and research centers. ITAtch is the first investment platform in support of research to finance the Technology Transfer, developing a bridge between the academic research, investors and the market.</p> <p>The investment fund (€200M) is a financial instrument created to catalyze and accelerate the commercialization of intellectual properties with high technological content, and more generally the translation of research and innovation into new businesses.</p> <p>Digital Transformation of the Public Administration</p> <p>Developing simpler and more effective services for the public and for businesses is the goal of the initiative undertaken by CDP and the Digital Transformation Team of the Presidency of the Council of Ministers, who have launched the ordinary loan for the digitization of the Public Administration.</p> <p>The initiative enables Public Authorities to obtain the resources to finance technological upgrading and the implementation of the Triennial Plan for the Digital Transformation of Public Administration.</p>
	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	<b>Agriculture Building</b>	<b>1</b>
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	
	H. Describe the areas and the portions of the site(s) you propose to occupy.	<p>The selection of the relevant pier facility takes into proper consideration both location and asset characteristics. The TAG Campus will not primarily benefit from pedestrian traffic or tourists (the 24 million waterfront visitors or the 300k cruise passengers), as would the case for the pier close to busy the Alcatraz ferry (pier 29). The selection has been made on the mid and long range accessibility of managers, professionals and startupperes that can be provided by Market street, the Embarcadero east-west connection and the Ferry terminal.</p> <p>The asset was then selected by size and layout. TAG experienced that the proper size to create a community focused digital innovation campus, would be between 40,000 to 70,000 sq.ft of gross internal area. The adaptability and flexibility of the floorplan would be key to successfully adapt to the future members and temporary users' needs (events, education). Then the "look and feel" of TAG that will be designed and carefully adapted and laid into the building existing interiors through designers furniture, wood and glass partitions, visible technology and decoration, best fits into a former industrial looking structure. The reinforced concrete deck, the beams and notably the riveted steel frame together with the external layer of red bricks would indicate into the Agricultural building the ideal typology (1010 the Embarcadero). Its size of 33,000 sq ft, extendable to 55/57,000 sq.ft, would match perfectly the TAG experienced best size to develop and mingle co-working - education facilities - events space - food consumption and relax areas.</p>
IV. Master Tenant Responses	I. 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, 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
	J. Describe the operational concept including public-oriented and other use mix	<p>Ground Floor/Entrance: Area dedicated to the community and to the public: Café, Reception, Lounge Area, Event Space: around 4,000 sq ft open to the public and dedicated to the community;</p> <p>Workshop rooms for education and workshop activities: around 2,400 sq ft (4 workshop rooms of 600 sq ft each);</p> <p>Office space: 60% of private offices with glass partitions, 40% of open spaces hosting wooden tables and office certified chairs.</p>

V. Smaller Tenant	K. Describe the physical improvements concept	The asset will be studied by TAG architects and building project managers so to best include the light refurbishments and ameliorations needed to create office space that can host professionals working average 8 hours a day. Wiring additions (in ceiling trays), plumbing and HVAC facilities lighting, wi - fi, cameras and video walls, electrical sockets will be planned and designed in order to provide the best comfort for the office, classrooms and events space and altering as little as possible the splendid existing architectural heritage. The designed project will be adapted to the Historic Rehabilitation guidelines and suggestions as well as the local health offices' terms and rules for commercial space well being.
	L. Describe accessing sufficient capital	<p>Since its launch in 2011, Talent Garden has positioned itself as the best place in Europe for technology and digital professionals. This result was also achieved thanks to the inclusion in the share capital, in 2016, of TIP (Tamburi Investment Partners - quoted merchant with a market capitalization of more than €1Bn) and its network, which includes some of the most important European business families. Supporting Talent Garden there are also large international investors like Endeavor Catalyst, an American fund backed by LinkedIn founder Reid Hoffman, which sustains the best digital companies globally. Talent Garden, which closed a 12 million euro capital increase in 2016, is one of the fastest growing companies in Europe, and collaborates with major partners such as Google, Cisco, BMW, Fondazione Agnelli, leading banks in Italy and overseas, institutions and other companies in the Fortune 500 ranking. Talent Garden is currently into a new fundraising round that will be closed by the end of 2018.</p> <p>Cassa Depositi e Prestiti (CDP) is the Italian national development bank. Its total Group assets represent €419,5Bn with a yearly net income of €2,2Bn, and is active both in the public sector and infrastructures, the corporate sector, the export finance and real estate.</p> <p>Out of the €160Bn planned to be invested between 2016 and 2020, €63Bn will be dedicated to international expansion and €54Bn to support strategic industrial companies.</p> <p>CDP is partnering with Talent Garden and its partners to open a new campus in San Francisco, with a first allocation of €10M officially approved to kick off the project.</p>
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	

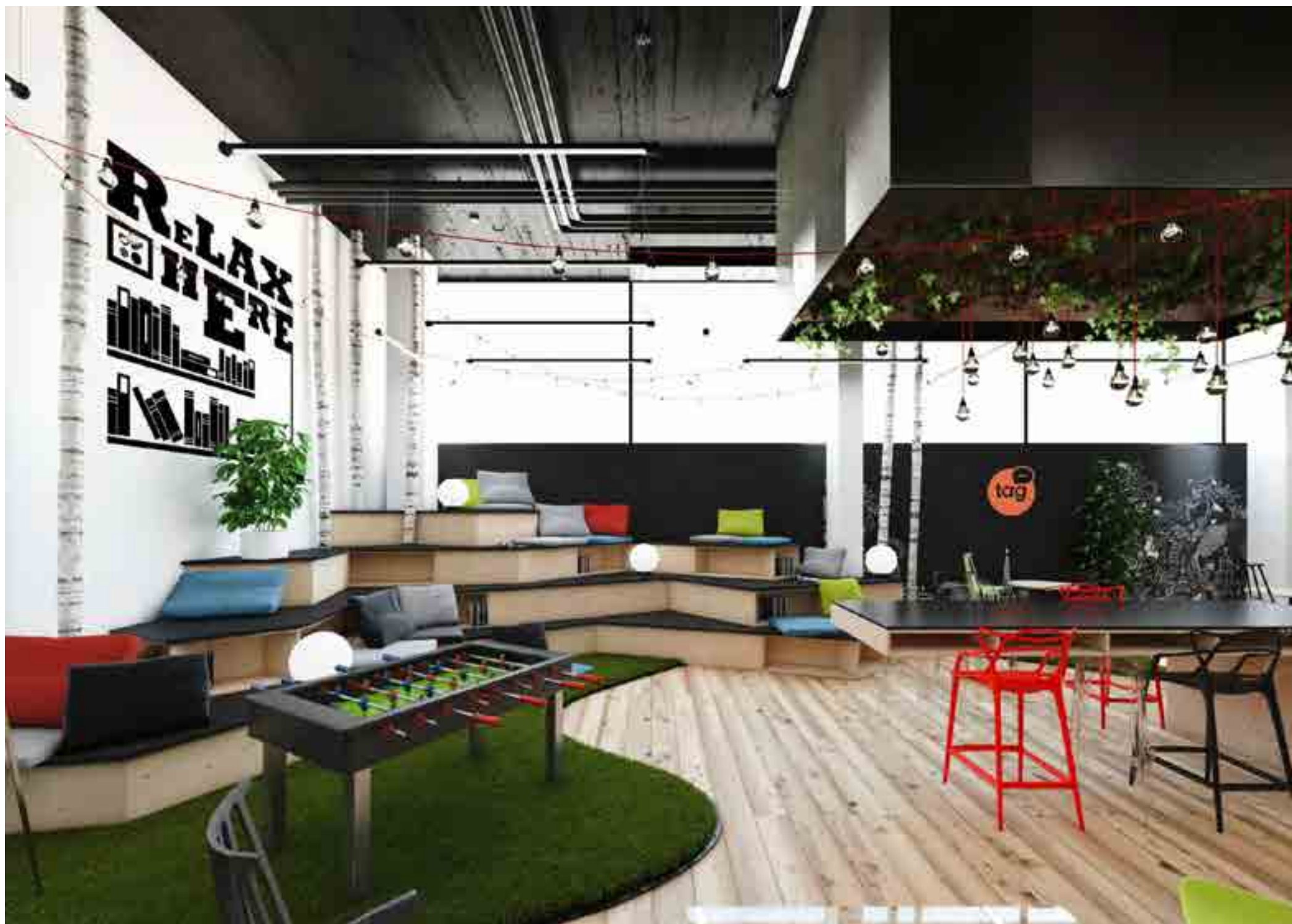
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	Yes.

















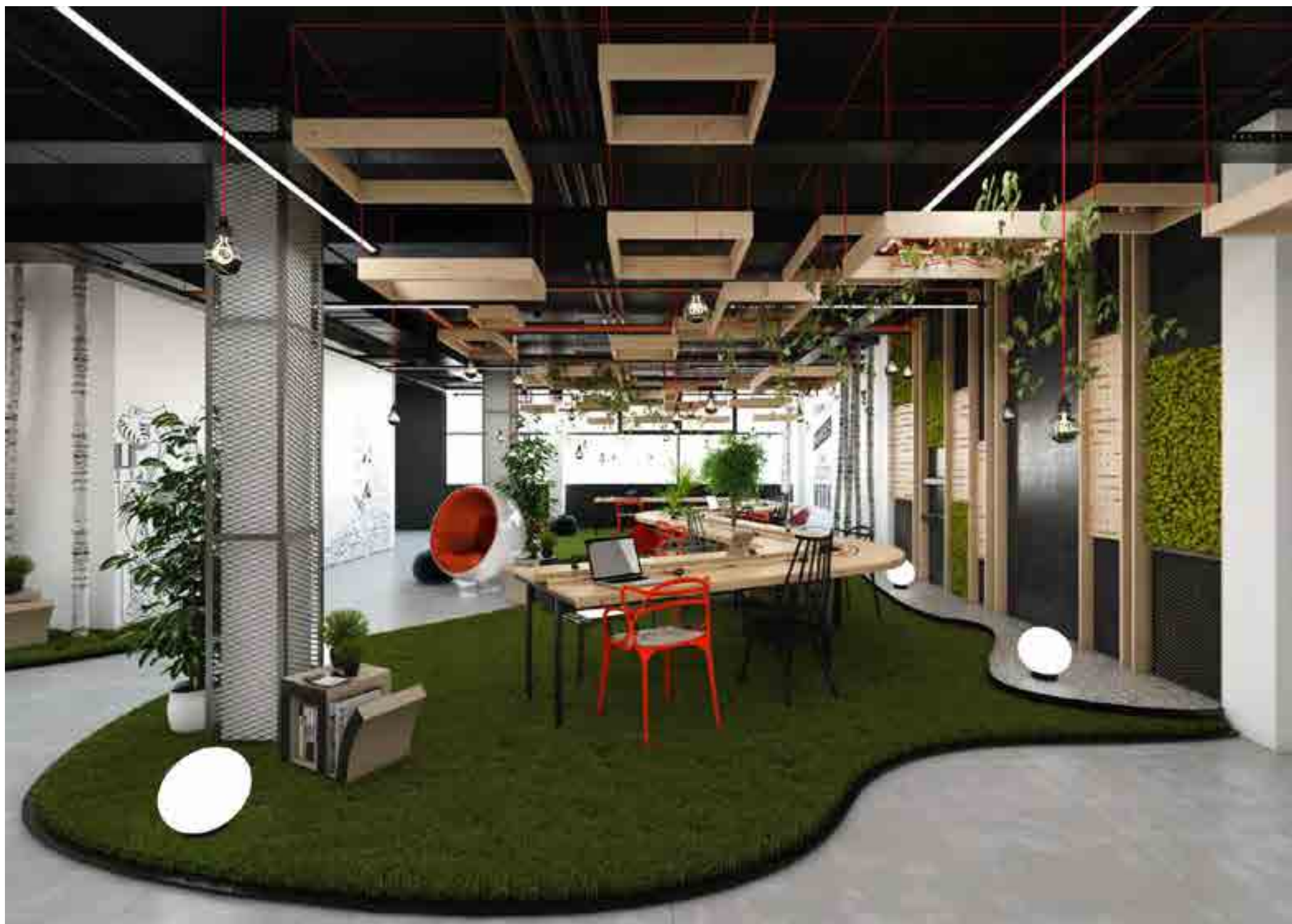






















growing a **global** network



























passion  
working  
space

















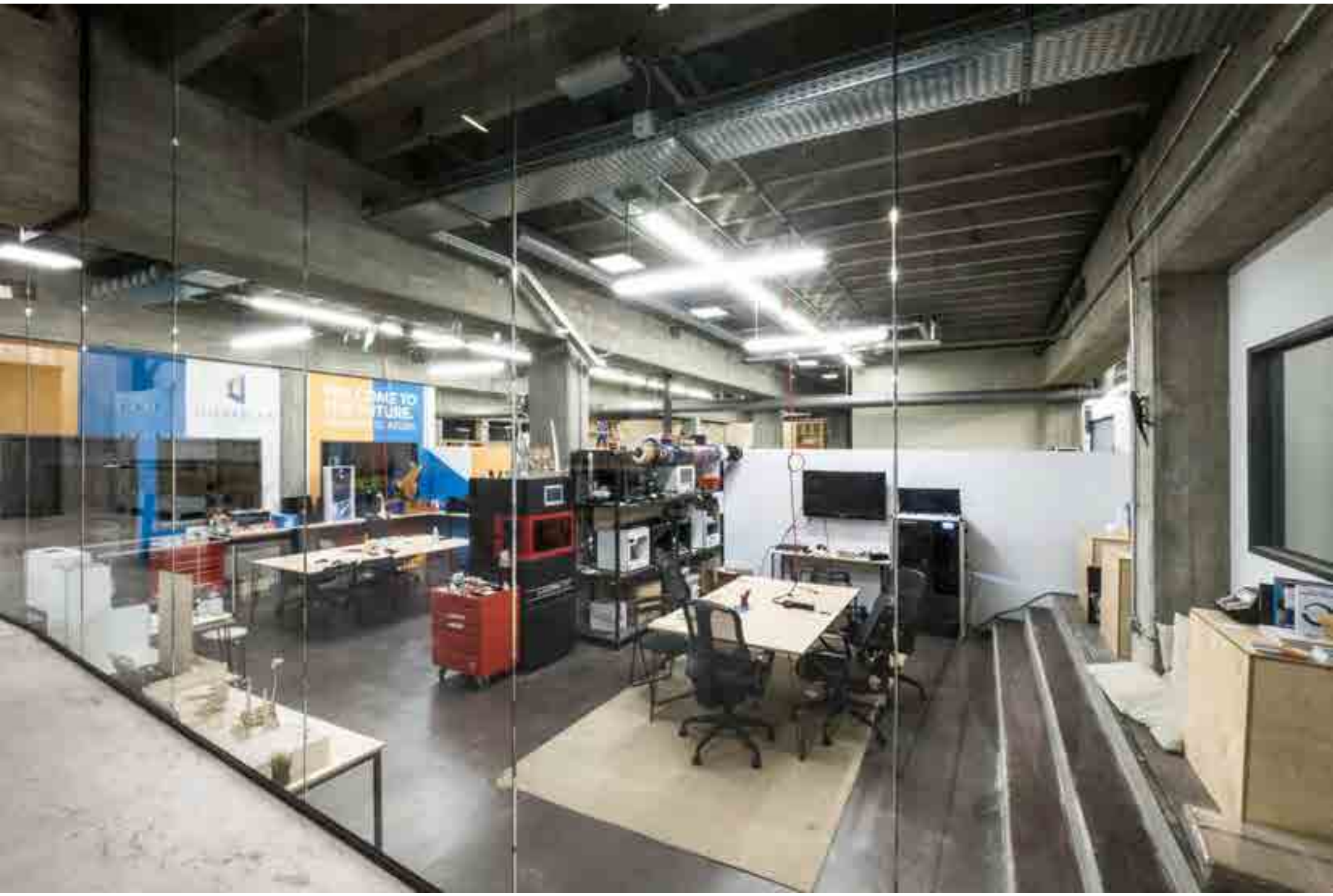




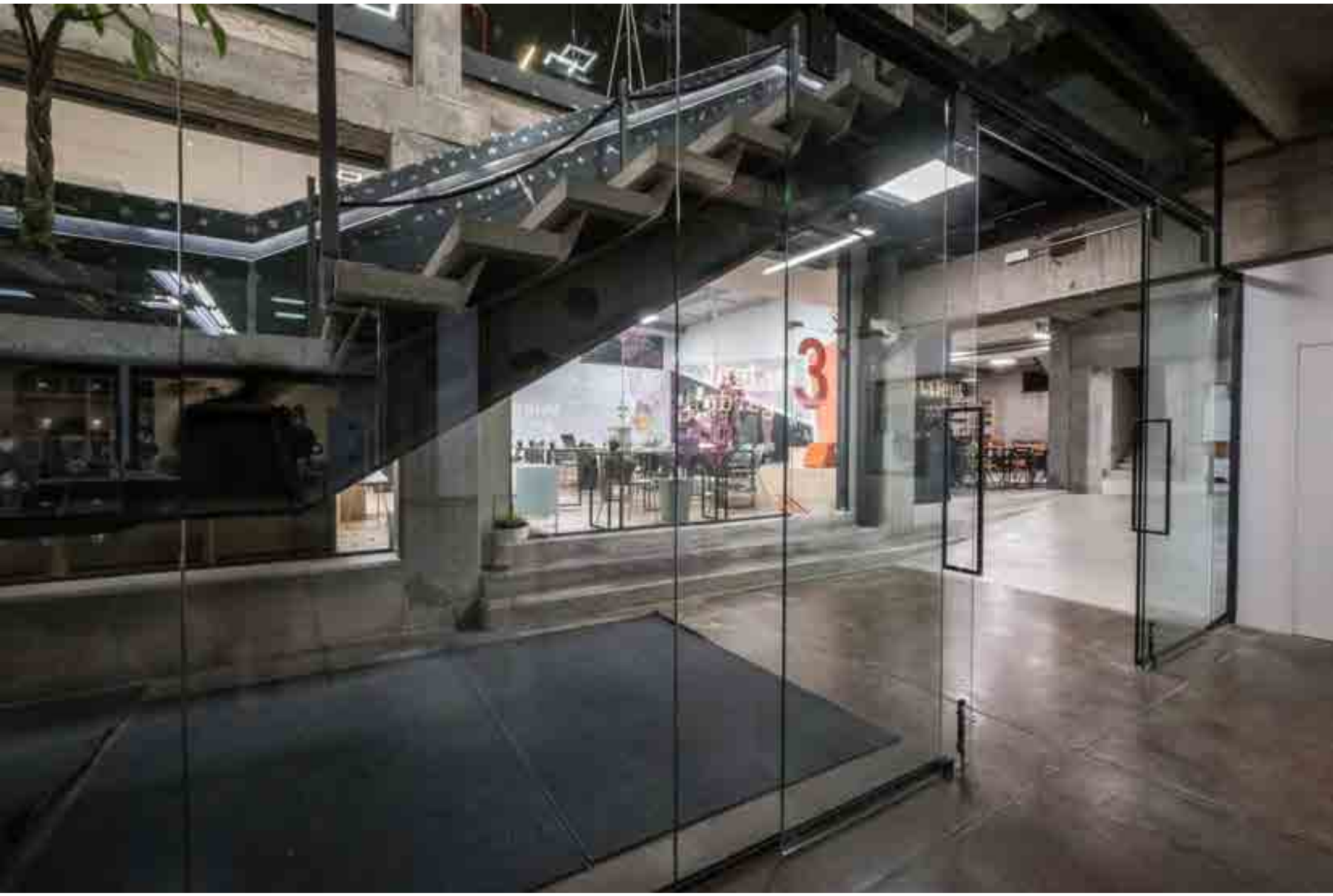






























I. Concept and Team	Concept Name	#28. Pierside Pools
	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Ledia Carroll, Laura Jerrard, Terri McFarland
	C. Personnel and Experience	Ledia Carroll (artist and landscape designer), Laura Jerrard (landscape architect), Terri McFarland (landscape architect)
	D. Use, How its public-oriented	<p>a) We propose setting up harbor swimming pool in one of the basin areas between the piers. Major cities all over the world offer this exact type of safe harbor swimming---permeable pools set into ocean water with adjacent floating docks. The effect is a simple designs for floating pools. Examples are the Badeschiff in Berlin and the Josephine Baker in Paris. Denmark has many examples: Islands Brygge Harbor Baths in Copenhagen and the harbor baths in Aarhus, Denmark are both quite famous.</p> <p>There are many ways this can be implemented. A design we imagine could be set up now under current circumstances would be a swimming pool permeable to the ocean set into the water surrounded by floating docks). We imagine a solar heating system for some part of the pool area, though this is not essential. The design of our pools could include a constructed a tidal marsh that would help with storm surges, which we could add to design. We would also ideally offer saunas and changing rooms just inside the piers.</p> <p>We can also imagine a more ambitious long term design as the sea wall is designed it might be possible for the walls to be set in such a way as to also be a wall for a tidal pool, more similar to the Sutro Bath design or the way these types of pools are designed all over Australia.</p> <p>b)This is a truly 100% public-oriented use that could be here for the long term, the way this is done in similar cities in Europe, seen as essential to urban life. Swimming is a way for people to experience the bay physically.</p> <p>Sutro Bath was a major part of San Francisco's magic that people still dream of and people come from all over the world just to be where it once was. By building this pool we funnel some of this important historic San Francisco dream We allow the activating of public space in an important and fun way.</p> <p>San Francisco is famous for its Historic Sutro Bath which was a set of 4 constructed salt water tidal pools varying in temperature. The design for our pools is a bit different due to the location but the safe exposure to the ocean for the public and the feeling of excitement is the same. It seems important to build something like this. And now is the time to</p>

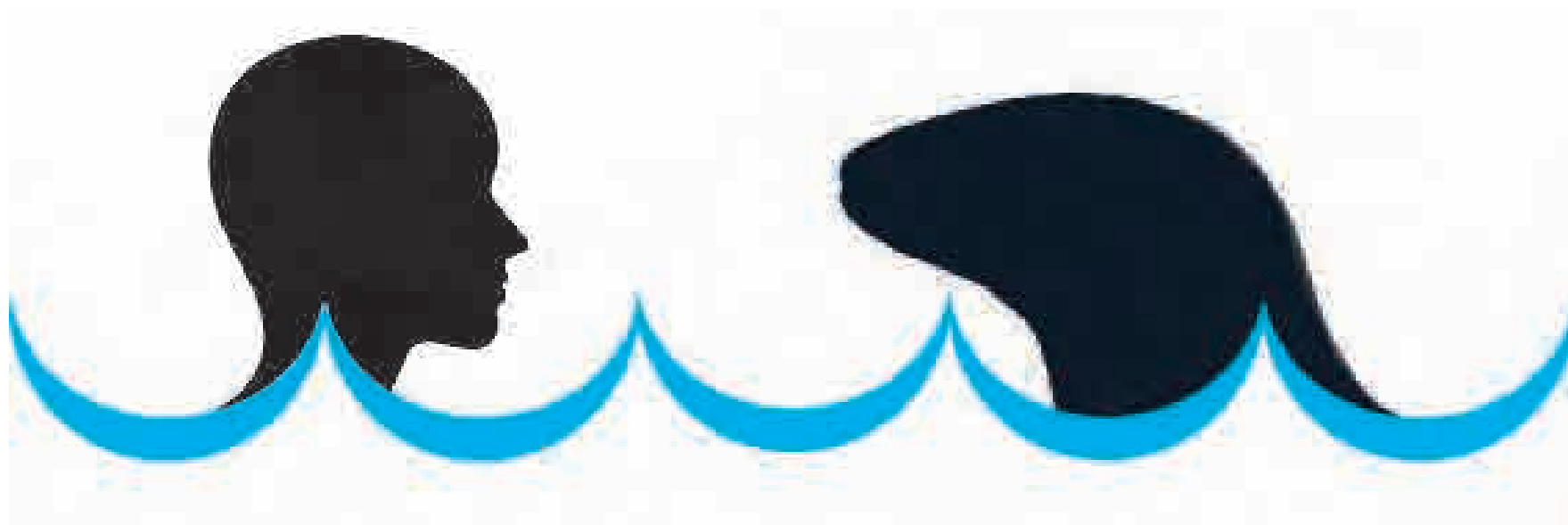


II. Rank Preferred Location		do it!
		c) San Francisco is a waterfront city. Entire population of San Francisco would benefit from more exposure to the actual water, anyone who swims! Having a non commercial human use activates the space even for people who are just nearby walking shopping or touring.
		d) There is no question this use would be in complete alignment with the mission of the Port of San Francisco to allow the public to benefit from the waterfront while keeping the Historic Buildings in their original state. Also, we would not change any architecture in the Embarcadero Historic District.
	E. Experience with concept	We are a group of artists and landscape architects. Our interest is in creating opportunity for swimming along the water front. We are suggesting that this use--Harbor Pools- goes into the RFP for the future of the Historic Piers. We aren't proposing that we would be the vendor. But we would work on putting together the public private partnership to make this happen.
	Pier 35	10
	Pier 33	12
	Pier 31	11
	Pier 29½ & 29	9
	Pier 23	8
	Pier 19½ & 19	7
	Agriculture Building	6
	Pier 26	5
	Pier 28	4
	Pier 38	3
	Pier 40	2
	Pier 48	1

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	<p>A. Embarcadero Frontage</p> <p>B. Interior Shed</p> <p>C. Exterior Shed/Access to Aprons</p> <p>C. &amp; D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area</p> <p>A.-D. Master Tenant Whole Pier</p> <p>This could work in any area-- but we imagine Saunas in the exterior shed, Pool area in submerged Land/Basin Area</p>
	H. Describe the areas and the portions of the site(s) you propose to occupy.	This could work in any combo of areas--Pool area would be in submerged Land/Basin Area, optional changing area and saunas in the exterior shed areas
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to pedestrian traffic, Facility ingress/egress, Facility apron access, Access to water, The northern waterfront has more beach access including beloved Aquatic Park. This could work on any pier but perhaps piers. The southern piers perhaps currently are less physically accessible to the water, so we think a more south rather than north pier would allow maximum activation of the area, though this could work at any part. We would be especially interested in partnering w Mission Rock or another entity if they were interested. We are open to all kinds of partnerships and ways this could happen.
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	This is a plan for entirely public use. See #8. The amount of space we use of the interior would be entirely up to what is available.
	K. Describe the physical improvements concept	Guests would enter the pools via the pier building and access the outdoor pools from the pier building. We do not envision any alterations to the structures themselves as this use sits upon the water. We would build some ramps down to the floating pool. We would love to install some saunas and changing rooms and a ticket booth inside the pier building if that was possible. Guests would enter the pools via the pier building and access the outdoor pools from the pier building
	L. Describe accessing sufficient capital	We are prepared to partner with an organization to set up a public private partnership such as with Parks and Rec or the Parks Alliance or the San Francisco Arts Commission or with Mission Rock development itself. What we mean is the Harbor Pools could function as a temporary art installation or as a Free or Paid City Pool or as a lucrative landmark people would pay to come for. We would be glad to coordinate with a group to find a vendor for this use. We also could call it an art project and seek funding that way. We would be glad to work with the city and entities to make this happen. We are not personally prepared at this time to complete an undertaking like the rehabilitation of a full pier structure or structures. ...If the port is interested in this use, we invite the Port to simply include this fantastic use in the RFP for any future use thinking. We would love to

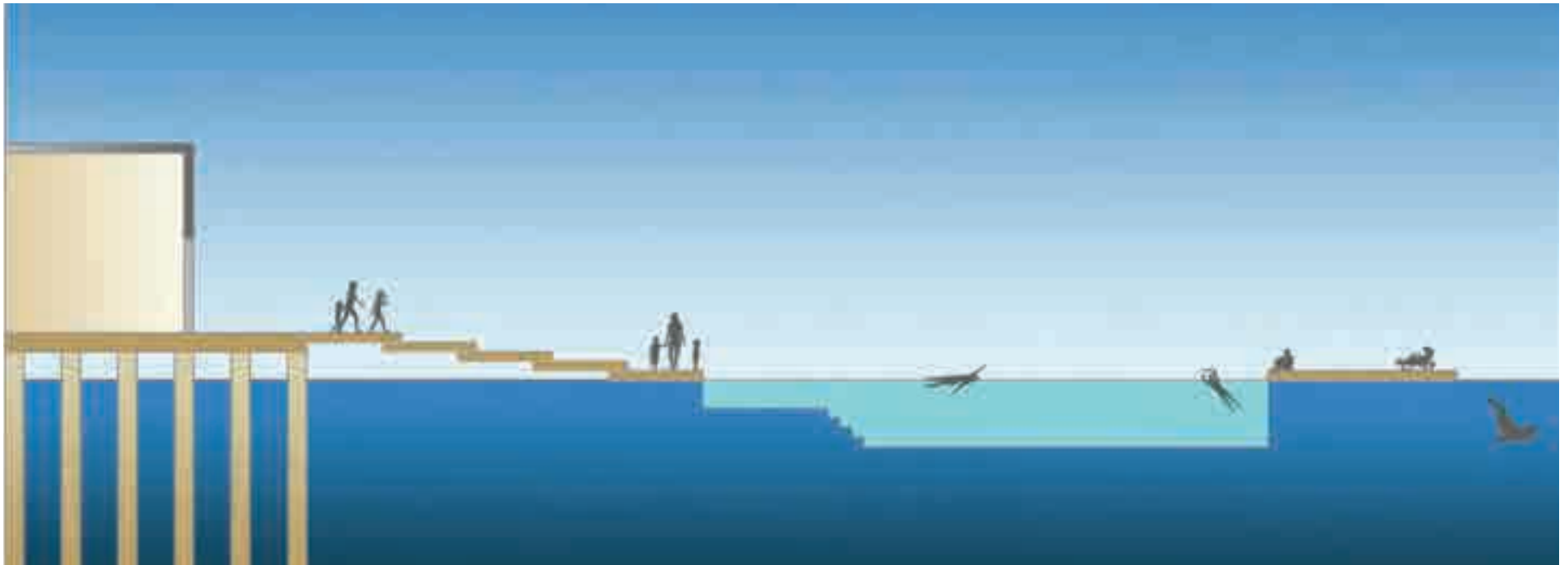
V. Smaller Tenant	continue working on it with anyone interested in making it a reality.	
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	TBD
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	TBD
	P. Est. lease term required to amortize tenant improvement investment above.	TBD
VI. Attachment	Q. Attachment included with response	Yes.

# PIERSIDE POOLS





The proposed Pierside Pools will float with the tides in the San Francisco Bay, using solar technology to heat the chilly bay water to comfortable swimming temperatures. The adjacent historic pier will provide changing rooms, a cafe and event space.







This concept is part of San Francisco's history with Sutro Baths at Land's End.



Denmark has built several seaside urban swimming pools that utilize ocean water.

Copenhagen Harbor Baths (2003)



Aarhus Harbor Baths (2108)





Flussbad, proposed for Berlin, Germany, will use a natural bio-filtration system to clean an area on the River Spree for swimming.



+ Pool, proposed for New York, will float in the East River using mechanical filtration to create swimmable river water.



Pierside Pools will provide residents and visitors with a unique opportunity to engage with the San Francisco Bay.



Proposed by :

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Terri McFarland      [terrimcfarland.la@gmail.com](mailto:terrimcfarland.la@gmail.com)

	Concept Name	#29. Embarcadero Tennis Center at Pier 29
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Alexandria Real Estate Equities Inc. and Bay Club
	C. Personnel and Experience	Terezia Nemeth, ARE - Development Manager; Matthew Stevens, Bay Club - Operator
	D. Use, How its public-oriented	(a) A world class recreation facility with indoor tennis and fitness uses; (b) the facility will serve a broad range of San Franciscans either thru a membership model or in a fee for daily use; (c) populations would include current and future tennis players in SF, as well as youth learning opportunities most importantly disadvantaged youth; (d) recreation uses are consistent with the Port's vision for the Embarcadero Historic District. Bay Club operates is headquarters at One Lombard which is across the street from Pier 29 - at that existing facility, there is sufficient parking and other amenities to support and enhance the experience of this potential recreation use.
	E. Experience with concept	ARE is a world class developer of commercial space and Bay Club is a world class operator of recreation facilities, with significant experience in San Francisco.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	<b>Pier 29½ &amp; 29</b>	<b>1</b>
	Pier 23	
	<b>Pier 19½ &amp; 19</b>	<b>2</b>
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	



III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed: Spacious A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	In Area A - we envision entrance, café, Pro Shop, Locker rooms and physical therapy rooms to serve the Club. In Area B - we envision providing 12 indoor tennis courts. In Area C - we could partner with the Port and other providers to allow for water based recreation opportunities to a broad range of interested folks. We also envision creating a publicly accessible outdoor courtyard at the very end of the Shed structure that would be shielded from the wind, provide magnificent views of the Bay, and an opportunity for the public to rest and enjoy the waterfront as a reward for the long walk from the Embarcadero. Area D - we do not envision using other than coordinating with the Port and other providers that may provide water based recreation opportunities.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, 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 square footage, Facility architecture, Proximity to One Lombard - existing Bay Club headquarters.
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	In the attached drawings is the concept of how we could provide a mix of uses that integrates public access with revenue generation. Bay Club has a long history of operating recreation facilities in San Francisco, as well as a commitment to enhancing public benefit. We envision that the entire perimeter of the facility would be for public access and enjoyment of the waterfront. We envision that there would be potential access for water recreation providers that we could partner with our facility. We envision using the Pier Shed to host 12 indoor tennis courts and the Embarcadero Area A to provide the changing rooms, locker rooms, bathrooms and support services as well as a Café, a Pro Shop and view decks into the tennis facility.
	K. Describe the physical improvements concept	We envision that the facility would be improved to support the uses conceived while maintaining its architectural integrity. The Shed structure would be preserved except for structural alterations to the truss design at every fifth truss to provide sufficient height at the centerline of each tennis court.
	L. Describe accessing sufficient capital	Alexandria Real Estate Equities Inc. is an S&P500, bond rated public company. Bay Club Company is the leading California active lifestyle and hospitality company.




<b>V. Smaller Tenant</b>	M. Proposed rental rates (\$/ leasable square foot per month NNN)	To be determined at an RFP stage. Until we have a clear understanding of the space available, the allowable uses, and the cost of improvements, it would be premature to make an offer.
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	TBD
	P. Est. lease term required to amortize tenant improvement investment above.	TBD with an expectation that its in the range of 10 to 12 years at a minimum.
<b>VI. Attachment</b>	Q. Attachment included with response	Yes.

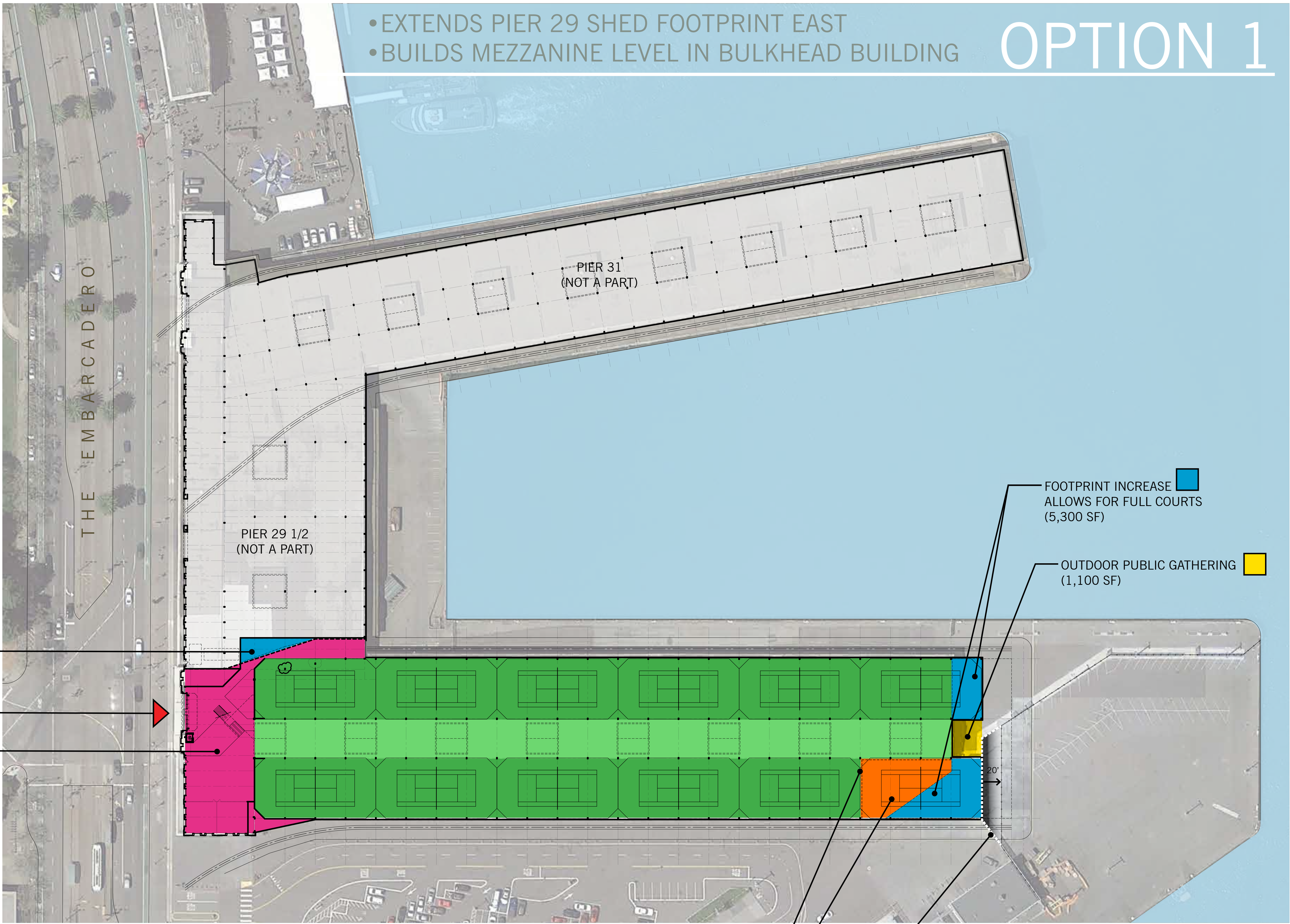



<b>Total Program</b>	<b>24,471</b> net sf	<b>27,100 total sf</b> <b>22,700 net sf</b>
<b>Member Support</b>	<b>12,928</b>	<b>13,450</b>
Fitness - Weights	3,571	5500
Cardio / Aerobics / Dance - Studios	2,000	2500
Library / Lounge	1,429	1300
TV / Rec Lounge	929	2000
Active / Recreation Lounge	1,071	850
Pro Shop	1,071	1300
Café and Kitchen	1,714	
Program Storage	1,143	
<b>Locker Rooms</b>	<b>9,957</b>	<b>6,200</b>
Locker Area / Toilets / Interaction	8,571	6200
Sauna / Spa	1,143	
Unisex Shower / Changing Rooms	243	
<b>Public / Program Support</b>	<b>1,065</b>	<b>2,400</b>
Office	686	800
Office Storage	93	1600
Entrance / Reception	286	
<b>Back of House</b>	<b>521</b>	<b>650</b>
Janitor	143	
Electrical Room	114	
Mechanical Room	50	
IDF Closet	214	
<b>Miscellaneous / circulation</b>		<b>4,400</b>
First floor		3400
Second floor		1000



- EXTENDS PIER 29 SHED FOOTPRINT EAST
- BUILDS MEZZANINE LEVEL IN BULKHEAD BUILDING

# OPTION 1

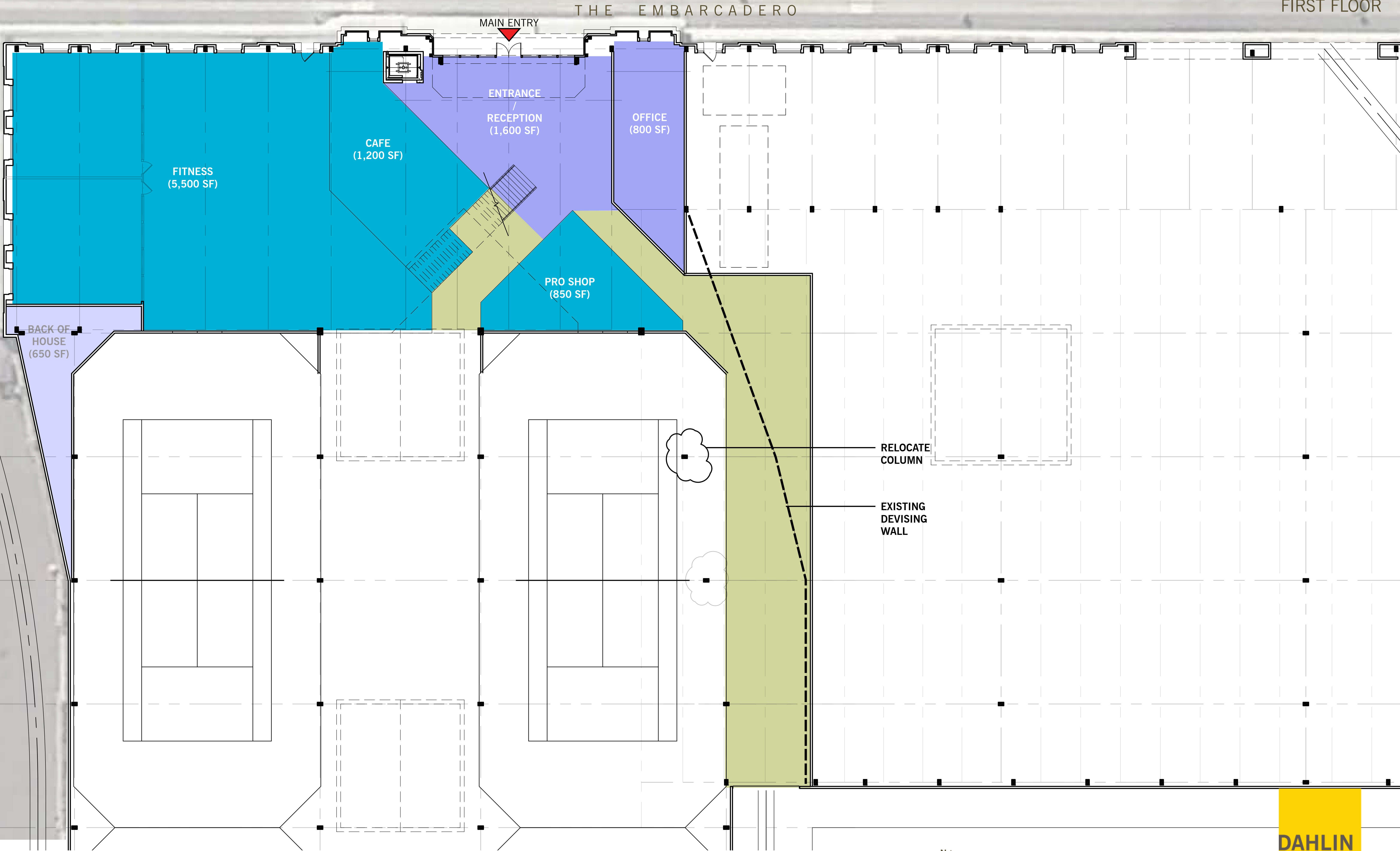
 ADDITIONAL LEASE AREA FROM PIER 29 1/2 BUILDING (+/- 900 SF)  
 MAIN ENTRY  
 AVAILABLE PROGRAM SPACE (+/- 13,500 SF)



DASHED LINE INDICATES LOW ROOF PORTION OF EXISTING SHED BUILDING  
 REBUILD ROOF TO ALLOW FULL COURT HEIGHT  
 APPROXIMATE LOCATION OF FENCE LINE / EASEMENT; SHIFT 20' EAST FOR PUBLIC ACCESS

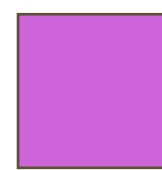
 FOOTPRINT INCREASE ALLOWS FOR FULL COURTS (5,300 SF)  
 OUTDOOR PUBLIC GATHERING (1,100 SF)







MEMBER SUPPORT



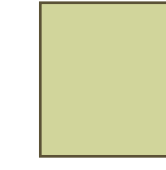
LOCKER ROOMS



PUBLIC / PROGRAM SUPPORT



UTILITY / BACK OF HOUSE

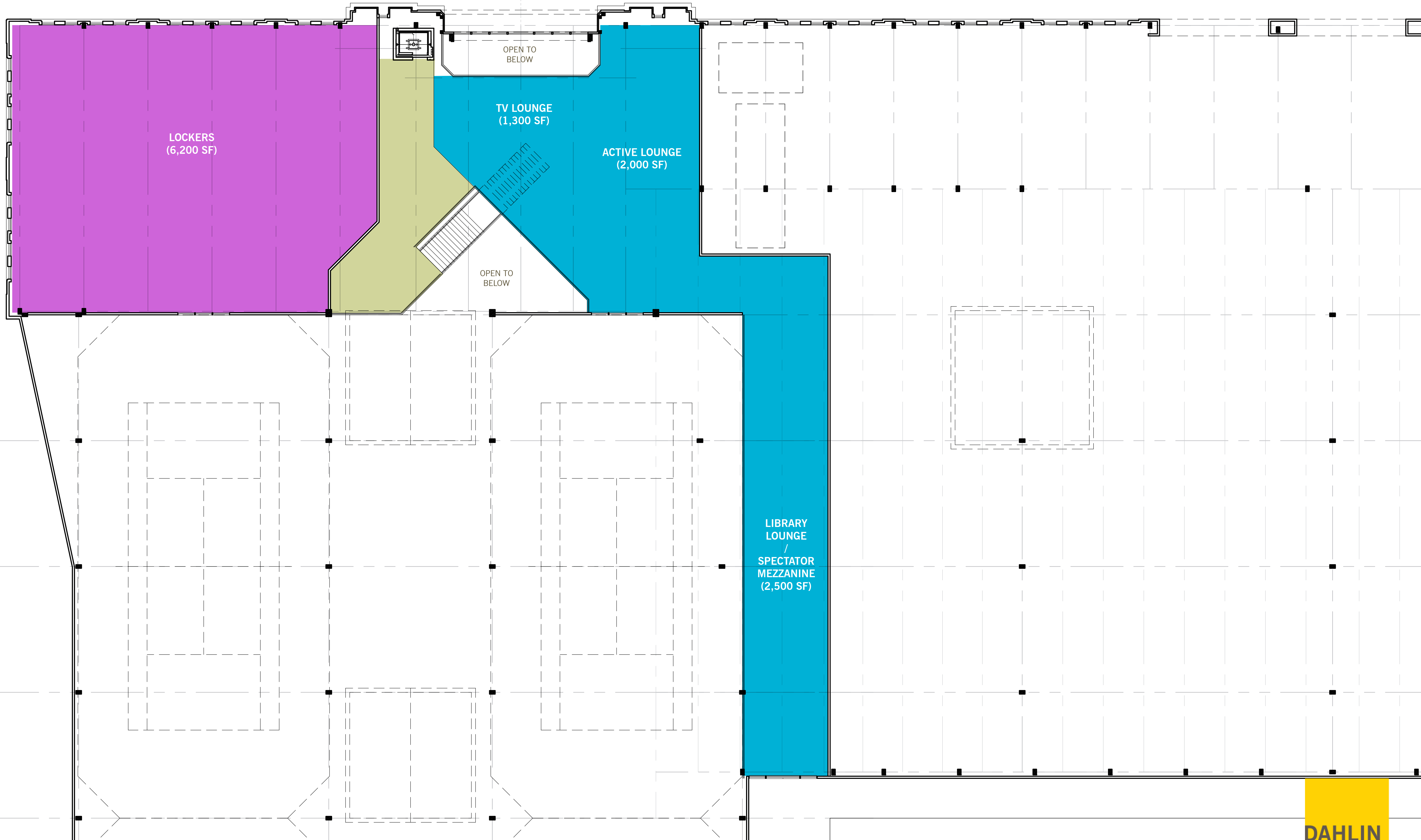


MISCELLANEOUS / CIRCULATION

# OPTION 1

## SECOND FLOOR

THE EMBARCADERO





<b>Total Program</b>	<b>24,471</b> net sf	<b>29,150 total sf</b> <b>25,450</b> net sf
<b>Member Support</b>	<b>12,928</b>	<b>14,800</b>
Fitness - Weights	3,571	5200
Cardio / Aerobics / Dance - Studios	2,000	
Library / Lounge	1,429	2500
TV / Rec Lounge	929	2000
Active / Recreation Lounge	1,071	2200
Pro Shop	1,071	1100
Café and Kitchen	1,714	1800
Program Storage	1,143	
<b>Locker Rooms</b>	<b>9,957</b>	<b>8,000</b>
Locker Area / Toilets / Interaction	8,571	8000
Sauna / Spa	1,143	
Unisex Shower / Changing Rooms	243	
<b>Public / Program Support</b>	<b>1,065</b>	<b>2,100</b>
Office	686	700
Office Storage	93	
Entrance / Reception	286	1400
<b>Back of House</b>	<b>521</b>	<b>550</b>
Janitor	143	
Electrical Room	114	
Mechanical Room	50	
IDF Closet	214	
<b>Miscellaneous / circulation</b>		<b>3,700</b>
First floor		3700

- EXISTING PIER 29 SHED FOOTPRINT
- ACQUIRES ADDITIONAL LEASE AREA IN PIER 29 1/2

# OPTION 2

ADDITIONAL LEASE AREA  
FROM PIER 29 1/2 BUILDING  
(+/- 22,000 SF)

MAIN ENTRY

AVAILABLE PROGRAM SPACE  
(+/- 21,300 SF)

PIER 31  
(NOT A PART)

PIER 29 1/2  
(NOT A PART)

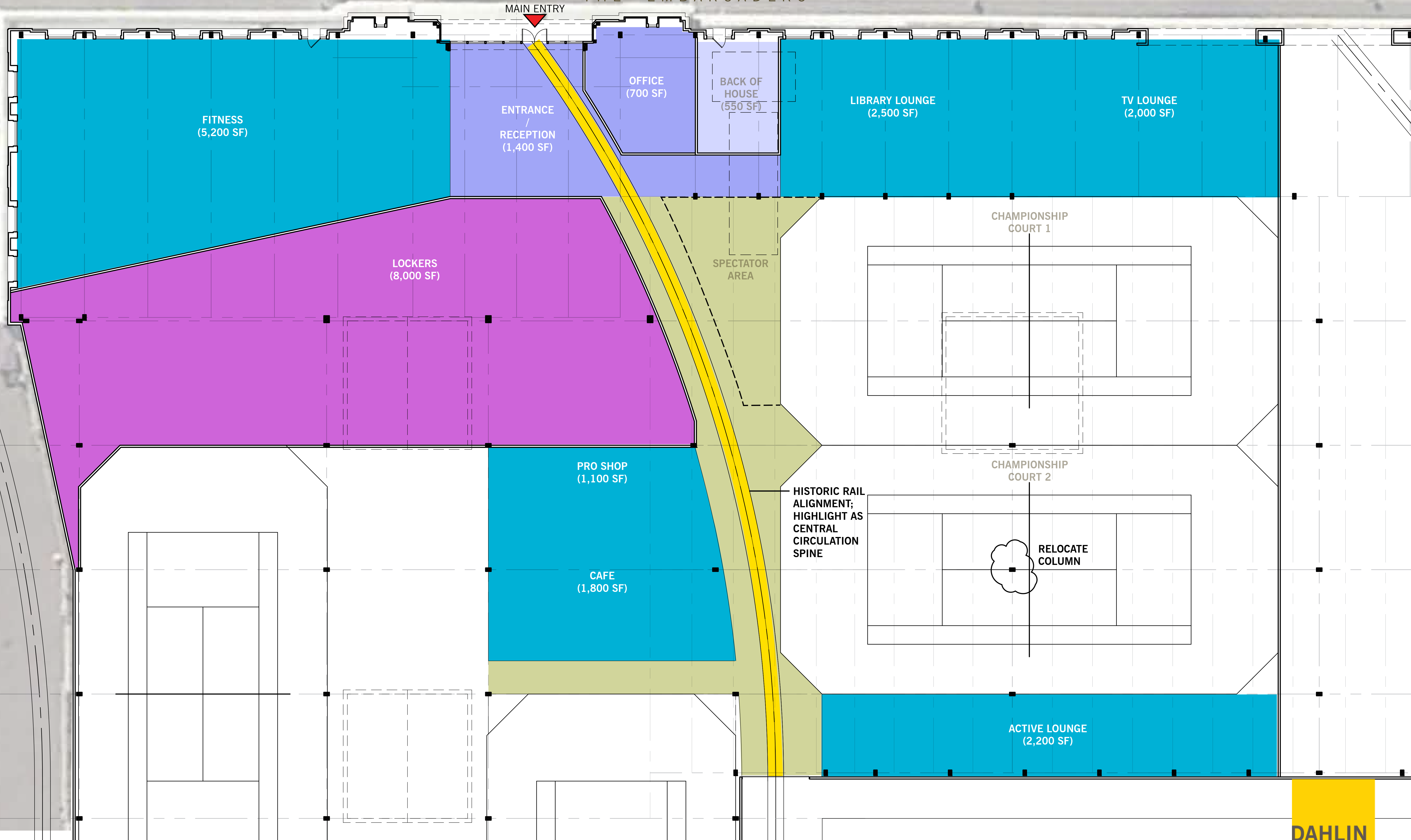
COVERED OUTDOOR PUBLIC GATHERING  
BENEATH EXISTING SHED LOW ROOF  
(2,000 SF)

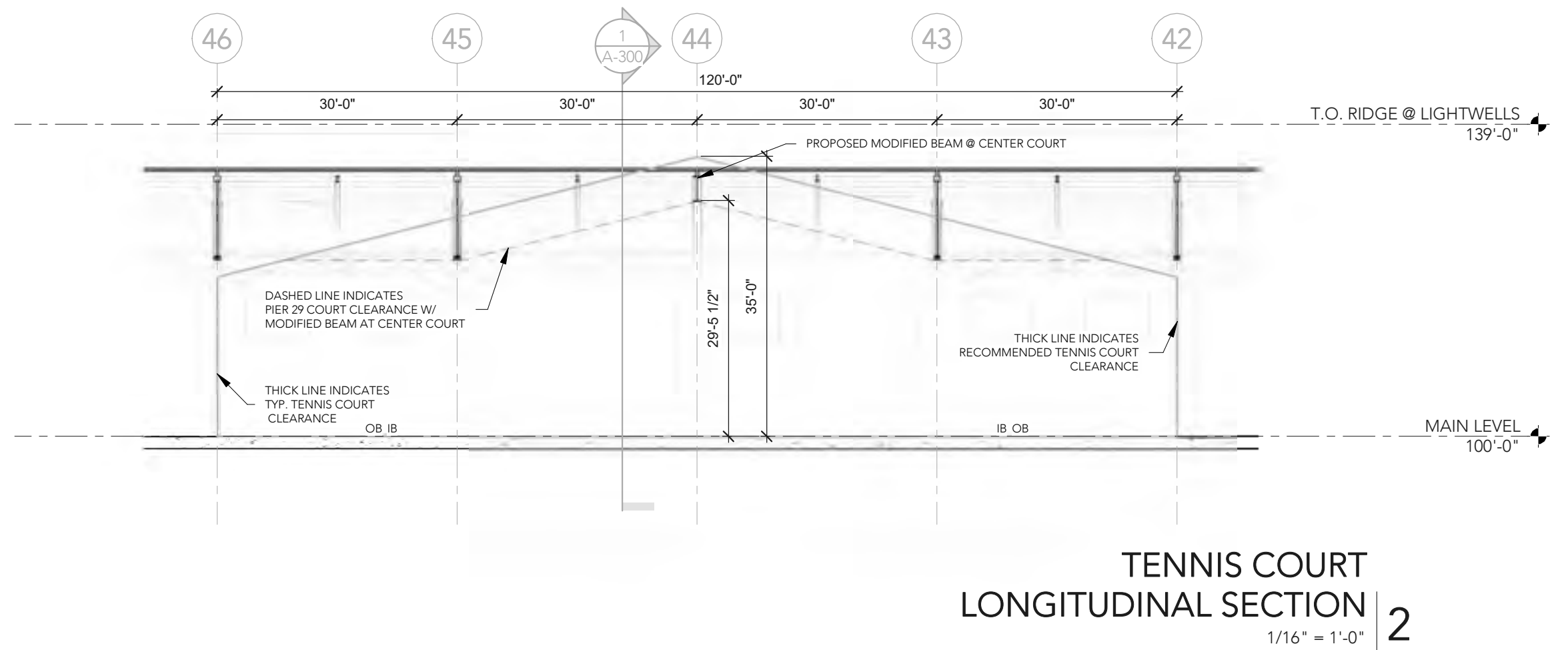
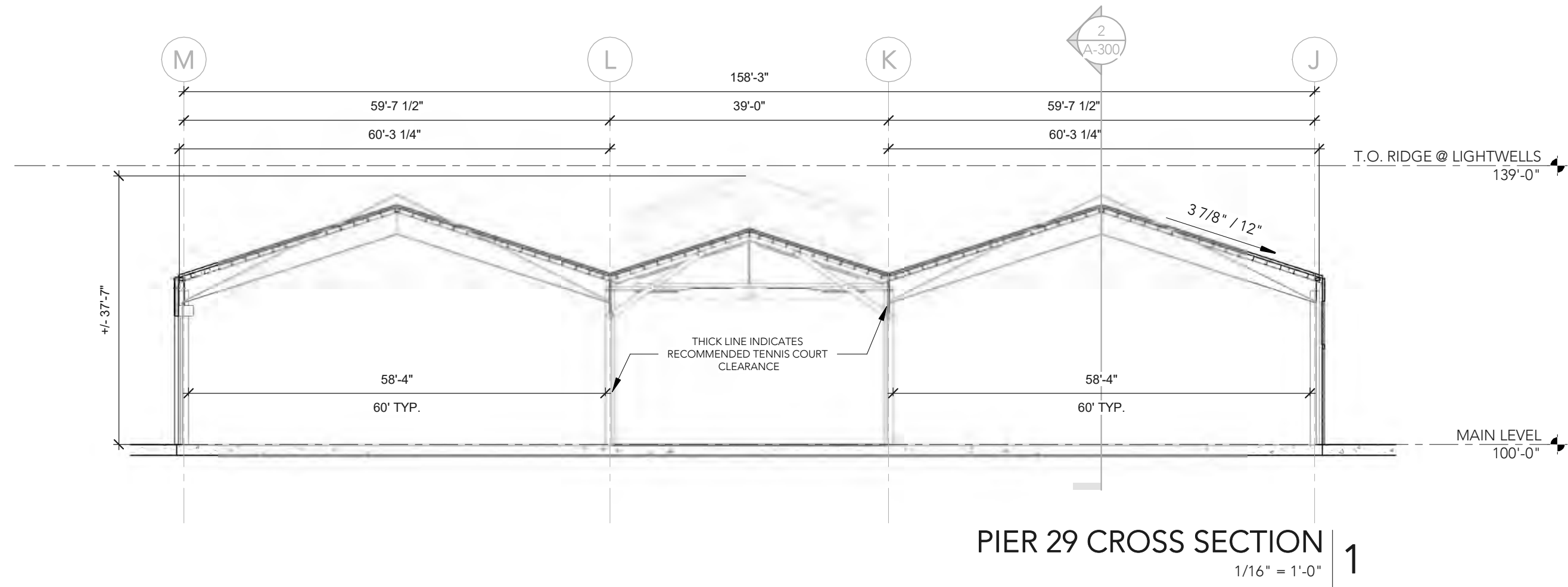
DASHED LINE INDICATES LOW ROOF PORTION OF EXISTING SHED BUILDING

APPROXIMATE LOCATION OF FENCE LINE / EASEMENT;  
TO REMAIN



THE EMBARCADERO



















**EXPLORATORIUM, SF**  
(BY OTHERS)



**CONTAINER BAR, AUSTIN**  
(BY OTHERS)



**CONTAINER PARK, LAS VEGAS**  
(BY OTHERS)



	Concept Name	#30. Four Corners
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Four Corners Properties ("FCP")
	C. Personnel and Experience	Rich Ying (Principal at Four Corners Properties)
	D. Use, How its public-oriented	The use would be predominantly office above ground floor retail. The retail use would primarily consist of a community-serving food and beverage operation but would also include dedicated space for a non-profit, ideally in the maritime space. The ground floor retail would be publicly accessible and the goal would be to not only create something that services the local neighborhood, but rather becomes a destination attracting locals and tourists alike to the waterfront.
	E. Experience with concept	FCP is a local office investor and operator who has developed or re-positioned over 3.3 million square feet of office assets in the Bay Area since 2005 and successfully executed its business plan and realized exits on over \$1.0 billion in commercial real estate. Collectively, the FCP team has over 95 years of commercial real estate experience.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	<b>Agriculture Building</b>	<b>1</b>
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	
	H. Describe the areas and the portions of the site(s) you propose to occupy.	We would propose a Class A renovation of the existing building in conjunction with a new "to be built" addition on the back side of the existing building.
	I. 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 architecture
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>Our proposal involves the historic preservation of the existing building consistent with Secretary of Interior Standards and building a new addition to the rear of the building. While conceptual designs are still being studied, the addition would embrace the existing building's architecture and be compatible with and sensitive to the historic nature of the district and the surrounding buildings, while still being differentiated.</p> <p>The public uses would be located both in the new addition as well as in the existing historic building. The public would be invited to connect to the waterfront through the use of significant indoor/outdoor spaces designed to maximize the user experience through a strong connection with the surrounding public areas and the bay itself.</p>
	K. Describe the physical improvements concept	As mentioned previously, our proposal would include a newly constructed addition in conjunction with an extensive renovation of the existing building that conforms to the Secretary of the Interior Standards. The renovation of the existing building would be focused on building modernization that would enable the public to better access and use the building. Also, the existing building would be moved slightly away from the waterfront to create the pedestrian experience behind the building sought by the Port and to create opportunities for the public to better engage with the waterfront and the new addition. The new addition would preserve view corridors and be compatible with the historic building while still being differentiated.
	L. Describe accessing sufficient capital	FCP has teamed up with institutional capital partners on over \$1.3 billion of opportunistic real estate.

V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.



	Concept Name	#31. Pier Promenade – An Expanded Vision for San Francisco’s Historic Waterfront
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Stantec
	C. Personnel and Experience	Arturo Vasquez; Urban Planner, Architect
	D. Use, How its public-oriented	<p>Our Expression of Interest is in the form of a 'concept board' which asks the questions, and explores the notion and provides an expanded vision for public-oriented destinations on San Francisco’s waterfront.</p> <p>WHAT IF we could stich the waterfront together with a continuous ribbon of arts, culture, food, hospitality, and entertainment?</p> <p>An expanded vision for public-oriented destinations on San Francisco’s waterfront. Enhancing and redefining the economic viability of facilities and public spaces within the Embarcadero Historic District. How do we create additional authentic destinations? How do we drive greater access and circulation beyond the bulkheads into the historic piers?. Is there a bigger story for the waterfront, compared to a pier by pier redevelopment approach? How do we merge a world class destination with the public-private investment and development? The possibilities are breathtaking</p>
	E. Experience with concept	Waterfront Urban Spaces in several US Cities; Boston, Seattle, Vancouver, New York
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	
	Pier 28	
	Pier 38	
Pier 40		

Pier 48		
III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	We are challenging the premise that the piers are comprised of segregated zones
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Our Expression of Interest relates to all of the piers, and the entire Embarcadero Historic District
	I. 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 ingress/egress, Facility apron access, Facility architecture, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>WHAT IF we could stitch the waterfront together with a continuous ribbon of arts, culture, food, hospitality, and entertainment?</p> <p>Our concept is a cohesive vision of the piers as a continuous pedestrian waterfront promenade—a pier promenade! Interlaced with public uses: food, entertainment, culture, history, and the arts. We envision these uses at key piers along the waterfront, correlating with existing uses to establish thematic modes within the waterfront district. Pier 48 for food; Piers 26 + 28 under the bay bridge as hospitality and park; the Ferris wheel for Piers 30 + 32 next to the bridge; a museum at the Agriculture building; and the exemplar Piers 19 + 23 next to the Exploratorium as a cultural venue.</p> <p>We are submitting an electronic copy of the board which depicts and explores this notion, further we will be leaving a hard copy of the board for the Port of San Francisco's consideration.</p>
	K. Describe the physical improvements concept	

V. Smaller Tenant	L. Describe accessing sufficient capital	We are promoting a dialogue that results in a broader vision for the Embarcadero and the Historic Piers. We would advocate for, and encourage the release of an RFP that envisions, and reimagines the possibilities for the entire waterfront, the public spaces, the historic piers.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	N/A
	N. Willingness to make capital improvements	N/A
	O. Approximate amount of tenant improvement investment	N/A
	P. Est. lease term required to amortize tenant improvement investment above.	N/A
VI. Attachment	Q. Attachment included with response	Yes.



THE PIER PROMENADE

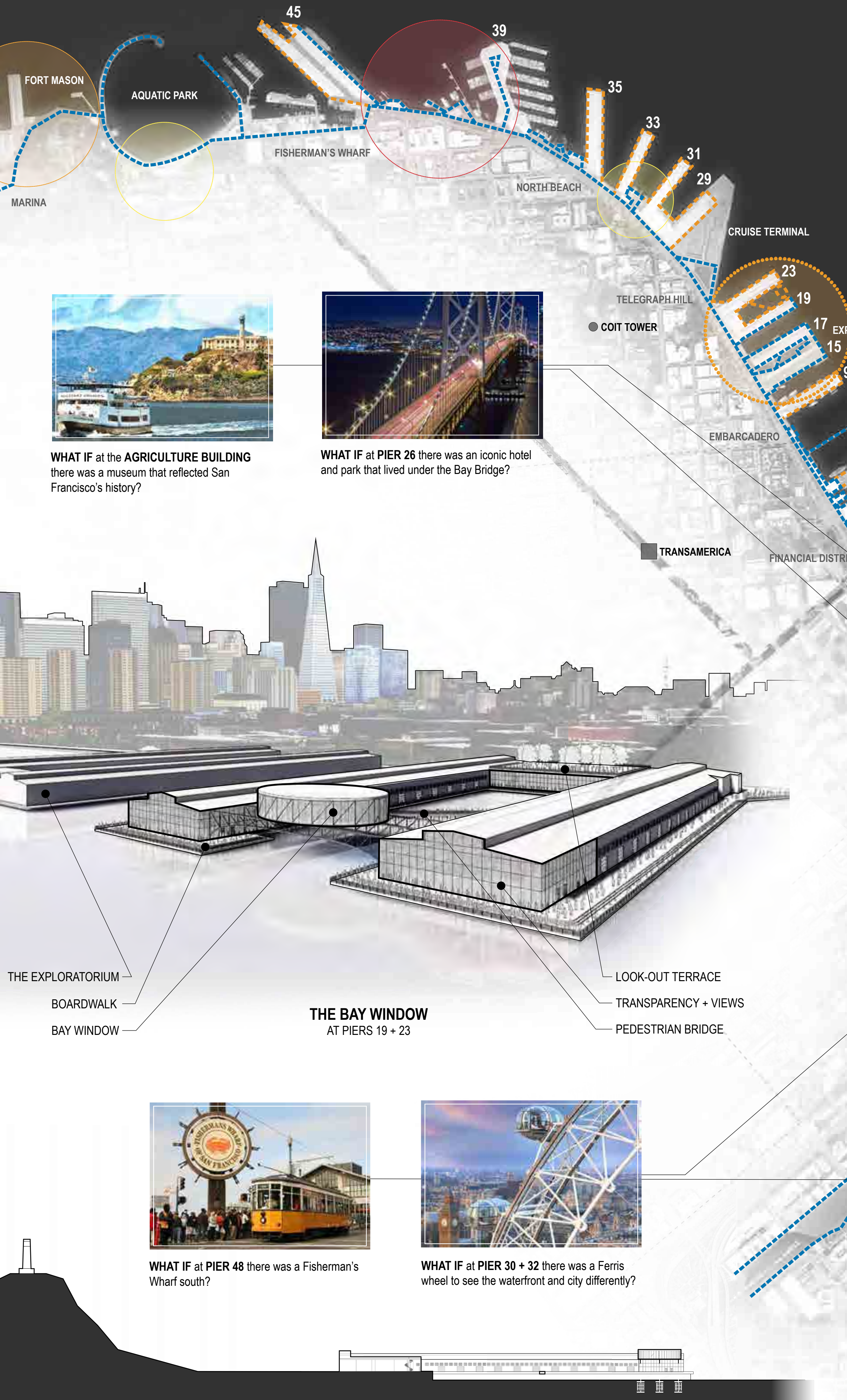
WHAT IF we could stitch the waterfront together with a continuous ribbon of arts, culture, food, hospitality, and entertainment?

An expanded vision for public-oriented destinations on San Francisco's waterfront. Enhancing and redefining the economic viability of facilities and public spaces within the Embarcadero Historic District. How do we create additional authentic destinations? How do we drive greater access and circulation beyond the bulkheads into the historic piers?. Is there a bigger story for the waterfront, compared to a pier by pier redevelopment approach? How do we merge a world class destination with the public-private investment and development? The possibilities are breathtaking.

Our concept is a cohesive vision of the piers as a continuous pedestrian waterfront promenade—a pier promenade! Interlaced with public uses: food, entertainment, culture, history, and the arts. We envision these uses at key piers along the waterfront, correlating with existing uses to establish thematic modes within the waterfront district. Pier 48 for food; Piers 26 + 28 under the bay bridge as hospitality and park; the Ferris wheel for Piers 30 + 32 next to the bridge; a museum at the Agriculture building; and the exemplar Piers 19 + 23 next to the Exploratorium as a cultural venue.

"stitch the piers"

- EXISTING CIRCULATION
- FUTURE CIRCULATION
- ARTS + CULTURE
- FOOD + BEVERAGE
- HOSPITALITY + ENTERTAINMENT
- HISTORY + MUSEUM



WHAT IF at the AGRICULTURE BUILDING there was a museum that reflected San Francisco's history?



WHAT IF at PIER 26 there was an iconic hotel and park that lived under the Bay Bridge?



WHAT IF at PIER 48 there was a Fisherman's Wharf south?



WHAT IF at PIER 30 + 32 there was a Ferris wheel to see the waterfront and city differently?

COIT TOWER THE EMBARCADERO PIER 19 + 23 CULTURAL NODE SAN FRANCISCO BAY



WHAT IF we could connect all of the piers?



		Concept Name	#32. CIC San Francisco
I. Concept and Team	A. Category of Tenant	Master Tenant, Smaller Tenant	
	B. Entity Name	Cambridge Innovation Center	
	C. Personnel and Experience	<p>Tim Rowe, CEO, CIC</p> <p>Tim Rowe is the Founder and CEO of Cambridge Innovation Center. CIC is a recognized global leader that creates concentrated hubs of collaborative innovation in leading cities around the world. In addition to its original Cambridge, MA location, CIC operates today in Boston, MA; St Louis, MO; Miami, FL; Rotterdam, the Netherlands. In January 2017, CIC announced its newest site: Philadelphia.</p> <p>Tim is the chairman and cofounder of Lab Central – a nonprofit shared wet laboratory space – as well as MassRobotics – a shared robotics makerspace. He is also the chairman and cofounder of Roomzilla, a cloudbased dynamic solution for managing conference room reservations.</p> <p>In 2008, Tim cofounded the Kendall Square Association, where he served as president for 5 years. The KSA seeks to improve, promote, and protect Kendall Square as a global technology hub. Tim is also the chairman and founder of the Venture Cafe Global Institute, a public benefit corporation that enhances the innovation process in cities around the world through high-impact programming, spaces and storytelling.</p> <p>Tim has served as a Lecturer at the MIT Sloan School of Management, a Manager with the Boston Consulting Group and an analyst with the Mitsubishi Research Institute. He was previously a Venture Partner with New Atlantic Ventures, a \$120 early-stage venture fund, which he helped to found.</p> <p>Tim speaks Spanish and Japanese fluently, and holds an MBA from MIT's Sloan School of Management and a BA from Amherst College.</p> <p>Brian Dacey, President, CIC</p> <p>Brian Dacey is an experienced real estate executive and entrepreneur. He has overseen a wide range of commercial, hospitality, retail, and residential projects during his career. Brian also has an extensive history of involvement in government, not for profits, and charitable organizations. He is currently President and Managing Director of Cambridge Innovation Center (CIC), having joined the organization in 2010. CIC is a flexible office provider for growing</p>	



technology and life science companies.

Brian began his career in the public sector working in Massachusetts state government and serving as the City of Boston's Director of Federal Relations and then CEO of the city's Economic Development agency. He has been a senior executive and partner with several regional real estate development firms including the Boston based Drew Company and New York based Twining Properties. He oversaw the real estate operations of the Seaport World Trade Center Boston and was the project executive in charge of the master planning, environmental reviews, and permitting of the 2 million square foot Seaport World Trade Center, Boston mixed-use project.

For several years he was responsible for the management and development of Watermark Cambridge, a residential and retail property constructed in Cambridge. Brian also created and led several real estate ventures that managed and/or developed various projects including the Ronald Reagan International Trade Center in Washington, D.C. and the Moakley Federal Courthouse in Boston, Massachusetts. In addition, a firm he founded is an owner and developer of a 204 unit, luxury residential property in Downtown Manchester, New Hampshire. Over the course of his career Brian has been responsible for the asset management for more than 3 million square feet of commercial properties.

Brian has served on numerous civic boards and committees and is currently serving as Chairman of the Board of Boston Harbor Now. He is a founding Board Member of the Kendall Square Association, serves as a member of A Better City, and was appointed to Co-Chair a state/city task force on transportation issues affecting Kendall Square. He has served on judging panels for the MIT \$100k Pitch Contest and the MIT Center for Real Estate and is President of the Boston College Real Estate Council. Brian received his B.A. from Boston College and an M.B.A. from Boston University.

Travis Sheridan, President, Venture Café Global Institute

Travis Sheridan is the President of the CIC Venture Café Global Institute (VCGI) where he is responsible for growth and expansion of the organization. Sheridan was also the founding Executive Director of Venture Café St. Louis – the first expansion city outside of Cambridge, MA. Travis grew the St. Louis program to the point that is the largest weekly event for innovators and entrepreneurs in the United States.

Prior to launching Venture Café in St. Louis, Travis was the Assistant Vice President of Innovation and Entrepreneurship for the St. Louis Economic Development Partnership where he ran an annual business plan competition, launched a biotech incubator, and managed a network of four additional business incubators. In California, Sheridan launched the world's first incubator focused on water, energy and agricultural technology and

helped his portfolio of clients raise more than \$20M in venture capital.

A community designer who uses innovation and entrepreneurship to drive community and economic development, Travis co-founded both 59DaysOfCode and GlobalHack. These competitions create community and build talent. GlobalHack is now the world's largest hackathon and attracts participants from around the globe.

A frequent speaker, Travis honed his skills while doing standup for more than three years and is often called upon to speak on the topics of innovation, community design, economic development and leadership. Travis is on the board of directors of Prosper Women Entrepreneurs, the Missouri Venture Forum, the Old North St. Louis Restoration Group, and serves as an advisor to for Balsa Foundation and Pipeline Entrepreneurs.

Sheridan has a bachelor's in psychology with a minor in conflict resolution and peacemaking, a master's in organizational behavior and has completed the coursework for a doctorate in organizational leadership.

Ben Shaw, Director of Global Finance, CIC

Ben Shaw has 25 years of experience working in the hi-tech sector as an engineer, investor, board advisor, strategy consultant and investment banker. He is currently the Finance Director at the Cambridge Innovation Center (CIC) where he is responsible for sourcing, evaluating and financing the growth of the company. Prior to joining CIC, Ben was the CFO co-founder of a photonics start-up commercializing a revolutionary form of material structure invented at Princeton University.

He was also the Head of Business Development for Credit Suisse in the Middle East and started his career in finance at a boutique advisory firm conducting M&A and capital raising for early stage hi-tech companies.

Prior to banking, Ben was a consultant with McKinsey & Co focused on technology and industrial clients, and an engineer at an oil field services company running hi-tech well evaluation services on oil rigs.

**D. Use, How its public-oriented**

The Cambridge Innovation Center (CIC) is enthusiastic about the opportunity to create an innovation district incorporating the Port's Historic Piers in San Francisco. CIC's mission is to change the world through innovation by developing innovation ecosystems that enable exceptional entrepreneurs to create new products better and faster. We do this by creating world-class infrastructure and opportunities for innovators, including high-quality, flexible office space; shared wet-lab facilities; the world's leading shared robotics lab, MassRobotics; civic innovation spaces; and targeted programming to help entrepreneurs grow their businesses and cities improve their innovation output. Our client companies have raised more than \$4.4 billion to date, including more than \$750 million in 2018 to date.

We envision a partnership in which the public sector and a development partner would collaborate with us to create an innovation campus of 300,000+ square feet in the city's most desirable, central location. We plan to anchor the San Francisco innovation district with a large central building, or set of interconnected buildings, that we refer to as an "innovation campus." This building would have inside it approximately 120,000 square feet of shared space for startups, plus the possibility of specialized spaces such as shared wet laboratory space, a robotics innovation space, and space for larger technology firms, venture capital firms, and other innovation ecosystem stakeholders. These would be built in collaboration with existing partners in San Francisco.

Within the innovation district, we partner with existing organizations conducting innovation-supporting programming and also launch additional programming ourselves wherever we see a gap or identify an opportunity. The goal of such programming is to develop and strengthen innovation capacity in the city, by engaging corporates, serious startups, venture capitalists, government agencies, and the local community more broadly. The innovation campus provides a central, neutral area for all these different players to come together in the most effective way. The waterfront of the Port's Historic Piers represents a unique chance for CIC to develop (alongside leading marine science partners) specialized industry hubs and create other waterfront-enabled innovation spaces, such as an undersea robotics lab.

CIC's innovation programming expertise and community engagement skills are concentrated in the Venture Café Global Institute (VCGI), which we created to administer local, independent nonprofit Venture Cafés in cities around the world. Each city's Venture Café is responsible for managing ongoing programming and operations locally, and as nonprofits they are able to pursue funding opportunities not available to other organizations and explore programming not tied to any particular industry.

VCGI's mission is to connect innovators to make things happen, and local Venture Cafés work to break down silos, increasing human connectivity and fostering cross-sector collaborations. Venture Cafés welcome all people, ideas, technologies, and industries, with no barriers to entry. VCGI is a key partner in CIC's work and will take the lead on setting up Venture Café San Francisco, which will be the focal point of programming interventions in the district.

	<p>Venture Café's model relies on three core offerings. First, the Thursday Gathering, combines opportunities to network, "coaching office-hours" for startups, and high-impact educational sessions at a weekly event for innovators and local community members. Globally, Venture Cafés host 1,500+ educational sessions per year and attract 2,000 people per week to the Thursday Gathering (100,000+ per year). In established communities, approximately 500 people attend the Thursday Gathering every week. District Hall, Venture Café's second offering, is the "living room" of the innovation community, with workspace, classrooms, assembly spaces, flexible use zones, coffee shop and restaurant — all open to the public. Finally, Captains of Innovation is a cross-sector program overseen by VCGI that connects corporations to startups, entrepreneurs, and innovation thought leaders. Venture Café can tailor its three core programmatic offerings to San Francisco, for incorporation into the plan for an innovation campus on one or multiple piers.</p>	
	E. Experience with concept	<p>Cambridge Innovation Center (CIC) was founded in 1999. Our centers now house more than 1,750 companies worldwide. We currently cultivate innovation ecosystems in Kendall Square, Boston's Financial District, St. Louis, Miami, Philadelphia, and Rotterdam. Construction is underway for a center in Providence, RI, and a project in Warsaw in the tallest building in the EU is currently under development. By 2020, CIC clients will be working in more than a million square feet across eight cities in three countries.</p> <p>CIC enters each new market alongside top tier partners. To date, we have worked with top real estate companies such as Wexford Science &amp; Technology, Boston Properties, and HB Reavis as we expand in both existing and new markets.</p> <p>As CIC has grown, we have created a large family of related organizations and programming. Most notable is the Venture Café Global Institute (VCGI), a public benefit corporation that manages a fast-growing, global network of nonprofit organizations who build, connect, and strengthen city-wide communities of innovators. Independent Venture Cafés are currently operating in Cambridge/Boston, St. Louis, Rotterdam, Miami, Winston-Salem, NC, and Tokyo, with Venture Café Sydney and Venture Café Warsaw in the development stage.</p>
II. Rank Preferred Location	Pier 35	6
	Pier 33	
	Pier 31	
	Pier 29½ & 29	4
	Pier 23	
	Pier 19½ & 19	1
	Agriculture Building	8

	Pier 26	2
	Pier 28	9
	Pier 38	3
	Pier 40	7
	Pier 48	5

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A. Embarcadero Frontage B. Interior Shed C. Exterior Shed/Access to Aprons C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	CIC's experience has shown us that the exterior shed and Embarcadero Frontage are optimal spaces for CIC's shared workspace offering and event spaces such as District Hall. CIC also has affiliated wet laboratories and robotics labs that could be well suited to the interior space. We are interested in occupying all parts of the pier based on an as-yet-to-be-determined mix of space uses and programming.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Access to public transportation - BART, Facility width, Facility height, Facility ingress/egress, Facility square footage, Facility architecture, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>As we have outlined, CIC has a broad suite of spaces, programs, and other interventions that we plan to tailor to the San Francisco market, the waterfront, and the historic piers specifically. Numerous factors, including the particulars of the pier(s) selected for redevelopment and the specific nature of any partnership with local government, developers, and community organizations will shape the public-oriented use mix of the resulting innovation campus.</p> <p>CIC's experience has shown us that the exterior shed and Embarcadero Frontage are optimal spaces for CIC's shared workspace offering and event spaces such as District Hall. CIC also has affiliated wet laboratories and robotics labs that could be well suited to the interior space.</p> <p>Ultimately we intend to collaborate closely with the Port, other interested parties in the City of San Francisco, and a real estate development partner to create a sustainable model for use of the space. Finding the right balance between different uses and how they are situated on the pier will be a critical next step.</p>



V. Smaller Tenant	K. Describe the physical improvements concept	<p>As a master tenant, we would propose working closely with the Port, interested parties in the City of San Francisco, and a real estate development partner to refine the innovation campus concept and the optimal physical improvements of the selected pier(s).</p> <p>Our primary goal is to keep as much of the historic structure as possible, with a priority towards opening up each building to safe public use, and embracing its marine location to maximize enjoyment of the intersection between land and sea.</p> <p>We would envision partnering with best of class local operators, and getting globally inspired by our partners around the world, to create a retail, ground floor presence which invites the public into space. There have been a number of pier and waterfront transformation projects around the world over the past few decades, and we're looking to learn from their example, and then use those learnings mixed with local innovation capacity to create an amazing project to enhance the City of San Francisco's waterfront.</p>
	L. Describe accessing sufficient capital	<p>CIC has worked closely with a diverse group of capital providers and development partners in each of our projects, including local, regional, and national governments, real estate developers, leading universities, and public development entities. We'd look to put together a coalition of strategic stakeholders dedicated to maximizing responsible, long-term stewardship of these facilities using patient, long-term capital.</p> <p>We will be able to respond in more detail to the capital question at the next stage of this process.</p>
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	<p>CIC's shared workspace, a core component of the innovation district, operates as a sustainable for-profit model capable of paying rent comparable to local office rents in the neighborhood immediately surrounding the building. Because the Port's Historic Piers are such a unique offering, CIC anticipates conducting significant research and working with a real estate development partner to provide a more detailed response at the next stage of this process.</p> <p>While CIC's shared workspace has a clearly defined and profitable model, other community engagement components of a CIC innovation district such as District Hall require outside subsidy, from a mixture of government agencies, corporates, or other sources. These elements are critical to the creation of a successful and activated innovation district. CIC &amp; VCGI intend to work closely with our partners to raise funds and develop a business plan to enable these community oriented uses of the historic piers.</p>
	N. Willingness to make capital improvements	Depends on the deal

	O. Approximate amount of tenant improvement investment	Based on current CIC build-out levels in comparative cities and after doing initial market research, talking with brokers, real estate developers and construction firms, CIC anticipates that the total project cost including fit-out, equipment, and start up costs would be approximately \$350 per square foot. This figure depends on current marketing conditions, inflation, and timing of the project. CIC typically activates space in 2-3 phases totaling 120k - 150k square feet during a period of 12-18 months in order to construct and fill the space most efficiently. Based on the above estimate of construction costs for CIC's scale in the local San Francisco market the total project costs exclusive of security deposit would range from \$40m - \$50m.
	P. Est. lease term required to amortize tenant improvement investment above.	CIC typically signs 15 year leases with two 5-10 year extension options due to the significant capital improvements that go into our build outs, as well as the presence and scale which we create in making our building and our center a focal point for innovation in the community and city as a whole. We would seek to amortize those costs over the entire initial 15 year lease period in order to match the repayment timing with our operations and the depreciation of the assets fit-out.
VI. Attachment	Q. Attachment included with response	No.

I. Concept and Team	<b>Concept Name</b>	<b>#33. THE HUMM - the museum of possibility</b>
	A. Category of Tenant	Smaller Tenant
	B. Entity Name	THE HUMM - the museum of possibility
	C. Personnel and Experience	See item E.
	D. Use, How its public-oriented	<p>(a) Through temporary exhibitions, festivals, events, panels, talks and family activities the HUMM will shed light on the work and tell the stories of people who help make the world a more HUMane place.</p> <p>Our goal is to foster reflection, engagement and dialogue on topics that are related to this earth, its people and creatures, it's problems and possibilities, human rights, war, peace and the resolution of conflict. The HUMM is a museum of possibility, a museum for "now".</p> <p>Our festival-style exhibitions will give the visitors a perspective, a context and different viewpoints. We will invite people to explore, talk, enjoy, connect, feel, think and engage.</p> <p>The HUMM's program will make people feel touched, inspired, empowered, maybe even shaken - but not indifferent.</p> <p>We will invite experts, thinkers, doers, helpers, rebels, researchers, peacemakers and action leaders to panels, talks, brainstorm, experiments, parties and discussions. We want share their story. We want to make their insights about the exhibition topics accessible to a very wide audience and enable synergies.</p> <p>Examples of upcoming exhibitions:</p> <p><b>TREES</b> This exhibition is centered around the story of Wangari Maatai, who started a movement that eventually got more than 40 Million trees planted. We will introduce the newest research on trees, the ways they communicate and how they form communities. Also: famous trees and their stories; trees and the planet; plant a tree; reforestation and the people who do it right here an all over the world.</p> <p><b>MUSIC, AN AGENT FOR CHANGE</b> This exhibition is centered around the stories of Pussy Riot, Beyonce, Kendrick Lamar, Azaelia Banks, the Grateful Dead, Selda, Mos Def, Dr. Dre and more. How and why do musicians become leading figures for social change? Is</p>

music a weapon?

#### AM I PREJUDICE? WHAT CAN I DO?

An Exhibition about equality, about understanding prejudice. An opportunity to ask questions, explore your own bias and hear the stories of people who make and made a difference. We will invite Heather McGhee, Ibram Kendi, Ciara Taylor, Ashley Jackson, Ellen DeGeneres, Rachel Maddow and more...

#### HOME AND BELONGING

We will bring in "homes" from some of the biggest slums on the planet like Khayelitsha (South Africa); Kibera (Kenya); Dharavi (India); Neza (Mexico)) as well as from Devision Street (SF) and Northridge, downtown Oakland. The visitors can linger in these homes and on screens they will see the former inhabitants talk about their life, their hopes and dreams. We will invite people from SF and other places who make a difference.

#### UNDER 25, A FESTIVAL OF VISIONARIES

This festival will ask people from 8 to 25 from the Bay Area and from all over the planet what their ideas are to make this world a more humane place. They will discuss, develop and present. The HUMM will exhibit.

#### Other Exhibitions:

Can only tech save the future?

Play!

Feminism, the 20th century's greatest invention. Now: The 21 Century...

Can IT be Democracy

Single, Married, Relationships

Lots of Solutions to reverse global warming

School, now and in the future

LGBTQ

Plastic

Journalists

The other side of fashion

How free is free?

THE HUMM will curate its own exhibitions and invite Exhibits from other Museums, for example: the Nobel peace center in Oslo, the Human Rights Museum in Winnipeg, The Museum of Tomorrow in Rio, the Frontiers au Musee de L'immigration in Paris, the upcoming Climate Museum in NY, and more...

(b) The HUMM is for San Franciscans, the people in the greater Bay Area and for the over 24 Million visitors that come every year.

(c) The HUMM is for everyone. Especially for people who believe the biggest challenges facing our species and our world are social and environmental rather than economic and that the most likely solutions are behavioral as well as technological.

(d) The Piers are paramount to SF's history, they are a symbol of connectivity, the HUMM is here to foster connection. SF is often called the place where the future is made. Despite SF's comparatively small size its inhabitants always inspire, they frequently set the world's/nation's social and cultural pace and continue to do so. The UN was founded in SF, SF is the birthplace of almost all of north America's Unions, the 1968 social revolution, the LGBT Movement, Native Americans' occupation of Alcatraz, the global internet and information revolution, the sharing culture... to just name a few.

Many of the leading and most interesting thinkers, writers, inventors, activist, Nobel and peace prize winners and researchers for an abundance of social and world topics live, think and teach right here in SF Bay Area, Stanford, the UCSF, Berkley, Silicon Valley...

The HUMM will especially honor and reflect San Francisco's unique innovative and inspirational spirit, the spirit of the "traditional" SF and the spirit of today's tech that is revolutionizing the world. The HUMM will be an inspiring and worthy addition to San Francisco's myriad possibilities and its world class art and science Museums. The Embarcadero District is the core of SF's coming and going, becoming and creating - it would be the perfect place for the HUMM.

E. Experience with concept

Leonie Terfort, Founder. Starting while still being a high school student I founded, organized and financed (through fundraising) a mobile Art and Theater School for refugee-, low-income- and gypsy kids that I headed for more than 10 years.

Together with two friends I later founded, financed (through fundraising) and built an art-and-living-center with an exhibition/event "space" and a cafe in the Middle of Hamburg/Germany. Today more than 43 people live in the house we built and the "space" and the cafe are always busy.

I have a Masters Degree in fine Arts from the University of Fine Arts in Hamburg/Germany, and specialized in visual Communication. I held multiple 1year+ scholarships for writing in Germany, Switzerland, Austria, Greece and Denmark. My studies also took me to Surakarta in Indonesia for an extended period of time.

For a while I part-time taught at the Literature Department at the University of Hamburg/Germany. For the last 25years



II. Rank Preferred Location		<p>I always also worked as a screen-writer for the silver screen, TV-series (head writer and episodes) and as a writer for exhibitions.</p> <p>Museums are my passion. My favorite job ever was writing for an exhibition about globalization at the Natural History Museum (Übersee Museum) in Bremen/Germany. This Exhibit won a prize from UNESCO.</p> <p>I live in the SF Bay Area since 2012.</p> <p>For more information please contact me at: <a href="mailto:contact@thehummm.org">contact@thehummm.org</a></p> <p>I would greatly appreciate the opportunity to present the HUMM to you in greater detail.</p>
	Pier 35	
	<b>Pier 33</b>	<b>3</b>
	<b>Pier 31</b>	<b>3</b>
	<b>Pier 29½ &amp; 29</b>	<b>1</b>
	<b>Pier 23</b>	<b>1</b>
	<b>Pier 19½ &amp; 19</b>	<b>1</b>
	<b>Agriculture Building</b>	<b>2</b>
	<b>Pier 26</b>	<b>4</b>
	<b>Pier 28</b>	<b>5</b>
	<b>Pier 38</b>	<b>6</b>
	<b>Pier 40</b>	<b>6</b>
	<b>Pier 48</b>	<b>7</b>

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	B. Interior Shed C. Exterior Shed/Access to Aprons C. & D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area
	H. Describe the areas and the portions of the site(s) you propose to occupy.	We are looking for up to 28,000 square feet to host the exhibition and event space, the cafe, the gift shop and offices. Our exhibitions will change every 4-6 months and we estimate that visitors will spend approximately 1.5 to 2 hours at the HUMM.  Any part of the piers or the Agriculture Building would be a great location. A (A),B,C,D mixture would be perfect. We do need (some) natural light and outside access. We would love to incorporate some outside space.
	I. 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 tourist attractions, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	Please see Item D.
	K. Describe the physical improvements concept	The HUMM does not yet have a finalized interior concept for the SF piers. We will definitely honor the Interior Standards for Historic Rehabilitation as well as all the safety standards and requirements that apply to spaces with visitors. We are aware that this includes major enhancements, alterations and possibly compromises. The HUMM's interior concept is inspired by the exhibition spaces created by architect Shigeru Ban and focuses on flexibility due to the frequently changing exhibits. We plan to leave the space as open as possible. Our aim is to create context and connection through architectonically highlighting that the HUMM is located at this very special place through extensive use of the views and the landscape surrounding the piers.
	L. Describe accessing sufficient capital	

<b>V. Smaller Tenant</b>	M. Proposed rental rates (\$/ leasable square foot per month NNN)	Depends on the deal
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	Depends on the deal.
	P. Est. lease term required to amortize tenant improvement investment above.	Depends
<b>VI. Attachment</b>	Q. Attachment included with response	No.

	Concept Name	#34. Women's Museum of California
I. Concept and Team	A. Category of Tenant	Smaller Tenant
	B. Entity Name	Women's Museum of California
	C. Personnel and Experience	Diane Peabody Straw, Executive Director - has been leading the organization for three years, overseeing all matters of the day to day operations and greater vision for expansion.  Amy Spear, Board President - Amy's background is in land use consulting, real estate, and public relations.
	D. Use, How its public-oriented	(A) Women's Museum (focused on history and art) (B) the museum will create original exhibits, serve as an educational resource, community meeting space, research center, and community event space (C) we aim to educate the general public about women's history, and act as an educational resource for schools, and the greater community, as well as be a museum destination for tourists, (D) the Women's Museum will be another unique tourist experience, as well as a great destination for student groups and community members.
	E. Experience with concept	The Women's Museum of California has been operating in San Diego and creating exhibits, educational programs, and serving as a community space for 35 years.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	<b>Agriculture Building</b>	<b>1</b>
	Pier 26	
	Pier 28	
	Pier 38	
	Pier 40	
	Pier 48	



III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	
	H. Describe the areas and the portions of the site(s) you propose to occupy.	We hope to have a gallery and library on the first floor of the Agriculture Building, and some office/archive space upstairs.
	I. Check all aspects of your preferred site(s) that influence your pier selection	Proximity to the Ferry Building, Proximity to tourist attractions, Access to public transportation - MUNI, Access to public transportation - BART, Access to public transportation - Ferry, Facility square footage, Facility architecture
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	
	L. Describe accessing sufficient capital	

<b>V. Smaller Tenant</b>	M. Proposed rental rates (\$/ leasable square foot per month NNN)	\$0- \$1 - This answer is heavily dependent on the amount of square footage occupied
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	\$25,000
	P. Est. lease term required to amortize tenant improvement investment above.	10
<b>VI. Attachment</b>	Q. Attachment included with response	Yes.



# women's museum OF CALIFORNIA

PRESERVING THE PAST *INSPIRING THE FUTURE*

A vision for a Women's Museum in San Francisco

## MISSION

*Our mission is to educate and inspire current and future generations about the experiences and contributions of women by collecting, preserving, and interpreting the evidence of that experience.*



## OUR HISTORY

Founded in 1983, the Women's Museum of California (Women's Museum) evolved from an extensive collection cultivated by San Diego's Mary Mashcal in her home. Over the years, the collection grew and morphed into a full-fledged museum with public exhibits, artifacts and educational resources. Today, the Women's Museum is located in Liberty Station's Arts District in Point Loma and serves as a valuable community resource for the State of California.

## HIGHLIGHTS



- One of three women's museums in the country
- Hosts 3,000+ visitors monthly
- Produces 8-10 exhibits annually with 2 permanent exhibits
- Has monthly education programming, lectures, performances, and workshops
- Educates local students with "Project Reach Out"
- Serves the surrounding community with traveling exhibits, a Speakers Bureau, and vintage clothing show
- Produces five annual events including the Women's Hall of Fame, Women's Film Festival, a Benefit Dinner, and a Suffrage Parade
- Fund raises for an annual budget of \$300,000+
- Has 15 Board of Directors across the state, six staff members and over 100 annual volunteers.



## VISION

The Women's Museum of California is one of only three brick-and-mortar women's history museums in the country. It is based in San Diego, and its exhibits and programming cover history and the arts statewide. While many in Southern California have easy access to the Women's Museum, our goal is to make our invaluable stories also accessible to current and future generations across the entire State of California. Our first choice for a second museum location is San Francisco, with its rich diversity of women's stories and an unparalleled dedication to the arts and culture community. With your help, we'd like to utilize the success of the Women's Museum of California in San Diego as a model to also create original exhibits and educational programming in San Francisco and continue to grow statewide.



## TIMELINE

- **2018** Develop an Expansion Committee and begin fundraising efforts to create a permanent gallery
- **2019** Install two pop-up exhibits in San Francisco area and continue fundraising efforts
- **2020** In conjunction with the Suffrage Centennial, either break ground or open a gallery in San Francisco

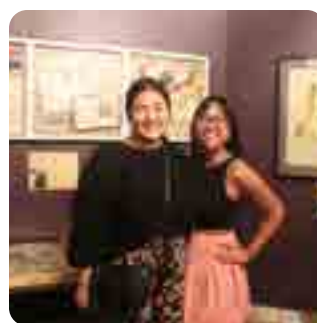


PAINTING OF MAYA ANGELOU BY ALLISON ADAMS  
ON DISPLAY SPRING 2019



## PROPOSED EXHIBIT PLAN

The Women's Museum of California is hoping to connect with people in San Francisco who are passionate about equal representation in history and art, and provide a look into history that has not been properly represented.



### ● SUFFRAGE IN SAN FRANCISCO

The Women's Museum of California has a significant connection to San Francisco's part in the Suffrage Movement through our collection of artifacts from the life of Alice Park. Our aim is to create a permanent exhibit honoring her and other activists of her time in San Francisco that led to women's right to vote.

### ● EXPERIENCES OF IMMIGRANT WOMEN

As a premiere port in the US, San Francisco has a rich history of immigrants beginning new journeys. The Women's Museum wishes to honor the stories of women who sacrificed, persevered, and built communities in San Francisco. We envision this to be a bi-annual rotating gallery, which will explore the diverse stories of women in San Francisco's history.

### ● WOMAN ARTIST FEATURE

Many studies have now shown the dismal representation of women artists in mainstream museums. This not only does a disservice to the artists being left out, but also denies access to the general public. The Women's Museum aims to have a designated gallery of rotating women artists, with the goal of providing a much needed platform for appreciating the work of women artists.

### ● ROTATING WOMEN'S HISTORY EXHIBIT

For over two decades, the Women's Museum has been producing original history exhibits that tell stories that have been left out of history curriculum. These stories cover a wide range of topics, from women's service in military, to how women's fashion has reflected historical events, our exhibits provide a platform for women's stories to be told. In San Francisco, we would aim to do the same.



## COMMUNITY PARTNERSHIP GOAL

The Women's Museum of California is hoping to build relationships with business, non-profit and community organizations who share our goal for community enrichment and education, as well as creating a one of a kind destination for visitors.



## BACKGROUND

The Women's Museum of California knows that community partnerships within the non-profit world are vital to meeting the mission. Located in Liberty Station, the museum is familiar with the process and challenges of being a part of a transforming Arts and Culture district.

Additionally, we have over a dozen community groups utilizing our space for programs and meetings monthly and regularly partner with community groups to provide a higher level of programming. We also regularly work with our neighbors in sharing resources to better serve the community.

## SUPPORTING LOCAL ARTISANS

The Women's Museum has a unique gift shop that specializes in working with artists local and abroad, to provide exposure and opportunities for women to set their own prices. We envision bringing this concept with us to San Francisco, and creating a shop that represents the diverse artistic skills of women from San Francisco community and beyond.

## LIBRARY AND COLLECTION

The collection and library developed and maintained by the Women's Museum team is one of a kind, and an important resource for the community. With over 5000 titles in our library collection, we feel it would create a unique library space that can serve the community as an educational resource, and a meeting space for organizations, students, interns, etc.

We hope to share this resource with the San Francisco community, and with proper space, build on the collection to further represent the unique stories of San Francisco women.

Concept Name		#35. Pier 29
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	PS Ventures SF, LLC
	C. Personnel and Experience	<p>Elliott Grimshaw, Construction Director. Paul Osmundson, Development Project Manager. Elliott is the President of Premier Structures and served as the construction manager for Piers 1 ½ - 5 and project manager for the 34th America's Cup.</p> <p>Paul was the Development Director for Lend Lease and the Watermark Condominiums at SWL 330, and also managed the Ferry Building renovation project while on the Port staff. Paul and Elliott are in Premier Structures and managed the America's Cup, Autodesk Pier 9, and AtWater Tavern at the Port of San Francisco. They were both instrumental in the Pier 24 Photography project while working with Pacific Waterfront Partners. Paul's expertise is in entitlements and development project management. Elliott's expertise is in construction and development management, particularly marine construction.</p>
	D. Use, How its public-oriented	<p>For Pier 29, we propose a combination of uses for including food and beverage outlets, wine tasting, craft beverage production, special events, education, entertainment and related activities in the bulkheads and pier sheds. Our proposal for the Pier 29 bulkhead RFP demonstrates how the bulkhead would be used. Pier 29 1/2 would be used for general office and public assembly.</p> <p>b) the uses proposed are consistent with the public trust as they promote access to the waterfront for visitors and residents alike.</p> <p>c) we are targeting local residents, cruise passengers, tourists, convention visitors and regional visitors to San Francisco,</p> <p>d) it supports the nearby use of Pier 27 as a cruise terminal by providing amenities to the passengers. It generates more activity by drawing in locals for special events, and does not compete with other Port restaurants (Pier 23 Café, Fog City Diner). Our design integrates Pier 29 with the water side and the plaza, by creating pedestrian walkway around the pier, and connections through the Pier. Our project will conform to the Secretary of the Interior Standards for Historic Preservation.</p>
	E. Experience with concept	Our operating partners and major tenants have extensive experience in operating and owning craft beverage production facilities, major restaurants and food service facilities, and event spaces. They include Dogpatch Studios, Slanted Door and Barrel Brothers. Slanted Door is on the highest grossing restaurants in San Francisco. Dogpatch

		Studios is one of the City's largest digital production event managers and will assist in the management of the special event spaces. Both Paul and Elliott are founding members of East Street Ventures, LLC which developed and owns AtWater Tavern.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	<b>Pier 29½ &amp; 29</b>	<b>1</b>
	Pier 23	
	<b>Pier 19½ &amp; 19</b>	<b>2</b>
	Agriculture Building	
	Pier 26	
	Pier 28	
	<b>Pier 38</b>	<b>3</b>
	Pier 40	
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	Entire Pier 29 (bulkhead and pier shed) and entire Pier 29 1/2 (connector building)
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to the Cruise Terminal, Proximity to tourist attractions, Access to public transportation - MUNI, Facility width, Facility height, Facility ingress/egress, Facility square footage, Facility architecture



IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>The bulkhead building of approximately 20,000 square feet will be used for restaurant / café, cooking school, and event space. These will be the higher revenue generating uses as they are closer to the Embarcadero.</p> <p>A casual restaurant would front the Embarcadero; vendors for weekend markets will occupy space in most of the rest of the bulkhead. A cooking school and commercial kitchen would also be located in the bulkhead building. This zone will be active and engaging to the street and plaza, and enliven the street frontage.</p> <p>The pier shed of approximately 70,000 square feet would be used for more active uses on the south side, and less active production uses on the north side. Each zone would be approximately 35,000 square feet each. A beverage production hub would be located in the north side of the Pier shed including a microbrewery, winery and distillery. In the south side of the Pier shed facing the Plaza, there would be space for tasting rooms and more event space.</p> <p>The public will experience the large volume of the bulkhead building; as well as the north side of Pier 29 which will be a public access walkway connecting the entire perimeter of the pier. Other than some small mezzanines, the entire volume of the interior of the pier structure will be visible to patrons and customers. Some of the production space for the beverage tenants will be enclosed and not visible to the public.</p>
	K. Describe the physical improvements concept	The substructure will be seismically upgraded, the pier superstructure will be retrofitted, and some of the rolling doors will be replaced with glass to improve transparency and visibility. The interior improvement will be limited and focused on demising the major activity zones. Character defining features will be maintained as required by the Standards.
	L. Describe accessing sufficient capital	Our financial partners include major investors with experience owning financial institutions (a major bank) in San Francisco. They will provide the equity financing necessary for the project and will provide security to arrange for construction financing appropriate to the project.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
V. Smaller Tenant	N. Willingness to make capital improvements	

	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.

Concept Name		#36. Catapultech Incubator
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Zenviba Benefit Corporation
	C. Personnel and Experience	<p>Gregory S. Daniel, Chairman of Zenviba Benefit Corporation brings 30 years of experience in the global capital markets, corporate finance, real estate and risk management. This Wall Street veteran and former NYSE Principal has participated in transactions in excess of \$100 Billion on 4 continents, created several companies, managed investment portfolios, orchestrated 12 IPO's, helped shape FDIC and OCC investment regulations and worked with the US Treasury Department CDFI Fund and SBA where he advocated and drafted federal legislation that provided \$300 Million in funding for small businesses that created 10,000 jobs and a \$2 Billion economic impact in underserved communities.</p> <p>John William Templeton, Managing Director of Zenviba Benefit Corporation is an award winning, nationally recognized economist, historian, demographer and author of 53 books over his 40-year publishing career of eloquently speaking the truth to power. John is the recipient of 6 national journalism awards and was the California Black Chamber of Commerce 2016 Visionary Award winner. He is a regular contributor to The Hill, NYSSA, Today's Engineer, San Francisco Chronicle, San Jose Mercury News and PRWeek. John is the creator of ReUNION educational curriculum, Co-Founder of National Black Business Month and the creator and curator of the California African-American Freedom Trail. John graduated with honors in journalism from the first freshman class of the Howard University School of Communications.</p> <p>Lia T. Gaines, President of Zenviba Benefit Corporation is a public policy expert that brings 30 years of multi-million-dollar grants management, loan fund administration and portfolio management, sustainable economic development, community asset management, urban renewal, capacity building, job creation and training. Lia co-founded the Business Loan Fund of the Palm Beaches, Inc. (BLF) in 1996 and the Business &amp; Economic Development &amp; Revitalization Corporation, Inc. (BEDR) in 1992. In 2011, BLF and BEDR merged to create the Center for Enterprise Opportunity, the premiere economic development agency in Florida. Ms. Gaines earned a Bachelor of Arts in English from Howard University, Washington, DC in 1981 and a Juris Doctor (Virgil Hawkins Fellow) from Florida State University, Tallahassee, Florida in 1987.</p> <p>Frederick E. Jordan, P.E. Director of Engineering. As Structural Engineer, he has successfully completed over 1000 projects of various types, sizes and complexity totaling hundreds of millions of construction value throughout the</p>

		<p>United States, Africa and Central America, including local projects: St. Regis Hotel, Highway 13-24 Interchange, Cypress Structure, Howard Terminal at Port of Oakland and the Moscone Convention Center. His firm has a completely integrated organization with a staff of experienced planners, and registered professional engineers qualified in civil, structural, sanitary, hydraulic, water resources, and environmental along with site, urban design and transportation planning. We have extensive experience in construction management and program management for major construction projects and long-term development programs. We feel that the flexibility, enthusiasm, and diversity of our staff offer comprehensive results and total satisfaction to our clients.</p>
	D. Use, How its public-oriented	<p>The Zenviba Catapultech Incubator will be modeled after the highly successful Station F technology incubator in Paris and include the following elements:</p> <ol style="list-style-type: none"> <li>1. Venture capital, developmental services and mentoring for startups and co-working spaces for underrepresented groups of entrepreneurs, particularly in environmental justice medicine, bioengineering, clean energy, sustainable food and water treatment. Leading tech and biotech companies will have space within the incubator, as well as established Founders and Entrepreneurs who will be featured as Entrepreneurs in Residence.</li> <li>2. The Dr. B. Nathaniel Burbridge Center for Inclusive Innovation will be dedicated to the goals of the first African-American professor at UCSF and president of the San Francisco NAACP during the most successful civil rights movement of the 1960s, which desegregated the auto, hospitality and finance industries locally and nationally.</li> <li>3. The HBCU Pacific Research Institute, a hub for research, online and direct instruction and technology transfer for historically black colleges and universities, African and Caribbean universities to solve the big problems of poverty, health and economics.</li> </ol>
	E. Experience with concept	<p>Principals include a former editor of the San Jose Business Journal and leader of the Silicon Valley Entrepreneurs Club at TechMart which developed the format for team-driven startups; the leader of a trade association of 150 historically black colleges and universities and predominately black institutions with more than 700,000 students and seven million alumni; a veteran Wall Street and VC financier and an expert in CDFI and public/private financing.</p>



II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	<b>Pier 26</b>	<b>3</b>
	<b>Pier 28</b>	<b>2</b>
	<b>Pier 38</b>	<b>1</b>
	Pier 40	
	Pier 48	

A.-D. Master Tenant Whole Pier  Agriculture	G. Select your preferred area(s) of the pier facility.	
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
	I. 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 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
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	In 1960, African-Americans were the second largest ethnic group in San Francisco, closely tied to maritime industries. The Burbridge Center fulfills the aim of the health practitioners such as Drs. Burbridges, Carlton B. Goodlett, Arthur Coleman and Daniel Collins, all graduates of HBCUs, to open economic opportunities to all parts of the city. The legacy of that maritime proximity are some of the most profound health disparities in the country, creating opportunities for therapeutic advances. The complimentary joint research center and startup space will attract job creating innovators and graduate students to the existing health infrastructure in a manner similar to the meteoric growth of the Impact Hub in Oakland, to use a local example. With 750,000 African-Americans in northern California earning \$15 billion yearly, the facility will serve as a long needed economic hub.

V. Smaller Tenant	K. Describe the physical improvements concept	We will not be making any major alterations to the historic character of the structure, and thus preserving its maritime character.
	L. Describe accessing sufficient capital	Principals have 75 years of experience in the global capital markets including private equity, VC and traditional, as well as federal, state and local public financing. Zenviba has also used the California Infrastructure and Economic Development Bank, NorCal Financial Development Corp. and California Organized Investment Network to market projects which preserve energy and impact low-income communities. Additionally, we have worked with medical investors on medical center projects.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	N/A
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	N/A
	P. Est. lease term required to amortize tenant improvement investment above.	N/A
VI. Attachment	Q. Attachment included with response	No.

	Concept Name	#37. Basketball City San Francisco
I. Concept and Team	A. Category of Tenant	Master Tenant
	B. Entity Name	Basketball City San Francisco, LLC
	C. Personnel and Experience	Bruce Radler CEO and Founder from Basketball City's inception in 1997
	D. Use, How its public-oriented	Sports and Entertainment facility (uses would include basketball, futsal, volleyball, dodgeball, etc.) plus corporate events (trade shows, product launches, non profit fundraisers, etc). Additionally, we would have an extensive community outreach program to kids, schools, youth organizations and nonprofits. We would commit to give back over \$500,000 per year
	E. Experience with concept	We have built and operated 20+ years a sports and entertainment facility in New York (located at Pier 36) and operated a facility in Boston for 15 years
II. Rank Preferred Location	Pier 35	9
	Pier 33	4
	Pier 31	5
	Pier 29½ & 29	7
	Pier 23	
	Pier 19½ & 19	
	Agriculture Building	
	Pier 26	3
	Pier 28	2
	Pier 38	1
	Pier 40	6
	Pier 48	

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	B. Interior Shed
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, 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
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	
	K. Describe the physical improvements concept	extensive restoration to bring the pier to a "state of the art" sports & entertainment facility
	L. Describe accessing sufficient capital	As we have in other locations, capital would be equity and debt



V. Smaller Tenant	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	Depends on the deal
	O. Approximate amount of tenant improvement investment	\$20 - 25 million
	P. Est. lease term required to amortize tenant improvement investment above.	maximum allowed - which I believe is 55 years
VI. Attachment	Q. Attachment included with response	No.

I. Concept and Team	<b>Concept Name</b>	<b>#38. Pier 38</b>
	A. Category of Tenant	Master Tenant
	B. Entity Name	PS Ventures SF, LLC
	C. Personnel and Experience	<p>Elliott Grimshaw, Construction Director. Paul Osmundson, Development Project Manager. Elliott is the President of Premier Structures and served as the construction manager for Piers 1 ½ - 5 and project manager for the 34th America's Cup.</p> <p>Paul was the Development Director for Lend Lease and the Watermark Condominiums at SWL 330, and also managed the Ferry Building renovation project while on the Port staff. Paul and Elliott were partners in Premier Structures Inc and managed the America's Cup, Autodesk Pier 9, and AtWater Tavern. They were both instrumental in the Pier 24 Photography project while working with Pacific Waterfront Partners.</p>
	D. Use, How its public-oriented	<p>We propose a combination of uses including food and beverage outlets for the bulkhead. We also propose general office use to generate the income necessary to fund the improvements. Finally, we propose a water taxi landing on the south side of Pier 38.</p> <p>b) the retail uses proposed are consistent with the public trust as they promote access to the waterfront for visitors and residents alike. the office use supports the historic preservation of the Pier structure and superstructure.</p> <p>c) we are targeting local residents and AT&amp;T Park patrons for the retail and restaurant spaces.</p> <p>d) it supports the nearby use of Pier 40 Harbor by providing amenities to the boaters. It generates more activity by drawing in locals for special events, and does not compete with other Port restaurants. Our design integrates Pier 38 with the open water basin on the north and South Beach Marina on the south. We will create a pedestrian walkway around the pier, and connections through the Pier. Our project will conform to the Secretary of the Interior Standards for Historic Preservation.</p>

	E. Experience with concept	Premier principals were the developers (and are founding members) of East Street Ventures, LLC which developed and owns and operates AtWater Tavern, a Port tenant. Paul Osmundson was Director of Real Estate for the Presidio Trust and managed over 3 million square feet of office space including National Historic Landmark buildings. Elliott Grimshaw was the construction manager for Pacific Waterfront Partners, and managed the Pier 1/1 2 - 5 and Pier 24 renovation projects.
II. Rank Preferred Location	Pier 35	
	Pier 33	
	Pier 31	
	Pier 29½ & 29	
	Pier 23	
	<b>Pier 19½ &amp; 19</b>	<b>2</b>
	Agriculture Building	
	Pier 26	
	Pier 28	
	<b>Pier 38</b>	<b>1</b>
	Pier 40	
III. Details about Preferred Location (s)	Pier 48	
	G. Select your preferred area(s) of the pier facility.	A.-D. Master Tenant Whole Pier
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
	I. Check all aspects of your preferred site(s) that influence your pier selection	Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to AT&T Park, Access to public transportation - MUNI, Facility width, Facility height, Facility apron access, Facility square footage, Facility architecture, Berthing space, Access to water
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	The bulkhead building of approximately 25,000 square feet will be used for restaurants and cafes. These will be the higher traffic uses as they are closer to the Embarcadero.
		We propose a mezzanine / second floor in the pier shed, with general office use on the first and second floors. A potential for a boating / maritime center in a portion of the pier shed exists, depending on the configuration of the south

V. Smaller Tenant		side.  The public will see the historic interior of the bulkhead building, and portions of the pier shed through north - south "Bayside History Walk" elements. the public will access the Bay from both sides. The ground floor on the Embarcadero fill be completely public oriented uses.
	K. Describe the physical improvements concept	The substructure will be seismically upgraded, the pier superstructure will be retrofitted. All of the rolling doors will be replaced with compatible glazing, to increase visibility into the pier from the exterior public access. The water taxi will be built on the north side of the pier. Major character defining features will be protected and maintained. The exterior openings will be generally maintained.
	L. Describe accessing sufficient capital	Our financial partners include major investors with experience owning financial institutions (a major bank) in San Francisco. They will provide the equity financing necessary and secure construction financing appropriate to the project.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	
	N. Willingness to make capital improvements	
	O. Approximate amount of tenant improvement investment	
	P. Est. lease term required to amortize tenant improvement investment above.	
VI. Attachment	Q. Attachment included with response	No.



Concept Name		#39. A Civic Waterfront: Making Community Engagement the Heart of the Development Process
I. Concept and Team	A. Category of Tenant	Master Tenant, Smaller Tenant
	B. Entity Name	MK Think
	C. Personnel and Experience	<p>Marijke Smit   Partner smit@MKThink.com   646.209.7937</p> <p>Marijke Smit leads company growth and best practices in Planning and Architecture. She brings twenty years of experience in urban design, planning, community engagement, and corporate leadership. Her work spans the civic, higher education, and K-12 sectors. Highlights of her civic work include the Moynihan Station Redevelopment, the Shanghai World Expo, Golden Gate Bridge Pavilion, Crissy Field Center, and the Lower East Side Tenement Museum in New York City. She has also worked with Stanford University, Oakland United School District, and public school districts across the state of California.</p> <p>Johanna Hoffman   Senior Program Manager johanna.hoffman@MKThink.com   415.321.8317</p> <p>Johanna Hoffman is an award-winning landscape and urban designer fascinated with how communities, businesses, cities and landscapes change over time. She uses her years of experience to help clients navigate these changes through comprehensive plans and interactive engagement strategies.</p> <p>Chris Anderson   RoundhouseOne anderson@roundhouseone.com   202.367.6865</p> <p>Chris heads up the analytics team, developing and applying new technologies to enable data-driven decision-making in space planning, design, and management. Chris brings more than fifteen years of analytics experience with clients in projects energy, education, municipal, and defense industries. His recent work includes Occidental College, City of Davis, Office of Naval Research, and the San Francisco Zoo.</p>
	D. Use, How its public-oriented	This RFI initiative sets a valuable and important goal into action – creating a more vibrant and civically engaged waterfront. It's vital work that will improve the quality of life of San Franciscans and visitors alike. As the projects the RFI hopes to initiate often take years to come to fruition, an essential question becomes how can the Port leverage the process of the RFI to create a more vibrant waterfront right now?

		<p>The answer? Make community engagement the heart of the RFI process. This means taking advantage of the interim before long term development projects begin, to program the piers, increase civic engagement and collect data on how people actually use and relate to the waterfront. By combining pop-up programming with analytic and creative community engagement tools, the SF Port has the opportunity to create deeper, more trusting relationships with our city's communities, while prototyping programs, forms, and activities on the targeted piers.</p>
	E. Experience with concept	<p>MK Think is the ideal partner to facilitate this crucial work. MK Think specializes in innovative community engagement strategies to cultivate this type of inventive development. In addition to more traditional tools, like surveys and interviews, we put a premium on deploying more dynamic and interactive approaches. We've helped organizations like Mozilla and the Oakland Unified School District employ digital forums to cultivate new levels of involvement and dialogue.</p> <p>Many may look at the lag time required to accomplish the SF Piers process as a disadvantage. We see it as a remarkable opportunity. As stewards of the SF bayshore, the Port has a singular chance to use this development effort to strengthen the bond between citizens and waterfront to a new powerful degree. Our proposal for using these interim years as a critical program testing and community engagement period is a way to strengthen both the role of the waterfront, and the bonds between community members and the Bay around which we live. It's a means to make our waterfront the beating heart of San Francisco's civic life.</p>
II. Rank Preferred Location	Pier 35	1
	Pier 33	1
	Pier 31	1
	Pier 29½ & 29	1
	Pier 23	1
	Pier 19½ & 19	1
	Agriculture Building	1
	Pier 26	1
	Pier 28	1
	Pier 38	1
	Pier 40	1
	Pier 48	1

III. Details about Preferred Location (s)	G. Select your preferred area(s) of the pier facility.	<p>A. Embarcadero Frontage</p> <p>B. Interior Shed</p> <p>C. Exterior Shed/Access to Aprons</p> <p>C. &amp; D. Exterior Shed/Access to Aprons and Submerged Land/Basin Area</p> <p>A.-D. Master Tenant Whole Pier</p> <p>Our approach would identify temporary programming strategies for all piers. Specific areas of the pier facility would depend on the programming strategies identified for that particular pier.</p>
	H. Describe the areas and the portions of the site(s) you propose to occupy.	
	I. Check all aspects of your preferred site(s) that influence your pier selection	<p>Location on The Embarcadero, Proximity to pedestrian traffic, Proximity to the Ferry Building, Proximity to AT&amp;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, As we are looking to help the Port use the interim before long term development projects begin, to program all of the piers in question, increase civic engagement and collect data on how people actually use and relate to the waterfront, we will consider all of the above factors.</p>
IV. Master Tenant Responses	J. Describe the operational concept including public-oriented and other use mix	<p>Our two-pronged approach begins with installing a dynamic digital and physical engagement framework to assess visitors' ideas and hopes for development along all targeted piers.</p> <p>In addition to online placemaps, social media forums and open source brainstorming platforms, one of the tools we use is projection mapping. This approach has been used to strong effect everywhere from Rotterdam, the Netherlands to raise awareness about rising water levels, to Oregon City to engage current residents with the city's unique history. We project images and renderings of proposed development projects along the sides of existing structures, and connect people with digital survey tools where they can upload their opinions about the development options. Responses are made available for public download, and are projected on the wall in real time, creating an ongoing public conversation about the value and future of the waterfront. In addition to helping the Port build public support for pier re-development projects, this process will establish the Port as a hub of innovation and increase civic trust in a city deeply concerned with both.</p>

V. Smaller Tenant	K. Describe the physical improvements concept	Once the engagement framework is in place, we activate the piers. It is essential that the programs we use to activate the waterfront are useful and engaging for diverse citizen groups as well as the tourist population. Temporary vendors, installations, and community programming will be identified to enhance civic activity along the waterfront. They will be chosen to reflect the future uses planned for particular piers. These will range from floating park spaces to local museum pop-ups to temporary cafes and maker spaces to simulcasts of Giants' and 49ers games. Heightened activity on these piers increases the amount of public investment in their development and positions the Port not just as a regulatory body, but as a curator and programmer of waterfront spaces, and a convener of civic life. We will be partnering with the Exploratorium on this aspect of the work.
	L. Describe accessing sufficient capital	Much of the required funding for this initiative can be achieved through agreements with interim partners, who will pay for rental space along desirable stretches of the water, as well as with long-term development partners. Civic funding sources that we can go to for help for additional funds include the San Francisco Foundation, the Citizen's Committee on Community Development, and more.
	M. Proposed rental rates (\$/ leasable square foot per month NNN)	As we are proposing a system of pop-up programming and installations to activate pier spaces, increase civic engagement and collect data on how people actually use and relate to the waterfront in the interim before long term development projects begin, this question is not applicable.
	N. Willingness to make capital improvements	See answer for 7
	O. Approximate amount of tenant improvement investment	See answer for 7
	P. Est. lease term required to amortize tenant improvement investment above.	See answer for 7
VI. Attachment	Q. Attachment included with response	Yes.





# THE PORT OF SAN FRANCISCO

*Historic Pier Opportunities for Partnership RFI*

*Submitted by*  
MKThink  
San Francisco, CA  
OCTOBER 31, 2018

TO:  
Rebecca Benassini  
Port Assistant Deputy Director  
Waterfront Development Projects  
San Francisco, CA



October 31st, 2018

RE: **Port of San Francisco's RFI Historic Pier Opportunities for Partnership**

Dear Ms. Benassini

MKThink is pleased to submit this response to the Port of San Francisco's RFI Historic Pier Opportunities for Partnership (RFI). This initiative sets a valuable and important goal into action – creating a more vibrant and civically engaged waterfront. It's vital work that will improve the quality of life of San Franciscans and visitors alike. As the projects the RFI hopes to initiate often take years to come to fruition, an essential question becomes how can the Port leverage the process of the RFI to create a more vibrant waterfront *right now*?

The answer? Make community engagement the heart of the RFI process. This means taking advantage of the interim before long term development projects begin, to program the piers, increase civic engagement and collect data on how people actually use and relate to the waterfront. By combining pop-up programming with analytic and creative community engagement tools, the SF Port has the opportunity to create deeper, more trusting relationships with our city's communities, while prototyping programs, forms, and activities on the targeted piers.

MK Think is the ideal partner to facilitate this crucial work. MK Think specializes in innovative community engagement strategies to cultivate this type of inventive development. In addition to more traditional tools, like surveys and interviews, we put a premium on deploying more dynamic and interactive approaches. We've helped organizations like Mozilla and the Oakland Unified School District employ digital forums to cultivate new levels of involvement and dialogue.

Many may look at the lag time required to accomplish the SF Piers process as a disadvantage. We see it as a remarkable opportunity. As stewards of the SF bayshore, the Port has a singular chance to use this development effort to strengthen the bond between citizens and waterfront to a new powerful degree. Our proposal for using these interim years as a critical program testing and community engagement period is a way to strengthen both the role of the waterfront, and the bonds between community members and the Bay around which we live. It's a means to make our waterfront the beating heart of San Francisco's civic life.

This proposal describes our firm's philosophy, approach, team, and experience. We are committed to this effort because we believe in the power data intelligence to make better decisions regarding asset improvement and investments. Thank you for the consideration of our proposal, and we look forward to working together.

Sincerely,

A handwritten signature in black ink, appearing to read "Marijke Smit".

**Marijke Smit**  
PARTNER & PRINCIPAL  
646.209.7937

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# Approach

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## 1 Approach

Our two-pronged approach begins with installing a dynamic digital and physical engagement framework to assess visitors' ideas and hopes for development along all targeted piers.

In addition to online placemaps, social media forums and open source brainstorming platforms, one of the tools we use is projection mapping. This approach has been used to strong effect everywhere from Rotterdam, the Netherlands to raise

ongoing public conversation about the value and future of the waterfront. In addition to helping the Port build public support for pier re-development projects, this process will establish the Port as a hub of innovation and increase civic trust in a city deeply concerned with both.

Once the engagement framework is in place, we activate the piers. It is essential that the programs we use to activate the waterfront are useful and engaging for diverse citizen



awareness about rising water levels, to Oregon City to engage current residents with the city's unique history. We project images and renderings of proposed development projects along the sides of existing structures, and connect people with digital survey tools where they can upload their opinions about the development options. Responses are made available for public download, and are projected on the wall in real time, creating an

groups as well as the tourist population. Temporary vendors, installations, and community programming will be identified to enhance civic activity along the waterfront. They will be chosen to reflect the future uses planned for particular piers. These will range from floating park spaces to local museum pop-ups to temporary cafes and maker spaces to simulcasts of Giants' and 49ers games. Heightened activity on these piers

increases the amount of public investment in their development and positions the Port not just as a regulatory body, but as a curator and programmer of waterfront spaces, and a convener of civic life.

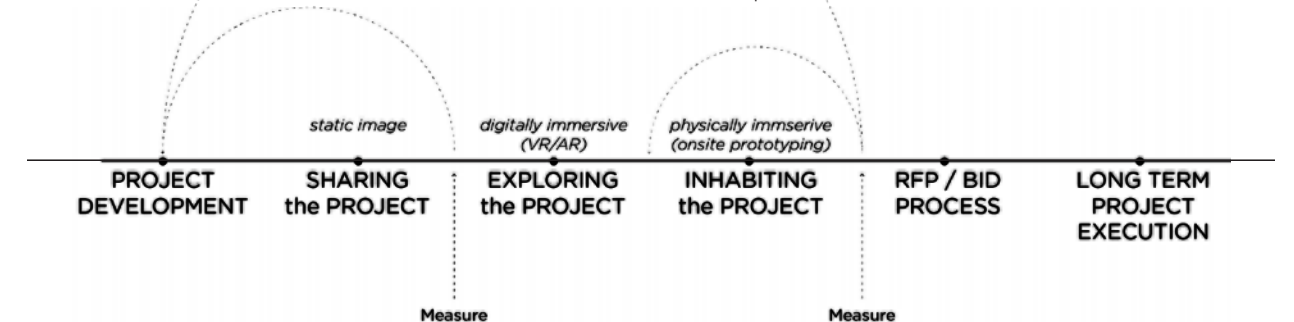
These approaches are examples of what we call transformational engagement -- an approach to participatory design where playfulness becomes the foundation for community discourse and reflection. Our tools include public art, rapid prototyping to gain early user-feedback to improve future designs, community-led design efforts to catalyze political willpower behind public projects, design ethnography, mapping exercises, educational video shorts and the screening of public films. These more immersive, engaging initiatives create important containers for shared experiences, where participants can bring their personal perspectives into the shared space of the public realm. In doing so, design moves beyond improving the aesthetic quality of a given space. It becomes a tool to reinforce social connections and foster enhanced degrees of emotional investment, all essential to the relationship-building needed for empowered community engagement.

A powerful local example of the value of this approach to community engagement and development is the PROXY project in Hayes Valley. A placeholder for more permanent development, PROXY was conceived as a temporary open space experiment, where design could be used to change the way the city engaged with two vacant parcels along Octavia Boulevard. Initiated in 2011, PROXY

has embraced the prototyping approach to development, exploring the utility of spaces and programs ranging from events to retail to art to food pop-ups. This tactic has increased both economic revenue and community engagement and created a context where the city can assess the uses that work best in that particular, rapidly changing location.

Forest City's redevelopment of Pier 70, also here in San Francisco, has employed pop-up prototyping and programming to spark deeper levels of community engagement, to remarkable success. This commitment to creative engagement has built robust support for the project, including citywide voter approval for proposed height changes on site. Forest City's efforts are proof that dynamic, rooted engagement is an effective tool to build trust, gain project support and make development that better serve our communities.

A similar, more engagement-focused approach can and should be taken along the San Francisco Historic Piers. Much of the required funding can be achieved through agreements with interim partners, who will pay for rental space along desirable stretches of the water, as well as with long-term development partners. Civic funding sources that we can go to for help for additional funds include the San Francisco Foundation, the Citizen's Committee on Community Development, and more.







REAL TIME REPRESENTATION  
OF PUBLIC FEEDBACK BECOMES DATA  
FOR DECISION-MAKING & CIVIC ART

INTERACTIVE  
INTERVENTIONS  
POPULATE THE  
WATERFRONT  
*communicating layers of the  
piers' past, present & future*

MARSHALLING  
WORKERS

REINER  
LONDON

WANTED YOU TO STOP

2

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# Project Team & Partners

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## 2 Project Team



**MARIJKE SMIT** | Partner  
smit@MKThink.com | 646.209.7937

Marijke Smit leads company growth and best practices in Planning and Architecture. She brings twenty years of experience in urban design, planning, community engagement, and corporate leadership. Her work spans the civic, higher education, and K-12 sectors. Highlights of her civic work include the Moynihan Station Redevelopment, the Shanghai World Expo, Golden Gate Bridge Pavilion, Crissy Field Center, and the Lower East Side Tenement Museum in New York City. She has also worked with Stanford University, Oakland United School District, and public school districts across the state of California.



**JOHANNA HOFFMAN** | Senior Program Manager  
johanna.hoffman@MKThink.com | 415.321.8317

Johanna Hoffman is an award-winning landscape and urban designer fascinated with how communities, businesses, cities and landscapes change over time. She uses her years of experience to help clients navigate these changes through comprehensive plans and interactive engagement strategies.



**CHRIS ANDERSON** | CEO, RoundhouseOne  
anderson@roundhouseone.com | 202.367.6865

Chris heads up the analytics team, developing and applying new technologies to enable data-driven decision-making in space planning, design, and management. Chris brings more than fifteen years of analytics experience with clients in projects energy, education, municipal, and defense industries. His recent work includes Occidental College, City of Davis, Office of Naval Research, and the San Francisco Zoo.

### MARIJKE SMIT

*Partner & Principal*  
smit@mkthink.com  
646.209.7937

### EDUCATION

**MA. Urban Planning**  
Graduate School of Architecture, Planning and Preservation  
Columbia University

**B.A. History**  
Columbia College

### PROFESSIONAL AFFILIATIONS

American Planning Association  
San Francisco Urban Planning Research Coalition for Adequate School Housing  
Society for College and University Planning

### SELECT HONORS

*Building Design and Construction:*  
“40 under 40” (2008)

### PROFESSIONAL EXPERIENCE

**Project Frog**  
Senior Vice President  
San Francisco, CA

**MKThink**  
Director, Strategies  
New York, NY

**Perkins Eastman**  
Senior Associate  
New York, New York

### SELECT PROJECTS

**Golden Gate Bridge Pavilion**  
San Francisco, CA  
Visitor center and retail store built to time with 75th anniversary of the Bridge. 3,500-SF free-span steel building constructed from Project Frog kit and completed in 9 weeks.

**Crissy Field Center**  
San Francisco, CA  
Award-winning 7,500-SF education and visitor center constructed in 9 months from Project Frog modular building system. LEED Platinum.

**Oakland Unified School District Physical Asset Management Plan**  
Oakland, CA  
Facilities inventory, engagement strategies and asset management plan for 95 sites, totaling 5,900,000 SF. Basis for 2012 Facilities Master Plan, which delivered \$12 million in OPEX savings and schedule to balance \$19 million deficit.

**Lower East Side Tenement Museum**  
New York, NY  
Strategic master plan to improve visitor experience and exhibit design at interpretive museum housed in National Historic site

**Moynihan Station Redevelopment**  
New York, NY  
Transformation of historic central post office (adjacent to Penn Station) into 255,000-SF train hall and 700,000-SF retail, commercial, and dining space.

**Shanghai Expo 2010**  
Shanghai, China  
Master plan and after expo plan for 1300-acre site. the largest in world’s fair history.

PROJECT TEAM

JOHANNA HOFFMAN

*Program Manager & Planning Specialist*  
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415.321.8317

EDUCATION

**M.L.A. Landscape Architecture & Planning**  
UC Berkeley, CA

**B.A. Env Science & Creative Writing**  
Oberlin College, OH

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects  
Yerba Buena Center for the Arts  
San Francisco Urban Planning Research

RESEARCH & PUBLICATIONS

“Waterspots: Watering Holes for the 21st Century.” MIT Solve Conference. New York, NY. 2017

“2100: Future of San Francisco Housing.” SF AIA. San Francisco, CA. 2017.

“San Mateo Shore-Up: Using Wetlands to Design Resilient Public Infrastructure as Vital Public Space.” Restore America’s Estuaries Summit. 2016.

“Incremental Development.” World Landscape Architecture, September 19. 2015.

“Towards a Living Ground: Exploring water-based urban design in a warming future,” Environmental Design and Research Association Conference. New Orleans, LA. 2014.

SELECT PROJECTS

**Truth Lies Somewhere in the Middle**  
*San Francisco, California*  
Interactive communication of history of the South of Market Area of San Francisco.

**Climate Stories**  
*San Francisco, California*  
Dynamic community engagement on climate change issues and direct action.

**University of Hawai’i Manoa**  
*Honolulu, Hawaii*  
Development of a campus framework for the flagship campus that will integrate academic strength and community vitality.

**San Francisco Zoo**  
*San Francisco, California*  
Project management and design services for a suite of planning and landscape projects to revitalize and reinvent a city landmark.

**San Francisco International Airport**  
*San Francisco, California*  
Strategic and analytic services to identify sustainable strategies to enable the Terminal 1 redevelopment to achieve net-zero energy.

**University of the Pacific**  
*Stockton, California*  
Engagement services to build a Climate Action Plan at the school’s San Francisco, Stockton, and Sacramento campuses.

**Coastal Protection & Restoration Authority**  
*Baton Rouge, LA*  
Design & Community Engagement services to communicate the impact of Louisiana’s 2017 Coastal Redevelopment Masterplan.

PROJECT TEAM

CHRIS ANDERSON

*Director of Data and Analytics*  
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415.321.8349

EDUCATION

**M.A. Middle East Studies**  
American University in Cairo

**B.A. Sociology**  
Haverford College

PROFESSIONAL AFFILIATIONS

Association of Managers of Innovation

Board of Directors, Operation Smile International

SELECT PROJECTS

**Occidental College**  
*Los Angeles, California*  
Developed an integrated digital-spatial inventory of campus facilities and conducted a three-year utilization and occupancy study delivered via interactive, web based portal.

**Office of Naval Research**  
*San Francisco, California*  
Designed and built prototype unified environmental sensor capable of collecting 8 environmental condition types as well as computer vision algorithms that capture and relay occupancy, activity and movement pathways from video footage.

**San Francisco Zoo**  
*San Francisco, California*  
Deployed prototype sensors to monitor habitat conditions as well as animal location and behavior to identify the effects of environmental stimuli on animal behavior and wellness.

**University of Hawai’i Manoa**  
*Honolulu, Hawaii*  
Deployed wireless access points across campus to collect data on pedestrian traffic patterns and use statistics to inform upgrade and development planning.



# Project Partners

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## THE EXPLORATORIUM: STUDIO FOR PUBLIC SPACES

With an international reputation and storied presence in San Francisco, the Exploratorium's Studio for Public Spaces are masters of creating installations that spark our collective creativity and senses of empathy. MKThink will be working with the studio to develop interactive installations to activate the piers and create new degrees of civic participation along the waterfront.



## SF PORT TENANTS

MKThink will be partnering with current SF Port tenants to identify programming strategies that work with their existing initiatives and programming. Identified interim partners will essential partners in this process as well.

**3**

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# **Select Projects**

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UC Santa Cruz

Stakeholder Engagement

THINK

LOCATION

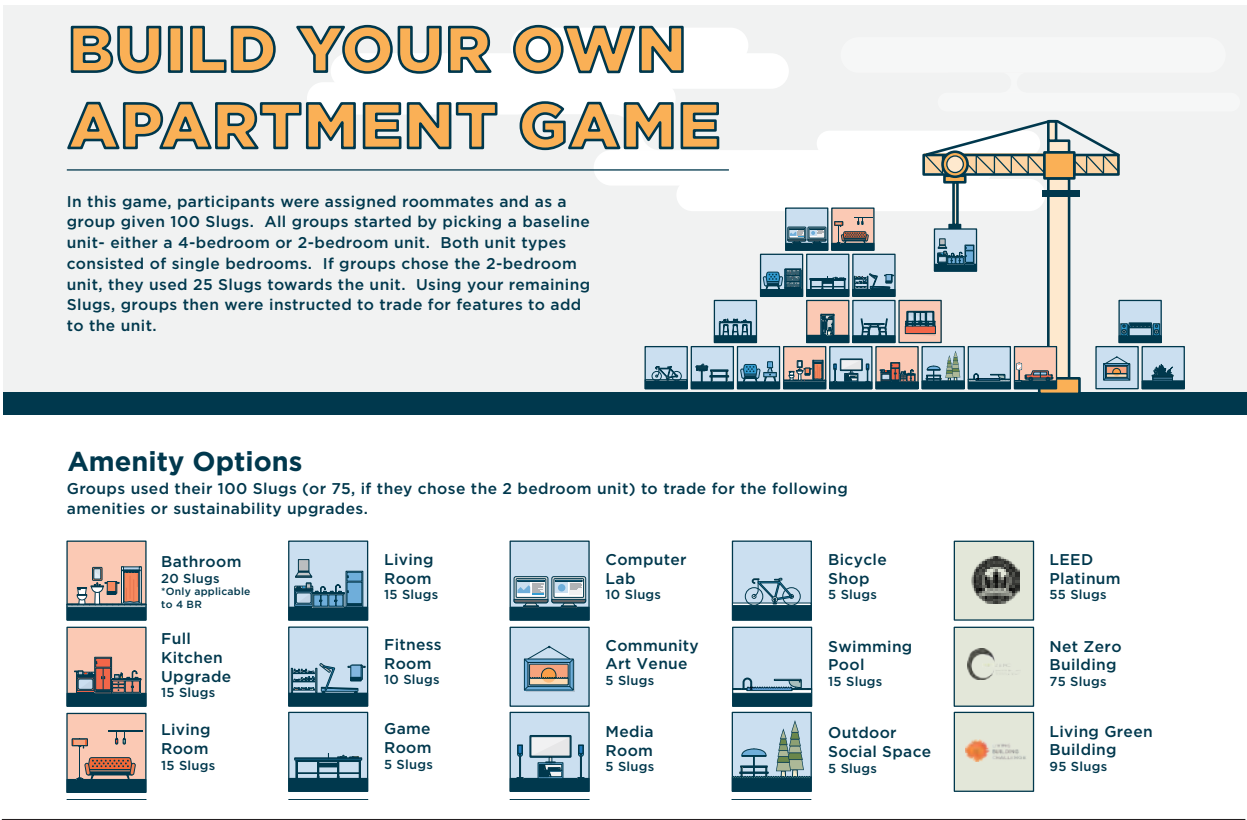
SantaCruz,CA

DATES

2014

-

2015



A user-centered approach to the student housing experience

SERVICES RENDERED

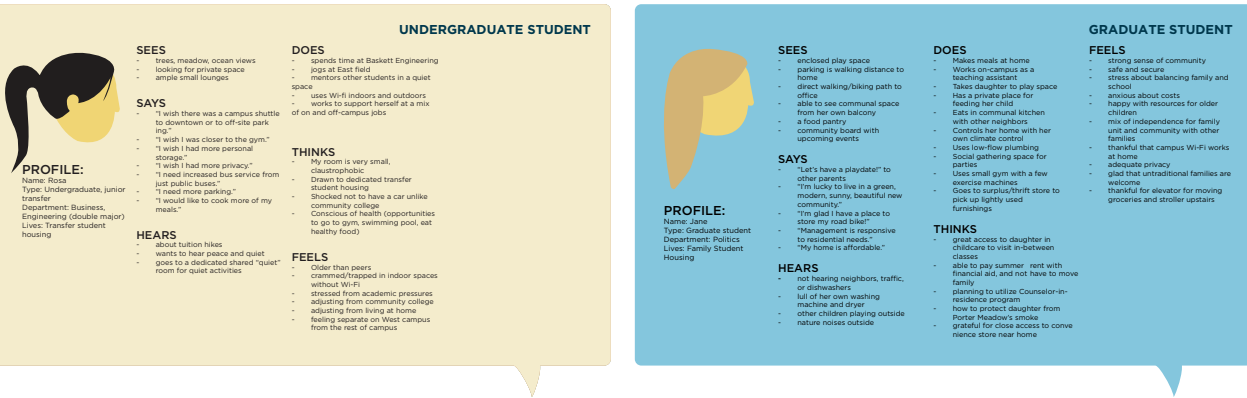
Stakeholder Engagement

UC Santa Cruz faced a growing demand for student housing. The university enlisted architecture firm SCB to develop a housing master plan for its West Campus. MKThink led the stakeholder engagement to inform the plan.

MKThink applied a user-centered approach to identify affordable and attractive options that meet the university’s net-zero sustainability goals and reflect the campus community.

The project team engaged stakeholders with interactive exercises. Through empathy mapping, faculty and staff created student personas to define their vision of the residential experience.

Students and staff played the *Build Your Own Apartment* game to prioritize their preferences when factoring in necessary trades-offs. Insights from these exercises defined design schemes with potential cost savings of up to \$30 million for the university.



Oakland Unified School District

System Evaluation and Master Plan

THINK

Case Study

LOCATION

Oakland, CA

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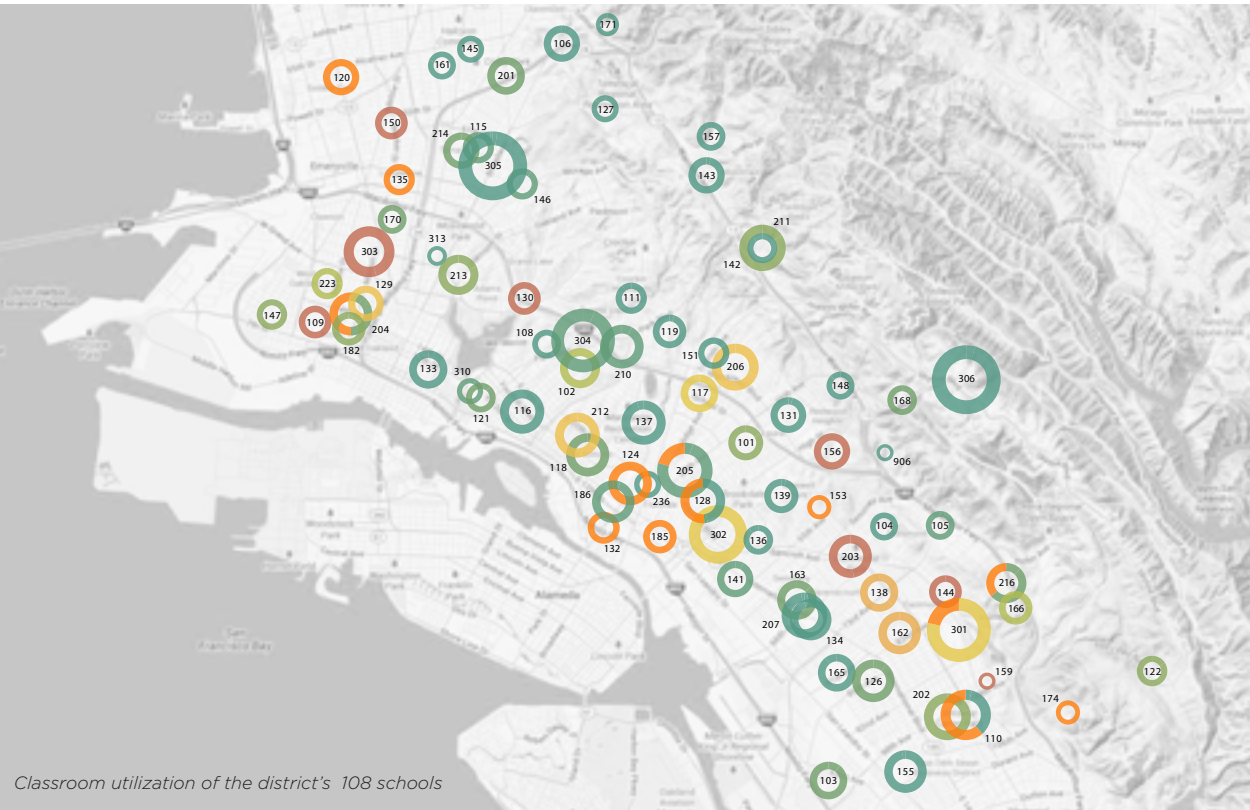
DATES

2008 - 2015

|

SIZE

5,900,000 SF



A master plan backed by a \$475 million bond and 84% voter approval

**TYPE**

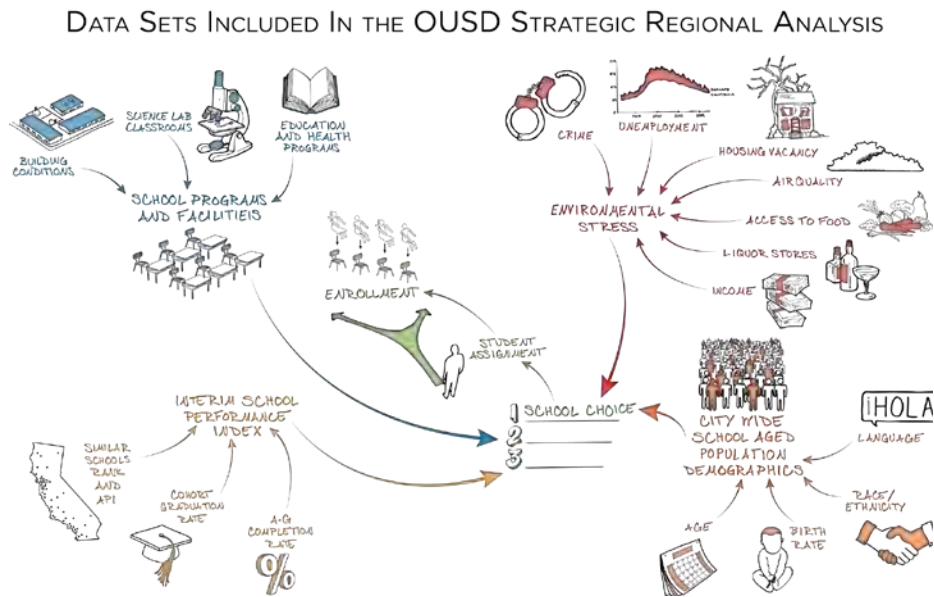
K-12 Education

**SERVICES**

Master Planning  
Facilities Assessment  
Physical Asset Management  
Program Development  
Feeder Pattern Study  
Live-Go Analysis  
Scenario Modeling

**CHALLENGE** | Develop drastic, cost-cutting strategies to manage a struggling school district's 5,900,000-SF asset portfolio spanning 78 square miles.

**CONTEXT** | In 2008, Oakland Unified School District (OUSD) was \$89 million in debt and faced a \$18-million structural deficit for the 2010-2011 school year. The district's student enrollment capacity of 55,000 had dropped below 40,000 in 2008. Enrollment is what determines facility budgets even though scale, age, and physical conditions drive actual costs. High operating costs combined with declining enrollments was impoverishing the quality of education in the district. Solving this budgetary misalignment was imperative to OUSD's financial sustainability and the educational equity of the district.



**STRATEGY** | MKThink recommended a systems-thinking approach to facility management that factored in site-by-site assessments of school choice policy, current and projected student enrollment, feeder patterns, building capacity, and classroom utilization. MKThink developed a customized tool for the district to model the relative impact of different facility investment and utilization scenarios on educational outcomes to drive data-informed asset planning and decision making.



**RESULT** | MKThink's proposed strategy culminated in the 2012 Facilities Master Plan, which won the unanimous approval of the board. The 10-year plan focuses capital expenditures on high capacity and high opportunity sites and creates revenue streams through leasing underutilized facilities to public, private, and charter school programs.





Thank you for your consideration.  
Let's continue the dialogue.

For immediate inquiries, please contact  
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