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

TH**MK**NK

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,

Marijke Smit
PARTNER & PRINCIPAL
646.209.7937

1
Approach

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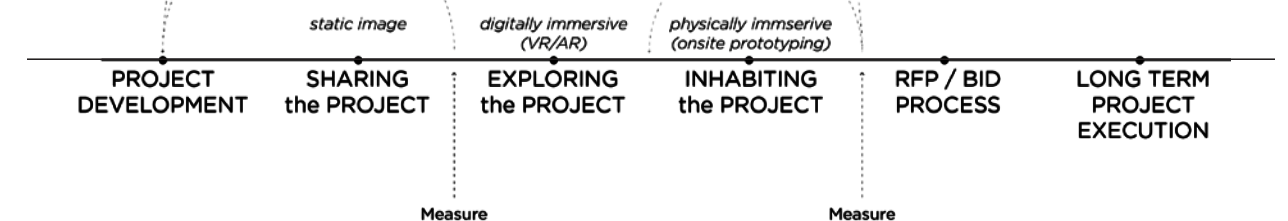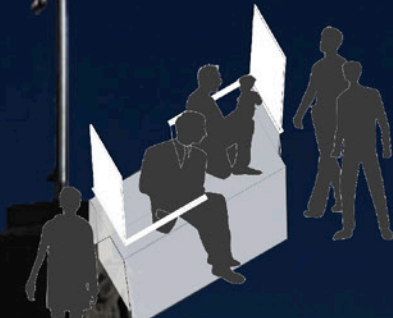
REAL TIME REPRESENTATION
OF PUBLIC FEEDBACK BECOMES DATA
FOR DECISION-MAKING & CIVIC ART

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

AUDIO LISTENING
BOOTHS

BENCH
FLIPBOOKS

PEEP SHOWS OF
WHAT'S POSSIBLE

2

Project Team & Partners

2   Project Team

MARIJKE SMIT | Partner
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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 managament. 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
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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.

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.

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, Hawai'i
Deployed wireless access points across campus to collect data on pedestrian traffic patterns and use statistics to inform upgrade and development planning.

THiNK
all content proprietary

Project Partners

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.

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Select
Projects

UC Santa Cruz
Stakeholder Engagement

MK THiNK

| **LOCATION** | Santa Cruz, CA | **DATES** | 2014 – 2015 |

BUILD YOUR OWN APARTMENT GAME

In this game, participants were assigned roommates and as a group given 100 Slugs. All groups started by picking a baseline unit- either a 4-bedroom or 2-bedroom unit. Both unit types consisted of single bedrooms. If groups chose the 2-bedroom unit, they used 25 Slugs towards the unit. Using your remaining Slugs, groups then were instructed to trade for features to add to the unit.
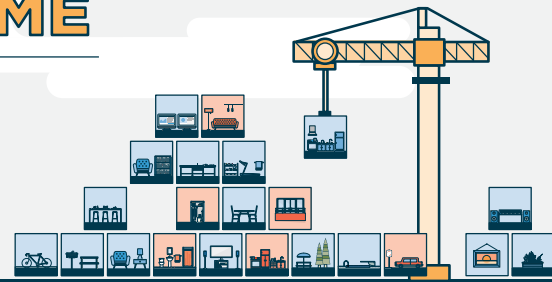
Amenity Options

Groups used their 100 Slugs (or 75, if they chose the 2 bedroom unit) to trade for the following amenities or sustainability upgrades.

- Bathroom — 20 Slugs *Only applicable to 4 BR
- Living Room — 15 Slugs
- Computer Lab — 10 Slugs
- Bicycle Shop — 5 Slugs
- LEED Platinum — 55 Slugs
- Full Kitchen Upgrade — 15 Slugs
- Fitness Room — 10 Slugs
- Community Art Venue — 5 Slugs
- Swimming Pool — 15 Slugs
- Net Zero Building — 75 Slugs
- Living Room — 15 Slugs
- Game Room — 5 Slugs
- Media Room — 5 Slugs
- Outdoor Social Space — 5 Slugs
- Living Green Building — 95 Slugs

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.

EMPATHY MAPPING *Creating personas visualized the student experience and pinpointed needs.*

|	COZY 4 BR, 1 BA	LARGE 4 BR, 1 BA	SPACIOUS 2 BR, 1 BA
Apartment Ad	super sustainable complex 4 bedrooms 1 bathroom, no tub small kitchen	LEED Platinum 4 bedrooms 1 bathroom, shower full size kitchen cozy shared living room small balcony	2 bedrooms 1 bathroom with shower/tub full-size kitchen living room balcony with great views
Initial Votes			
Impressions Upon Visiting	Minimal utility costs and net-zero energy usage Relatively bare-bones and rather small Small bedrooms No shared living room Relatively simple bathroom with shower, no tub Low-flow plumbing Small kitchenette Sustainability rating: Net-zero energy	Relatively sustainable unit with moderate utility costs Rooms are decent size with mix of private and shared spaces Bedrooms are fair size with room for bed, desk, dresser Bathroom is well-sized with shower, no tub Full kitchen Small living room Small balcony Sustainability rating: LEED Platinum	Relatively high utility costs Lots of space Bedrooms are very generously sized Bathroom is spacious with shower and tub Full size kitchen with dishwasher and breakfast nook Large living room Hardwood flooring with carpet in bedrooms Balcony with good views Shared storage closet in hall Sustainability rating: none
Final Choices	1 student from cozy 4 BR to large 4 BR	No one who initially picked this changed their mind	6 students from spacious 2 BR to large 4 BR 16 faculty/staff from spacious 2 BR to large 4 BR 2 faculty/staff from spacious 2 BR to cozy 4 BR

HOUSING PRIORITIES *Weighing trade-offs, students and faculty opted for higher occupancy rooms to allow for other amenities.*

Oakland Unified School District
System Evaluation and Master Plan

THiNK MK
Case Study

LOCATION Oakland, CA	**DATES** 2008 – 2015	**SIZE** 5,900,000 SF

Classroom utilization of the district's 108 schools
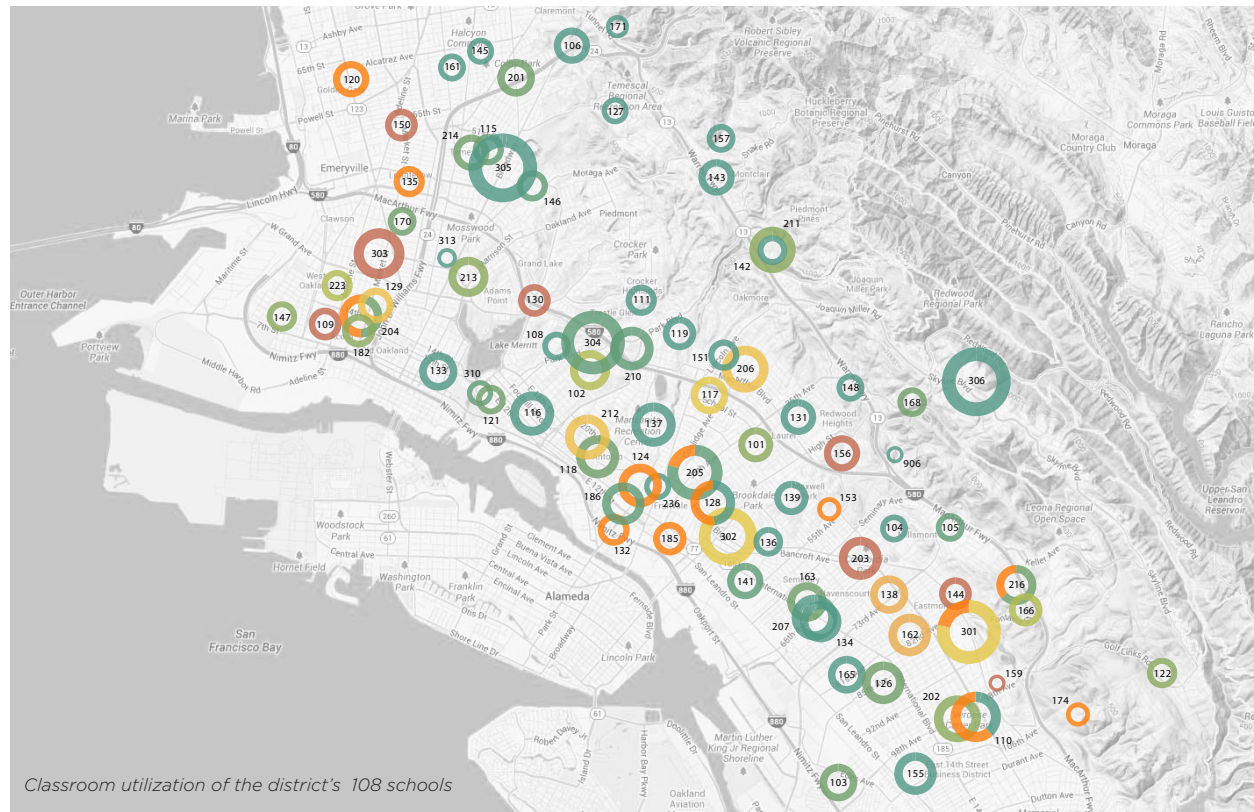
A master plan backed by a $475 million bond and 84% voter approval

**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.

DATA SETS INCLUDED IN THE OUSD STRATEGIC REGIONAL ANALYSIS
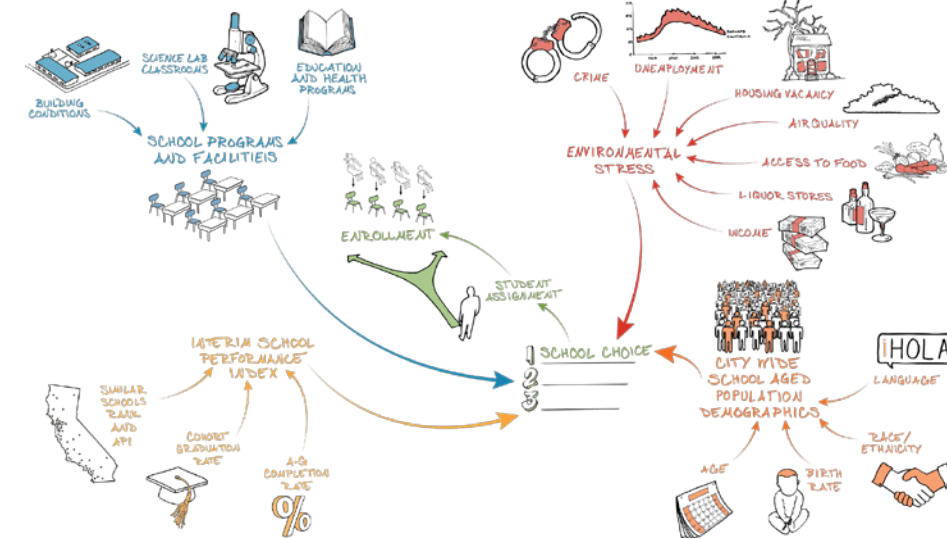
STRATEGY | MKThink recommended a systems-thinking approach to facility management that factored in site-by-site assessments of school choice policy, current and projected student enrollment, feeder patterns, building capacity, and classroom utilization. MKThink developed a customized tool for the district to model the relative impact of different facility investment and utilization scenarios on educational outcomes to drive data-informed asset planning and decision making.
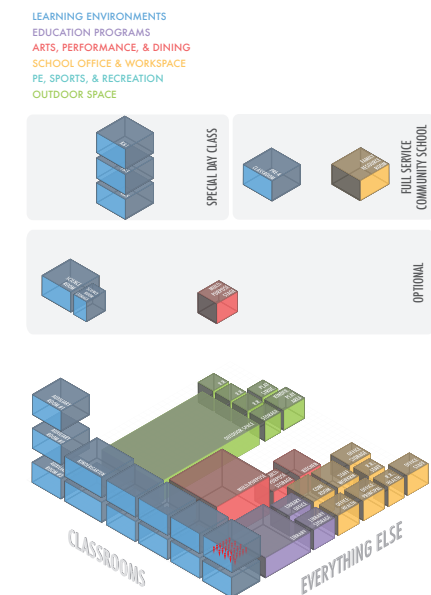
RESULT | MKThink's proposed strategy culminated in the 2012 Facilities Master Plan, which won the unanimous approval of the board. The 10-year plan focuses capital expenditures on high capacity and high opportunity sites and creates revenue streams through leasing underutilized facilities to public, private, and charter school programs.

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

For immediate inquiries, please contact
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