

REQUEST FOR PROPOSALS

A World-Class Waterfront
Development Opportunity Centrally
Located in Silicon Valley

redwoodcityport.com



**PORT OF
REDWOOD CITY**

BE PART OF HISTORY IN THE MAKING



LETTER FROM THE BOARD

With sweeping views of South San Francisco Bay and proximity to some of the most influential companies in the world, the Port of Redwood City invites your Request for Proposal (RFP) to this once-in-a-lifetime development opportunity.

In 2021, the Port issued a Request for Information (RFI) which provided detailed input about this development opportunity. The Port is now moving into the RFP process to solicit offers for the project.

The Port is a hidden gem located in the heart of Silicon Valley and is ready to be reimaged into a world-class waterfront destination with uses that enhance public access and employment along the waterfront.

In its 2020 Vision Plan, the Port identified this opportunity, which focuses on creating a destination that maximizes land use, improves operations and infrastructure, and protects the environment—all while strengthening the Port's impact on the region's economy and its residents quality of life.

We welcome interested parties to submit their next-generation development proposals by Monday, August 1, 2022.

On behalf of the Port of Redwood City, thank you for your interest!

Richard Claire, Chairman of the Board

Richard Dodge, Commissioner

R. Simms Duncan, Commissioner

Ralph Garcia, Commissioner

Lorianna Kastrop, Commissioner

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A ONCE-IN-A-LIFETIME OPPORTUNITY TO SHARE A WATERFRONT DESTINATION

In a region where explosive growth has been the norm over the last several decades, it is unusual to find prime developable land ready for investment.

At the Port of Redwood City, there are several acres of waterfront real estate on the San Francisco Bay just waiting to be reimaged.

Innovative proposals that will deliver a unique waterfront destination experience are welcomed!





OVERVIEW AND OPPORTUNITY

The project site includes an initial development opportunity of 7.6 acres with the possibility of adding 5.8 acres in the future as shown on the map.

The initial opportunity is flat, mostly paved, underutilized land bordered by the municipal marina, Redwood Creek and Portside Office Buildings. The marina could be incorporated into the concept if desired. Existing uses include an office building, yacht club, sailing center, conference center, public parking and promenade.



GOALS AND OBJECTIVES

The Port's objective is to redevelop this site into a new waterfront destination that generates revenues via long-term ground lease arrangements.

Community-serving uses with a direct nexus to the site's proximity to the water are favored—options like restaurants, hotels and other visitor-serving attractions.

The Port's goals for the development opportunity include:

Capital investment and revenue generation and diversification. Assemble required capital to transform and operate the project consistent with the Port's objectives. Provide market-based, economic returns to the Port, recognizing the capital invested and that is consistent with Port's mandate to receive fair market value for assets in its jurisdiction.

Community benefit and equity. Develop and activate the commercial recreation parcel into a destination with no cost publicly accessible ADA compliant space, publicly oriented uses and diverse visitor-serving uses, which may include rooftop park space/gardens or other active waterfront community benefits.

Environmental stewardship. Limit the impacts of climate change by providing resiliency efforts to accommodate sea-level rise. Support the City's Climate Change Plan and improve the ecology of the Bay through reduced irrigation/xeriscape or stormwater recapture. Ensure the public waterfront is protected and enhanced by the project.

Land use. Promote destination type land uses that support a diverse, equitably accessible and economically viable waterfront. Uses should recognize the maritime and industrial nexus and eliminate any non-compatible uses (limited office/no residential). Developer will enhance and maintain the existing San Francisco Bay Trail.

Visitor serving. Consider a Museum/Arts/Cultural Center that appeals to and draws a diverse group of the public to the site providing educational and interpretational opportunities. Special consideration should include elements of no- or low-cost attractions. Provide public art attraction including activating the Port's historical locomotive engine into a children's interpretational monument. Developer may be asked to provide a contemplative outdoor space for a future "First Responders Tribute" art space.

Hospitality. Consider hotel and waterside dining as land area for future revenue-generating uses. The restaurant uses incorporating local wineries, breweries and local fresh caught fish are strongly encouraged, as well as opportunities for dock-and-dine.

Pre-existing tenant. Provide a long-term home to the Sequoia Yacht Club, fully integrated into the project.

Elevate the Port's profile. Provide way-finding signage, landscaping or other amenities along Seaport Blvd., enhancing the destination of the Port that is welcoming to both residents and visitors and directs them to the revitalized vibrant waterfront.





LOCAL DEMOGRAPHICS

With some of the most impressive employers in the world located close to the site, this development opportunity boasts extraordinary demographics to support a world-class waterfront destination. Major Silicon Valley organizations like Google, Facebook, Stanford University, Box, Impossible Foods and more are all located nearby, providing residents with significant discretionary spending potential.

These demographics deliver a unique opportunity for an innovative developer to fill unmet demand for waterfront commercial and recreational use on the Peninsula.

DEMOGRAPHICS AT-A-GLANCE

Within a three-mile radius from the project site.

	2019	2024
Population	98,534	101,396
Households	34,754	35,857
Median Household Income	\$102,479	\$117,971
Average Household Income	\$149,271	\$168,702



6,437
Total
Businesses



75,925
Total
Employees

NEARBY ATTRACTIONS

California's Great America
Downtown Redwood City
Levi Stadium
Oakland (via future Ferry)
Palo Alto

San Francisco
San Jose
Stanford University
San Francisco Bay Trail
Public Boat Launch

ZONING AND ENTITLEMENT

The site must comply with the City of Redwood City's General Plan and is subject to permitting from the San Francisco Bay Conservation and Development Commission (BCDC), which has authority over developments proposed within 100 feet of the shoreline.

Zoned as Marina, proposals should have public access and community benefit focus with destination type uses like restaurants, retail shops, creative/contemplative spaces or other activating recreational uses that have a direct nexus to the site's proximity to the water.

General Plan development standards establish a maximum height of three stories and a 0.5-floor area ratio (FAR). Housing or other residential type uses are not allowed. Office space is strongly discouraged unless it is visitor-serving or provides a maritime nexus.

Proposed ferry service is currently underway that will connect Redwood City to San Francisco and/or Oakland with a terminal site on Port property at the eastern end of Seaport Boulevard, which will also support the location's destination status.





DEVELOPMENT CONSIDERATIONS

We encourage Proposers to incorporate the following development considerations into the Proposal:

- LEED (Leadership in Energy and Environmental Design) certification is strongly encouraged
- Free public parking on nights and weekends
- Community free/sponsored events
- Arts and music—public art strongly encouraged
- Stormwater improvements
- Xeriscape or drought-tolerant landscape
- Blue technology/aqua-culture opportunities
- Transit subsidies for employees
- LED/solar/renewable energy sources
- Rooftop public park/open area
- Electric vehicle charging stations
- Public bike rentals
- Ocean-to-table fresh fish sales
- Food trucks/beer carts/etc.
- San Francisco Bay Trail enhancements
- ADA accessibility

SUBMITTAL REQUIREMENTS

DEVELOPER EXPERIENCE

The Port of Redwood City seeks a Master Developer with extensive experience and a consistently successful track record planning, designing, financing, constructing, leasing, operating and marketing mixed-use real estate ventures that have:

- Connected with the multiple customer markets they serve
- Advanced the achievement of community benefits
- A unique sense of place that is locally and regionally appealing
- Sustainable, viable and profitable operations

DEVELOPER QUALIFICATIONS

The Port of Redwood City will be evaluating the experience of the firm, its leadership, internal and out-sourced team and organizational approach based on the below criteria:

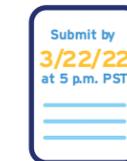
- Leadership
- Experience
- Approach and fulfillment of Port's goals/objectives
- Local participation and measurable success
- Development plan submissions
- Financial capability and feasibility



SUBMISSION REQUIREMENTS

Responses will be presented as an 8.5 x 11 PDF document. The information will be tabbed in sections according to the below-requested format.

To be eligible for consideration for the project, the team should submit one (1) unbound hard copy, and an electronic PDF in accordance with the Response Requirements.



Submittal must be received by the Port of Redwood City no later than **Monday, August 1, 2022 at 5:00 p.m. PDT**. Late submittals will not be considered and will be returned to the submitter unopened. The envelope package must be marked "RFP Response: Port of Redwood City Redevelopment."



An unbound hard copy of the RFP and a \$2,500 cashier's check (as stated under the Cost Recovery Earnest Money section of the RFP), shall be mailed to:

Port of Redwood City
Attention: Kristine Zortman, Executive Director
675 Seaport Blvd.
Redwood City, CA 94063



Electronic copies shall be submitted in a PDF document. The file cannot exceed 25mb in size. The proposal must be uploaded to www.redwoodcityport.com/waterfrontdevelopment before the date and time specified.

The Port of Redwood City assumes no liability for assuring accurate/complete uploads. The responsibility solely lies with each Proposer to ensure their proposal is uploaded prior to the deadline for submission. Corrupted files and incomplete submissions will not be considered.

COST RECOVERY EARNEST MONEY

SUBMITTAL DEPOSIT

In accordance with Cost Recovery User Fee Policy (Ordinance P-281) each Proposer must include with its submittal a non-refundable deposit in the amount of \$2,500 paid with a cashiers check to the "Port of Redwood City." This deposit shall offset Port staff costs as well as any third-party costs in the evaluation of the respective submittal. Submittals submitted without the non-refundable Submittal Deposit shall be deemed non-responsive. In no event shall the Submittal Deposit be refunded to a Proposer.

EARNEST MONEY DEPOSIT

In accordance with the Cost Recovery User Fee Policy (Ordinance P-281), each Proposer must include with its submittal an earnest money deposit (the "EMD") in the amount of \$25,000, payable to the "Port of Redwood City" in the form of a cashier's or certified check. Submittals submitted without the EMD will be deemed non-responsive. EMDs will be held uncashed until the Port Commission has authorized exclusive negotiations with a Proposer, after which the Port will deposit the EMD of the selected Proposer. EMDs will be refunded, without interest, to each Proposer not selected for exclusive negotiations. The EMD of the Proposer selected for exclusive negotiations will be non-refundable, whether or not exclusive negotiations result in any executed transactional agreements. Upon being selected by the Port Commission for exclusive negotiations, the selected Proposer may be required to increase its EMD which would be utilized by the Port towards Port staff overhead and/or third party costs.

- b. Ownership/organization structure
- c. The parent company, if applicable
- d. Names of officers and principals
- e. The legal status and years of continuous operation
- f. The name of the representative authorized to negotiate with the Port
- g. In-house capabilities and services
- h. If the project will be performed by a joint venture with other persons, firms or entities, the preceding information shall be provided for all such persons, firms or entities, including any entity formed, to respond to the RFP and complete the Project. The response should identify the percentage interest of each entity's participation. Additionally, the nature of the participation and relationship to the project of all team members should be identified.
- i. Leadership narrative: Summarize on one-page, relevant experience, accomplishments and capabilities.

D. PROJECT EXPERIENCE

Description of relevant project experience:

- a. Describe significant projects completed or under construction by the respondent's organization including the size, location, start and completion date (or projected state/completion date), construction cost, the role played and financial interest.
- b. This section should contain projects completed in the last twelve (12) years. In the case of joint ventures, the preceding information shall be projected for all entities responding with an interest in the project.
- c. Provide relevant photos.

E. TEAMING

- a. Summarize the name and titles of the internal development team that will be assigned to this project, along with a qualifications and experience for each member of the team.
- b. Summarize the key consultants that will support the development team, and a very brief listing of their relevant experience.

F. DEVELOPER APPROACH

Provide a written summary of your understanding of the Port's project mission/vision and the goals and objectives provided in the RFP. Discuss how the project will achieve these goals along with the opportunities, challenges and summary of your development approach (Maximum three (3) pages).

G. CONCEPTUAL DEVELOPMENT PLAN

Submit a Conceptual Development Plan based on the following submission requirements:

a. Development Strategy

- Key assumptions
- Key disclaimers
- Validate stated vision and approach
- Suggest vision and approach refinements
- Explain market, economic and technical rationale

b. General Program Description

- Summary of major uses
- Estimated square footage
- Estimated acreage and building coverage

PROPOSAL FORMAT

The submittal shall consist of the following separated by the appropriate categories.

A. COVER PAGE

Indicate proposers name, address, telephone number, name of contact person, date and proposal name.

B. TABLE OF CONTENTS

C. RESPONDENTS INFORMATION AND LEADERSHIP RESPONSE

- a. Transmittal letter introducing the firm must include:
 - i. The legal corporate name
 - ii. Address
 - iii. Telephone number
 - iv. Primary person responsible for the project
 - v. Signature of the individual authorized to bind the firm

c. Concept Site Plan and Building Designs

- Note scale of drawings
- Identify major uses
- Identify grade and parking
- Identify public roadways
- Identify service areas
- Identify major walkways
- Conceptual building renderings
- Identify accessibility measures



d. Aerial Perspective Illustration

- Anchors and mix of uses
- Scope, scale and massing
- Parking strategy
- Roadways and service zones
- Key pedestrian linkages
- Relationship to water and marina

e. Conceptual Development Budget

Proposers will submit a conceptual development budget summarizing estimates for the following categories of costs:

- Site development
- Building construction
- Professional fees
- Tenant-related financing and estimated overhead costs

f. Conceptual Development Schedule

Proposers will submit a conceptual development schedule summarizing the critical path of major activities required to plan, fund, construct, lease and open the project.

g. Proposed Lease Terms

Proposers will submit a proposal for leasing the owned lands for a long-term lease with mid-term capital investment. Proposed business terms will be based on a sound market and industry rationale.

- Note: Proposers are encouraged to formulate and recommend strategies to simplify and expedite the lease process.

h. Sequoia Yacht Club

The Port requires the proprietor to accommodate the Sequoia Yacht Club in their concept. It is anticipated the yacht club, as a non-profit, would pay minimal rent to the master lessee. The yacht club is a mutually beneficial use to the Port and strongly supports the municipal marina. The Port understands that the yacht club may need to be relocated to a different location within the plan area.

H. FINANCIAL CAPABILITY

Statement and evidence of financial capability:

- A statement and evidence of financial capability, including the ability to fund all project development costs
- A "Letter of Intent" from a lender as to its interest in financing the development before negotiations. The Port considers a reputable lender as an institution that has, in the opinion of the Port, the financial capability and experience to commit, loan and monitor the funding of loans necessary to complete the project.

- The respondent's financial statement with notes, not older than one (1) year, and should indicate the resources and the necessary working capital to assure financial stability through the completion of the project. Financial capability shall also include the bonding capacity of the firm. (Note: General letters from institutional lenders will be deemed insufficient to meet this requirement.)

I. REFERENCES

References for each principal respondent:

- At least four (4) references for each principal respondent, excluding third-party service providers such as land planners, architects, engineers, etc. Such references shall be from the public sector for public-private projects that the respondent has developed, or from the private sector for private projects. References should include:
 - Summarized scope of services
 - Contact name
 - Organization
 - Telephone number
 - Email address
 - Address of project

J. LITIGATION

Litigation:

- List any outstanding litigation matters in the past seven (7) years.
- List any instances of debarment within the past seven (7) years including the agency/organization and the findings.

K. BANKRUPTCY

Bankruptcy:

- Identify, if any of the principal respondents, affiliates or predecessor companies have filed for bankruptcy in the past twelve (12) years and the resolution of the filings.

L. MARKETING STRATEGY

Marketing Capabilities:

- The proposer will prepare a conceptual marketing strategy to describe how the project will be marketed to prospective tenants and consumer markets (Maximum one (1) page).

M. ADDITIONAL CONSIDERATIONS

Additional Considerations:

- Identify any additional or unique resources, capabilities or assets which the respondent would bring to the project.

Public Records Law

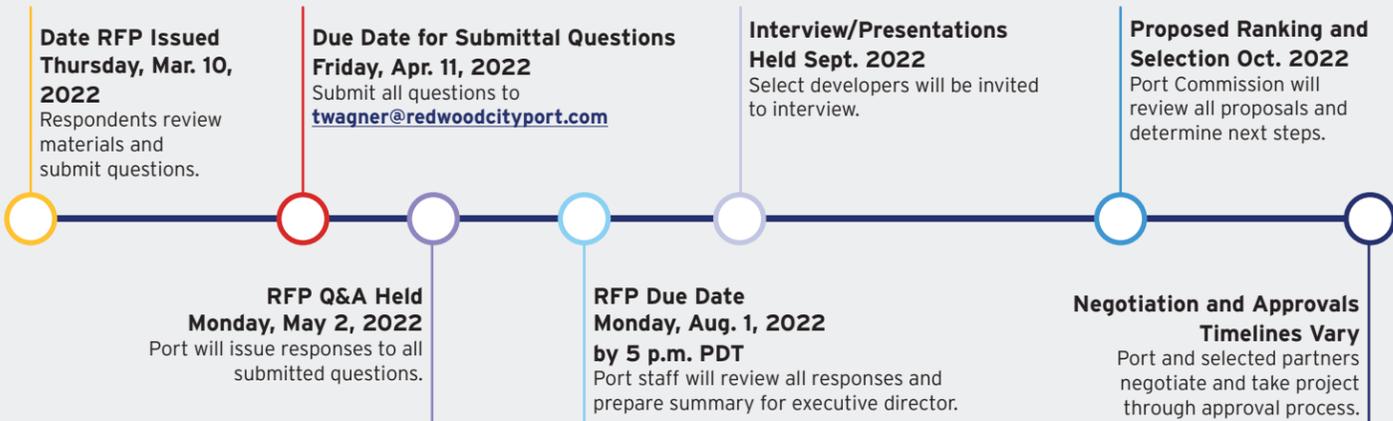
All responses, drawings and renderings shall become the property of the Port and are subject to Public Records Law.

Port Rights Reserved

The Port may, at its sole discretion, elect to waive any non-material requirement, either for all responses or for a specific response. Furthermore, the Port reserves the right to reject any responses received either in whole or in part, with or without cause, or to waive any response requirement, informalities or deficiencies, in any response if such action is deemed by the Port to be in the best interest of the project, the Port and/or City.

DEVELOPMENT TIMELINE

Experienced and qualified developers with a serious interest must take the below first steps to formally respond to this Request for Proposal (RFP); participate in the public evaluation and screening process and negotiate a binding commitment.



THE EVALUATION AND SELECTION PROCESS WILL PROCEED AS FOLLOWS:

1. **A preliminary review by Port staff.** Port staff will review for compliance with the submission requirements of the RFP.
2. **Evaluation committee review.** Review by staff and/or selection committee certifying the Proposer is qualified and analyze the details and feasibility of the submittal.
3. **Selection committee ranking.** The selection committee, appointed by the Executive Director, shall meet to evaluate each complete and accepted proposal per the RFP's evaluation criteria. The selection committee will rank the submittals per the final scores. At the option of the selection committee, they may decide to hold brief presentations and/or interview sessions with all proposers or the top three highest-ranked proposals.
4. **Selection committee recommendations.** The selection committee will forward its recommendation to the Port Executive Director, listing the proposals in rank order.
5. **Executive Director Recommendations.** At a noticed meeting, the Executive Director will recommend the Board of Port Commissioners accept the rankings of the selection committee and authorize the Port to enter negotiations with the top-ranked qualified proposer.
 - All Board of Port Commissioners' considerations shall be made at a public meeting, as required. The Board of Port Commissioners shall have the final decision-making authority concerning the selection of a successful proposal, and the Board shall have the final decision-making authority for the lease.

RFP Questions

For questions regarding this RFP, please contact **Trish Wagner**, Business Development Manager, twagner@redwoodcityport.com, (650) 306-4150.

PROPOSAL EVALUATION CRITERIA

Scoring and Ranking Process

The Evaluation Committee will evaluate the submittals based on the following categories:

Specific Rating and Scoring Criteria

A LEADERSHIP AND EXPERIENCE-15%

- Principal with industry, executive and public/private experience
- Team leader with specific project type experience
- Business model, structure and systems to deliver predictable results
- The approach delivers predictable qualitative and quantitative results
- Culture/standards inspire and guide talent and performance
- Strong leaders, managers and teams to harness the firm's overall talents
- Replicated business and place-making success
- Demonstrated client, market and customer-focused culture and mindset
- Proven business model and collaborative, multi-disciplined approach
- Expedited team approach and thoughtful public/private execution strategies
- Embraced building trust and relationships to elevate performance and outcomes
- Creating waterfront destinations
- Mixed-use projects with retail, restaurant and hotel use
- Leading and structuring workable public/private partnerships
- Negotiating reasonable "win-win" deals that balance risk/reward
- Addressing local stakeholder, small business and workforce goals

B. APPROACH AND FULFILLMENT OF GOALS—15%

- Designated team leader with experience and authority
- Team norms that instill the clarity, focus and accountability required
- Team structure to drive performance across multiple disciplines
- Outcomes focused management and reporting systems to measure progress
- Action plan incorporates public sector critical path and decision points
- Quality of response to goals and objectives
- Feasibility of approach and design to accomplish goals

C. LOCAL PARTICIPATION AND MEASURABLE SUCCESS—45%

- Applies innovation to respond to local conditions and bridge gaps, and provide real community benefits through all phases of the project
- Workable public/private partnerships that yielded targeted outcomes
- Projects that generate sustained profits and tax revenues
- Projects that generate local jobs and business opportunities
- A new investment that catalyzes broader re-investment
- Attract operators with products, services and experiences customers crave
- Projects are locally relevant, regionally appealing and locally authentic
- Compliance with financial capability requirements
- Development plan concepts
- Land deal proposals
- Development budget and schedule
- Public/private responsibility matrix
- Execution strategy

D. FINANCIAL CAPABILITY AND FEASIBILITY—25%

- Validate commitment, source and amount of required equity capital and debt financing required
- Adequacy of a long-term financing strategy to execute phased development
- Reasonableness of estimated development budgets and other estimates provided
- Demonstrated understanding of financing challenges and opportunities to the extent to which the project will require financing assistance
- Feasibility of financing plans and schedules



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