

# Fort Hancock 21<sup>st</sup> Century RFP Working Group



# RFP Working Group Membership

## Committee:

- Gerry Glaser - Chair
- John Reynolds
- Shawn Welch
- Dan Saunders
- Frank Nolan
- Karolyn Wray
- Linda Cohen
- Michael Holenstein
- Bill Wilby

## NPS:

- Pam McLay
- Robert Vohden





# RFP WORKGROUP STATUS REPORT

- ❖ **TASK 1**- Review the 1999 RFP & Similar Sample RFP(s)  
Feedback and Recommendation  
Pro or Cons
- **TASK 2**- Model management structure  
Fort Hancock Re-Development  
Allow for Master Developer & individual lease scenario  
Capacities needed and why
- ❖ **TASK 3** What are the resources necessary for the RFP process  
Utility Description (current & future)  
Historic Treatment  
IT Infrastructure  
Common Area Expenses



# TASK 1

## NPS 1999 RFP – Fort Hancock

- Format was cumbersome- make similar to RFEI including evaluation criteria - With links to resources
- Individual Building Data should be a link not within the RFP
- Better Define Utilities and Services
  - Detail estimate for the “Service District Fee”.
- Visitation Statistics
- Transportation and Access
- Description of Future NPS Capital Projects
  - Utilities, Seawall, Docks etc.
- Historic Treatment Requirements
  - Building Permit Process
- ADA Compliance
- Consider revising “Application” – Checklist and Narrative
- Need additional flexibility in evaluation criteria for individuals and larger developers.



# TASK 1

## NPS Valley Forge Kennedy Supplee Mansion



[http://www.nps.gov/vafo/parkmgmt/upload/Combine\\_d-KS-RFP-12-20-13.pdf](http://www.nps.gov/vafo/parkmgmt/upload/Combine_d-KS-RFP-12-20-13.pdf)

- Requires a detailed “Improvement Plan” including accurate estimate of costs
- Includes draft lease attachment; not appropriate for Fort Hancock because of broad range of proposals solicited.
- Includes insurance requirements, which may be different depending on building uses
- Offered as-is

# TASK 1

## Governor's Island

THE TRUST FOR  
GOVERNORS ISLAND



### DEVELOPMENT OPPORTUNITIES ON GOVERNORS ISLAND

[http://www.govisland.com/downloads/pdf/governors\\_island\\_rfp\\_dec12.pdf](http://www.govisland.com/downloads/pdf/governors_island_rfp_dec12.pdf)

- Business opportunity format is professional
- Included transportation access information
- Had a professionally created Master Plan
  - List of Existing tenants
  - Lease terms sheet; respondents may note modifications if any.
  - Construction and capital maintenance plan budget required with submission
  - Availability of utilities
  - 260 million dollar investment for site access, utilities, infrastructure and improvements.



# TASK 1

## San Francisco 20<sup>th</sup> Street Historic Buildings

- Narrowly Focused RFP
- Strict requirements for respondents.
  - 5 years experience in commercial real estate
  - Proven track record of historic rehabilitation
  - Requires 100k earnest money with proposal
  - Clearly states reasons proposals will be deemed non-responsive
- Need to develop timeline for steps after RFP for respondents
- Due diligences was clearly respondents responsibility



### REQUEST FOR PROPOSALS

Pier 70: 20<sup>th</sup> Street Historic Buildings

Port of San Francisco

CITY AND COUNTY OF SAN FRANCISCO  
Edwin Lee, Mayor

[http://www.sfport.com/modules/show\\_document.aspx?documentid=2353](http://www.sfport.com/modules/show_document.aspx?documentid=2353)

# TASK 1

## Presidio West Crissy RFP

- Designed to find high quality cultural institute to occupy the site
- Tenants must abate lead paint and asbestos
- Division of responsibilities between Trust/Lessee was clearly described
- Summary of known environmental issues
- New buildings must conform to provided design guidelines



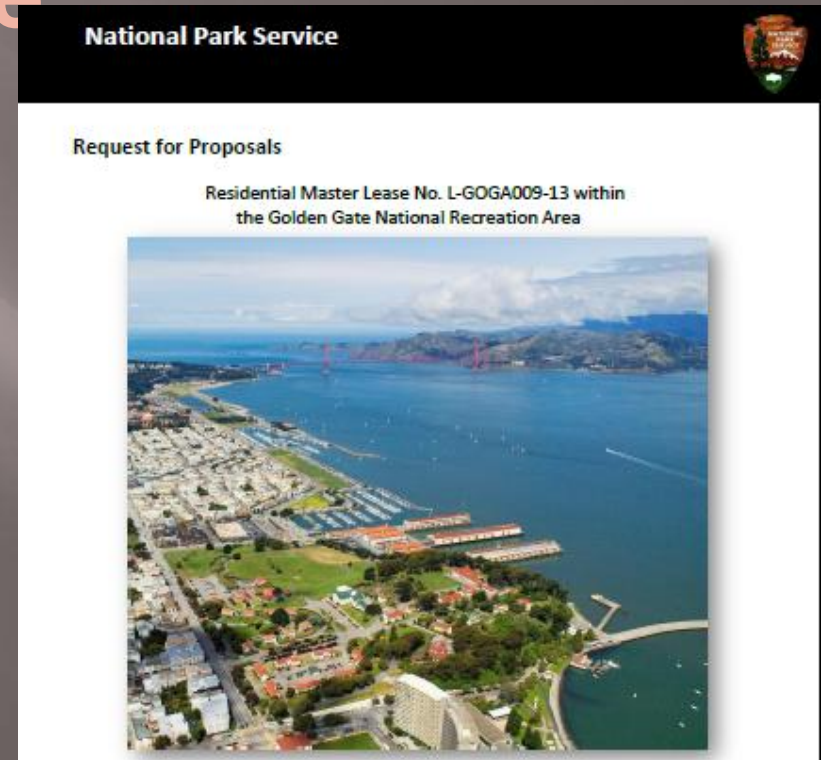
<http://www.presidio.gov/about/Administrative%20Documents/PLN-302-RFPCommissary.pdf>



# TASK 1

## Golden Gate Residential Master Lease

- Requires establishment of a maintenance reserve
- Establishes sublessee criteria
- Sets experience requirements for project manager
- Additional buildings can be added to the lease over the life of the lease
- Groups historic treatment of like structures
- Prior to RFP significant investment in a majority of the buildings; some turnkey ready



# TASK 2

## Re-Development Model

What is a Re-Development Model?

### NPS Redevelopment Concept

One organization (NPS or third party) responsible for the planned development of the land and infrastructure of Fort Hancock. If NPS fills that role it would oversee individual applications, and if a third party (Master Developer) fills that role then individual applicants may be able to obtain a sublease from the third party. This would include, but is not limited to, infrastructure and utilities within the land assignment, site preparation and planning, environmental issues or concerns, historic preservation requirements and treatments, and appropriate tenant mix consistent with park mission and goals.

### NPS Redevelopment Concept Map

- RFP should have two maps:
  - 1.NPS & Current Partner(s) Map
  - 2.RFEI Response Map



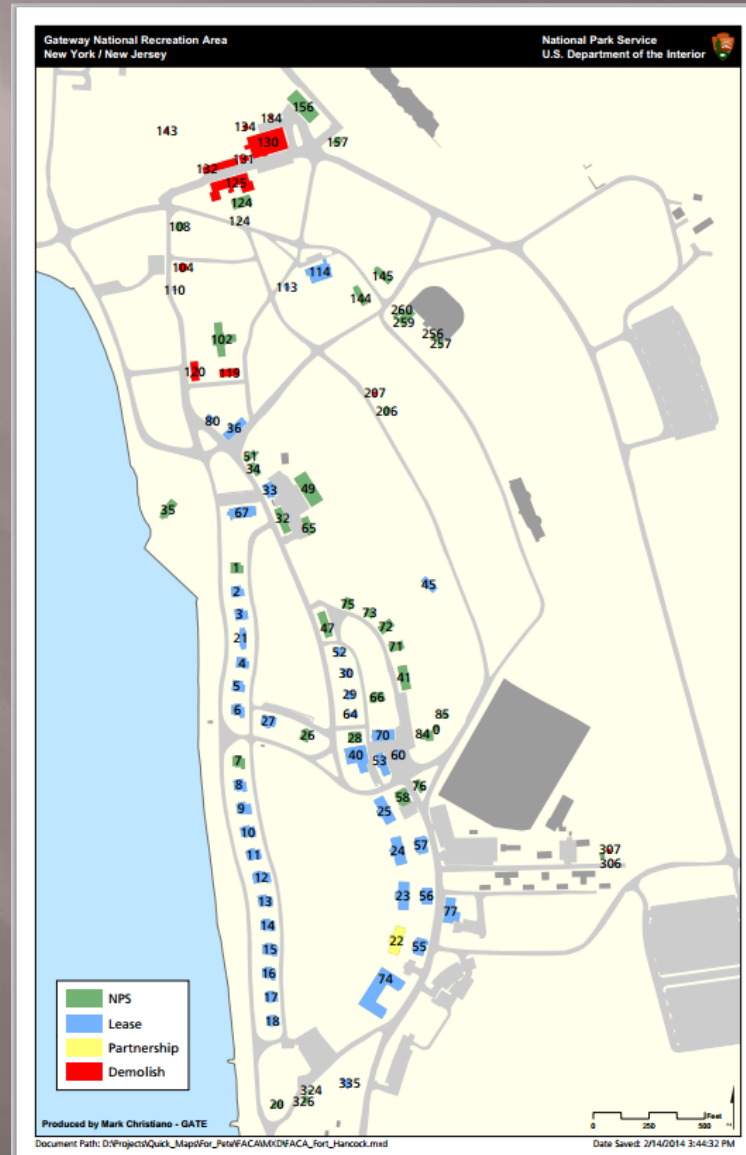
# TASK 2

## RFEI RESPONSE MAP BY USE





# TASK 2 FORT HANCOCK BUILDING USE MAP



# TASK 2

## Role and Responsibilities for Re-Development

NPS or Master Developer	Individual Users
Understanding strategic reuse goals and objectives and means of how the plan will meet and implement those goals and objectives	Understanding of reuse objectives, and how their individual plan will implement those objectives.
Demonstrate a Development Phasing Plan that can subsequently be supported through a Capital Improvement Plan.	Rehabilitation and maintenance plan for your individual use including the ability to carry ongoing routine maintenance and capital improvements.
Analysis of potential synergistic land uses and tenant relationships that acknowledges current tenant mix.	The proposed use is consistent and complements the NPS Redevelopment plan including acknowledging exterior public access. Individuals may propose limited interior public access and programming, but not required.
Identify financial capability and sound financial plan including funding sources, financing options for infrastructure and facilities development, and additional resources needed to implement the plan.	Identify financial capability and sound financial plan including funding sources, financing options for proposed rehabilitation including funds needed for routine maintenance and capital improvements.
Provide components of the team (see below functions), and how the project can be moved from inception to long-term completion and execution.	Provide components of the team and how you will rehabilitate the facility through completion.

# TASK 2

## Functions and Services for Re-Development

Professional expertise and their respective capabilities and responsibilities must be provided for in the Re-Development project. Resumes will be required. Either NPS or a Master Developer would be responsible for providing this expertise to individual user/sub lessee. The primary objective is to not only rehabilitate the historic structure, but to ensure that at the end of the lease period the structures will be returned in good condition.

Services	Function
Historic Architect	Ensure rehabilitation of all structures meets Secretary's Standards
Construction Project Manager(s)	Supervise repair and maintenance- Including coordinating a systematic building permit process.
Engineer	Civil- Schedule of development performance and schedule of development based on current and future infrastructure at FOHA. Identify funding needed for future infrastructure costs.
Attorney	Lease and sublease negotiation/execution/administration. Lease compliance
Budget	Financial and property reporting. Collection of rent, Service District fees, utilities per NPS cost recovery policies.
Asset/Maintenance Managers	Develop capital maintenance plan. Identify cyclic maintenance needs and make repairs. Manage tenant requests for repair. Review maintenance plans for all leased property and determine compliance and or legal remedies. Provides maintenance capabilities commensurate with responsibilities.



# TASK 3

## Resources for RFP

1. **Historic Treatment** – Major Components.  
*NPS Lead?*
1. **Service District Fee and Common Area Expenses**- Fire, Law Enforcement, EMT, Common Maintenance, Trash Removal, Road, Water and Sewer. *NPS Lead?*
1. **Infrastructure**- Current and Future.
  - a) **IT**- Satellite is the current option, future IT is uncertain. The park owns all the phone lines. *NPS Lead?*



# TASK 3

## Resources for RFP

4. **RFP Table of Contents** - RFP Workgroup will provide Draft
5. **Evaluation Criteria and Panel** - Can Committee members join RFP evaluation panel as technical advisors?
6. **NPS should consider hiring a professional consulting firm to draft the RFP.**
7. **Need for expert consultants in real estate, financing and insurance.**

