



**REQUEST FOR  
PROPOSALS**

# **CULTURAL INSTITUTION**

**AT THE FORMER  
COMMISSARY SITE**

**Crissy Field District  
Presidio of San Francisco  
May 2013**

# POWER OF PLACE

To say that the Golden Gate and the bridge that spans it, that the San Francisco Bay and the region that takes its name, have the power to inspire is to repeat something that was already commonplace when John Fremont gave the dramatic strait its storied name in the 1840s. Whether because of its grandeur, its continental distance from the nation's birthplace, or the outsized characters that made their own rules, fortunes, and fables, the Golden Gate occupies a singular place in the American psyche.

The Golden Gate has always held out the promise of the future. For the US Army, San Francisco Bay gave physical expression to the nation's "manifest destiny" and the Presidio of San Francisco helped anchor the rise of the United States as a world power. To the 49ers, the industrialists, and the developers that followed, the "golden" state meant something literal, reflecting the optimism and confidence of the country, but also threatening the ecology and beauty of the Bay, North America's largest estuary. A renewed vision of the San Francisco Bay galvanized citizens a hundred years later to save it from development, and love of place stirred them again to preserve the open spaces and natural areas left by the Army as our nation's largest urban national park, the Golden Gate National Recreation Area.

Since World War II, the Bay Area has been home to the nation's most dynamic, influential, and even harmonious culture of conservation, scientific research, technological innovation, and successful enterprise. The Golden Gate Bridge stands with the Statue of Liberty as one of our nation's most powerful symbols of hope and opportunity.

Every ambition for the Presidio, and each step taken to preserve it, has been inspired by this legacy. Restoration of a segment of the salt marsh that was once the whole of the Bay's shoreline has transformed an arc of San Francisco's northern waterfront into Crissy Field, one of our nation's most visited and highly acclaimed "21st century" park sites. The Presidio's diverse landscapes are thriving, from forested ridges to coastal dunes, demonstrating new approaches to resource management in urban environments. More than 300 historic buildings have been rehabilitated and a new community living and working in the park is sustaining the Presidio's social character, but also teaching us lessons that resonate wherever people and the environment intersect.

The transformation of the former Commissary site is not simply another in a series of Presidio opportunities, it is an extraordinary opportunity to create a cultural facility of international distinction, befitting its location at the Golden Gate and honoring the power of place.

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# GOALS

The Trust identified the following goals for a cultural facility at the former Commissary site in its initial request for concept proposals. They reflect the high bar we are setting for this project and remain the principal criteria by which the final proposals will be evaluated:

1. **Enhance the visitor experience of the Presidio.**
2. **Provide programmatic offerings that are fresh and vital, that connect to broader themes, and that stimulate imagination and creativity. Offer cross-disciplinary programming that can be effective in advancing knowledge that has broad and lasting relevance.**
3. **Be compatible with the natural and cultural setting along the Crissy Marsh and San Francisco Bay and conform to the Trust's *Mid-Crissy Area Design Guidelines* and LEED requirements.**
4. **Complement current uses and activity in the Presidio, and integrate well with plans for Crissy Field and the Main Post.**
5. **Welcome a broad cross-section of the community in a manner that reflects and reaffirms the public nature of the Presidio.**
6. **Be economically viable.**



Crissy Promenade

# A NEW GATEWAY TO CRISSY FIELD AND THE MAIN POST

In 1989 when the US Army built the Commissary, Crissy Field was the Presidio's industrial back of house. By 2001, its acres of asphalt and most of its buildings had been replaced with landscaped open spaces and natural areas, and Crissy Field was soon considered one of the region's premier recreational destinations and model park sites. A key provision of the 2002 *Presidio Trust Management Plan: Land Use Policies for Area B of the Presidio of San Francisco* (PTMP) is a balanced use of the Presidio's extensive built space: one-third housing, one-third commercial uses, and one-third for cultural, educational, and public-serving activities. The 93,000-square foot former Commissary, one of the largest and most prominently located buildings in the Presidio, is specifically called out in PTMP for a public cultural use that would be fitting in a National Historic Landmark District and national park site as well as compatible with the stunning physical transformations that were then just completed.

Contemporary park making – adapting unique places for the benefit of all – is unfolding around the world atop abandoned railway lines, along reclaimed river banks, in decommissioned military lands, and in many other, often surprising places. The Mid-Crissy Area where the former Commissary stands is undergoing a transformation that promises to equal the spectacular improvements completed in 2001 at Crissy Field and ongoing throughout the Presidio. The 1937 Doyle Drive is being replaced with a parkway that features a landscaped bluff over the roadway, reconnecting the heart of the Presidio to the waterfront. The “bluff” will be a magnificent new park setting and the Bay Area's next great destination. The former Commissary will be its new gateway facility.

## GUIDELINES AND CONCEPTS

In 2011, the Trust completed the *Mid-Crissy Area Design Guidelines*, which stipulate the elements critical to redeveloping the Mid-Crissy area in a manner that enhances the whole of Crissy Field and protects its diverse resources. The *Guidelines* build on PTMP and were developed with participation of the National Park Service and community members. The *Guidelines* have also undergone regulatory consultation with the State Historic Preservation Officer, the Advisory Council on Historic Preservation, the National Park Service, and signatories to the Trust's PTMP Programmatic Agreement.

In November 2012 the Trust issued a *Request for Concept Proposals* for a cultural use for the former Commissary. The Trust received sixteen responses. After listening to public comment and deliberating on the quality and feasibility of the proposals, three teams have been invited to respond to this request for detailed proposals (RFP):

**The Bridge/Sustainability Institute** – Chora Group/WRNS

**Lucas Cultural Arts Museum** – George Lucas

**Presidio Exchange** – Golden Gate National Parks Conservancy

# DETAILED PROPOSALS

In this second and more-detailed request, the Trust seeks additional information about the following:

1. **Program and Visitor Experience**
2. **Facility Design and Relationship to Context — Crissy Field and Main Post**
3. **Organizational Capacity and Implementation Strategy**

Respondents may present additional information and are expected to understand and consider the park environment. Plans, protocols, and policies – developed by both the Trust and the National Park Service – contribute to the Presidio context. While not specifically identified as project goals, land-use and other plans provide relevant information. These materials can be found at [www.presidio.gov](http://www.presidio.gov) as well as in the Trust Library, which is located at the Trust offices, 103 Montgomery Street in the Presidio. Please contact Barbara Janis, Trust Librarian, (415) 561-5343.

## Submittal Requirements

Proposals are due by 5:00 PM, September 16, 2013.

Submit twelve (12) originals as well as an electronic file of the proposal. All submittals become the property of the Presidio Trust; a public copy will be posted on the Trust website.

Enclose all copies of the submittal in a sealed box or envelope. The title of the submittal, and the name and address of the submitting organizations(s) must be clearly marked on the package exterior. The Presidio Trust will release any pre-selection information as it deems appropriate.

## Deliver proposals to:

The Presidio Trust  
103 Montgomery Street  
The Presidio of San Francisco  
San Francisco, CA 94129-0052  
Attention: Tia Lombardi, Director of Cultural Affairs and Community Development

Refer to the “Use and Disclosure” for information about the federal Freedom of Information Act (FOIA), and use and disclosure of submittal documents.



*Early morning, Crissy Field*

## Submittal Contents

### *Transmittal Letter*

1. Name of submitting company or organization
2. Legal structure of submitting company or organization (e.g. 501(c)(3), corporation, joint venture, limited partnership), and date established
3. Name, signature, title, address, telephone number, and email of the person authorized to represent the submitting organization
4. Name and relationship of all organizations included in the proposal, as appropriate

### *Proposal*

Proposals should not exceed 40 pages (excluding attachments). Please follow the proposal outline as presented below.

#### **1. Program and Visitor Experience**

The Trust is committed creating a rich visitor experience at the Presidio that increases access to and appreciation of its many resources.

- Describe how your program complements other Presidio offerings and contributes to a high-quality visitor experience at the

Presidio. Identify other public benefits that the project would deliver.

- Provide the intellectual framework for your programmatic philosophy and approach.
- Provide a general yet informative description of the programs that you would offer at the site. Include an example of the outreach and marketing that would accompany a key program. Identify desired outcomes.
- Describe the activities that will take place on a typical day, both programmed and un-programmed, and the primary audiences served. Identify days and hours of operations, and whether or not admission or other costs may be charged. Discuss your goals for attendance, number of annual visitors, and targeted audiences.
- Provide a traffic demand management and parking plan that is consistent with the Presidio Trust's traffic management program and that actively promotes alternatives to vehicle use. Include projected vehicle trips and transit demand (peak and off-peak hours), estimated parking demand (peak and off-peak), and any special vehicle loading requirements including location, type, and timing.

#### **2. Facility Design and Relationship to Context — Crissy Field and Main Post**

(See "Project Site," page 7)

The former Commissary site is a "new gateway" and an identity-making opportunity for the entire Presidio. It is essential that the new facility relate well to its surroundings, including the areas to the north that are managed by the National Park Service. The Trust has long recognized the importance of maintaining the character and integrity of the district as a whole and developed the *Mid-Crissy Area Design Guidelines* with that objective.

- Discuss how the building and site design you propose is consistent with the Trust's *Mid-Crissy Area Design Guidelines*.
- Describe how the building is an expression of the values of your organization and your program, as well as of the Presidio.
- Provide a conceptual design for the building and associated landscapes, showing all uses and common areas. Include at a minimum a site plan, floor plan(s), building elevations, and perspective renderings needed to fully illustrate the design character of the building. Define the type and square footage of all uses. Identify whether or not a subtenant is included.
- Provide CAD drawings that illustrate the building's relationship to the Main Post and Crissy Field. Demonstrate how the design preserves important views, including the

view from Mason Street towards the Main Post; the view of the Golden Gate Bridge and bay from Building 211 and the future Main Post bluff; and the view south from the Crissy Field Promenade. Provide one north/south section cut-through of the building that includes the bluff and the northwest edge of the Main Post. Provide a rendered north elevation that includes the bluff and Building 106 in the background.

- Describe the green design, construction, and maintenance strategies that will be employed in your project, and identify how you will meet the minimum LEED-Gold rating required by the Trust.

### 3. Organizational Capacity and Implementation Strategy

Although the Trust has not identified the kind of the collaboration it might have with the proposing organization, given the prominence of the site, the Trust expects significant engagement and involvement.

The Trust is not, however, in a position to contribute substantial financial resources either to the development or to the ongoing operation and maintenance of the project, and therefore looks to proponents to demonstrate their capacity for taking on the primary financial commitment.

- Identify the principals of the proposing organization including names, addresses, and titles or positions. Discuss prior working relationships and relevant experience. In particular, highlight your experience with the development and operation of museums or cultural institutions.
- Demonstrate your organizational capacity to execute this project. Describe the attributes and capabilities of each of the organization(s) that would be involved in developing the project and in managing its operation and programs over time. Identify potential partners and what role(s) they might play.
- Outline a strategy for funding the capital cost of the proposed project, including any financial commitments already secured for this project. Provide a cost estimate, including all building, landscape, and tenant improvements.
- Provide an operations plan (revenue and expenses) for the first five years of your facility. Describe anticipated sources of revenue that will sustain its programs and operations.
- Provide a timeline identifying significant milestones from selection to opening.
- What form of occupancy (lease, concession agreement, license agreement, or other) do

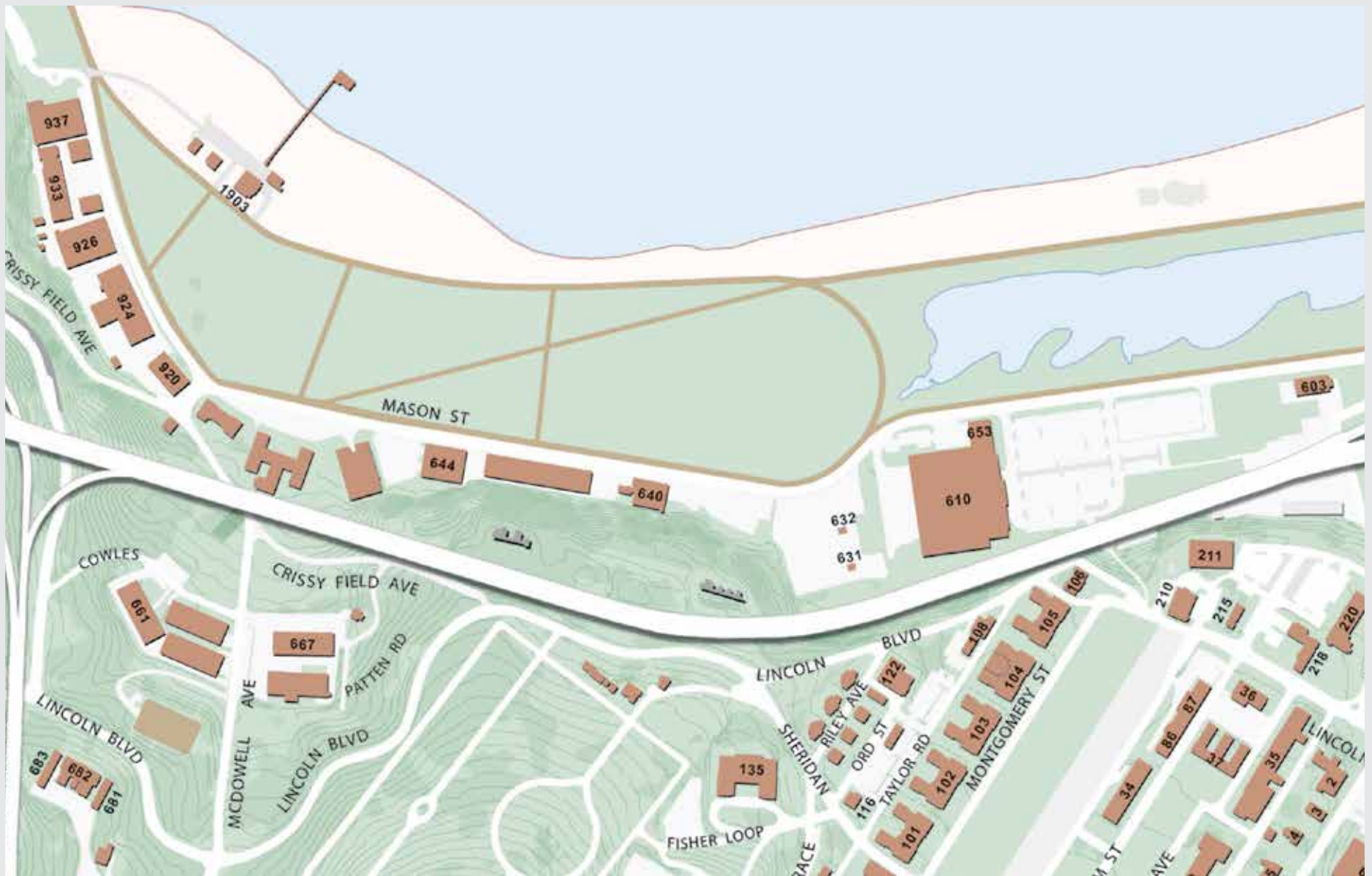
you propose? What terms and conditions do you propose for that occupancy structure?

- Describe what role(s) you envision the Trust playing in governance, program delivery, or any other aspect of the project.

Finally, provide a summary that reiterates how your proposal would advance each of the Trust's six goals for a cultural facility at the former Commissary site.



*Terns on Crissy*



- Project Site
- Archaeological Site

# SELECTION PROCESS

## Key Dates

**June 17, 2013**

*Presentation of Concepts to the Public*

**September 16, 2013**

*Proposals due at 5:00 PM*

**September 2013 (tbd)**

*Presentation of Final Proposals to the Public*

**September 2013 (tbd)**

*Proponents meet with the Presidio Trust Board of Directors*

The Presidio Trust will conduct the selection process. As the sole and final decision-maker for this selection, the Trust reserves the right to reject any or all proposals.

### *Step 1 – Present Concepts to the Public*

Proponents will present their concept and early design ideas, and will respond to questions from the public and listen to comments.

### *Step 2 – Proposals Due*

### *Step 3 – Present Final Proposals to the Public*

Proponents will respond to questions from the public.

### *Step 4 – Discussion with the Presidio Trust Board of Directors*

### *Step 5 – Proposal Evaluation*

Proposals that the Trust determines to be complete will be evaluated based on how they meet the project goals and respond to the information requested. Additional information or clarification may be requested.

### *Step 6 – Compliance Process: NEPA Review & NHPA Consultation*

The Trust is subject to the National Environmental Policy Act and the National Historic Preservation Act. The Trust will determine the scope of required environmental review, historic compliance, and other regulatory review activities. Compliance activities must be successfully completed before any agreement can be signed.

### *Step 7 – Deliberation*

Once the Trust has had an opportunity for an initial review of the final proposals, the public has seen and commented on the final proposals, and the Trust has engaged the proponents in conversation, the Trust will determine the compliance and decision-making process that the agency will undertake.



*Class at Crissy*



*Crissy Field, Opening Day, May 2001*

## Appendix 1 — Use and Disclosure

Your submittal in response to this RFCP may be subject to the federal Freedom of Information Act (“FOIA”), 5 U.S.C. §552. Under the FOIA, only certain categories of information submitted to and in possession of the federal government are exempt from disclosure to the public upon request. In your submittal, you must properly identify all information that you believe is exempt from disclosure under the FOIA. Information that is not properly identified may be released by the Presidio Trust (“Trust”) without further review or consultation with you. Information that is properly identified may be released to a public requester under the FOIA only upon a finding by the Trust or by a court that it is not, in fact, exempt from disclosure.

Among the FOIA exemptions that may apply to information you submit is one that exempts “trade secrets and commercial or financial information obtained from a person and privileged or confidential.” 5 U.S.C. §552(b) (4). Courts have further defined these terms in specific situations. You may wish to seek legal advice on this and other FOIA issues, including other exemptions that may apply to the information you submit.

If your proposal does not contain information that you believe is exempt from disclosure under the FOIA, you must submit a letter to the Trust along with your proposal indicating that nothing in the proposal is exempt from disclosure.

If your submittal contains information that you believe is exempt from disclosure under

the FOIA, you must mark the cover of each document submitted as part of your proposal with the following legend:

*The information specifically identified on pages \_\_\_\_\_ of this document constitutes information which the submitter believes to be exempt from disclosure under the federal Freedom of Information Act. The submitter requests that this information not be disclosed to the public, except as may be required by law.*

You must also specifically identify the information on each page of the proposal on which exempt material appears, and must prominently mark each such page as follows:

### **CONTAINS INFORMATION THAT IS EXEMPT FROM DISCLOSURE UNDER THE FOIA**

You must also submit to the Trust an additional complete copy of your proposal marked prominently on the cover as a “REDACTED COPY” with the information that you believe is exempt from disclosure permanently redacted such that this public copy may be posted on the Trust website without further review.

Failure to identify information in your submittal and/or failure to redact information from the public copy you submit will be treated by the Trust as a waiver of your claim to exemption from public disclosure under the FOIA for such information.

The Trust shall use the information that you identify in your submittal only for the evaluation

of your submittal. Please note, however, that if the Trust enters into a contract with you as a result of or in connection with the submittal, the Trust shall have the right to use the information as provided in the contract. In addition, if the same information is obtained from you or from another source, it may be used in accordance with such restrictions, if any, as may be placed on it by that source.

If a request of the Trust under the FOIA seeks access to information in the submittal that you have identified as exempt from disclosure under the FOIA, the Trust will notify you at your current address on file with the Trust in accordance with Executive Order 12600, and the Trust will provide you with an opportunity, on an expedited basis, to submit additional evidence and written argument in support of your position. If the Trust determines that some or all of the information claimed by you to be exempt from the FOIA is, in fact, subject to disclosure by the Trust under the FOIA, the Trust will notify you of this determination before the information is released. In order to receive notice in such situations, you must ensure that the Trust at all times has your current mailing address, phone number, facsimile number (if any), and electronic mail address (if any).

## Questions

The Presidio Trust

Attn: Steve Carp, FOIA Officer

103 Montgomery Street, P.O. Box 29052

San Francisco, CA 94129

Phone: 415.561.5339 / Fax: 415.561.5308





# Presidio Trust

The Presidio Trust

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