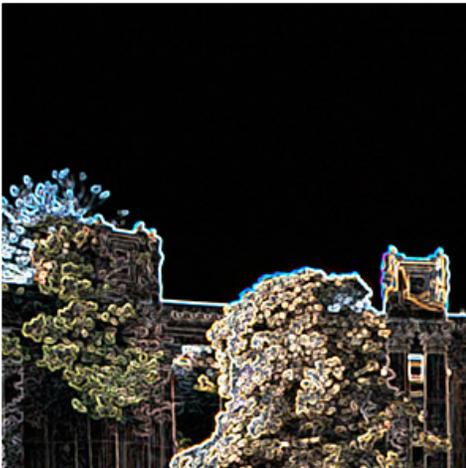


PALACE OF FINE ARTS

A REVIVAL OF THE ARTS FOR SAN FRANCISCO



05.22.15

A PROPOSAL FOR
SAN FRANCISCO
RECREATION AND PARKS
DEPARTMENT

ecb

“THE PURPOSE OF ART IS
WASHING THE DUST OF
DAILY LIFE OFF OUR SOULS.”

PABLO PICASSO

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May 22nd, 2015

Philip A. Ginsburg, General Manager
Cassandra Costello, Project Manager
San Francisco Recreation and Park Department
McLaren Lodge in Golden Gate Park
501 Stanyan Street
San Francisco, CA 94117

Dear Philip, Cassandra, and members of the Palace of Fine Arts selection committee,

In 1915, San Francisco welcomed more than 20 million visitors to the Panama Pacific International Exposition, showing the world that we are “the city that knows how”. The Exposition celebrated the human spirit and its ingenuity, showcasing art, architecture and technology on a grand scale. The Palace of Fine Arts, distinguished from the hustle of the Exposition by its setting behind the pastoral lagoon, hosted the arts with diverse exhibits from Renaissance to Modern Art of the time. Maybeck’s Palace was recognized by many as the most beautiful structure at the Exposition, and was thankfully preserved and reconstructed as a beloved San Francisco landmark.

Today’s challenge is to identify a mix of uses that respects the Palace’s history, supports the costs to renovate and maintain the building into the future, and enhances public access to this important community asset.

Our concept proposal builds on this rich history of arts and ingenuity that defined the Exposition, and the Palace of Fine Arts in particular. This tradition lives on in San Francisco through the city’s leadership in the arts in all its forms, from contemporary and traditional art forms to the culinary arts, performing arts and the art, design and crafts that are revolutionizing the way products are made and how the world interacts with technology. To accommodate this revival of the arts and the Palace, we propose to create a grand public concourse extending the full length of the Palace that will feature San Francisco’s diverse culture of arts, crafts and industry:

- from hands-on studios and galleries to outlets for SF-made products;
- from a cooking school and cafes featuring San Francisco’s culinary genius to the art of winemaking;
- from interpretive and interactive exhibits exploring the history of the City and the Palace to performance art, curated installations of local arts and sculpture and places where kids and families can play.

There is a long history, and many precedents, of the arts serving an integral role in shaping the experience of the City’s recreational facilities, parks and public spaces for the broadest array of visitors and local residents. Local examples abound – from the museums and performance venues in Golden Gate Park, to the installation of Mark Di Suvero’s steel sculptures on Crissy Field and

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the Embarcadero, to We Players' performances at Fort Funston and now at the Sutro Baths, to the Ai Wei Wei exhibit on Alcatraz Island.

Equity Community Builders, and the rest of the local team we have assembled for this proposal, have a reputation for creating meaningful projects that contribute to our community and preserve important historic and community assets. Perhaps our most notable example is Cavallo Point Lodge, our revival, in partnership with the National Park Service, of the historic Fort Baker at the base of the Golden Gate Bridge in Sausalito. The lodge and conference center at Cavallo Point has not only allowed for the preservation and ongoing operation of this remarkable historic property; we have created a memorable and beloved place, a resource for the community.

Our experience at Cavallo Point has convinced us that a similar hospitality use, created on upper mezzanine levels in the Palace, can support the initial costs of rehabilitating the historic building, as well as the ongoing operating costs for the maintenance of significant open and public access to this grand public space, celebrating San Francisco's arts, crafts and history. Much as Cavallo Point has given Fort Baker back to Sausalito and the larger Bay Area, we believe this proposal will give the Palace of Fine Arts back to San Francisco and the world as a lasting public recreation resource.

Our proposed concept provides:

- significant free public access to the building;
- strong and sustainable economics that supports preservation of the building and provides revenue to the Recreation and Park Department;
- a design that respects and showcases the historic structure of the Exhibition Hall;
- reduction in parking and traffic demands from previous uses;
- a revived public landmark and resource, centrally located between Fort Mason and Crissy Field, connecting both local residents and visitors to the many attractions along the City's northern waterfront.

The proposal we detail in this submittal specifically addresses the requirements and objectives of the Request for Concept Proposals. If selected by the Department, our highly qualified team is ready to take the next steps in a more formal proposal and public review process with the neighbors and community stakeholders. We are very excited by the potential for this concept and would be honored to join with the Department to revitalize this iconic landmark for the City of San Francisco.

Sincerely,



John Clawson
Principal, Equity Community Builders

john@ecbsf.com
415-561-6200 x201

PROJECT TEAM SUMMARY

DEVELOPER

Equity Community Builders (ECB) and its partners have built our reputations and careers on the commitment to helping create sustainable developments that support and enrich the communities where we live. From our first project in 1994, in partnership with the Tides Foundation and the National Park Service (“NPS”, prior to the formation of the Presidio Trust), where we transformed 13 historic Letterman Hospital buildings into The Thoreau Center for Sustainability (an affordable community of over 35 nonprofit organizations), to the founding of the Bay School in the Presidio, to the rebuilding of 341 units of public housing at North Beach Place, to the recently completed second stage for the American Conservatory Theater at the Strand Theater on Market Street, ECB has embraced challenging projects that make meaningful change and contributions to the community.

While we have experience in a remarkably wide range of projects, there are several common elements and strengths that differentiate our firm, making us particularly appropriate for the Palace of Fine Arts:

- **We are good public/private partners.** From the NPS, the Presidio Trust and the City of San Francisco, to a broad range of nonprofits throughout the Bay Area, our work has been characterized by our partnerships with the public and nonprofit sectors.
- **We have substantial experience with development and financing of historic properties.** Examples of our creative work in the adaptive reuse of historic buildings, all with an integral component of public purpose and access, include; The Thoreau Center for Sustainability, the Bay School of San Francisco, and 38 Keyes Avenue in the Presidio; Cavallo Point at Fort Baker; the Strand Theater on Market Street; and the new headquarters for Girls Inc. in Oakland.
- **We have significant expertise with ground leases.** ECB worked with the NPS to develop the first long term lease on National Park property that would allow for the use of both conventional long term financing and historic tax credits. That model evolved into the participating ground leases used at our projects at 38 Keyes Avenue and the Bay School in the Presidio, and at Cavallo Point at Fort Baker.
- **We are committed to environmentally responsible development and quality design.** With the Thoreau Center as an early model of sustainable design in historic buildings, we have continued our commitment to sustainability in all our projects, many of which have achieved LEED Platinum and Gold certifications, including Cavallo Point.
- **We maintain the highest standard of integrity and transparency.** Fundamental to our guiding principles and success in partnering with public and nonprofit partners is our commitment to open and clear communication, collaboration, and creative solutions in achieving the appropriate balance between financial feasibility and public objectives.

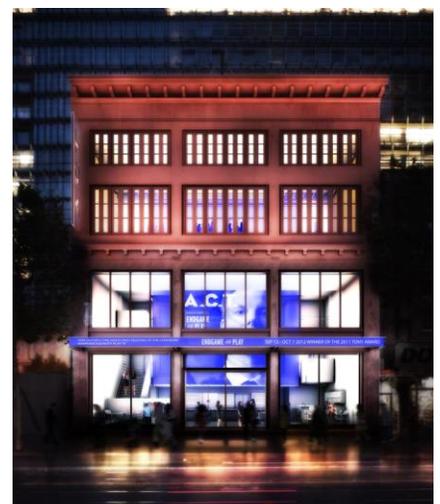
Cavallo Point highlights many of these characteristics. ECB, in partnership with Passport Resorts, was selected by the NPS to develop a 142 room lodge and conference center at Fort Baker while the NPS was in the midst of a contentious legal battle with the City of Sausalito over the size of the hotel and potential traffic and environmental impacts. We partnered with the NPS to create the smallest financially viable hotel that would meet the central NPS objective: preserving and adapting the historic structures for continued public use. The result was full endorsement from Sausalito, and resolution of the lawsuit.



The Thoreau Center - ECB, LMS



The Bay School - ECB, LMS



ACT Strand Theater -ECB, Page & Turnbull

The partnership with the NPS extended to all aspects of the project design, reuse of the historic structures, and financing of critical infrastructure and open space. The partnership further extends to integrating ongoing public programming, primarily through our collaboration in the creation of the Fort Baker Institute, through which we host programs on the environment, leadership training, wellness and the arts, while providing discount room rates for nonprofit programs and sponsors.

Cavallo Point combined the adaptive reuse of 23 historic buildings for lodging and public use with the construction of 11 new lodging buildings and a wellness center. The project received LEED Gold Certification, and has been recognized with numerous awards, including the only hotel in the United States to receive the prestigious National Geographic World Legacy Award for “Sense of Place” in 2015.

Funding for Cavallo Point combined \$12 million of historic tax credit equity and \$49 million in financing from Bank of America with over \$40 million in equity from individual local investors, whose commitment supports the long-term value of this important community asset. While Cavallo opened at the worst possible time, within months of the collapse of Lehman Brothers in 2008, through our patient, persistent and creative day-to-day attention it has now achieved successful stabilized operations, retired the tax credit equity investor, refinanced the original loan, and is making distributions to investors.



Cavallo Point Lodge – ECB, LMS, N/N



Cavallo Point Lodge – ECB, LMS, N/N

The long-term ground lease combines a minimum rent payment and participation in gross revenue in excess of a gross revenue threshold that allows us to make loan payments and pay appropriate returns to investors. This structure, along with the open, transparent and collaborative relationship with the NPS, was critical in allowing us to survive the devastating downturn in the economy following the collapse of the financial sector.

ECB'S team will be led by John Clawson and Ted Lieser. John is a founding partner of ECB and offers particular expertise in the planning, design and financing of complex historic projects. He was involved throughout ECB's development of the Thoreau Center, the Bay School, and 38 Keyes Avenue in the Presidio, as well as the Strand Theater and Cavallo Point. Ted Lieser, now an ECB partner, managed the development of Cavallo Point from the initial 2001 proposal through construction and occupancy in 2008. As a result, he has first-hand experience managing the complexities of a historic project that combines the diverse programmatic requirements of a hotel with the public purpose objectives of a public agency. Additional historic rehabilitation projects by Ted include the Bay School and the East Bay Center for the Performing Arts in Richmond. ECB partner Ben Golvin will also be involved in the project, particularly during the approval and community outreach process, benefitting from his 30 years of experience securing approvals for San Francisco projects.

PROJECT TEAM

The team is comprised of all local San Francisco firms that are among the best in their field, with a long history of working together on similar projects.

Leddy Maytum Stacy Architects (LMS) is the lead Architect for the project. LMS brings a depth of expertise in adaptive reuse (Cavallo Point, Thoreau Center, Bay School and 38 Keyes with ECB, as well as the Bay Area Discovery Museum and Pier 2 at Fort Mason), along with important public projects like the North Beach Library.

BCV, recognized for creating dynamic and engaging public markets and concourses, including the Ferry Building, Oxbow Market, and Market Square at the Twitter building, will collaborate with LMS on the design of the major public spaces and ground floor arts, restaurants/cafes, marketplace and exhibits.

Page & Turnbull, having served as Historic Architects for the Department's analysis of the building as well as many other notable historic projects include the Ferry Building, the Disney Museum, Market Square, and the Hearst Castle, will work in concert with the design team to insure preservation of this important historic asset and compliance with the Secretary of the Interiors Guidelines for Historic Preservation.

CMG, the team's Landscape Architect, is intimately familiar with the challenges and opportunities at the Palace based on their work at Crissy Field and the Presidio. They bring a tremendous depth of work from notable projects at the Ferry Building, Treasure Island, Hunters Point Shipyard and the 5M Campus.

Leslie Pritchett, Melissa Alexander and Ann Veh Art Consulting have joined us as the core team to imagine and implement the ambitious program for the arts, crafts and creativity envisioned for the Palace. Leslie's decade of experience producing public arts programs, Melissa's role as Director of Public Programming at the Exploratorium, and Ann's work with ECB to implement the arts program at Cavallo Point together insure that we have the core group with the right values and experience to engage the larger community and implement an authentic program for the Palace that will enrich the public and recreational experience.



Building 38 – ECB, LMS



CCA - LMS



Academy of Sciences - BCV



Ferry Building- BCV, Page & Turnbull, CMG

PKF Hospitality Research specializes in analyzing and reporting on both the historical and future performance of the lodging industry, and was an instrumental resource during the development of Cavallo Point.

Rutherford & Chekene, one of California's foremost engineering practices, provided the structural analysis to the Department for the Palace of Fine Arts, and was the structural engineer for the Ferry Building, the Exploratorium, and Pier 2 at Fort Mason. Nelson\Nygaard completed the parking and traffic analysis for the Department for the Palace of Fine Arts RFCP and worked with ECB on Cavallo Point Lodge.

Cahill Contractors and Fisher Development, Inc., both well established, locally-based family-owned companies, will joint venture as general contractors, bringing extensive experience with renovation of historic structures, including the Argonaut Hotel, Shriners Hospital, the Golden Gate Roundhouse, and the Metro Theater.

Farella Braun & Martell, a local law firm with a leading land use, tax credit and real estate practice, has worked with ECB for nearly 20 years, including work on historic tax credit and ground lease projects in the Presidio and at Cavallo Point.

Nelson\Nygaard, having completed the initial Palace of Fine Arts transportation analysis in January of 2012, brings an in depth understanding of the traffic and parking conditions at the Palace and surrounding neighborhood. They are also recognized for their ability to develop creative strategies and programs to manage traffic and parking in sensitive communities.

Eastdil Secured is the leader in the specialized financing of hospitality properties, with over 23 transactions totaling \$2 billion in the Bay Area over the last 24 months, including the recent \$68 million in refinancing of Cavallo Point with ECB.



Hearst Castle - Page & Turnbull



Pier 15/Exploratorium- Rutherford & Chekene, Page & Turnbull



Argonaut Hotel - Cahill



Pier 2, Fort Mason - ECB, LMS, Rutherford & Chekene



Ferry Building - BCV, Page & Turnbull, CMG

Details on each firm including contact info, firm history, projects and resumes can be found in Appendix II

“ART ENABLES US TO
FIND OURSELVES AND
LOSE OURSELVES
AT THE SAME TIME.”

THOMAS MERTON

ecb

CONCEPT SUMMARY
A PROPOSAL FOR
SAN FRANCISCO
RECREATION AND PARKS
DEPARTMENT

PALACE OF FINE
ARTS

A REVIVAL OF THE ARTS FOR SAN FRANCISCO

THE PALACE OF FINE ARTS

ARTS, CRAFTS, COMMUNITY AND HOSPITALITY

SAN FRANCISCO ARTS, CRAFTS AND COMMUNITY

Our vision for the Palace of Fine Arts is to create a grand public concourse that embraces the history, arts, products, crafts and culture of San Francisco, particularly celebrating the building's legacy from the Panama Pacific Exposition. The concourse will extend the full length of the Palace, opening the south entry to welcome the neighborhood and connecting through to the prior Exploratorium entry to the north. The concourse will be punctuated by the restoration of the grand historic central entry across from the rotunda. The 700-foot length of the concourse and the space fronting the colonnade and lagoon will open to embrace the public, matching the Ferry Building and other well-known interior public markets and promenades in size and scale, with a broad public purpose of featuring the arts and welcoming the community. We envision a lively, interactive public experience throughout the ground floor as a complementary and natural extension of the recreational experience of the adjacent park and the broader northern waterfront.

Some of the elements and activities we foresee enlivening the concourse include:

- Curated installations of art and sculpture throughout the concourse and the grand central space, highlighting Bay Area artists in all forms and media.
- Studios, galleries, artists in residence, maker spaces, hands-on classes through potential partnerships with Bay Area organizations such as the Headlands Center for the Arts, the California College of the Arts, the SF Arts Institute, the Exploratorium and others.
- Interpretive and interactive exhibits that tell the story of the Palace of Fine Arts, the Pan Pacific International Exhibition, Bernard Maybeck and the history of arts, crafts, architecture and innovation in San Francisco.
- A cooking school, restaurants, cafes and a small marketplace that activate the concourse and colonnade, serve visitors and the Marina neighborhood, and demonstrate San Francisco's leadership in the culinary arts.
- Outlets for San Francisco crafts and products, featuring local manufacturers.
- A series of architectural "moments" and public spaces at various scales, providing opportunities for performances and gatherings appealing to a broad range of visitors.
- Places and structures, inspired by the arts, where families and kids of all ages can play and learn

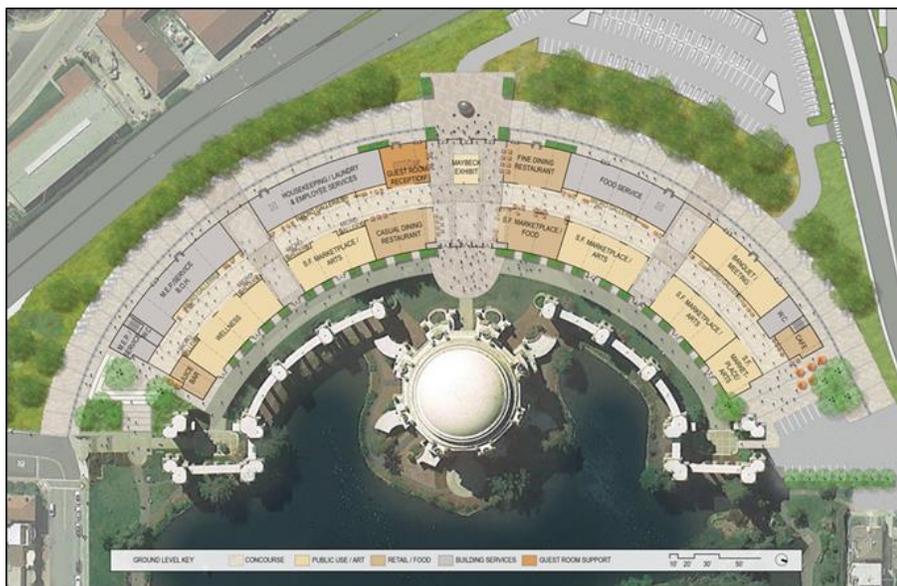


HOSPITALITY AND THE ARTS

A powerful revenue generator must be created to support the high cost of rehabilitation, maintenance and operation of the Palace of Fine Arts. Along with the cost of stabilizing and upgrading the structure and creating the grand public spaces and facilities, there will be significant costs associated with maintaining the ongoing operations of the public spaces and programs. Based on our experience at Cavallo Point, the strength of the local market, and this prime location along the San Francisco waterfront, we believe a hospitality use can be the economic engine that supports the larger project, while not overpowering its public purpose and access. The hospitality use strongly enhances public access to the Palace and the many cultural and recreational destinations available along the northern edge of San Francisco, including those found at the Golden Gate Bridge, Crissy Field, the Presidio, the Marina, and Fort Mason. The rehabilitated Palace, and the year round programming of the public spaces at its core, will become a recreational and cultural amenity shared by guests and the local community.

To accommodate the hospitality use with minimum impact to the public spaces, the grand public concourse will be flanked on both sides with two mezzanine levels, accommodating an estimated 174 guest rooms overlooking the central concourse. The hospitality support facilities – food service, administrative offices and other back of house spaces – will be located on the west side of the ground floor with access to the rear drive for service, and will be faced on the concourse side with active exhibits, arts and outlets. The guest reception and lobby, along with the restaurant and lobby bar, will all help activate the grand central space. Meeting rooms, as well as recreation and fitness facilities for exercise, yoga and Pilates, will be open for public use and further animate the concourse.

The arts theme will also permeate the guest rooms and facilities, with installations in the public areas and a curated program with local artists throughout the guest rooms, restaurant and common areas. We have implemented a very similar program at Cavallo Point that features local artists, hosts gallery exhibits, publishes books on the artist's work, and provides access for visitors to purchase selected pieces on display or directly through the artist.



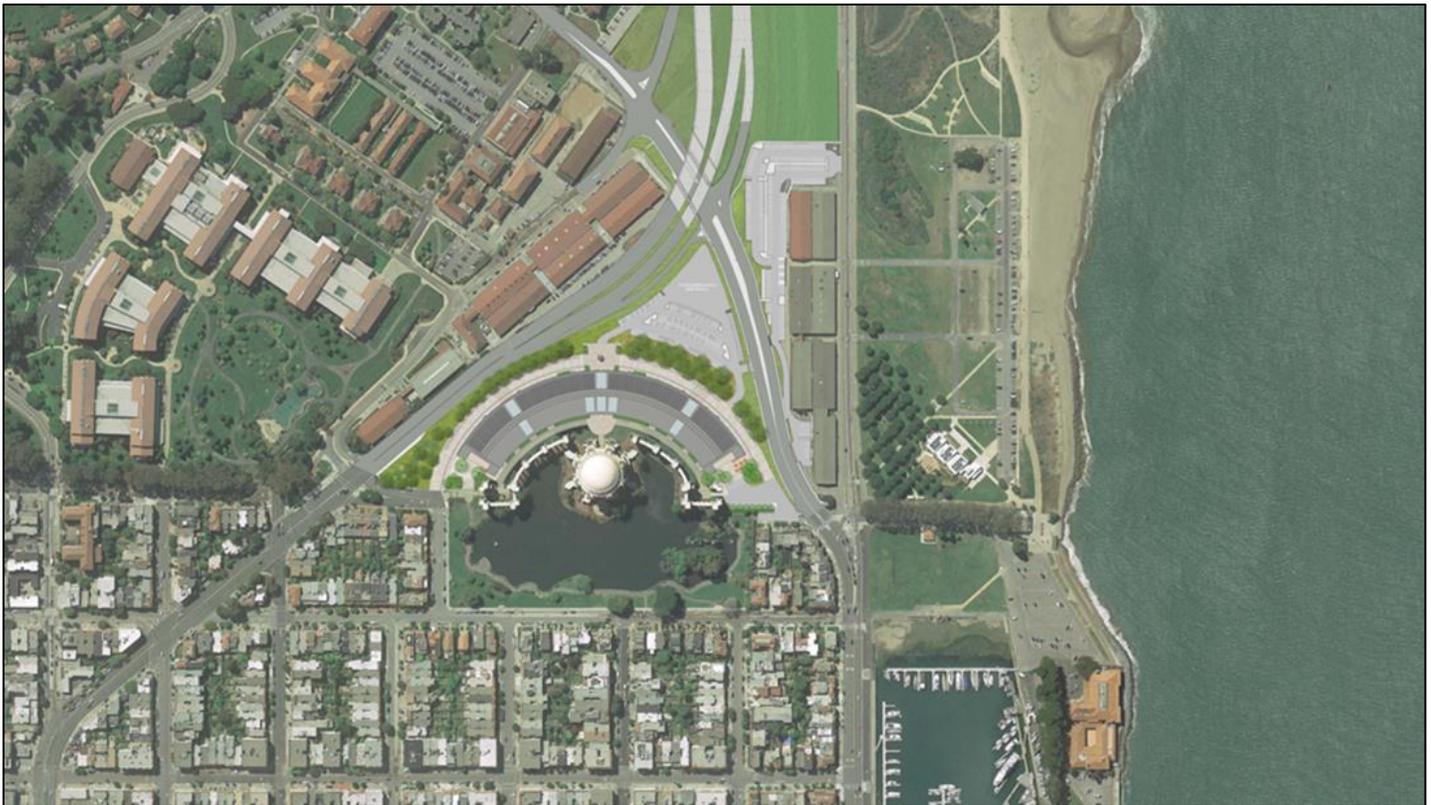
IN CONTEXT WITH THE NORTHERN WATERFRONT AND THE NEIGHBORHOOD

The Palace of Fine Arts must respond to its context on at least three levels: the adjacent park and lagoon; the surrounding Marina neighborhood; and its position as a destination along San Francisco's northern waterfront.

The adjacent park is an important recreational asset for the surrounding community, a destination for visitors, photographers, and bird watchers, and a host to weddings and other events. The proposed arts-focused public uses and open ground floor public access will significantly enhance the visitor experience of the park, providing both a more enriching experience and complementary food, recreation and support facilities.

Installations of art, sculpture and interpretive exhibits exploring the history of the Palace, the Exposition and San Francisco will enhance the experience at the Palace for both visitors and locals, much as the temporary exhibits do today. Meeting and banquet facilities, along with the ground floor public spaces, will offer expanded opportunities for local weddings and exhibitions, as well as community events, social gatherings and educational offerings. Restaurants, cafes and a marketplace will provide a range of dining and take-out opportunities – from a casual café for morning coffee and lunch to formal dining in the restaurant, from a healthy juice bar next to the fitness facilities, to a marketplace where residents and visitors can grab a picnic lunch or take-out dinner as part of their experience of the park, Crissy Field or the Marina Green. Fitness, yoga and Pilates studios can serve locals as well as guests, as will play sculptures and recreational activities for families and kids.





The success of these complementary uses will help ensure our ability to maintain the Palace, and to effectively manage traffic, parking and security within the context of the surrounding residential neighborhood. The hospitality use is particularly appropriate in this regard. For the guest room operations to be successful, we will need to maintain and manage the facilities and the public spaces at the highest level, establishing a reputation for offering a rich and engaging environment. Security, control of after-hours noise, and a high level of service are essential, 24 hours a day, year round. The facility's operational interests will be directly aligned with those of the surrounding neighbors.



The hospitality use offers a unique opportunity to control parking and traffic. Guest parking demand is substantially lower than many possible uses, as the management can actively control where and how guests arrive and park. We believe that the Marina Boulevard entry can serve as the exclusive vehicular entry, limiting or eliminating vehicular entry through the neighborhood from Baker and Lyon Streets. Parking can also be controlled through an attendant program on site for guests, while employee parking can be limited through transit programs and incentives. The ground floor public uses are anticipated to largely complement and serve existing visitors and residents. Many of those visitors will come to the Palace as part of a longer visit to the larger northern waterfront, with multiple opportunities for public parking.

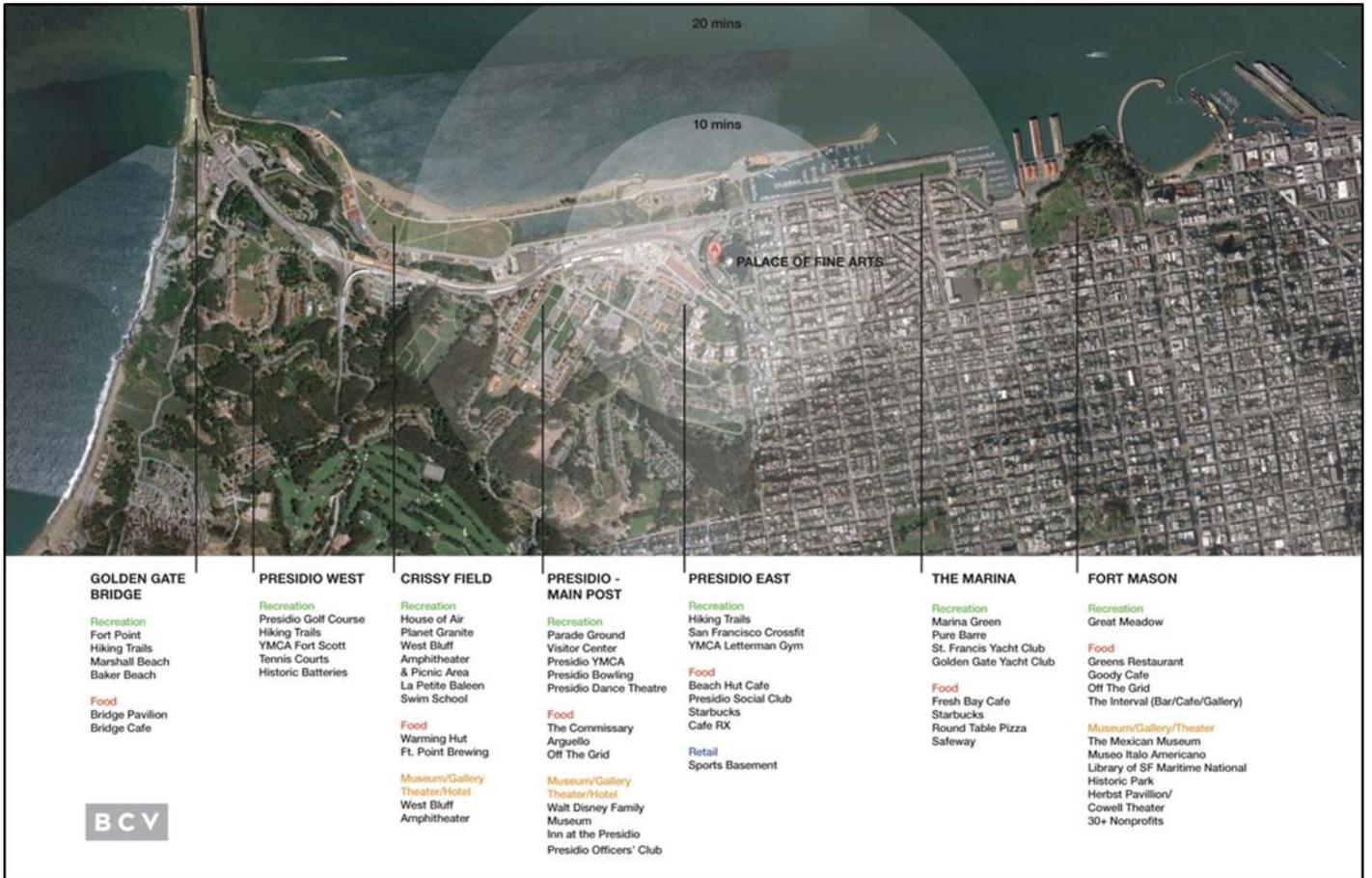


The parking demand for the hospitality use and the public uses is also complementary to the anticipated demand for the adjacent Presidio-controlled parking on the triangular lot (the "Lair" lot). The demand from the Presidio for this parking area is anticipated to come from the future development of the Thornburgh and West Letterman district, which will serve primarily weekday office and commercial uses. The hotel and public uses at the Palace will be dominated by evening and weekend demand, allowing for effective shared use.



The Palace of Fine Arts also sits at the midpoint of the northern waterfront, between Fort Mason and the Golden Gate Bridge, arguably one of the greatest contiguous urban recreation and public open spaces in the world. Millions of visitors and San Franciscans benefit from this extraordinary stretch along the Bay. With an improved pedestrian connection across Marina Boulevard and the mix of arts, food, recreation and hospitality uses we have articulated in this concept proposal, the Palace will become an integral part of the necklace of extraordinary public-serving spaces and destinations strung along the recreation-rich waterfront.

Finally, the Palace of Fine Arts and the Rotunda beyond are San Francisco icons with remarkable visibility as one approaches the City from the North, over the Golden Gate Bridge and along the newly reconfigured Doyle Drive. The curved west façade of the Palace is the focal point from Doyle Drive as one makes the turn onto Richardson Boulevard toward Lombard Street. Historic studies by Page & Turnbull have clearly stated that this west façade can be modified. We believe that a carefully articulated pattern of openings along this elevation to accommodate the upper level guest rooms will transform this façade from a rather stark solid mass to an elegant and animated expression that will be a complementary foreground to the grand Rotunda and a welcoming arrival to San Francisco.





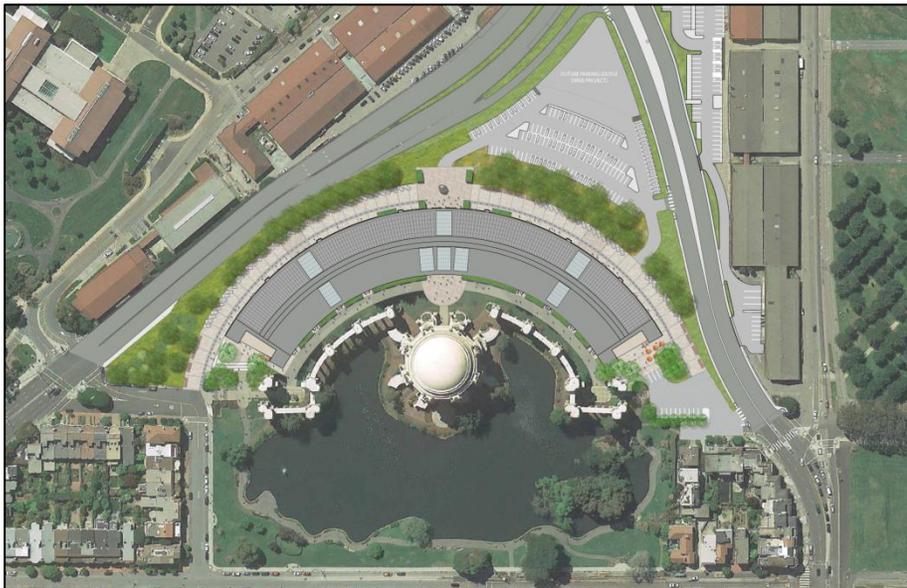
LANDSCAPE AS THE FRAMEWORK FOR REVIVAL OF A CITY LANDMARK

The most celebrated cities in the world include landmarks – memorable buildings that become an indelible element of the visitor’s image of the place. For San Francisco, we can count our classic cityscape icons on two hands – Golden Gate Bridge, Bay Bridge, Transamerica Tower, Sutro Tower, Coit Tower, the Ferry Building, Alcatraz, maybe the bay edge as defined by the piers with their head houses and, of course, the legacy of the Panama Pacific Exposition – the Legion of Honor and, most centrally, the Palace of Fine Arts Rotunda. The presence of the rotunda on the city skyline reflects successful investment made over the years towards the preservation of the Palace of Fine Arts.

This project presents an opportunity to leverage the successful preservation of the rotunda, lagoon and park with activation of the Exhibition Hall as a cultural destination to reinforce the landmark value and status of the Palace of Fine Arts, much akin to the successful revitalization of the Ferry Building. Our team envisions transformation of the interior of the Exhibition Hall to host lively, interactive public experiences that can spill out to enliven and complement exterior adjacent activities. This new life can be made visible on the west facade of the Hall through design, so as one approaches from Doyle Drive, entering San Francisco, it is apparent that something special happens at the Palace; that it is not just an architectural landmark, but also a cultural destination.

Working with CMG Landscape Architects, we have identified a few simple improvements to the site immediately adjacent to and around the Hall that can fundamentally recast the surrounding landscape to integrate the user experience of the interior with that of the exterior, to unite the Hall, park and rotunda, and connect the landmark with Crissy Field and the Marina. To this end we propose the existing recently renovated walk on the east side be complemented through transformation of the access road on the west side to a Promenade. The Promenade, a curb-less shared street like a linear plaza, will privilege the pedestrian experience while it maintains vehicular access and parking.

The west side Promenade will culminate at a central arrival court at the restored historic entry that leads into the grand central space of the Exhibition Hall and through to the rotunda and lagoon.



To activate the grand concourse we propose that the theater be removed to allow public life to occur in the wind-protected sunny south end and continuously through the length of the Exhibition Hall. A small entry plaza will provide a delightful place to meet, eat and socialize and serve as forecourt to a new entrance that will welcome visitors from the neighborhood. Similarly at the north end, improvements will retain parking but provide another entry plaza as forecourt to an improved building entrance visible from Marina Boulevard and the entrance to Crissy Field. Not only will entrances at each end be improved – coupled with the re-established central historic ceremonial entries on the east and west sides; we also propose additional openings along each facade to provide multiple points of access to the building. This will further integration of inside and outside, with potential activities from the inside - cafe, restaurant, galleries - spilling to the outside where appropriate.

We envision activity from the exterior flowing into the building on a ground floor that is tangible as public open space. This is achieved by the access to the interior through multiple doors, and a broad hall or concourse that takes advantage of the immense interior volumes that match the scale of experience of the exterior rotunda and park landscape. Activation of the interior will be designed to appeal to a diverse audience, achieved by curated programming of events and activities, arts and crafts and opportunity for play.

The combination of city icon, cultural destination and public amenities will provide an experience unique to the Palace and San Francisco. While recasting the public realm experience inside and immediately outside of the Hall, great care will be taken to not diminish the character-defining features of the cultural landscape on the north, south and east sides. However, we do see great opportunity on the west side for planting that will reinforce and frame near views of the Exposition Hall from Doyle drive and Crissy field and contribute to the west façade's celebration of the interior activity and restoration of the grand central entry to the Hall. New planting on the west side can be in contrast to the designed landscape on the east side – a nod to the natural environments of the adjacent Presidio and Crissy field to make a real connection between these landscapes. The on-going activities of bird watching, quinceanera photography, neighbors communing, visitors milling under the rotunda and in the park can be complemented with the variety of new activities in the revitalized Palace of Fine Arts and Exhibition Hall as envisioned by this proposal.

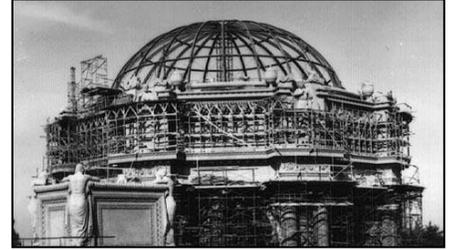


PRESERVING THE HISTORIC EXHIBITION HALL AND REIMAGINING ITS PUBLIC USE

The iconic 1915 Exhibition Hall will be rehabilitated to preserve and honor the past, with new interior additions to the landmark building to accommodate the re-envisioned public uses at the first level grand concourse, and guest rooms at two new mezzanine levels. Page & Turnbull has worked closely with LMS and BCV as architects during this initial concept phase and will continue throughout the project design to confirm that the historic structure, listed on the National Register of Historic Places, will be rehabilitated in conformance with the Secretary of the Interior's Standards for Rehabilitation.

The existing building has been renovated several times over the last one hundred years, entirely rebuilt in the 1960's, with the most recent renovation completed in 2010. The existing structure and building systems will be upgraded with limited additions at the perimeter of the building to accommodate the proposed new arts, recreation, culinary, hospitality and public uses along the continuous main concourse. The historic rotunda will remain as the central focal point. The central entries at the east and west sides will be reactivated – the grand historic sets of doors restored – to serve as the primary entrance to the main concourse. In addition to these historic doors, additional smaller scale openings will be created within new elements, reminiscent of the original large scale planters flanking the historic doorways along the eastern façade, to provide additional public access to the main concourse and activity areas. The western entry will serve as a formal public entry and drop off area, creating a strong identity for the Palace at the north entrance to the City. The south façade will be renovated to provide a new entry and gracious connection for the neighborhood to the central concourse activities. The north façade will also be renovated with an enhanced entry connecting to the adjacent waterfront activities at the Marina Green, Crissy Field and Fort Mason.

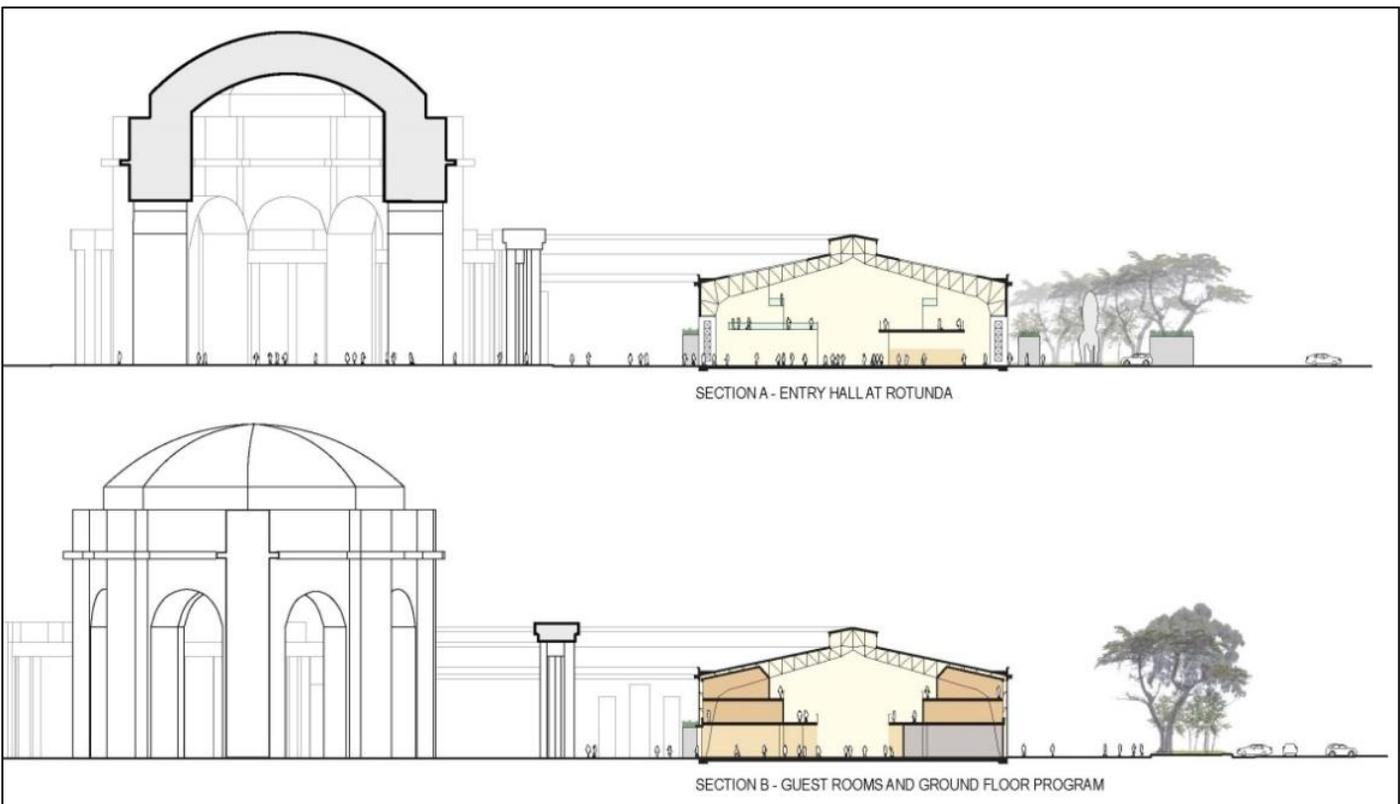
The continuous central concourse will be punctuated by full height openings at the north and south ends as well as three full volume openings connecting across the full



width of the existing shed structure. The grand central court will be the heart of the Exhibition Hall, with public arts and recreation activities and dynamic views of the full historic volume, steel truss structure, skylights, clerestory monitor and massive historic wood entry doors, celebrating views to the rotunda and lagoon. The historic industrial shed interior will be rehabilitated, and the historic skylights, fireplaces and original perimeter wood doors restored. New additions will be structurally separated, clearly differentiated from the historic shed but compatible in material and character. A new partial second floor will flank the continuous central main concourse to accommodate the new program uses, maintaining a continuous 31-foot wide clear central area open to the full volume of the shed structure. Guest rooms on the 2nd and 3rd level mezzanines will be set back to open up to the original steel trusses and full volume of the historic shed. New walkways and bridges at Levels 2 and 3 will be industrial in character, with open railings to maintain transparency to the historic shed structure and volume

The proposed ground floor use is consistent with the early Exposition-era of the building, when the ground floor was occupied by individual, enclosed gallery spaces. The existing theater will be removed, allowing the interior to once again have a unified and consistent program at ground level. At the same time, the open and industrial character of the building's later years is expressed through the full height public space, light-filled interior and exposed trusses.

On the exterior, all character defining features of the building will be retained. The exterior plaster walls were replaced in the 1960's when the Palace was rebuilt, thus are not original historic fabric. In addition to the new entries to the grand concourse at Level 1, new exterior openings will be added at Levels 2 and 3 for guest room windows. The new windows will be recessed from the existing exterior perimeter wall

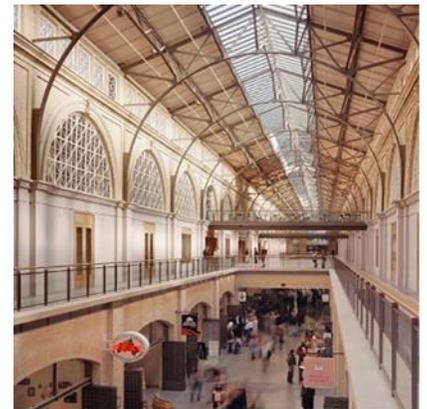




in a series of large openings of appropriate size and proportion to the scale, height and massing of the existing building. The existing skylights and clerestory windows will be restored and new photovoltaic solar panels and solar thermal panels will be added at the roof. The re-envisioned Palace of Fine Arts will be designed to USGBC LEED Gold standards and will promote environmental stewardship through the integration of healthy, resource-efficient building design, materials, systems and operations.

Rutherford & Chekene has participated in this early concept development phase to integrate the structure needed for the new arts, public and hospitality uses with the seismic retrofit measures identified in their 2013 Structural Assessment report for the Exhibition Hall. The proposed structural approach to the project has been formulated to preserve and protect the fabric of the existing building while improving its seismic performance with selected unobtrusive modifications. Those modifications include below grade foundation strengthening, with micropiles and grade beams, as well as modifications to the center pin connection of the main trusses to improve seismic behavior and include both the primary and secondary level of structural/seismic improvements included in their original report and evaluation of the Exhibition Hall.

The new mezzanine structures will be independently supported and structurally separated from the existing building such that no additional gravity or seismic demands will be placed on the existing structure while at the same time making selected structural modifications to enhance its seismic performance.



MANAGING PARKING AND TRAFFIC IN THE NEIGHBORHOOD

Effective management of access to the Palace of Fine Arts and surrounding neighborhoods will be essential to ensure the successful redevelopment and re-use of this treasured facility. To that end, Nelson\Nygaard will analyze existing and anticipated travel patterns, on- and off-site parking opportunities, incentives for visitors and employees to use non-auto modes of access, and options for preventing excessive "spillover" parking in the Marina and Cow Hollow neighborhoods.

The "Transportation Analysis for the Palace of Fine Arts Engineering and Use Study" – completed by Nelson\Nygaard in 2011 – established a basis for analyzing and addressing parking and traffic impacts of various re-use options for the Palace Exhibition Hall. As noted in that study, there is an ample supply of parking in many large public and private off-street facilities in the vicinity of the PFA, including parking lots at Crissy Field and near the St. Francis Yacht Club. Upon completion of the Presidio Parkway in 2016, a total of 385 public parking spaces will be located within one block of the PFA; a significant increase from the limited supply of 216 spaces open during construction.

Of the re-use options, a combination of public day-use and hospitality creates an opportunity to manage traffic flow and, most critically, the efficient co-use of the parking facilities that are now and will be available upon completion of the Doyle Drive reconstruction. As opposed to the all day, multi-hour stays common for visitors to the Exploratorium, the new retail, restaurant, food service and fitness center uses proposed for the ground floor, are expected to generate more demand for visits of two-hours or less. Such short-term parking is easier to accommodate within the existing supply and regulatory framework for on- and off-street parking in the vicinity of the PFA, than is demand for all day commuter or visitor parking. The hospitality use also generates a lower parking demand than many other uses. Recent surveys at the Hotel Vitale and Galleria Park Hotel in San Francisco indicate that just 10% of guests and 7-8% of employees arrive by driving alone, limiting demand for private vehicle parking.

The team will conduct a comprehensive evaluation of traffic and parking patterns, and will ultimately develop recommended improvements and programs to effectuate access and traffic management opportunities, such as:

- Off-site valet parking for employees and visitors
- Tandem parking in on- and off-site facilities
- Potential restrictions on access to Palace Drive from Lyon Street
- Management of tour bus circulation, curb access, and layover/staging (off-site)
- Access to shared bikes and short/long-term bike parking for visitors and employees
- Distribution of transit passes or pre-tax transit benefits to employees
- Carpool matching and Guaranteed Ride Home services for employees
- Enhanced access to existing or expanded PresidiGo shuttle services to/from Downtown and/or within the Presidio.



THE ARTS AS AN ANCHOR FOR PUBLIC SPACE AND INTERACTION

The redevelopment of the Palace of Fine Arts as an arts-based destination creates a unique opportunity to honor its rich history as a place designed to celebrate the intersection of arts and innovation, while at the same time creating new constructs for public interaction. Leslie Pritchett and Melissa Alexander, working with us to imagine the arts program for the Palace, view art and art-making as important and integral components of public space and envision a program that embraces the history of the building—as home to the arts during the Panama Pacific Exposition and as a former creative laboratory at the intersection of art and science. These contexts are touchstones for developing a program of art that is playful, experimental, perhaps even playable, while acknowledging the technological and cultural crucible of the city. We see an opportunity to use art to establish important connections with the PFA's evolving environs, to foster connections with the surrounding communities, and to enhance the planned integration of makers and making into the fabric of the space.

Interestingly, some artworks with an association to the PFA's history are already embedded in the building and the surrounding landscape: artist Ellen Zweig's Camera Obscura was built directly into one of the building doors; Musicologist and Mills College professor Daniel Schmidt's Sound Column is a sculptural installation that transforms one of the rotunda's columns into a musical instrument; and Wave Organ is a wave activated sound sculpture and refuge from the wind that is located on a nearby jetty, created by artist Peter Richards and stonemason George Gonzales.

The programming focus for the renewed Exhibition Hall will be the arts and maker culture – a focus on ingenuity and creativity, a modern parallel to the Exposition. The arts represented here can be as diverse as digital photography, ceramics, painting and sculpture, extending to wine making, culinary arts, product design and the performance arts. Studios for classes and visiting artists will be complemented by gallery spaces and performance venues featuring opportunities for a broad array of the city's community of curators, giving local artisans, craftsmen, innovators, musicians and performers the opportunity to share their works with the public.

The grand public spaces in the Exhibition Hall can also create a place of play for families and kids where the making and interaction with arts, crafts and sculpture can engage creative and inquisitive minds. Leslie Pritchett and Melissa Alexandra, part of our arts team, are working together to specifically explore how designers of play structures and environments can collaborate with artists to create more engaging, educational, sculptural and fun spaces to play and explore.

On the west side of the main central space we propose a gallery that celebrates the life and work of Bernard Maybeck, the original architect of the Palace. Maybeck's vision for the Palace was to create a place and a space for art, which allowed for the full range of human emotions. His was an expansive vision of the arts – a vision that extended beyond architecture to painting, music, and theater. As a professor of architecture he shaped two generations of Bay Area architects including Julia Morgan. It is our hope that this gallery will link the Palace's past with its future.

Complementing the arts program, serving both residents and visitors, will be restaurants and cafes fronting the grand central space and activating the north and south entries. An open marketplace is also envisioned at the central court offering San Francisco made products and food for a take-out picnic inside, out in the park or along the waterfront. The concourse will also be lined with shallow niches for micro galleries, exhibitions, interpretive exhibits and pop-up outlets for local merchants, manufacturers and artists.

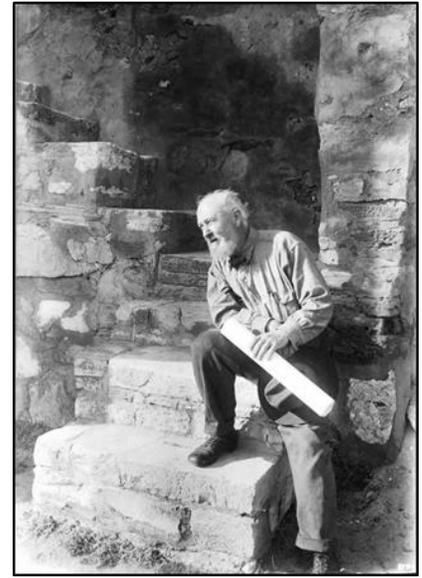
When the Palace was built for the 1915 Panama Pacific Exposition the interior was a series of galleries with ceilings hung from the steel structure. Our studio spaces,



galleries, cafes and marketplace would re-establish this scale on the sides of the central passage. Just as critically, our design seeks to celebrate the grand loft space of the steel structure itself along the concourse and at the center of the building. This, the most public set of spaces in the building, will allow for great sculpture exhibitions and provide a natural way to connect the interior spaces of the Palace to the exterior colonnade and rotunda.

The Palace of Fine Arts has always been a building with a dual nature. While Maybeck's vision was of a paean to classical architecture, the design of the building itself has allowed for various intense uses, something rare in traditional buildings; first, a home for introducing the public to art from around the world, a jeep depot during WWII, later as indoor tennis courts, and then as home for an unconventional laboratory of experiments (the Exploratorium) now widely associated with San Francisco originality. The Julia Morgan designed landscape, recently restored and updated, remains a popular destination for visitors and locals and brings vitality to the neighborhood that the arts program should amplify. It is our view that an arts-focused redevelopment vision can create immediate connections with the building's past and rich opportunities for new and varied public engagement in the future.

The Request for Concept Proposals for the Palace of Fine Arts clearly articulates the Department's objectives for restoring the Palace of Fine Arts with a financially viable mix of uses, consistent with the Department's recreation purpose that complements and connects to the uses in the surrounding area. We believe that the revitalization of this great public space, activated by the arts, enriched by San Francisco's finest food and crafts, openly accessible to visitors and residents and supported by the hospitality uses, satisfies these Department objectives.



“I DO NOT WANT ART FOR
A FEW ANY MORE THAN
EDUCATION FOR A FEW, OR
FREEDOM FOR A FEW.”

WILLIAM MORRIS

ecb

FINANCIALS
A PROPOSAL FOR
SAN FRANCISCO
RECREATION AND PARKS
DEPARTMENT

PALACE OF FINE
ARTS

A REVIVAL OF THE ARTS FOR SAN FRANCISCO

PALACE OF FINE ARTS – FINANCIAL MATERIALS

Proposed Lease Terms

The participating ground lease structure proposed by the Department is consistent with the long-term leases to which ECB has been a party on other projects, including Cavallo Point and several projects in the Presidio. The objective of this lease structure is to establish a minimum base rent in the early years that is supportable by the revenues from operations, and incorporate a percentage rent structure that allows the Department to participate in increased revenues over time, while maintaining appropriate cash flow to provide adequate returns to debt and equity investors. The hospitality use offers tremendous potential for increased revenues to the Department from Percentage Rent as operations become stabilized with increasing room rates and occupancy.

The challenge at this conceptual level of the project, before detailed design and cost estimates can be prepared, is to provide a reasonable and reliable proposal for the minimum rent and percentage rent structure, particularly given the complexity of the proposed uses. To address this challenge, we have provided below an initial indication of terms and described the approach by which we would develop a more specific economic proposal. Following is a summary of the proposed terms:

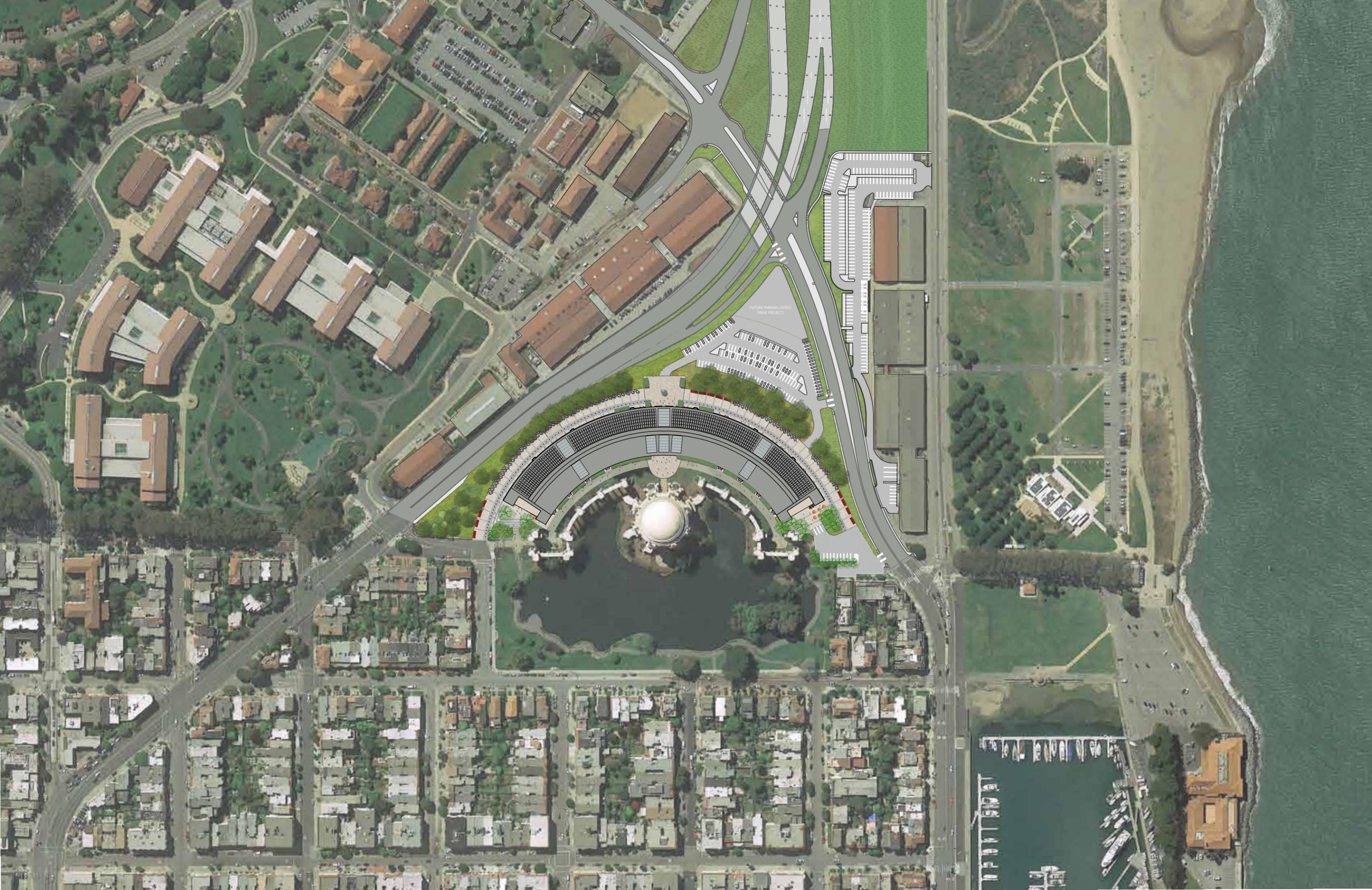
- Term: 55 years
- Rent: The greater of Base Rent or Percentage Rent.
- Base Rent: We anticipate that revenues from operations will support a Base Rent that steps up on an annual basis to \$800,000 to \$1 million per year over a 3 to 5 year stabilization period.
- Base Rent Adjustment: The base rent shall be adjusted every 5 years based on the average increase in the CPI over the prior 5-year period.
- Percentage Rent: The Percentage Rent will equal an appropriate percentage of gross revenues from operations in excess of a Gross Revenue Threshold. We would anticipate there being different percentage participations in gross room revenues, food and beverage revenues and other income, as the relative profitability of these revenue sources varies significantly. The Gross Revenue Thresholds and percentage participation will be established based on the amount of gross revenue required to support acceptable returns to debt and equity following a more detailed evaluation of project costs, revenue sources and operating expenses.
- Rent Commencement: Base Rent shall commence upon completion of construction.
- Financing Provisions: Appropriate provisions will need to be incorporated into the lease to allow for conventional bank financing secured by a leasehold deed of trust as well as use of historic tax credit equity as a funding source.

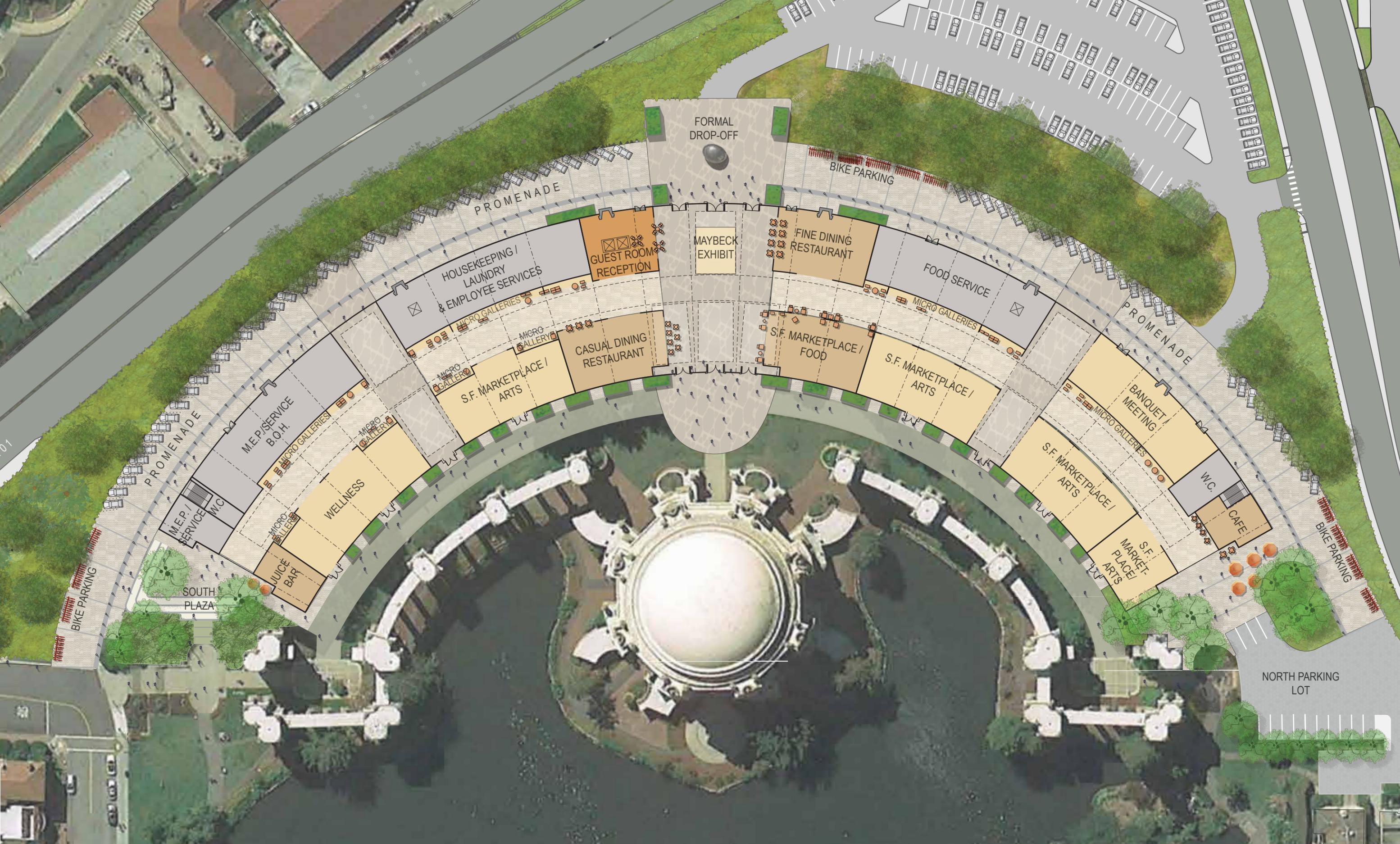
ecb

APPENDICES
A PROPOSAL FOR
SAN FRANCISCO
RECREATION AND PARKS
DEPARTMENT

PALACE OF FINE
ARTS

A REVIVAL OF THE ARTS FOR SAN FRANCISCO

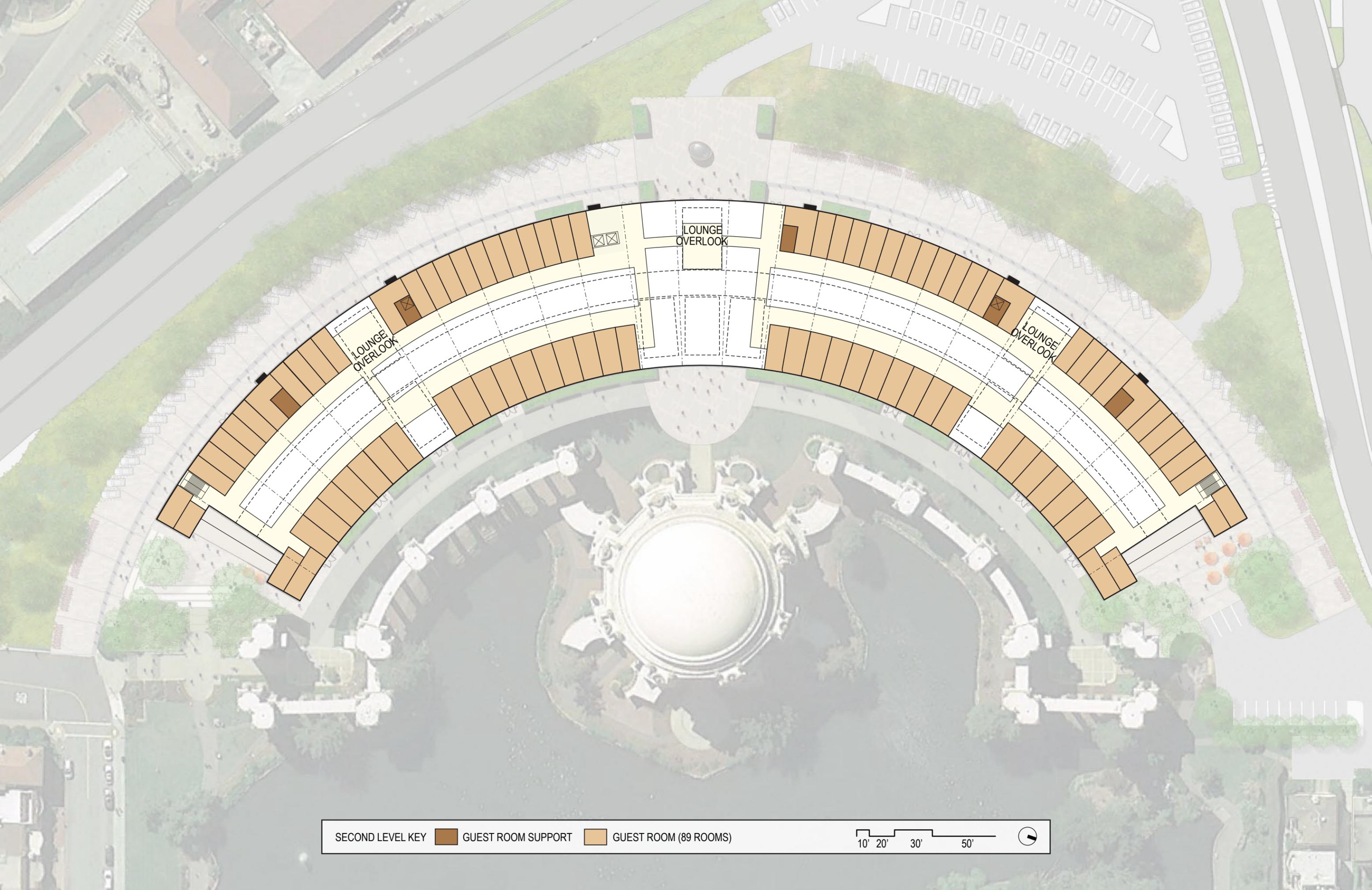




GROUND LEVEL KEY

| | | | | |
|--|---|--|--|---|
| CONCOURSE | PUBLIC USE / ART | RETAIL / FOOD | BUILDING SERVICES | GUEST ROOM SUPPORT |
|--|---|--|--|---|

10' 20' 30' 50'

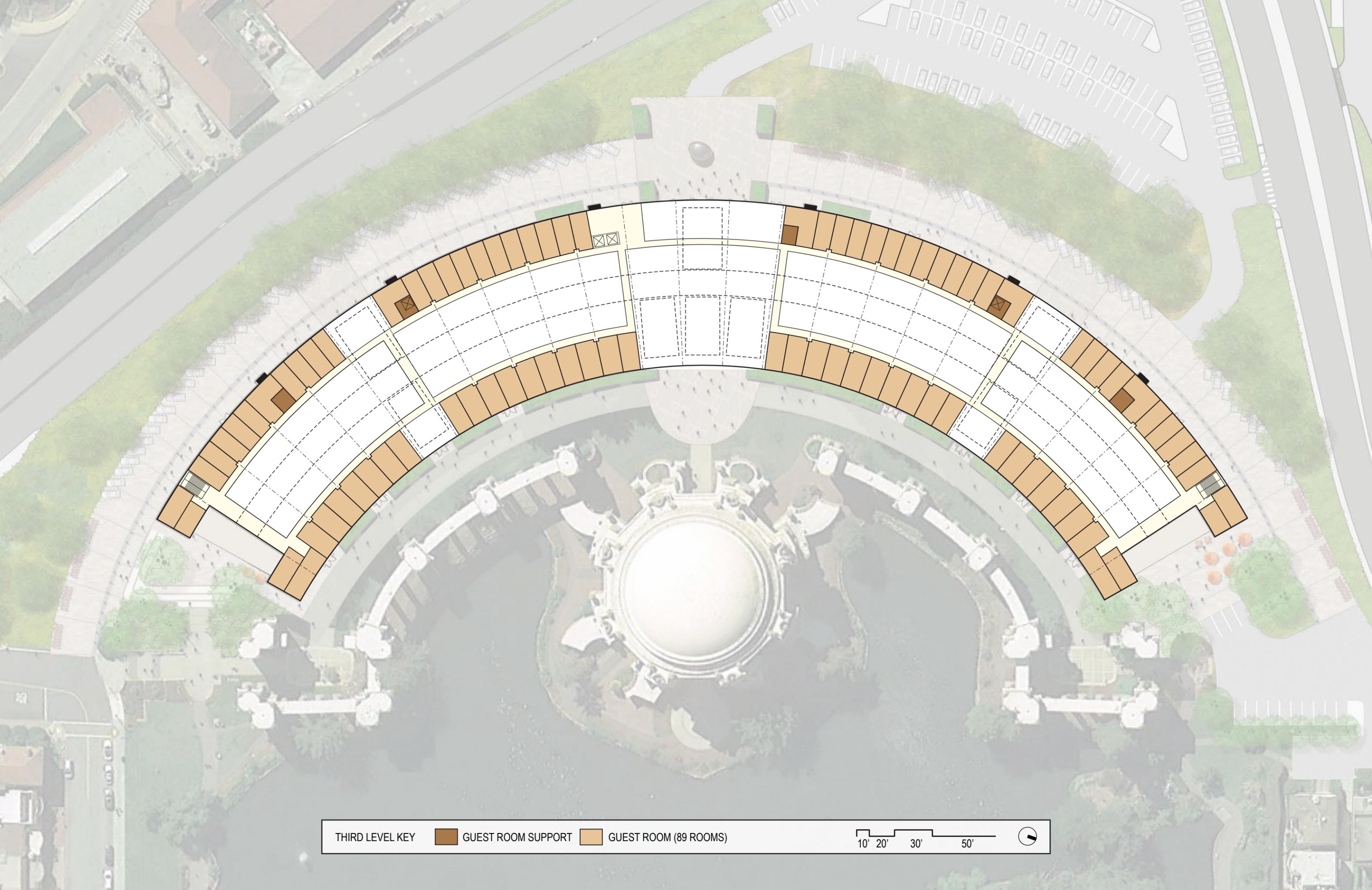


SECOND LEVEL KEY

| | |
|---|-----------------------|
|  | GUEST ROOM SUPPORT |
|  | GUEST ROOM (89 ROOMS) |

10' 20' 30' 50'



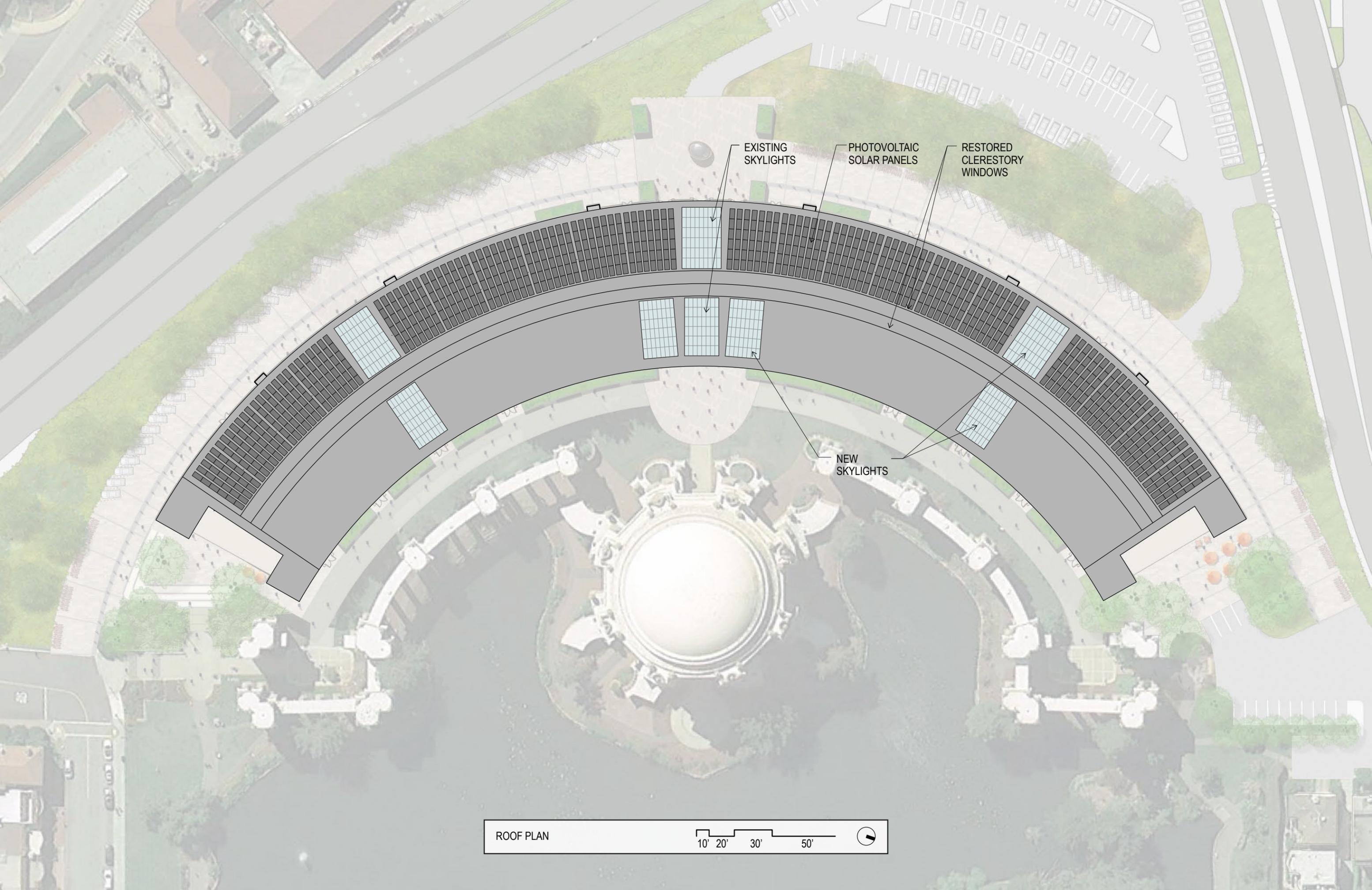


THIRD LEVEL KEY

| | | | |
|--|--------------------|---|-----------------------|
|  | GUEST ROOM SUPPORT |  | GUEST ROOM (89 ROOMS) |
|--|--------------------|---|-----------------------|

10' 20' 30' 50'





EXISTING SKYLIGHTS

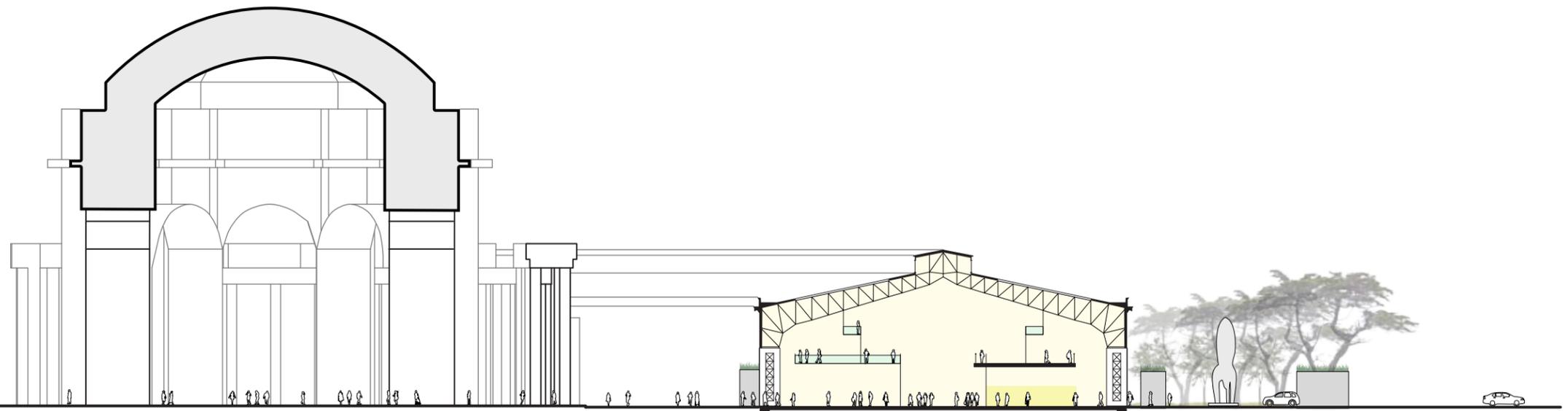
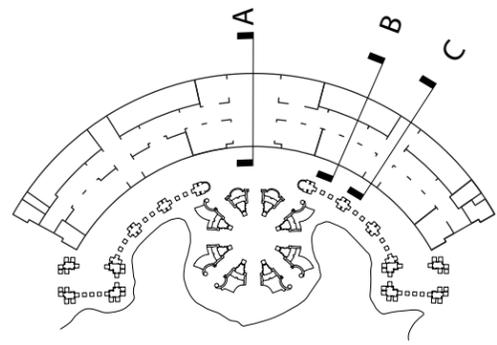
PHOTOVOLTAIC SOLAR PANELS

RESTORED CLERESTORY WINDOWS

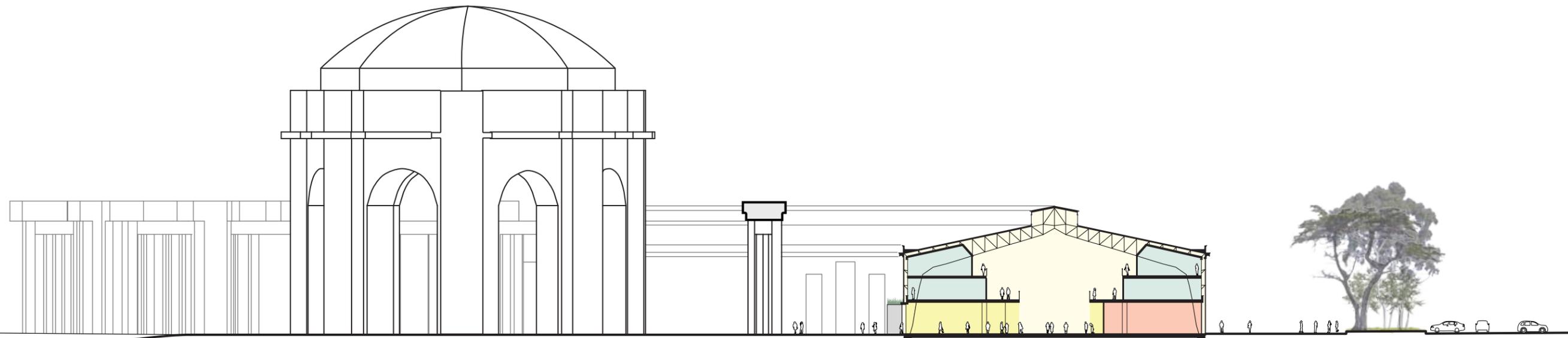
NEW SKYLIGHTS

ROOF PLAN

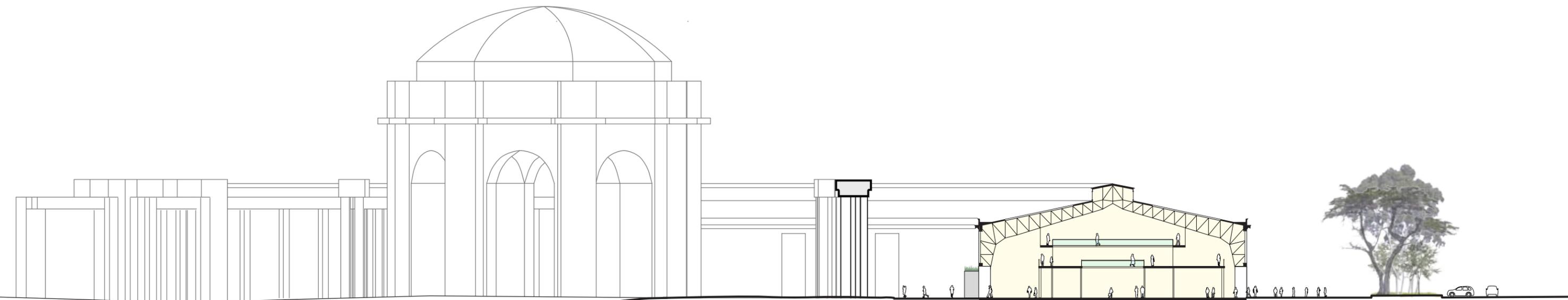
10' 20' 30' 50'



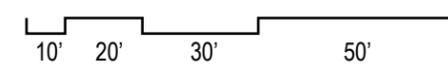
SECTION A - ENTRY HALL AT ROTUNDA



SECTION B - GUEST ROOMS AND GROUND FLOOR PROGRAM



SECTION C - ENTRY AT MEZZANINES





“MORE PRIMORDIAL THAN ANY
IDEA, BEAUTY WILL BE
MANIFEST AS THE HERALD
AND GENERATOR OF IDEAS”

TEILHARD DE CHARDIN

PROJECT TEAM
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Equity Community Builders, LLC (ECB) is committed to providing real estate development expertise that contributes to the strength and vitality of neighborhoods of San Francisco Bay Area communities. ECB is recognized for its award winning development projects, providing solutions to complex development challenges, expertise in affordable housing, non-profit co-location centers, hospitality, historic rehabilitation, and sustainable design.

ECB was formed in 1994 to provide responsible real estate development and project management services focused on urban infill, sustainable development and adaptive reuse of existing buildings in Bay Area communities. We have managed the development of over forty projects with a total value in excess of \$800 million for our own account or on behalf of our clients. Our expertise and services include the following:

Real Estate Development – ECB selectively acquires and develops projects as principal for its own account. Our developments have included such projects as Cavallo Point - the Lodge at Fort Baker, 38 Keyes Avenue in the Presidio and 301 Bryant, a 39-unit condominium development in San Francisco's South Beach neighborhood.

Development Management – We work on behalf of non-profit and for-profit clients to manage all aspects of the real estate development process on a fee basis. Our development/project management services range from site acquisition, development team selection, design management, project approvals and financing through construction, marketing and operations.

Financing Consulting – Through our work on historic buildings and with numerous non-profit organizations, ECB has developed a specialized expertise in Historic Tax Credit and New Markets Tax Credit financing. We are recognized throughout the Bay Area for our work with organizations to secure and structure tax credit financing, often in conjunction with our development management services.

ECB is a California limited liability company with home offices at 38 Keyes Avenue (an ECB project) in the Presidio and an East Bay office at the David Brower Center (also an ECB project) in downtown Berkeley. We have a staff of 12 that includes 6 professionals with extensive experience in development and project management. John Clawson and Ben Golvin are founding members/partners. Suzanne Brown and Ted Lieser have been with ECB for over 12 years and became members/partners in January 2015. Kim Nash and Tracy Hanna are experienced project managers.

TEAM MEMBERS

John Clawson
Founding Principal

Ben Golvin
Founding Principal

Ted Lieser
Principal



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CAVALLO POINT LODGE, FORT BAKER

ECB along with its hotel partner, Passport Resorts, was selected by the National Park Service to develop a 142 room lodge and conference center at Fort Baker, near Sausalito. The project included the historic rehabilitation of 23 buildings for lodging and meeting rooms around the main Parade Ground and the construction of 11 small lodging buildings that have been designed organically, with sustainable “green building”/historic rehabilitation principles guiding every aspect of the building’s construction and operation. The project earned a LEED Gold designation from the U.S. Green Building Council.

Cavallo Point is available for non-profit, government, and corporate meetings as well as for individual travelers and family gatherings. The yearly schedule includes innovative programs on themes including the environment, leadership training, wellness, cooking, and the arts. The 200,000 square foot project, located on 45 acres on the San Francisco Bay includes lodging rooms, 11,000 square feet of spa facilities, 15,000 square feet of meeting space, and a 90 seat, Michelin star rated full service restaurant . ECB was the managing principal for all aspects of the project’s development, including negotiating a 60 year lease with the National Park Service, design management, financing, and construction. ECB took the lead in successfully raising \$52 million in equity, \$49 million in construction loans, and \$12 million in historic tax credit equity.



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THOREAU CENTER FOR SUSTAINABILITY, PRESIDIO

ECB partnered with the Tides Foundation to develop the Thoreau Center for Sustainability in the historic Letterman Hospital Complex at the Presidio in San Francisco.

The Thoreau Center is home to non-profit organizations involved in environmental, educational and social justice issues. It is a national model for its use of recycled and environmentally responsible materials.

2

BUILDING 38, PRESIDIO

ECB was the developer for the rehabilitated and converted historic 6th Army Headquarters Building at the Presidio Main Post.

This 60,000 square foot, \$12 million renovation project was privately financed with a combination of private equity, the use of historic tax credits and bank financing secured by a long-term master lease with the Presidio Trust.

3

THE BAY SCHOOL, PRESIDIO

ECB managed the rehabilitation of the historic building at 35 Keyes Avenue at the Presidio's Main Post on behalf of the Bay School of San Francisco, a new independent high school.

The 62,000 square foot, \$15.7 million renovation included a complete upgrade to the building structure and systems with state of the art class classrooms, labs, public areas and educational support facilities to accommodate the school's needs.



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1
THE STRAND THEATER/ACT, SAN FRANCISCO

ECB was the Development Manager and financing consultant for the complete rehabilitation of the Strand Theater, a long abandoned theater built in 1917 in the Central Market district of San Francisco, into a 20,000 square foot performing arts center. The project is financed by a combination of capital campaign funds, conventional debt, New Markets Tax Credit equity and Historic Tax Credit equity. ECB coordinated the complex financing structure and secured tax credit equity for the project.

2
THE EAST BAY CENTER FOR THE PERFORMING ARTS, RICHMOND

ECB was the Development Manager and Financing Advisor for the rehabilitation of the historic Winters Building in downtown Richmond, CA. The 16,000 SF building includes Proscenium and Black Box theaters, numerous practice rooms, lobbies, classrooms, a box office and staff offices. On behalf of the East Bay Center for the Performing Arts, ECB coordinated the complex financing structure including the securing of New Markets Tax Credit equity, and acted as the Project Manager during construction.

3
GIRLS INC. HEADQUARTERS, OAKLAND

ECB was the Development Manager and tax credit financing consultant to Girls Incorporated of Alameda County for the renovation of the 5-story, 34,000 SF Morgan Building in downtown Oakland. Improvements include historic preservation of the ornate terra cotta façade, seismic upgrades, renovation of core elements including stairs and elevators, replacement of all major building systems, and full interior Tis. The project received a LEED Silver rating. The project was financed by a combination of New Markets Tax Credits, Historic Tax Credits, capital campaign funds, grants, and conventional debt.



TEAM MEMBERS

LEDDY MAYTUM STACY Architects (LMSA) is a nationally recognized design firm located in San Francisco. William Leddy FAIA, LEED AP, Marsha Maytum FAIA, LEED AP, and Richard Stacy FAIA have been working together continuously since 1983. We are devoted to the creation of mission-driven, high-performance architecture that helps to show the way to a just, sustainable future for all.

DESIGN EXCELLENCE: Our projects weave together the special elements of their place with honesty, clarity and rigor to create spaces that serve people and enrich their lives.

The pioneering buildings of LEDDY MAYTUM STACY Architects have been honored for design excellence because our work successfully meets the needs of our clients and the larger community with inspired, cost-effective design solutions. We have received over 100 regional, national and international design awards. Architect Magazine has named LMSA to “The Architect 50” list of top national firms. LMSA was ranked as one of the top three Sustainability Firms in the nation in 2013 and 2014 by Architect Magazine.

HISTORIC RENOVATION: We are leaders in the creative renovation of historic structures.

With over 1.5 million square feet of historic renovation projects completed, we are experienced at turning the physical constraints of historic structures into design opportunities and sensitively introducing new construction within diverse historic contexts. We offer extensive experience working with the Presidio Trust, Golden Gate National Recreation Area, State Office of Historic Preservation and other preservation agencies. Our historic preservation work has been honored by organizations including the National Trust for Historic Preservation, the National Park Service and the California Preservation Foundation.

ECOLOGICAL DESIGN: “Green” design is simply good design.

LMSA enjoys a national reputation and leadership role for the design of inviting, healthy buildings that respect the natural environment and model resource-efficient, reduced-carbon architecture. Our work has been recognized by the American Institute of Architects, the U.S. Department of Energy, the U.S. Green Building Council, and the National Building Museum. Six of our projects have been named Top Ten Green Buildings in the United States.

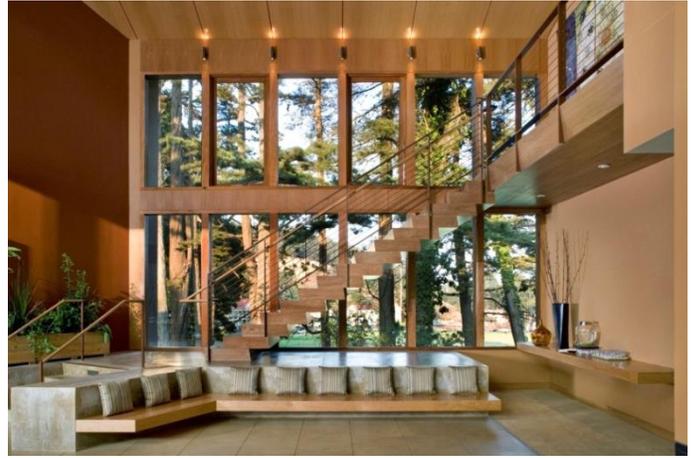
CLIENT FOCUSED SERVICES:

Our partners maintain a hands-on involvement with each project in all phases, from preliminary design through post-occupancy evaluation. That personal commitment generates a continuous exchange of ideas throughout the course of the project with our clients and results in the creation of successful places. We understand the needs of institutions and non-profit organizations as well as the needs of the various constituents they serve. Our design process and project management approach responds to the requirements of boards, administrators, staff and the larger community with inspired architectural design. Our completed projects reflect the success of our collaborative process.

Marsha Maytum
Founding Principal

Gregg Novicoff
Senior Associate

Adam Franch
Architect



1 2
3

1

CALIFORNIA COLLEGE OF THE ARTS

This project converts a Greyhound Bus maintenance facility, designed in 1951, into an energy efficient, solar-heated, educational environment for a progressive art and design college.

2

CAVALLO POINT

Fort Baker has been transformed into Cavallo Point Lodge and the Institute of the Golden Gate, a unique public, private and non-profit alliance created to sustainably restore, enhance and preserve the historic U.S. Army base as a new National Park.

3

FORT MASON PIER 2

A National Historic Landmark and part of the GGNRA, the Fort Mason Center is home to 35 nonprofit organizations. LMSA is currently working on the renovation of Pier 2, which includes the 450-seat Cowell Theater and the addition of a 5,000 SF event center.



BCV Architects is a San Francisco-based, award-winning architecture and design firm with experience in creating exquisitely detailed environments, sustainable communities and successful retail and food-world projects. Among these projects are a number where we have transformed landmark buildings, providing them new life and engaging their communities. These projects include the Ferry Building Marketplace and the Market Square ground floor retail in San Francisco.

BCV has extensive expertise in the design of successful food and specialty retail projects and the creation of unique community destinations. Our design approach engages the public and fosters a sense of community and responsibility. BCV's expertise with adaptive reuse of existing buildings, some of them historic landmarks, showcases our ability to coordinate the client's program objectives with complex technical requirements. Our process incorporates innovative and cost-effective solutions to the challenging building issues that arise with food and retail projects throughout the design and construction process. Our ability to both conceptualize and realize projects together with large and complex teams has produced many celebrated destinations.

BCV is the mastermind behind such landmarks as The Ferry Building Marketplace in San Francisco and Oxbow Public Market in Napa. In addition, the firm has captured Northern California's culinary passion in a wide range of projects – from innovative civic destinations like San Francisco's Market Square to unique food retail concepts such as Napa Farms Market at San Francisco International Airport and stores for Cowgirl Creamery, Hog Island Oyster Co. and other artisan vendors within public markets. BCV has also been responsible for the large-scale planning of food and retail offerings for the Presidio Trust, Wilson Meany, Belcampo Meat Co., J.S. Rosenfield and Co., and other visionary clients who understand the transformative power of thoughtful retail tenanting on the success of their projects.

Our relationships with leading figures in the sustainable food world and commitment to a healthy food system have led to active involvement with some of the most compelling Bay Area food initiatives in recent years, including the annual Good Food Awards, Slow Food Nation 2008, and the Eat Real Festival, as well as with CUESA (the Center for Urban Education about Sustainable Agriculture) and its renowned Ferry Plaza Farmer's Market. In particular, Slow Food's belief that the most progressive environmental solutions begin with the joyful celebration of the local and well-crafted inspires our work and our approach to projects of all scales.

Hans Baldauf has had a lifelong passion for the work of Bernard Maybeck. He is a past president of the Maybeck Foundation during its campaign for the Palace of Fine Arts. At BCV, he guided the restoration of Maybeck's oldest existing house – the Emma Kellogg "Sunbonnet House" in Palo Alto.

TEAM MEMBERS

Hans Baldauf, AIA LEED AP
Founding Principal

Asa Prentice, AIA LEED BD+C
Project Manager



1
THE FERRY BUILDING MARKETPLACE

The renovation of the historic Ferry Building created a thriving destination that supports a unique celebration of the City's culinary life. Brick arches and custom metal gates serve as entries to a range of tenants and integrate the new public level with the central Nave above.

2
MARKET SQUARE

BCV's design of the ground floor community hall at Market Square created a dynamic food and retail destination. The design draws street life into the previously closed space, reimagining it as an open, light-filled experience linked to a new public green.

3
ACADEMY OF SCIENCES RETAIL STORES

The Academy's three retail stores extend the themes raised in the design of the larger building, including its role within the ecosystem of Golden Gate Park. Historic elements from the Academy are incorporated into each store, along with casework from locally salvaged trees.



At the core of CMG's work is an attention to public space and to living systems, to how the built environment shapes human interaction, and to the way human innovation can foster a thriving natural world. Since 2000, we've pursued our craft and our ideas in numerous and diverse places. From Cleveland to Seattle, to our home in the Bay Area, we've engaged with communities to develop sustainable, inclusive designs that connect people with each other and their environment. We turned a derelict alley into Mint Plaza, a pedestrian oasis at the heart of downtown San Francisco. We wrote master plans for transforming Treasure Island, historically a military base, into a new civilian neighborhood with an ambitious social and ecological infrastructure. We have planned urban waterway infrastructure in Austin, Texas, and industrial waterfront piers in New York City. We engaged in creek restorations with school children in Corte Madera.

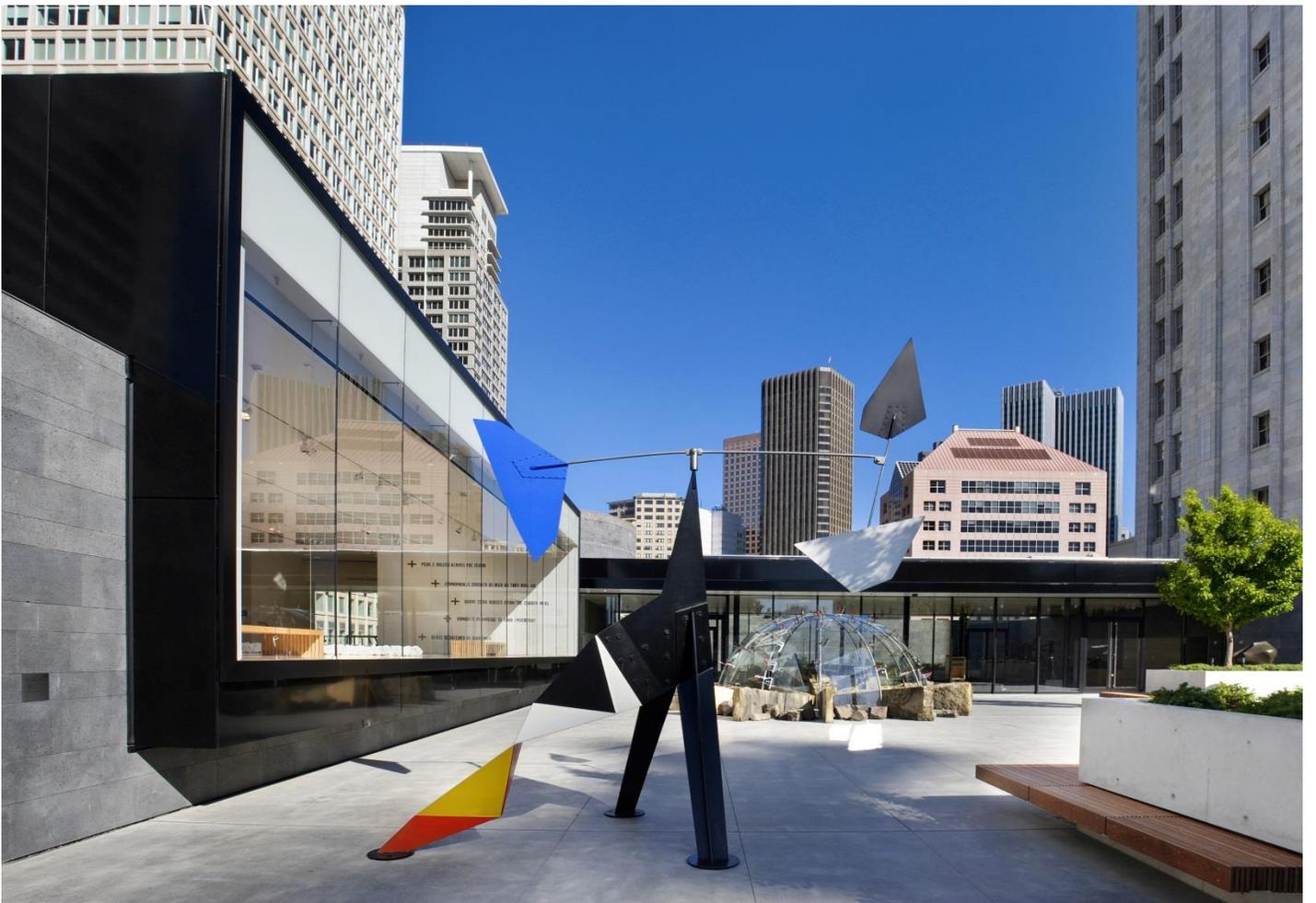
CMG partners to improve our cities and the broader environment — with community groups, local governments, park conservancies, institutions, developers, and designers. We address the effects of climate change with sea level rise strategies on waterfront parks and drought-tolerant landscapes throughout California. Treasure Island was one of 16 pilot projects selected by the Clinton Climate Initiative for demonstrating how large-scale urban undertakings can grow in ways that are climate-positive. We lead community-based design processes for street life planning for entire districts, and major city boulevards up and down the West Coast. The Yerba Buena Street Life Plan won a national award in 2014 for being a premier example of this. We seek to make a positive impact on the landscape, and on the profession. Our district-wide stormwater management system for Bay Meadows is one of the largest examples of built green infrastructure. We creatively approach urban ecology. For the SFMOMA rooftop sculpture garden, we engaged a lichenologist to help us develop an unprecedented garden that will slowly transform the building into a living organism.

CMG's team consists of three dozen architects and designers, led by four principals with distinct aesthetics and interests. Our values are urban, social, and ecological. And we are located in the heart of downtown San Francisco — the city that is, in many ways, the overarching project of our first decade and a half.

TEAM MEMBERS

Willett Moss
Principal

Liz Richmond
Associate, Project Manager



1
PRESIDIO LANDMARK

Purpose included site restoration reflective of its historic use, enhancing and linking to recreational trails within the National Park, and creating a district identity as a main arrival point to the Presidio.

2
UCB STUDENT COMMUNITY CENTER

The revitalization of this mid-century complex is a student-based initiative that calls for reinvigorating the existing site into a common gathering space for the entire campus, rooted in sustainable practices.

3
SFMOMA ROOFTOP SCULPTURE GARDEN

An elegant urban oasis where art and nature converge.

PAGE & TURNBULL

Page & Turnbull is interested in the intersection between the built surroundings we have inherited and the way we live now. Our mission is to imagine change within historic environments through design, research, and technology.

Page & Turnbull was established in 1973 as Charles Hall Page & Associates to provide architectural and conservation services for historic buildings, resources and civic areas. We were one of the first architecture firms in California to dedicate our practice to historic preservation and we are among the longest-practicing such firms in the country. Our offices are located in San Francisco, Sacramento and Los Angeles.

Our staff includes licensed architects, designers and historians, conservators and planners. We approach projects with imagination and flexibility and are committed to the conservation of significant resources—where these resources can be made to function for present and future needs. Our services are oriented to our clients' time and budget. All our professional staff meet or exceed the Secretary of the Interior's Historic Preservation Professional Qualification Standards.

Architectural Services – We emphasize the re-use of existing buildings and the thoughtful application of new design. Solutions for new construction respect existing architectural values and the context of neighboring structures. When analyzing buildings we are skilled in the assessment and treatment of the most significant architectural and historical spaces and elements. We welcome the challenge of solving problems of repair, seismic strengthening, and integrating new systems. Page & Turnbull ensures that projects comply with the Secretary of the Interior's Standards for Rehabilitation for local, state and federal agency review.

Planning & Research – Everything we do begins with a deep understanding of historic and cultural resources. As the special investigations unit of our practice, the Cultural Resources Studio completes evaluations for historic significance, Historic Structure Reports, National and California Register nominations, Section 106 and California Environmental Quality Act (CEQA) clearance, Historic American Buildings Surveys, Historic Building Preservation and Maintenance Plans and a variety of surveys, studies and planning reports. Many of these are for repeat clients such as the National Park Service, California Department of Parks & Recreation and the University of California.

Preservation Technology – The work of this studio ranges from condition surveys to materials analysis, sequential dating, and adding to the historical record by uncovering the buried work of early craftspersons.

We have been acknowledged by professional organizations and in publications, but most importantly, by the fact that most of our work is from repeat clients and referrals. The National Trust for Historic Preservation, the American Institute of Architects, the U.S. Government, California Preservation Foundation and others have honored us with more than 100 awards.

TEAM MEMBERS

Carolyn Kiernat
Principal

Jason Wright
Designer / Architectural Conservator

Christina Dikas
Architectural Historian



1
FERRY BUILDING

Cast into obscurity for half a century by the mass use of the automobile and a double-deck freeway, this monumental Beaux Arts building survived two major earthquakes and was once the primary point of arrival and departure for San Francisco. Page & Turnbull was preservation architect for the rehabilitation and adaptive reuse of this 1896 landmark as a bustling marketplace, Class A office space and ferry terminal.

2
EXPLORATORIUM AT PIER 15

Page & Turnbull was preservation architect for the rehabilitation of historic Pier 15 into a world-class museum space for the Exploratorium. An adaptive re-use and addition to a 1931 pier structure, the project combined sustainability and historic preservation to bring new vitality to San Francisco's waterfront.

3
WALT DISNEY FAMILY MUSEUM

Page & Turnbull served as lead architect for the rehabilitation of three buildings in the Presidio of San Francisco—an 1890s army barracks, a 1904 gymnasium and a 1940s munitions shed—as they were converted into archives of the Walt Disney Family Foundation and a museum built to honor the life of Walt Disney. The trio of buildings and their campus mark the largest and most historically significant rehabilitation in the Presidio to date.



Established in 1960, Rutherford + Chekene (R+C) is one of California's foremost engineering practices providing structural and geotechnical engineering. R+C's staff of 70 provides cost-effective solutions that address unique project challenges. We look at projects holistically and strive to work with the owner and the design team as a real partner to optimize the value of each project.

R+C has provided structural engineering for hundreds of seismic evaluations and retrofits. Our portfolio of work includes the following:

- 25 buildings listed on the National Register of Historic Places
- 7 California Preservation Awards
- Aesthetically minimal retrofit design to preserve historic character
- Working closely with owners and shareholders to create efficient structures that save time and money during construction

R+C has been structural engineer-of-record on a number of landmark San Francisco projects. Among our latest San Francisco museum projects is the new home of the Exploratorium at piers 15 and 17. This project involved a retrofit of the historic Pier 15 buildings and the concrete pier substructure, built in 1931, and tenant improvements to the Pier 17 building built in 1912. At close to 300,000 sf, the new space is nearly five times larger than its previous home at the Palace of the Fine Arts.

Our other museum and exhibition experience includes structural and geotechnical engineering for the new de Young Museum in Golden Gate Park; the renovation of the Pier 2 Building at Fort Mason, housing the Cowell Theater and the Herbst Pavilion; the feasibility study of the subject Palace of Fine Arts building; and the expansion of the McEnergy Convention Center in San Jose.

TEAM MEMBERS

Patrick Ryan
Principal in Charge,
Structural Engineering

Alan Kren
Technical Advisor,
Structural Engineering

Maureen Joyce
Project Manager,
Structural Engineering



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3

1
PALACE OF FINE ARTS EXHIBITION
BUILDING FEASIBILITY STUDY

The Exhibition Hall of the Palace of the Fine Arts is a 125,000 sf, curving structure. R+C provided structural engineering services for a feasibility study of the facility to determine the building's reuse after departure of its longtime tenant, the Exploratorium.

2
FORT MASON PIER 2 BUILDING
REHABILITATION

The Pier 2 project strengthened the existing building, added new mezzanines, upgraded the existing Cowell Theater, and renovated the box office. The design aimed to minimize disruption to continuing operations of the Herbst Pavilion during construction.

3
FERRY BUILDING RENOVATION

The Ferry Building redevelopment involved partial demolition of the building while preserving the historic stone facade facing Market Street. The project opened the central nave for most of the 660-foot length of the building. The restored three-story, sky lit space features restaurants, retail and first-class office space.



Cahill Contractors is a third generation, Bay Area firm with experience across many markets and types of construction. We build with a focus on quality, collaboration, and value. Our projects are tightly controlled and well managed, providing clients with the lowest overall project cost. We work openly and in concert with clients, architects, and subcontractors to complete projects on time, under budget, and to the client's utmost satisfaction. We are honored to be building strong relationships, enduring structures, and remarkable communities. As a family owned business for over 100 years, integrity is at the heart of everything we do, and we recognize that people are our greatest asset.

Cahill is led by Jay Cahill (Chairman & CEO), Chuck Lochtefeld (Vice Chairman) and Chuck Palley (President). Our senior executive staff of Vice Presidents and Project Executives are intimately involved in the operations process from project inception, during estimating and preconstruction, and throughout construction. We endeavor to have intensive senior oversight and direction on all projects to ensure that the quality and consistency we are known for remains, and projects remain on track from preconstruction through punch listing and turnover.

Cahill limits its annual construction volume so that a Senior Executive can personally monitor each project with the assistance of our experienced staff of Project Managers and Field Superintendents.

In the 1960s, J.R. Cahill was asked by the City of San Francisco to help them determine how to approach work that needed to be done on the former Exploratorium, the Palace of Fine Arts, which was originally designed by famous San Francisco Bay Area architect Bernard Maybeck as part of the 1915 Panama-Pacific International Exposition. On his own, J.R. fabricated formwork that proved that the Corinthian columns could be cast in concrete for renovations. After the city viewed his work, they felt confident and ready to publicly put the project out to bid.

J.R. Cahill wanted the City to receive competitive bids on the project, but he realized that other generals might avoid bidding on the project due to their perception of Cahill Brothers having an advantage from working on the formwork and gathering cost data.

He decided to make it publicly known that Cahill Brothers would not be bidding on the project to encourage other generals to submit their bids. The Department of Public Works issued the Call for Bids and the contract was awarded to M&K (Mendelsohn & Kahn). The Palace of Fine Arts standing today is partially the result of that work.

The integrity J.R. Cahill modeled in his decision to not submit a bid even though he had an advantage is a core value that continues to resonate through Cahill's work today. For example, we competitively bid scopes of work we can also self-perform because we believe in securing the best value for the Owner while maintaining a high level of quality. We are forever aware that Owner satisfaction is paramount, and work tirelessly to achieve that goal. We place emphasis on being part of the "Architect/Owner/Contractor" team – not on the outside, minding only our own interest. It is this highly professional approach, and complete integrity in all actions, that keep clients returning and referring us on future projects.

TEAM MEMBERS

Chuck Palley
President

Blair Allison
Principal-in-Charge, Vice President

Chris Thompson
Project Executive

Jeff Dachauer
Superintendent



1 2
3 3

1
ARGONAUT HOTEL

The construction of the Argonaut Hotel and San Francisco Maritime Visitor Center involved the historic renovation of the Haslett Warehouse located at Fisherman’s Wharf. This four story unreinforced masonry and heavy timber warehouse was structurally reinforced and built out into a boutique hotel and maritime museum with commercial areas. Work included masonry restoration, foundation system with pipe piles, tie downs, footings, and slab-on-grade.

2
KELLY CULLEN COMMUNITY

Renovation of an historic structure built in the early 1900’s into 174 studio apartments for low income residents. Amenities include: gymnasium, theatre/auditorium, café, laundry facilities, multipurpose spaces, a childcare center and a health clinic. Green Communities certified. Historic tax credits were used for some financing.

3
OAKLAND MUSEUM OF CALIFORNIA

Phase 1: Improvements including the renovation of the Art & History galleries: Expansion of the art gallery, ADA access upgrades, new metal canopies with skylights over existing walkways, life safety upgrades, replacement of the emergency generator and expansion and enhancement of the mechanical system. Phase 1.5: Remodel/renovation of Great Hall, theater, dining, offices, restrooms, kitchen, and servery. New ticket booths, Docent offices, museum store, ADA ramp entry, security gates and garage bike storage. Completion of upgraded fire alarm system throughout the facility and misc. waterproofing repairs. OMCA – Phase 1.5 will be aiming for the LEED Commercial Interiors accreditation. Phase 2: Interior renovation improvements in the Natural Science Gallery, corridor upgrades, new staff facilities, security gates and conference spaces. LEED Silver to be achieved.



FISHER

Fisher Development is a San Francisco-based General Contractor with a proud 45-year history. Its team of 50 professionals has a collective passion for building technically challenging projects in urban core locations using innovative design where site logistics are unique.

Its relationships with clients, consultants and subcontractors span decades, and the company takes great pride in its ability to maintain those relationships while constantly working to establish new ones.

Fisher is a family-owned company that considers its employees an extension of its family. Thirty-five percent of Fisher employees have more than 10 years of service with the company, and key employees are members of an Equity Participation Plan.

Fisher believes that a successful project is achieved by fostering a healthy partnership with the client and their consultants. Open communication and meticulous planning are necessary to meet budget and schedule goals. To facilitate this, Fisher uses the latest technologies –Timberline and Procore (cloud-based project management software)—to produce weekly financial and progress reports.

The Fisher team understands the power of the partnerships it has cultivated over the years, and looks forward to partnering with Equity Community Builders and its partners to turn this exciting project into reality.

TEAM MEMBERS

Alex R. Fisher
President

Jeff Budke, LEED AP
Vice President Operations

Tom Perko
Senior Project Manager

Phil Gough
Senior Estimator

Mike Isola
Senior Superintendent



1
388 FULTON

Fisher broke ground in June 2014 on this 69-unit multifamily project. Located on the corner of Fulton and Gough Streets, this new six story building will house studio, one and two-bedroom condos. Three retail tenant spaces occupy the street level.

2
CHRISSEY FIELD CENTER

The Crissy Field Center houses high performance classrooms, a science lab, offices and the Beach Hut Cafe. Dubbed a "smart" building, Crissy Field Center utilizes integrated technology to optimize environmental, economic, and human performance. It combines key attributes such as abundant natural daylight, low-VOC content materials, photovoltaics, wind turbines and optimal acoustics to achieve an environment that enhances learning without compromising aesthetics or affordability. From conception to completion, the entire project took nine months; a remarkable achievement made possible by the building type and phenomenal teamwork. The result: a spectacular new landmark on prime San Francisco waterfront.

3
THE NEW METRO

This is an example of a successful adaptive re-use for one of San Francisco's historic 1,200 seat single-screen theaters. The iconic facade and cavernous aging structure is located in the heart of San Francisco's Cow Hollow shopping district. Scope of phase I demolition included abatement, hard and soft demolition, shoring and micro piles. The core/shell phase included restoration and recreation of period moldings, murals and architectural columns, Fisher added three new floors within the building envelope as well as new MEPS systems and vertical transportation.

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2 3



A DIFFERENT KIND OF TRANSPORTATION FIRM

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

PARKING MANAGEMENT

Nelson\Nygaard sees managing parking as an opportunity to create livable places. We specialize in helping cities and communities find the right balance of parking. We demystify the real costs of parking and develop strategies for unbundling costs, sharing resources, reducing trips, and appropriately pricing parking. Our approach is to find the right, cost-effective blend of solutions. We build consensus and win community support for new approaches to parking. In doing so, we help communities save money, conserve resources, and achieve their larger goals for transportation, business development, and improved quality of life. We draft policies, regulations, and plans that put parking demand in the context of wider community goals of generating foot traffic, business vitality and development; enhancing bike access, transit use and quality of life; and reducing traffic impacts.

Recognized for projects around the world, Nelson\Nygaard has received awards and honors from professional organizations and government agencies including the American Planning Association, the Federal Transit Administration, the Association of Environmental Professionals, the American Society of Landscape Architects, the Congress for the New Urbanism, and the Canadian Institute of Planners.

TEAM MEMBERS

Brian Canepa
Principal

Patrick Siegman
Principal



As a local law firm, founded in San Francisco in 1962, Farella Braun + Martel has established itself as a go to firm for regional development and construction projects. The firm's experience in San Francisco and the Bay Area is evidenced by such landmark development projects, including: the Ferry Building, Cavallo Point, One Rincon Hill, the Coronet/IOA senior project, SFMOMA, Fort Mason Center, The David Brower Center, the Strand Theater, Freight & Salvage Performing Arts Center, The Exploratorium and the Nob Hill Masonic Center. Farella provides legal services on a broad range of practice areas through approximately 130 attorneys in addition to other related professionals. Descriptions of the firm's practices and the biographies of all our attorneys may be found at www.fbm.com.

We work in cross-disciplinary teams which allows us to offer our clients efficient lean staffing structures by tapping into the specific expertise required for the task at hand. The proposed team has worked together on numerous development projects, and offer experience ranging from project inception to completion and occupancy. Steve Vettel, Richard Shapiro and Said Kordestani will be our project leaders and responsible for coordinating and managing Farella's services, including budget, and will assure that tasks and roles are clearly defined and pushed to the appropriate level of attorney to provide the most cost-effective and responsive service.

TEAM MEMBERS

Steve Vettel
Attorney at Law

Dick Shapiro
Attorney at Law

Said Kordestani
Attorney at Law

ART CONSULTANTS

Melissa Alexander is Director of Public Programs for the Exploratorium and on staff since 1989. She is currently responsible for overseeing wide ranging temporal programming for families and adults that is considered key to museum attendance. She oversaw the development of opening activities and new programming for the new Exploratorium at Pier 15 while her past roles include supporting artists in residence and exhibit developers; and managing and directing exhibition development projects. She was project manager for Turbulent Landscapes, a nationally recognized exhibition that traveled 30 artworks by 18 phenomenon based artists to museums in the U.S. and abroad for 3 years. She served as Project Director and chief curator of Revealing Bodies an experimental exhibition of artworks, objects and specially created interactive exhibits addressing the social, cultural and political impact of scientific and medical representations of the human body which received the American Association of Museums Award for Best Exhibition Design in 2000. Alexander has been active in the Bay Area arts community both professionally and informally for decades and served as Executive Director of the Black Rock Arts Foundation for one year where she expanded her passion for public art projects.

Leslie Pritchett has more than a decade of experience producing public art programs. As Executive Director of the Black Rock Arts Foundation, she produced and supported more than 28 public art projects, including eight award-winning temporary public installations within the City of San Francisco and helped establish a process for temporary public art exhibition that now serves as a model for municipalities around the country. She founded and led the team that produced the Peralta Junction Project, which transformed a 40,000 square-foot vacant lot in West Oakland into an interactive, arts-based destination space providing a rare venue for artists to share and sell their work. Artists included book artists, fashion designers, metal fabricators, jewelers, painters, and more. Peralta Junction also housed an active artist-created performance stage, artisan food vendors, and regular adult and family programming, often in conjunction with established arts institutions. Currently, she is actively engaged in addressing arts policy issues in Oakland, and is working with the Oakland Museum of California to provide access to almost 500 tons of steel from the old Bay Bridge for use in civic and public art projects. She has served as a board member and advisor to a number of arts-based and nonprofit ventures, including The Crucible, American Steel Studios, and Oakland Makers, and has broad connections within the Bay Area arts community. Pritchett holds a Masters in Business Administration from Columbia University.

Anne Veh of Anne Veh Consulting, has, for more than 25 years, developed art and exhibition programs that are deeply aligned and integrated with the intent and vision of projects that transform communities and connect us as human beings. Anne has partnered with the leadership of institutions, architectural firms, multinational corporations and developers to integrate arts programming into the cultural infrastructure of their projects. Art programs have a unique ability to initiate the intended experience by attracting a person, engaging them for a length of time and providing a logical conclusion that results in fulfillment or a logical extension to continue their experience. By helping to create a clear narrative of how art can become an integral part of the story of a project, and aligning to the core beliefs and values of the project, Anne defines how art can become a powerful instrument in achieving a project's vision. She then helps define the specific art and programs that will drive the project's storytelling.

"TO BE ALIVE IN THIS
BEAUTIFUL, SELF-
ORGANIZING UNIVERSE--TO
PARTICIPATE IN THE DANCE
OF LIFE WITH SENSES TO
PERCEIVE IT, LUNGS THAT
BREATHE IT, ORGANS THAT
DRAW NOURISHMENT FROM
IT--IS A WONDER BEYOND
WORDS....IT IS A PRIVILEGE
TO BE ALIVE IN THIS TIME
WHEN WE CAN CHOOSE TO
TAKE PART IN THE SELF-
HEALING OF OUR WORLD"

JOANNA MACY

John Clawson, Founding Principal

John combines his training as an architect with his 25 years of experience in real estate development to contribute to ECB a broad range of expertise in all phases of the development process. John has particularly strong skills in complex financing structures combining conventional financing, investor equity and funding secured through New Markets and Historic Tax Credits. John's work in communities throughout Northern California has garnered ECB recognition for its expertise in delivering well-designed, complex projects that make an important contribution to their community.

Many of John's recent and current projects – Cavallo Point Lodge, Oxford Plaza and David Brower Center, East Bay Center for the Performing Arts, the Bay School of San Francisco, the International Center to End Violence, the Thoreau Center for Sustainability and the Ed Roberts Campus - integrate environmentally responsible design, adaptive reuse of historic buildings, complex financing structures and significant services and benefits for the local community.

Prior to ECB, John was a regional vice president of a national development advisory firm specializing in urban mixed use and redevelopment. John earned a Master's Degree from the MIT Center for Real Estate Development in 1985 and a Bachelor of Architecture from Arizona State University in 1981. John serves on the Board of Trustees for the East Bay Center for the Performing Arts and Lick-Wilmerding High School and formerly served on the boards of Marin Country Day School and The Bay School of San Francisco. John is a longtime resident of San Francisco with his family and occasionally they escape the city to enjoy skiing and travel.

Ted Lieser, Principal

Ted has been working with ECB since 2001, and specializes in projects that emphasize environmental sustainability and historic rehabilitation.

His current projects with ECB include: the Marin Farmers Market, design and implementation of a proposed new permanent pavilion and market building for the Agricultural Institute of Marin, to be located at the Marin County Civic Center, Marin Academy (San Rafael, CA), design and construction of a New Science Building at the independent preparatory high school, Mark Day School (formerly Saint Mark's School, San Rafael), design and construction of a new Library, Creativity Lab and administrative space at an independent K-8 school, The San Francisco Community Music School, design and

repurposing of two historic Victorian mansions and courtyard at a 93 year old music education facility in San Francisco's Mission District, and Phase II of Cavallo Point Lodge in Marin County.

Previous projects include the East Bay Center for the Performing Arts, the rehabilitation of an historic theater and ancillary spaces for a nonprofit arts education organization serving Richmond, CA and surrounding areas.

From 2001 to its completion in 2008 he served as the project manager for the LEED Gold certified Cavallo Point Lodge project, a 55-acre, 142 room retreat and conference center rehabilitated from a turn of the century military base located in southern Marin County, and The Bay School of San Francisco, a new college preparatory high school located in the Presidio, developed in an historic Army barracks.

Ted has also assisted in a number of New Market Tax Credit financings, including those for the East Bay Center for the Performing Arts, Freight and Salvage, and the SF Jazz projects.

Ted earned his J.D. in 1995 from Golden Gate University School of Law, specializing in environmental law and policy. He received a Bachelor of Arts degree in 1988 from the University of Colorado at Boulder. He currently serves on the board of the California Heritage Council and is a member of SPUR and ULI.

Ben Golvin, Founding Principal

Ben possesses decades of experience in managing all aspects of residential and mixed-use developments. His work in affordable housing includes leadership in rebuilding public housing projects critical to neighborhood revitalization. Ben's capacity for community and team building is evident in his long-standing relationships and his reputation for integrity across public, private and non-profit sectors.

Ben has served on the Boards of the Northern California Association for Non-Profit Housing, Chinatown Community Development Center, and San Francisco Housing Development Corporation. He received a Bachelor of Arts from UC Santa Cruz and his Masters degree in City and Regional Planning from UC Berkeley



MARSHA MAYTUM FAIA LEED AP
Principal



EDUCATION

1977 Bachelor of Architecture, University of Oregon
1975–76 Architectural Studies, Royal Academy, Denmark

REGISTRATION / AFFILIATIONS

Registered Architect, California, 1981
Fellow, American Institute of Architects
Member, United States Green Building Council
LEED Accredited Professional
Appointed Member, National Register of Peer Professionals, U.S. General Services Administration
Appointed Member, San Francisco Waterfront Design Advisory Committee Association
Appointed Member, University of California, Berkeley, Design Review Committee
Appointed Member, Eco-Structure Editorial Advisory Board
Member, Urban Land Institute–San Francisco
Member, San Francisco Planning and Urban Research

PROFESSIONAL EXPERIENCE

2000–Present Leddy Maytum Stacy Architects
1989–2000 Tanner Leddy Maytum Stacy Architects
1981–1989 Tanner and Vandine Architects
1979–1981 Esherick Homsey Dodge & Davis

SELECTED PROJECTS

Larkspur Community Facility, *Larkspur*
Chinese-American International School, *San Francisco*
San Francisco Art Institute Graduate Center, *San Francisco*
Fort Mason Center—Pier 2 Renovations and Campus Assessment, *San Francisco*
North Beach Branch Library, *San Francisco*
Cavallo Point, the Lodge at the Golden Gate, *Sausalito*
Bay Area Discovery Museum, Fort Baker, *Sausalito*
The Commonwealth Club of California, *San Francisco*
La Bahia Hotel, *Santa Cruz*
Sweetwater Spectrum Community Housing, *Sonoma*
California Shakespeare Theater, *Orinda*
Thoreau Center for Sustainability, *The Presidio of San Francisco*
California College of the Arts, *San Francisco*
Koret Visitor Education Center, *SFMOMA, San Francisco*
The Bay School of San Francisco, *San Francisco*
International Museum of Women, *San Francisco*
Thornton Center for Engineering Management, *Stanford University*

LECTURES

2015 “Sweetwater Spectrum Community” *Getting to Zero National Conference*, Washington DC
2014 Panelist, *Equity by Design, The Missing 32%*, San Francisco
Panelist, *National AIA Educational Convention*, Chicago
“Reinvention 2014: Design for Change” *AIA Arizona-Changing the Status Quo*, Phoenix
“San Francisco Public Library: North Beach Library” *ALA National Convention*, Las Vegas

LECTURES (Cont.)

| | |
|------|--|
| 2013 | <p>"Sweetwater Spectrum Community" <i>U.S. Greenbuild Council, Philadelphia</i></p> <p>"The Role of Women in Architecture" <i>AIA San Francisco, San Francisco</i></p> <p>"Designing for All" <i>University of Oregon, Portland</i></p> |
| 2012 | <p>University of California, Berkeley, Colloquium</p> <p>California College of the Arts</p> <p>"Mission Driven Design" <i>Bioneers Conference</i></p> |
| 2011 | <p><i>Architectural Foundation, Sustainable Cities Design Academy, Philadelphia</i></p> <p>San Francisco Planning + Urban Research Association, San Francisco</p> |
| 2009 | <p>"How Diversity Changes the Work" Panel, <i>AIA National Convention, San Francisco</i></p> <p>"Preservation IS Sustainability" Panel, <i>AIA National Convention, San Francisco</i></p> |
| 2008 | <p>"AIASF Design Awards" Panel, <i>AIA San Francisco, San Francisco</i></p> <p><i>AIA National Convention, Boston</i></p> <p>"Cavallo Point Presentation" <i>California Preservation Conference</i></p> |
| 2007 | <p>"Women in Green" Panel Discussion, University of California Berkeley</p> <p>"Mission Driven Design" <i>West Coast Green</i></p> |
| 2006 | <p>California College of the Arts</p> <p><i>Iowa State AIA Convention, Iowa</i></p> <p><i>U.S. Greenbuild Council, Northern California Chapter</i></p> |
| 2005 | <p>University of California Berkeley, Berkeley</p> <p><i>Non-Profit Centers Network National Conference</i></p> |
| 2004 | <p>"Merging Perspective" Panel, <i>AIGA San Francisco and SFMOMA Lecture Series, San Francisco</i></p> <p>"Inspired Outcomes: Women Leading Change" Panel, <i>AIA San Francisco, San Francisco,</i></p> <p>"Sustainable Design & Preservation" Panel, <i>California Preservation Foundation State Conference</i></p> |

PROFESSIONAL / ACADEMIC ACTIVITIES

| | |
|------|---|
| 2014 | <p>Juror, AIA Austin Design Awards</p> <p>Juror, AIA Committee on Architecture and Education Design Awards</p> |
| 2012 | <p>Juror, Waller Creek Conservancy Design Competition, Austin</p> <p>Greensource Webinar, Architectural Record Green Building Case Studies</p> |
| 2011 | <p>GSA Evaluation Board, Frank Hagel Federal Building, Richmond</p> |
| 2011 | <p>Invited Visiting Professor, California College of the Arts</p> <p>Juror, AIA Ohio Design Awards</p> <p>Juror, Inspiration Design Awards, Contract Magazine</p> |
| 2010 | <p>GSA Design Peer Review, Federal Center, South Seattle</p> |
| 2009 | <p>GSA Peer Review, PJKK Federal Building and Courthouse, Honolulu</p> |
| 2009 | <p>Invited Critic, UC Berkeley College of Environmental Design</p> <p>Juror, AIA Alabama Design Awards</p> |
| 2008 | <p>Juror, AIA Redwood Empire Chapter Design Awards</p> <p>Juror, Architectural Foundation of Los Angeles "Design Green" Awards</p> |
| 2007 | <p>Juror, AIA National 2008 Honor Awards</p> <p>Juror, Spreckels Town Design Competition</p> |
| 2005 | <p>Juror, Western Home Awards, AIACC & Sunset Magazine</p> |
| 2004 | <p>Juror, AIA Northwest & Pacific Region Design Awards</p> <p>Juror, AIA California Central Valley Region Design Awards</p> |
| 2003 | <p>Juror, AIA California Council Design Awards</p> |



GREGG NOVICOFF AIA LEED AP
Senior Associate



EDUCATION

1997 Master of Architecture, Harvard University
1992 Bachelor of Arts in Architecture , University of California Berkeley
Bachelor of Arts in English, University of California Berkeley

REGISTRATION /AFFILIATIONS

Registered Architect, California, 2003
LEED Accredited Professional
Member, San Francisco Housing Action Coalition
Member, United States Green Building Council
Member, American Institute of Architects
Member, San Francisco Planning and Urban Research

PROFESSIONAL EXPERIENCE

2005–Present Leddy Maytum Stacy Architects
2000–2005 SMWM
1997–2000 MBT Architecture
1993–1994 Central Park Conservancy

SELECTED PROJECTS

Parcel O, *San Francisco*
Family House, *San Francisco*
The Commonwealth Club of California, *San Francisco*
Camp Tawonga Master Plan, *Groveland*
Sweetwater Spectrum Community, *Sonoma*
The Ed Roberts Campus, *Berkeley*
San Francisco Day School Comprehensive Facility Plan, *San Francisco*
California Shakespeare Theater, *Orinda*
UC Berkeley Housing Option Study, *Berkeley*
Offices for Arup, *San Francisco*
2001 Market Street Residences, *San Francisco*
Building 813 Concept Design Study, Hunter's Point Shipyard, *San Francisco*
Cupertino Public Library and Community Hall, *Cupertino* (with SMWM)
Sutro Library, *San Francisco State University* (with SMWM)
Mechanical Engineering Building, *Stanford University* (with MBT Architecture)
Learning Resource Center, *Mission College* (with MBT Architecture)
UC Berkeley Underhill Campus Master Plan, *Berkeley* (with MBT Architecture)

LECTURES, CONFERENCES AND TEACHING

2013 Nonprofit Centers Network Conference
2011 Sustainable Cities Design Academy
1995–1997 Lecturer, Boston Architecture Center



ADAM FRANCH AIA LEED AP



EDUCATION

2007 Master of Architecture, University of Oregon
2006 DIS Architectural Studies, Copenhagen Denmark
2003 Bachelor of Environmental Design, University of Colorado

REGISTRATION /AFFILIATIONS

Licensed Architect, California
NCARB certified
Member, American Institute of Architects
Member, United States Green Building Council

PROFESSIONAL EXPERIENCE

2007–Present Leddy Maytum Stacy Architects
2006–2007 Anderson Dabrowski Architects, Portland
2003–2005 Overway + Pederson Architects, Denver

SELECTED PROJECTS

San Francisco Art Institute at Fort Mason, *San Francisco*
Laguna Commons Apartments, *Fremont*
Fort Mason Pier 2 Historic Renovation, *San Francisco*
FAHR LLC/ Next Generation Offices, *San Francisco*
The Nueva School – Upper School, *San Mateo*
Fire House Number One, *San Francisco*
Merritt Crossing Apartments, *Oakland*
Climate Works Foundation, *San Francisco*
California Shakespeare Theater, *Orinda*
Michael J. Homer Science and Student Life Center, *Atherton*
Centennial Pavilion Lofts (Overway + Pedersen Architects)
Pedersen Residence (Overway + Pedersen Architects)

EDUCATION

MArch, Yale University, 1988
BA, Yale University, 1981

LICENSES/AFFILIATIONS

Licensed: AZ, CA, CO, HI, MD, NH, VA, NCARB
Member of the American Institute of Architects (AIA)
LEED AP
Member, Retail Design Institute (RDI)
Member, San Francisco Planning and Urban Research Association (SPUR)
Member, Urban Land Institute (ULI)
Member, Congress for the New Urbanism (CNU)
Board President, Center for Urban Education about Sustainable Agriculture (CUESA)



BACKGROUND

Hans Baldauf is a founding principal of BCV Architects. Mr. Baldauf has worked on a variety of project types including market halls, restaurants, wineries and specialty food shops, as well as mixed-use development, flagship stores and retail centers, and multi-unit and single family residences. In addition to his responsibilities as a design principal, Mr. Baldauf is BCV's Chief Financial Officer.

Mr. Baldauf's long-standing interest in pursuing projects that enhance the public realm has led BCV to design a variety of award-winning mixed-use urban projects, grand market halls, urban historic renovations and projects as small as flower stands and mobile farmstand concepts. All projects, at their core, are designed to enrich the surrounding community, with each design problem considered both on its own as well as how it fits into a larger context.

A LEED-accredited professional, Mr. Baldauf is also a strong advocate for a wider vision of sustainability inspired by the "Good. Clean. Fair." tenets of the Slow Food Movement. By incorporating a thorough understanding of LEED with Slow Food's celebratory aspects and its dedication to quality, responsibility and accessibility, the firm has established a reputation for creating truly sustainable designs. BCV helped lead the effort to recruit over twenty design firms in support of Slow Food Nation '08 in San Francisco – the largest celebration of sustainable agriculture in America to date. Mr. Baldauf is currently working on multiple LEED projects, two of which have been pre-certified LEED Gold.

Mr. Baldauf has taught architecture at Yale University, the University of Illinois at Chicago, and Notre Dame University, where he served as visiting faculty at their Rome Studies program. In addition to his teaching, Mr. Baldauf is active in the Bay Area arts and architecture community, serving on various boards including the Friends of the Bancroft Library, Seedling Projects, as Board President of The Center for Urban Education about Sustainable Agriculture (CUESA), and as past chairman of the Maybeck Foundation.

SELECT PROJECTS

- Ferry Building Marketplace, San Francisco, CA
- Market Square, San Francisco, CA
- Hudson Eats at Brookfield Place, New York, NY
- Water Street Market, Oakland, CA
- Joseph Phelps Vineyards, St. Helena, CA
- Franciscan Estates Winery Addition, Rutherford, CA
- Cakebread Winery East Addition, Oakville, CA
- Belcampo Farms, Gazelle, CA
- Belcampo Meat Co., Multiple Locations
- Slow Food Nation 2008, San Francisco, CA
- Eat Real Festival 2009, Oakland, CA
- Cowgirl Creamery, San Francisco, CA
- Hog Island Oyster Co, San Francisco, CA
- Capay Organic, San Francisco, CA
- Ferry Plaza Seafood, San Francisco, CA
- Mijita Cocina Mexicana, San Francisco, CA
- Mistral Rotisserie Provencale, San Francisco, CA
- Acme Bread Co., San Francisco, CA
- Il Fornaio Restaurants, Multiple Locations
- Treasure Island Retail Center, San Francisco, CA
- Bay Meadows Retail District, San Mateo, CA
- Hollywood Park Town Center, Los Angeles, CA
- Walnut Creek Downtown regional retail, 5 projects, CA
- Williams-Sonoma Retail Stores, various locations
- California Academy of Sciences Stores, San Francisco, CA
- @First Retail, San Jose, CA

EDUCATION

MArch, University of California, Berkeley 2009
BSAD, Massachusetts Institute of Technology, 2003

LICENSES/AFFILIATIONS

LEED AP BD+C

AWARDS

Malcolm Reynolds Prize
Sooky Lee Prize
John K. Branner Travelling Fellowship



BACKGROUND

Asa Prentice, is a Project Designer and Project Manager with BCV Architects. He joined the firm in June of 2010. While at BCV, Mr. Prentice has been actively involved in a wide range of project types, from large scale public market halls and master-planning of city-scale development to the fin-grain detailed interiors of high end custom residential construction.

At BCV, Mr. Prentice has been responsible for designing and managing projects focused on the creation of a high quality public realm, with great attention to the human scale and enhancing the experience of our built environment. Throughout his work, the goals of developing an architecture that is sustainable, livable and beautiful can be seen.

SELECT PROJECTS

- Market Square, San Francisco, CA
- Hudson Eats at Brookfield Place, New York, NY
- Belcampo Farms, Gazelle, CA
- Treasure Island Redevelopment, San Francisco, CA
- City Center San Ramon, San Ramon, CA
- Downtown Sunnyvale, Sunnyvale, CA
- Machaca Lodge, Punta Gorda, Belize
- The Crow's Nest Residence, Norden, CA
- East Cabin, Fall River Ranch, CA



WILLETT MOSS PLA

Principal

Willett is a founding partner of CMG Landscape Architecture, a Fellow of the American Academy in Rome, and a landscape architect of public and institutional landscapes. Willett's work reflects his range of interests with a consistent focus on landscapes of broad value and public appeal. His project experience includes community-based design, sustainable urban systems, planning rooted in ecological understanding, and making historic resources relevant today. Some of his noteworthy projects are the transformation of Mint Plaza, Marin Country Day School, Sunnylands Annenberg Estate, and the UC Berkeley Student Community Center. He designs by rapidly representing spaces and defining landscape experiences. For Willett, good public spaces have clear purpose, whether symbolic or utilitarian, and contribute to community identity as memorable additions to the landscape. He creates art and research focused on the intersection of public landscape, bodily experience, and collective memory, based on a longstanding appreciation for richly textured and varied environments.

Professional Experience

CMG Landscape Architecture
San Francisco, CA: 2000–present

Marta Fry Landscape Architects
San Francisco, CA: 1998–2000

Hargreaves Associates
San Francisco, CA: 1996–1998

Golden Gate National Park Association
San Francisco, CA: 1994

Child Associates, Inc.
Boston, MA: 1992–1994

Education

Harvard University
Graduate School of Design: Masters
of Landscape Architecture, 1997

University of Massachusetts
Landscape Architecture: Bachelor
of Science, with honors 1992

Registration

Licensed Landscape Architect,
State of California No. 4705

Awards, Fellowships, & Grants

American Academy in Rome
Fellowship, 2006–2007

Janet Darling Webel Prize, 1998

Harvard Community Service Fellowship, 1995

Teaching Experience

Urban Aesthetics and Democratic Space:
a Public Realm for Portland's Genius Loci;
Joint teacher, University of
Oregon, Eugene, 2013

Lectures & Exhibitions

Made in Rome: The Aleatoric Landscape,
3A Gallery, San Francisco, CA, 2009

The Aleatoric Landscape, American
Academy, Rome, Italy, 2007

Site Seeing: Knowlton School of
Architecture, Ohio State University, 2003

The Necessity of Wilderness:
Harvard University, Graduate
School of Design, 1996

PROJECT EXPERIENCE

Campuses

University of California, Berkeley – Student Community Center, Berkeley, CA
University of San Francisco, Mission Bay 4th Street Plaza, San Francisco, CA
Sunnylands Annenberg Estate, Rancho Mirage, CA
Mark Day School, San Rafael, CA
The Nueva School Campus Master Plan, Hillsborough, CA
Presidio Public Health Services Hospital District–Plan & Implementation,
San Francisco, CA
Marin Country Day School – Campus Master Plan & Implementation,
Corte Madera, CA
Lick Wilmerding High School – Campus Master Plan & Implementation,
San Francisco, CA
CSU Fullerton – Student Housing Center Phase III, Fullerton CA
Ohlone College Land Use Plan, Master Plan & Design, Newark, CA
Taube Koret Campus for Jewish Life, Palo Alto, CA

Urban Design & Parks

Market Commons, San Francisco, CA
Hunter's Point Phase 1 Parks & Pocket Parks, San Francisco, CA
Willie "Woo Woo" Wong Playground, San Francisco, CA
Mission Rock, San Francisco, CA
Mission Bay Block 1, San Francisco, CA
San Jose Downtown Street Life Plan, San Jose, CA
Waller Creek Competition, Austin, TX
University Circle Plaza, Cleveland, OH
Mint Plaza, San Francisco, CA

Master Planning

Treasure Island Master Plan, San Francisco, CA
Hunter's Point Phase 1 Open Space Plan, San Francisco, CA
Wendy Park Waterfront Master Plan, Cleveland, OH
Cleveland Flats Linkages Plan, Cleveland, OH
San Pedro and Wilmington Open Space Linkages Plan & Parks, Los Angeles, CA
Scribe Winery & Vineyard, Sonoma, CA



LIZ RICHMOND RA, LEED A.P.

Associate

Liz is an Associate at CMG and a licensed architect whose interdisciplinary experience in architecture, landscape architecture, and community development allows her to understand projects from many perspectives and lead collaborative teams. Her work has included educational and public realm environments at a variety of scales, all of which employ a holistic approach to the opportunities and challenges of sustainable design. Liz's strengths in coordination and passion for facilitating relationships between people and place have been fundamental to the success of the UC Berkeley Student Center project, which she has managed for five years and will be complete in 2015. Throughout her career she has studied what it is that makes a place resonate to all, and to endure over time. One such place for her is Red Rocks Amphitheater in Colorado where, even as a kid, she understood the rare and unique alliance between architecture and the natural world.

Professional Experience

CMG Landscape Architecture
San Francisco, CA: 2010-Present

Klopfert Martin Design Group
Cambridge, MA: 2008-2010

VMDO Architects, PC
Charlottesville, VA: 2004-2006

Design Corps Fellowship:
Piedmont Housing Alliance,
Charlottesville, VA: 2003-2004

Education

University of Virginia:
Masters of Architecture, 2008

University of Virginia:
Bachelors of Science in Architecture
With Honors, 2003

Registration

Licensed Architect, State of Virginia
No. 0401015283

Teaching Experience

University of Virginia:
Undergraduate Design Studio,
Teaching Assistant, 2007-2008

University of Virginia:
Undergraduate Design course,
Teaching Assistant, 2003

PROJECT EXPERIENCE

UC Berkeley Student Community Center, Berkeley, CA

Willie "Woo Woo" Wong Playground, San Francisco, CA

Dogpatch Arts Plaza, San Francisco, CA

Gateway of Pacific, South San Francisco, CA

Archstone Potrero & Daggett Park, San Francisco, CA

Guide Dogs for the Blind Headquarters, San Rafael, CA

UC Berkeley, Lawrence Berkeley National Laboratory, Berkeley, CA

CSU California Maritime Academy-Bookstore & Dining Center,
Vallejo, CA

King Abdullah Financial District, Riyadh, Saudi Arabia

Boston Schoolyard Initiative Outdoor Classrooms, Boston, MA*

Park Five Mixed Use Development, Beijing, China*

Poquoson Elementary School - LEED Gold certification, Poquoson, VA*

Shanghai Bund, Shanghai, China*

*Prior Work Experience

AWARDS & PUBLICATIONS

ASLA Student Honor Award, "Agua: Infrastructure as Identity," 2008

University of Virginia Charles L. Brown Fellowship, 2006-2008

University of Virginia School of Architecture Public Service Fellowship
with the Learning Barge, 2006-2007

Lunch Vol. 3, Student Journal Publication, "Agua," 2008

AIA National Associates Committee, "Building Communication," 2005



EDUCATION

Verona, Italy, Coursework in the conservation of stone and marble, 2005
Columbia University, MS Historic Preservation, concentration in conservation, 1997
Arizona State University, BS Design (Architecture), 1992

REGISTRATION

California: C28638
Arizona: 42387

AFFILIATIONS

AIA San Francisco, Board Member; 2012 President
San Francisco Architectural Heritage, Board Member
AIA National Historic Resources Committee, Advisory Group
Sausalito Historic Landmarks Board

HONORS & AWARDS

Public Health Services Hospital
2011 AIA San Francisco Chapter, Honor Award for Historic Preservation and Innovation in Rehabilitation

Walt Disney Family Museum
2010 California Preservation Foundation Preservation Design Award
2010 AIA/San Francisco Chapter, Merit Award for Historic Preservation and Innovation in Rehabilitation
2009 San Francisco Business Times, Real Estate Deal of the Year, Best Rehabilitation

Carolyn Kiernat is a principal and an architect who is committed to the transformation, reuse and renewal of historic structures. In her work, Carolyn strives to balance innovative new design with complex regulatory requirements for historic buildings. She has been both prime architect and preservation consultant on major adaptive reuse projects, and has been involved in such projects as the Walt Disney Family Museum in the Presidio of San Francisco and the new Exploratorium at Pier 15. Carolyn has an educational background in architecture and materials conservation, and is well-versed in reviewing projects for compliance with the Secretary of the Interior's Standards. She has successfully completed the Federal tax certification process for several major projects and is currently focused on the challenge of inserting contemporary programs into existing buildings.

Prior to joining Page & Turnbull in 1997, Carolyn worked for the National Park Service, Ellerbe Beckett in Minneapolis, and Behnish & Partner in Stuttgart, Germany.

Carolyn meets the Secretary of the Interior's Professional Qualifications Standards for Architecture and Historic Architecture.

PROJECT EXPERIENCE

- Presidio of San Francisco, San Francisco, CA
 - Walt Disney Family Museum. Rehabilitation and adaptive reuse of historic barracks buildings for use as a museum,
 - Presidio Landmark (Public Health Service Hospital). Rehabilitation and adaptive reuse of historic military hospital into multi-family housing.
- Exploratorium at Piers 15-17, San Francisco. Rehabilitation and adaptive reuse of historic piers into an interactive science museum.
- Ferry Building, San Francisco. Rehabilitation and tax certification.
- Clay Street Rehabilitation, Oakland, CA. Adaptive re-use of historic building; prepared design for new interior layouts for 20 apartment units over ground floor commercial, and exterior facades rehabilitation.
- San Francisco Public Libraries, Chinatown and Presidio branches, San Francisco. Principal-in-charge for consulting preservation scope.
- Glenn County Courthouse Renovation & Addition, Glenn County, CA. Lead architect for the rehabilitation and addition to the existing courthouse.
- Berkeley Art Museum and Pacific Film Archives, University of California, Berkeley, Berkeley, CA. Rehabilitation and adaptive re-use.
- Berkeley Public Library, Berkeley, CA. Renovation and addition.
- The Old Mint, San Francisco. Rehabilitation, adaptive reuse, and tax certification for this new city museum.
- Chronicle Building, San Francisco. Restoration of and Landmark Designation Report for 690 Market Street.
- Fairmont Hotel, San Francisco. Restoration, rehabilitation and tax certification.
- Hacienda Garden Apartments, San Carlos, CA. Renovation of 1930's bungalows.
- University of California, Berkeley, CA
 - Hearst Memorial Mining Building. Renovation/restoration.
 - University House. Renovation and restoration.
 - Berkeley Art Museum and Pacific Film Archives. Rehabilitation and adaptive re-use.
- Shriner's Hospital (Bridgepoint Assisted Living Facility), San Francisco. Rehabilitation and tax certification.
- Sloan Residence, San Francisco. Residential remodel and rehabilitation.
- Strand Theater, San Francisco, CA. Historic Resource Evaluation Report and preservation consultation.
- Wawona Hotel, Yosemite National Park, CA. Historic Structure Report and kitchen renovation.
- San Francisco VA Medical Center, Fort Miley. Principal-in-Charge for preservation.



EDUCATION

University of Virginia, Master of
Architectural History, Certificate in
Historic Preservation, 2007
University of California, Los Angeles, BA
Sociology, Minor in Museum Studies,
2005
University of California, Irvine, Summer
Study Abroad Program: Cambridge
University, England, 2004

AFFILIATIONS

Society of Architectural Historians
Northern California Chapter
California Preservation Foundation,
Programs Committee
San Francisco Architectural Heritage

HONORS & AWARDS

San Ysidro HRS & Context Statement
2012 San Diego Historical Resources
Board Excellence for Cultural Diversity
Award

Christina Dikas is a senior architectural historian with extensive experience surveying, researching, and evaluating historic properties. She manages the great majority of work in our Cultural Resources & Planning Studio. In addition to her grasp of architectural history and solid researching skills, Christina has proven an excellent communicator with great sensitivity to her clients' needs, recognizing the importance of flexibility and dialogue with clients.

Christina has contributed heavily to Page & Turnbull's large-scale survey projects, including the City of San Francisco's South of Market (SOMA) Area Plan Historic Resource Survey of over 1,100 properties. She was a project manager for the SurveyLA project team that surveyed and evaluated properties in the City of Los Angeles. Christina has also conducted numerous Historic Resource Evaluations (HREs), CEQA Cultural Resource Technical Reports, Section 106 Technical Reports, and Historic American Building Survey (HABS) documentation, for individual historic resources.

Christina meets the Secretary of the Interior's Professional Qualification Standards for Architectural Historian.

PROJECT EXPERIENCE

Historic Resource Evaluations (HRE)

- GSA Modernism Historic Resource Studies, various
- Levi's Union Square HRE, San Francisco, CA
- Mason Street Warehouses HRE, Presidio of San Francisco, CA
- Mission Dolores Park HRE, San Francisco, CA
- Noe Valley Ministry HRE, San Francisco, CA
- Palega Playground HRE, San Francisco, CA
- San Francisco Columbarium HRE, San Francisco, CA
- San Francisco Fire Stations HREs, San Francisco, CA
- Tower Theater HRE, San Francisco, CA
- War Memorial Veterans Building Standards Analysis, San Francisco, CA
- Fairmont Hospital Paupers Graveyard HRE, Alameda County, CA
- Glendenning Barn HRE, Cupertino, CA

Feasibility / Design Studies

- East Agnews Feasibility Study, San Jose, CA
- Lorenzo Theater Feasibility Study, San Lorenzo, CA

Historic Structure Report (HSR) / Conditions Assessments

- 50 UN Plaza GSA HBPP Update, San Francisco, CA
- 706 Mission Street HSR, San Francisco, CA
- Fort Ord Dunes Conditions Assessment, Marina, CA
- Hobart Building Historic Structures Report, San Francisco, CA
- Hunt Ranch Historic Structures Report, Wildwood Canyon State Park, Yucaipa, CA
- War Memorial Veterans Building HSR Update, San Francisco, CA

Surveys/Historic Resource Surveys (HRS)

- Anchorage South Addition Survey, Anchorage, AK
- Market & Octavia Historic Resource Survey, San Francisco, CA. Conducted survey and produced DPR 523A forms for a 2,300 parcel study area.
- Mission and SOMA Area Plans Historic Resource Surveys, San Francisco, CA. Conducted survey and historic research; produced DPR 523A forms, 125 DPR 523B and four DPR 523D forms for a 4,700 parcel study area.

Historic Context Statements

- Pebble Beach Historic Context Statement, Pebble Beach, CA
- SOMA Context Statement Addendum, San Francisco, CA
- Southeastern San Diego Historic Context Statement, San Diego, CA



Patrick J. Ryan, SE,
LEED AP
Rutherford + Chekene
Principal



Project Role
Principal in Charge,
Structural Engineering

Education
M.S., Structural Engineering, Stanford
University, Stanford, CA

B.S., Civil Engineering, Cornell
University, Ithaca, New York

Registration
Registered Civil and Structural
Engineer, California



Mr. Ryan joined Rutherford + Chekene in 1992 and has more than 20 years of structural engineering experience. He has considerable experience in the condition assessment, evaluation, and repair/retrofit of historic structures and substructures. Mr. Ryan's portfolio includes the Fort Mason Pier 2 Building Rehabilitation and the relocation of the Exploratorium children's museum to the historic piers 15 and 17 on San Francisco's waterfront.

Mr. Ryan also has experience with many of the guidelines currently available for the evaluation and retrofit design of structures including ASCE 31 and ASCE 41. Mr. Ryan serves on the committee for the Port of San Francisco Building Code Review Board.

Project Experience

Fort Mason Pier 2 Building Rehabilitation, San Francisco, CA—The 54,000 sf project involved strengthening of the steel truss and concrete building, upgrading the existing Cowell Theater, and renovating the box office.

The Exploratorium, San Francisco, CA—R+C retrofitted the pier and shed superstructure and also designed the new 200,000 sf children's museum to LEED Silver standards.

San Jose McEnergy Convention Center Renovation and Expansion, San Jose, CA—The design/build project renovated the existing 200,000 sf of the convention center, a concrete structure built in 1989; included a new, two-story addition; and expanded the existing central utility plant serving the center.

UC San Francisco Mission Hall, Office Building 25A—Housing the chancellor, the new building marks the transition of the university's hub to the Mission Bay campus. The building is a six-story, 251,000 sf facility designed with shared workspaces and nontraditional office areas.

Golden State Warriors Structural Design of Substructure for Piers 30-32, San Francisco, CA—R+C was structural engineer for the initial seismic retrofit design of the historic concrete pier substructure at Piers 30/32. The pier retrofit was designed to support the new 18,000-seat arena, retail, public plazas with a sloping greenway, and parking.

Pier 1 Renovation, San Francisco, CA—The historic building was converted into 120,000 sf of office space for the Port of San Francisco. Renovations included a new mezzanine and creation of a public walkway around the perimeter of the pier.

Pier 15-17 Condition Assessment Study, San Francisco, CA—R+C performed a condition assessment and seismic evaluation followed by the design of seismic retrofit and repair measures for Piers 15/17 to house the new Exploratorium.

Other Relevant Projects

- Pier 41 Renovation, San Francisco, CA
- Pier 38 Condition Assessment, San Francisco, CA
- Shoreline Piers 27, 29 and 31 Adaptive Reuse, San Francisco, CA
- AT&T Park Master Plan, San Francisco, CA
- California Department of General Services Evaluation, Peer Reviews and Retrofits, Statewide, CA
- Development of FEMA-156, Typical Costs for Seismic Rehabilitation of Existing Buildings
- UC Berkeley FEMA Earthquake Economic Loss Study
- Oakland International Airport Terminal 1 Seismic Evaluation, Oakland, CA

Maureen T. Joyce, SE

Rutherford + Chekene
Senior Associate



Project Role
Project Manager,
Structural Engineering

Education
M.S., Civil Engineering, University of
California, Berkeley

B.S., Civil Engineering, University of
California, Berkeley

Registration
Registered Civil and Structural
Engineer, California



Ms. Joyce has been with R+C since 2000 and has managed the structural team for a number of the firm's significant new design and retrofit projects. Her current work includes the structural design for the San Jose McEnery Convention Center Renovation and Expansion and the Mission Hall faculty office building at UCSF Mission Bay.

Ms. Joyce has recently focused on green design applications in structural engineering. This is reflected in her work on two projects at Mills College in Oakland. The new home of the Lorry I. Lokey Graduate School of Business was designed to LEED Gold standards and the Betty Irene Moore Natural Sciences Building received LEED Platinum certification.

Ms. Joyce has been involved in writing and reviewing seismic code change proposals for the American Concrete Institute. She also co-authored the concrete chapter of the Structural Engineers Association of California's Blue Book.

Project Experience

San Jose McEnery Convention Center Renovation and Expansion, San Jose, CA—The design/build project renovated the existing 200,000 sf of the convention center, a concrete structure built in 1989; included a new, two-story addition; and expanded the existing central utility plant serving the center.

UC San Francisco Mission Hall, Office Building 25A—Housing the chancellor, the new building marks the transition of the university's hub to the Mission Bay campus. The building is a six-story, 251,000 sf facility designed with shared workspaces and nontraditional office areas.

Santa Clara Valley Medical Center Hospital Replacement Bed Building, Santa Clara, CA—The new 550,000 sf hospital used Building Information Modeling for greater efficiency in the design and construction process and was designed to meet LEED Gold Standards.

Mills College Betty Irene Moore Natural Science Building, Oakland, CA—The 26,000 sf Natural Sciences Building offers five high-tech classrooms, four teaching laboratories, a research laboratory and community space for interdisciplinary study.

Mills College Lorry I. Lokey Graduate School of Business, Oakland, CA—The LEED Gold, 28,500 sf facility features two lecture halls with tiered seating, classrooms and a large Gathering Hall.

San Jose Police Southside Substation, San Jose, CA—The second police facility to serve the City of San Jose, the \$60 million substation is a three-story, 107,000 sf essential facility built over one level of underground parking.

Other Relevant Projects

- Oakland International Airport Terminal 1 Seismic Evaluation, Oakland, CA
- Folsom Prison Officers' & Guards' Building, Folsom, CA
- San Quentin State Prison Building 22 Retrofit, San Quentin, CA
- UC San Francisco Mission Bay Genentech Hall, San Francisco, CA
- UC San Francisco Mission Bay Neuroscience Building 19A, San Francisco, CA
- UC San Diego Atkinson Hall for Calit2, La Jolla, CA



Alan Kren, SE, LEED AP
Rutherford + Chekene
 Associate Principal



Project Role
 Technical Advisor,
 Structural Engineering

Education
 M.S., Structural Engineering,
 University of California, Berkeley

B.S., Civil Engineering, University of
 California, Berkeley

Registration
 Registered Civil and Structural
 Engineer, California



With more than 20 years of experience in structural engineering, Mr. Kren's portfolio includes a wide range of project types, including restoration and seismic rehabilitation of historic buildings, new design and renovation of aquariums, higher education facilities and a wide array of new building types. Mr. Kren believes close collaboration is the key to a successful project, and brings an integrated systems approach to project development and design.

Mr. Kren was among R+C's first LEED accredited professionals, and co-authored *Structural Engineering Strategies towards Sustainable Design*, as Chair of the SEAONC Sustainable Design Committee. Mr. Kren has twice been a guest lecturer in the Department of Civil and Environmental Engineering at UC Berkeley.

Project Experience

Palace of Fine Arts Exhibition Building Feasibility Report, San Francisco, CA— Built for the 1915 Panama-Pacific Exhibition, the Exhibition Hall of the Palace of the Fine Arts is a 125,000 sf, curving structure. The project involved a feasibility study of the facility to determine the building's reuse after departure of its longtime tenant, the Exploratorium museum.

Ferry Building Renovation, San Francisco, CA—This historic landmark building at the foot of Market Street was renovated for retail and office use. The central nave was opened up to allow natural lighting to illuminate the building's historic grandeur.

Pixar Animation Studios, Emeryville, CA—To provide Pixar with a stunning new 16-acre campus, R+C worked with award-winning architects and Pixar leaders to create a 220,000 sf building that evokes the look of a converted warehouse with hand-laid brick exteriors and exposed bolted steel beams in the interior.

UC Santa Barbara Recreation Center Expansion, Santa Barbara, CA— The expansion of the center added a weight room, gym, climbing wall and additional lockers.

Pier 1 Reuse for Port of San Francisco Offices, San Francisco, CA — The project converted an historic building into 120,000 sf of first-class office space by the Port.

Other Relevant Projects

- Apple Industrial Design Studios, Cupertino, CA
- Apple Industrial Design Studio Floor Study, Cupertino, CA
- Judicial Council of California, Glenn County Courthouse Renovation and Expansion, Willows, CA
- Facebook Campus Upgrades, Menlo Park, CA
- Monterey Bay Aquarium, Various Projects, Monterey, CA
- San Jose Environmental Innovation Center, San Jose, CA
- UC San Diego Supercomputer Center Expansion, La Jolla, CA
- Yerba Buena Center for the Arts Performing Arts Center, San Francisco, CA



Brian Canepa, Principal with Nelson\Nygaard Consulting Associates, specializes in developing innovative parking and transportation measures, transit-oriented development (TOD) policies, and transportation demand management (TDM) programs designed to promote prudent sustainability through reduced reliance on automobiles. He has crafted parking plans for several cities to maximize parking and transportation resources through mechanisms such as parking occupancy targets, shared parking provisions, and blended parking requirements.

Brian has developed comprehensive transportation plans for private developments in downtown and mixed-use districts in close collaboration with business and resident associations, county/city planning staff, and transit officials. Brian's planning approach focuses on tapping into the potential for alternative mode use and reduced parking demand by examining the marginal costs of each alternative and presenting those trade-offs to clients and members of the public. He has also produced public sector parking plans for a wide range of communities across the West Coast, including Central Cities, such as Seattle, and Oakland, and suburbs with growing town centers, including Cloverdale, Windsor, Hercules, and Pasadena, California.

Brian's recent work includes serving as Project Manager for a parking and transportation demand management plan for the Joie de Vivre Hotel, a boutique hotel in Palo Alto, CA.

Patrick Siegman is a Principal with Nelson\Nygaard Consulting Associates, a unique national firm devoted to transportation planning for livable communities. He has more than 20 years of experience as a transportation planner, and has led the parking and transportation planning effort for more than 60 citywide, neighborhood, and campus plans. Many of these projects, such as his plans for Berkeley, Glendale, and Ventura, have led to the implementation of innovative parking pricing and traffic reduction strategies. Patrick also served as an advisor to San Francisco's ground-breaking SFpark program, known as perhaps the nation's most far-reaching implementation of advanced parking technologies and pricing policies.

His projects have won awards from the Congress for the New Urbanism, the American Institute of Architects, the American Planning Association and the Society for College and University Planning.

In addition to his work as a practitioner, Patrick leads short courses on transportation planning for organizations such as the American Institute of Certified Planners and the Congress for the New Urbanism, and has written for a variety of publications, including *Planning*, *Planning for Higher Education*, *Parking Today*, and *New Urban News*. He is a contributor to *Sustainable Transportation Planning* (Wiley, 2012).

Patrick turned his Bachelor of Arts degree in Economics, with Honors, from Stanford University.

RESUME

BLAIR ALLISON

Vice President
2012- Current
LEED AP

Project Executive
2009-2012
Senior Project Manager
2000-2009
Project Manager
1996-2000
Previous Experience
1990-1996

B.S., Construction Management
Texas A&M University, College Station

WHY BLAIR?

Blair has been with Cahill for over 18 years and brings an energetic management style which is an asset to the projects he works on. Clients praise Blair's creative problem solving and his ability to quickly and efficiently keep projects on schedule and budget.

REFERENCES

Pete Palmer
Vila Construction (CM)
(510) 715-1997

David Zainer
David Zainer Management
(925) 284-1201

Bridget Galka
Oakland Housing Authority
(510) 587-2142

Blair would be Vice President overseeing this project. Upon request, we can provide a complete resume for him. Below is a sampling of relevant projects he has worked on.

CURRENT & COMPLETED PROJECTS

Bay Meadows - San Mateo

Scheduled Start: October 2014

Bay Meadows will be a 250 unit mixed use residential development replacing existing Bay Meadows racetrack infrastructure.

Western Park Apartments - San Francisco

Scheduled Completion: 12/14

183 unit senior affordable property consisting of three "cottage" buildings including new roofs, window replacement, MEPS partial modifications and/or upgrades, life-safety system, landscaping, and ground floor common spaces improvements.

Harper Crossings Senior Housing - San Francisco

Scheduled Start: 2/16

4-story wood framed 47 unit senior housing project. It will also include site improvements in front of the small lot.

1645 Pacific Avenue - San Francisco

Completion: 6/14

Best-in-class luxury 38 unit, 6-story condominium project. Interior finishes will blend historic details with gracious and elegant living space. Includes a basement level with automated parking stackers, and outdoor terraces on the ground floor and main roof.

Spring Lake Village (Multi-phased) - Santa Rosa

Scheduled Completion: 12/14

Fitness/Auditorium Building, Village Center - dining, a library, art room, lounge areas, media, marketing, conference rooms, restrooms, laundry, admin offices, front desk, banking, mail room, remodel of residential buildings and 62 new housing units in 10 buildings for Senior Independent Living on an existing Senior retirement campus facility.

Linea (1998 Market Street) - San Francisco

Completion: 3/14

9 story building including 115 market-rate condo units ground floor retail, below grade parking with automated parking stackers, and outdoor terraces.

1600 Market Street Condominiums - San Francisco

Completion: 12/13

Demolition of an existing 2-story building and the construction of a new 5-story building with 24 affordable and 1 market rate units. Ground floor is a commercial/retail lease space with a residential lobby, trash room, utility room, and bicycle storage.

300 Ivy Street Condominiums (401 Grove) - San Francisco

Completion: 12/13

Construction of a 5-story wood framed condominium including 63 units. Project aiming for LEED For Homes accreditation.

Bayview Hill Gardens (1075 LeConte) - San Francisco

Completion: 11/13

Development of 73 units of family rental housing for the formerly homeless in the Bayview-Hunters Point neighborhood of San Francisco.

California Hotel - Oakland

Completion: 11/13

Rehabilitation of the California Hotel, a partially occupied residential hotel to preserve 137 SRO and studio units. 35% of units are reserved for people who are homeless and have special needs with tenant services on site.



Linea (1998 Market Street)



Bayview Hill Gardens



Oxford Plaza / David Brower Center

QUALIFICATIONS

- Sustainable Construction (LEED)
- Type I, II, III, V
- Performing Arts Center
- Renovation, Seismic
- Renovation, General
- Educational (DSA)
- Educational (DSA, LLB)
- Design-Build
- Healthcare
- Senior Housing
- Independent Living/Memory Care
- S/LBE & Local Hire
- Local Transit Coordination (MUNI)
- Educational (Gymnasium)
- Affordable Housing
- Market Rate Condominiums
- Historic Renovation

RESUME

CHRIS THOMPSON

Project Executive
2013 - Current
Licensed Contractor #779941, Class B

Previous Experience
1985 - 2013

B.S., Construction Management
Arizona State University, AZ

A.S., Applied Science - Building
Construction Technology
Wentworth Institute of Technology,
Boston, MA

WHY CHRIS?

Chris brings a well-rounded experience set to Cahill and has strong project management and estimating skills, subcontractor negotiation abilities, as well as scheduling and value engineering expertise. One of the benefits of having Chris as part of the project team is his fast, knowledgeable decision-making.

REFERENCES

Ted Lieser
Equity Community Builders
(415) 272-3847
ted@ecbsf.com

Debbie Cooper
Architectural Resources Group
(415) 421-1680
debbie@argsf.com

Craig Braccia
VP Estimating & Preconstruction
Herrero Builders, Inc.
(415) 819-6532
cbraccia@herrero.com

Chris would be involved as the Project Executive for this project. Below is a sampling of relevant projects Chris has worked on.

CURRENT & COMPLETED PROJECTS

Indigo (525 Middlefield Towers) - Redwood City
Scheduled Completion: 4/16

This 400,000 s.f. project will be a new mixed use, 471 unit residential development in downtown Redwood City. Planned features include ground floor retail, resident pool, fitness & recreation areas, parking garage, bicycle parking, and residential shared outdoor gathering areas.



Indigo (525 Middlefield Apartments)

PREVIOUS EXPERIENCE

Herrero Contractors, Inc. - 2003 to 2013 (VP Operations since '08)
As Vice President of Operations for Herrero, Chris oversaw all Herrero projects for California. He previously served as Project Executive for all services from preconstruction through all commissioning for the following projects:

Fort Baker, Cavallo Point Retreat - Sausalito, CA - \$70M

Restoration and remodel of 13 historic lodging buildings and 5 historic commons buildings into 72 hotel rooms, restaurant, commercial kitchen, meeting rooms, registration, retail, and back-of-house and maintenance areas. Worked closely with the National Park Service on historic renovation, environmental maintenance and historical accuracy. Modernized housing and barracks that were built in 1902 to meet with current codes and client's needs for a first class hotel. Scope also included total site and landscaping makeover and LEED Gold certification. Led team from initial proposal and preconstruction through closeout. A development by Equity Community Builders & Passport Resorts.

421 Turk Street, San Francisco - \$8M

New concrete and steel, Type II, 8-story, 100% affordable residential apartment building totaling 46,974 s.f. The project includes 29 one, two and three bedroom units, program offices, meeting space and parking. This project was partially HUD funded through the Mayor's Office of Housing and was developed by Asian, Inc., a non-profit organization.

Westamerica Bank Campus - Fairfield, CA - \$44M

New four building campus headquarters and data center for Westamerica Bank totaling 375,000 s.f.

Sutter Health Merritt Resource Center, OSHPD I - \$1.8M

OSHPD remodel of vacated Neonatal ICU for a new 2,700 s.f. cardiology patient resource center. Work included 3,800 s.f. of upgrades to elevator lobbies, corridors and conference rooms in addition to the gut and remodel.

Sutter Health Merritt Cath Lab 5 - OSHPD I - \$1.5M

OSHPD renovation for new Cath Lab suite in the occupied, operating Sutter Merritt Oakland facility. Work included renovation of an existing x-ray room, work room, dark room and adjacent areas to accommodate a new single plane cath lab and control room.

St. Hilary School Expansion, Sausalito, CA - \$8M

New classrooms, gymnasium, and parish hall totaling 4,700 gsf in addition to site improvements including re-routed roadway, new parking, irrigation and landscaping. Surrounding residential neighborhood in Tiburon was minimally disrupted.

ROLES & RESPONSIBILITIES

- Construction Scheduling
- Quality Control
- Conceptual Budgeting
- Project Management
- Design and Document Consulting
- Financial Management
- Constructability
- Project Close-out
- Value Engineering
- Competitive Bid Estimating
- GMP Estimating

RESUME

JEFF DACHAUER

Superintendent
1991 - Current

Assistant Superintendent
1990 - 1991
Carpenter / Lead Man /
Carpenter Foreman
1978 - 1990

WHY JEFF?

Jeff is one of our most senior superintendents, having started his career with Cahill as a carpenter in 1978. His 34+ years of experience on a wide variety of projects is a true asset to any team. He has completed an extensive array of renovation projects including Veterans Commons Building, Kol Shofar Synagogue, Argonaut Hotel, and the West Hotel among others.

REFERENCES

Jim Fagler
Gelfand Partners
(415) 346-4040

Howard Zach
Kol Shofar Synagogue
(415) 388-1818

Kim Piechota
Chinatown Community Development
Center (CCDC)
(415) 929-0712

Jeff would serve as the Superintendent for this project. Upon request, we can provide a complete resume for him. Below is a sampling of relevant projects Jeff has worked on.

CURRENT & COMPLETED PROJECTS

1645 Pacific Avenue - San Francisco

Scheduled Completion: 6/14

Best-in-class luxury 38 unit, 6 story condominium project. Interior finishes will blend historic details with gracious and elegant living space. Includes a basement level with automated parking stackers, and outdoor terraces on the ground floor and main roof.



Veterans Commons

Veterans Commons - San Francisco

Completion: 12/12

Seismic upgrade and adaptive reuse of an existing 9-story "high-rise" historic office building to 76 residential units for formerly homeless or at-risk veterans. Includes community kitchens, meeting rooms, service, property management offices, and new addition to accommodate elevators to each floor.



Kol Shofar Synagogue

Stanford Lucile Packard Children's Hospital Lease Consolidation - Palo Alto

Completion: 2/11

The fast tracked tenant improvements of four separate office space locations for Lucile Packard Children's Hospital.

Kol Shofar Synagogue - Tiburon

Completion: 8/10

Soft demolition of portions of the existing building; site improvements & renovations including retaining walls, utilities, roadways, parking lots; construction of a new multipurpose building with kitchen; and sanctuary space.



Argonaut Hotel / Haslett Warehouse

Arnett Watson Apartments - San Francisco

Completion: 1/09

New 9-story concrete affordable housing building with 83 housing units, retail, parking, and social services. Certified by the Green Communities.

Village at the Crossing - San Bruno

Completion: 2/07

228 unit affordable senior apartment facility with one level of underground parking. The ground level areas include managing offices, great room, kitchen, dining, multi-purpose area, mail room, salon, exercise, and a learning center.

Curran Family Housing - San Francisco

Completion: 9/05

9-story, reinforced concrete building providing 67-units of affordable housing and two levels of office, and retail space, with a "decompression" garden.

West Hotel - San Francisco

Completion: 10/04

Renovation of existing 41,000 s.f. un-reinforced masonry building into 105 affordable single units. Includes leveling of existing structure, complete seismic upgrade, new MEP, and elevator installation. Full tenant improvements.

Argonaut Hotel - SF Maritime Visitor Center & Haslett Warehouse -

Completion: 11/03

Involved the historic renovation of the Haslett Warehouse located at Fisherman's Wharf. 4 story unreinforced masonry and heavy timber warehouse was structurally reinforced and built out into a boutique hotel and maritime museum with commercial areas.

Pastoral Center - San Francisco

Completion: 2/01

Complete seismic renovation, addition of new enclosed stair towers, new window wall and complete interior, MEPS renovation. New exterior shell including a curtain wall system, two new elevators, and a complete TI build-out.

QUALIFICATIONS

- Sustainable Construction (LEED)
- Type I, II, III, V
- Renovation, Seismic
- Renovation, General
- Educational
- Healthcare
- Senior Housing
- Independent Living/Memory Care
- S/LBE & Local Hire
- Local Transit Coordination (MUNI)
- Educational (Gymnasium)
- Affordable Housing
- Market Rate Condominiums
- Historic Renovation

ALEX R. FISHER

President



Fourth generation builder Alex Fisher leads the company and serves as Project Executive on key projects. He assembles the team and mobilizes the resources necessary to meet the project's needs. He plays a central role in understanding the client's expectations and manages that relationship throughout the lifecycle of the project.

Alex's roles at Fisher have varied from the Field Labor Foreman to Estimating and Project Management. His passion for construction and for continuing the legacy of his family's business has compelled him to continually evolve and grow Fisher.

Alex's reputation for building trusted relationships with clients comes from understanding their needs and the project's goals. His clear vision for the future has led to the transformation of Fisher into a company with a reputation for tackling complex projects for clients like 388 Fulton Street, Hudson Pacific Properties, The New Metro, Town School for Boys, the Golden Gate Bridge Plaza Improvement Project and Crissy Field Center.



JEFF BUDKE, LEED AP Vice President - Operations



Jeff Budke provides overall leadership and direction to his project teams. He is responsible for negotiating contracts, supervising the Project Management group and ensuring that the Owner's primary objectives are met. Mr. Budke holds a bachelors degree in Business Administration and a minor in Construction Management from California Polytechnic University. He is a LEED accredited professional. Prior to joining Fisher, Mr. Budke worked for Swinerton Builders and Walters & Wolf.

RELEVANT EXPERIENCE

Multi-Family Project
388 Fulton Street
Role: Project Exec.

Ground up, mixed-use/multi-family development in Hayes Valley includes 69 condominiums and ground floor retail.

The New Metro
San Francisco, CA
Role: Project Manager

Adaptive re-use project for an historic single screen theater. Scope included demolition and abatement, hard and soft demo, shoring, and micro piles. The core/shell phase included restoration of period moldings and murals and pouring a structural concrete overlay on the existing concrete and steel roof. Fisher added three floors of cast-in-place concrete decks, which added 30,000 square feet to the building.

Town School for Boys
San Francisco, CA
Role: Project Manager

Managed the demolition, excavation, seismic upgrade, new retaining walls and footings in the theater. From start to completion, the entire project duration was 11 weeks.

M.H. deYoung Museum
San Francisco, CA
Role: Asst. PM

Managed project schedule, information distribution, installation of site work, MEP coordination. Employed by Swinerton.

TOM PERKO

Senior Project Manager



**RELEVANT
EXPERIENCE**

**Boys & Girls Club *San Francisco, CA* Role:
Project Manager**

As Senior Project Manager, Tom Perko has primary responsibility for subcontract management, project cost control, change order management, Owner and Subcontractor billings and project closeout activities. He is the day-to-day interface between Fisher, the owner's representative and the architect. Mr. Perko's 32 years in the construction industry have been quite diverse, ranging from ground up structures to TI's and major public works projects. Prior to joining Fisher, Mr. Perko was a Project Manager at Nibbi Brothers, Manito Construction, Wal-Mart Stores and Vandervert Construction. Mr. Perko has also traveled the world leading humanitarian efforts in Russia, Eastern Europe, Africa and the Caribbean.

Ground up construction of a 37,000 sq. ft., four-story, steel structure. Amenities include a gym, pool, multipurpose rooms, kitchen, teen learning and wellness centers, roof deck, support office and community benefit areas.

**Koret Foundation *San Francisco, CA* Role:
Project Manager**

Historic preservation and seismic strengthening of a two-story masonry building built in 1906. Work included demolition of the interior and adding new vertical transportation and new MEPS systems. High-end finishes including glass-walled offices, acoustical isolation, solid-wood flooring imported from Italy, marble accented walls and fireplaces.

**Madonna Residence
350 Golden Gate, SF
Role: Project Manager**

Built addition of 19 new housing units to the existing 51 units of an occupied building.

Tom Perko

Sr. Project Manager



**RELEVANT
EXPERIENCE cont'd**

Hospitality Work
National

Hilton Garden Inn, Holiday Inn, Fairfield Inn and Suites

Retail work
National

Wal-Mart, Albertson's, Quick Marts, In-Line Stores

Bank Construction
National

Boston Private Bank, Wheatland Bank, America West Bank,
Whitman Bank

**International
Relief Work**
Role: Various

Worked in various Executive Director, project management and
implementation consultant roles in Haiti, Russia, Eastern Europe,
Africa and the Caribbean.



PHIL GOUGH Senior Estimator



As Senior Estimator, Phil Gough oversees Fisher's Estimating department. He specializes in preliminary estimating, providing clients with costs during every stage of the design process. During pre-construction, he produces value-add data through detailed cost planning exercises and value engineering. Phil has been estimating for more than 30 years—18 at Fisher. Phil also worked at Webcor Builders and Webcor Concrete, where he was part of the preliminary estimating team for the Transbay terminal. Prior to that, he was a Senior Estimator at Dome Construction and Swinerton Builders.

RELEVANT EXPERIENCE

**Golden Gate Bridge
Visitor Enhancement**
San Francisco, CA
Role: Estimator

Logistically complex project with immovable deadline of 75th anniversary celebration. Estimated the Site/Civil scope including underground utilities; excavation, grading, paving; hardscape and landscaping; new pavilion; renovating historic Roundhouse; renovating and reconfiguring two outdoor plazas; building key piece of Presidio trail system; and, seismic.

Multi-Family Project
388 Fulton Street
Role: Estimator

Ground up, mixed-use development in Hayes Valley includes 69 condominiums and ground floor retail.

Multi-Family Project
777 Tennessee, SF
Role: Estimator

Lead estimator on 59-unit residential project in San Francisco's Dogpatch neighborhood.

Metro Theater
San Francisco, CA
Role: Estimator

Lead estimator on complex adaptive re-use project of an historic single-screen theater to a state-of-the-art fitness facility. Added three floors to the inside of the building envelope

**Hudson Pacific
Properties**
901 Market Street
Role: Estimator

Phase I & II Estimator for 130,000 sf project on Market St in San Francisco. Scope included Demolition, new store front, vertical transportation (new escalators and elevators) and seismic strengthening.



Phil Gough, cont'd

Festival Companies
240 Post Street, SF
Role: Estimator

Lead estimator for complex core/shell project that included seismic work, MEP package and vertical transportation.

One Medical Group
CA, DC, NY
Role: Estimator

New Medical offices.

Nordstrom
San Francisco Centre
Role: Estimator

Pre-construction and construction estimating for open-store, two-phased remodel inclusive of four sales floors. This \$17M project was logistically complex due to Market Street location, mall rules and regulations and working in a confined area with thousands of people present around the job.

Braintree
San Francisco, CA
Role: Estimator

4,600 square foot tech office in China Basin. Fisher performed demolition to make way for industrial exposed ceiling, telecom system new work space configuration and kitchenette.

Index Ventures
San Francisco, CA
Role: Estimator

Fisher completed the two-phased renovation of London-based venture capital firm Index Ventures in San Francisco's SOMA district. The office retained the character of the rehabbed brick and timber warehouse building with modern updates including high end fixtures and finishes.

Town School for Boys
San Francisco, CA
Role: Estimator

Lead estimator on construction of Phase I remodel of Town School's multi-phased project.



ecb

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