



**RESPONSE TO
REQUEST FOR CONCEPT PROPOSALS**

PALACE OF FINE ARTS



S F M A P
C O N S O R T I U M



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INSPIRE





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May 22, 2015

Ms. Cassandra Costello
Property Manager
San Francisco Recreation and Park Department
McLaren Lodge
501 Stanyan Street
San Francisco, CA 94117

Dear Ms. Costello,

The SFMAP Consortium is pleased to respond to your Request for Concept Proposals to restore and repurpose the Palace of Fine Arts. Members of the Consortium, who represent a wide variety of skills and experience, have one common goal: preserve and enhance the Palace of Fine Arts for the most appropriate possible use: to tell the untold story of the San Francisco Bay Area in the perfect setting.

The use of the Palace should, of course, be economically sustainable, but it should also most definitely sustain wide public enjoyment and information. It should reflect its magnificent setting by the Presidio and the Bay. It should respect its adjacent neighborhoods and offer programs that neighbors will support and use.

The SFMAP (San Francisco Museum At The Palace) Consortium members and professional consultants have been carefully assembled to provide the expertise and resources to craft our proposal. The SFMAP Consortium includes:

- The Absinthe Group, headed by Bill Russell-Shapiro, which plans a destination restaurant designed to reflect the historic nature of the surroundings.
- Bruce Alberts, Professor of Cell Biology at UCSF, former President of the National Academy of Sciences and one of the leading scientists in the country encouraging the expanded study of science, technology and math (STEM) in public schools. Bruce is the STEM advisor for our youth education program.
- Chevron TCI, Inc., buyer of our historic tax preservation credits – providing some 12 million dollars in equity and potential STEM sponsor.
- Guardians of the City, the historical organization of the San Francisco Police and Fire Departments.
- Ideas Ink, museum consultant.
- Jay Turnbull, the city’s leading historic preservation architect.
- Jerome Dodson, President of Parnassus Investments, who will assist in fund-raising
- Knowledge Based Consulting Group, headed by Clive Jones, visitor industry economist and founder of the San Francisco Office of Economic Research Associates, who developed our business plan.
- Macy Office of Design, headed by Kelly Macy, our brand and design consultant.
- Republic Metropolitan, headed by our development coordinator, Bob Mendelsohn, whose museum experience includes pro-bono development of the U.S. Holocaust Memorial Museum in Washington, D.C., as one of the three member Executive Committee of the Museum Development Committee.
- Skidmore, Owings & Merrill LLP, whose historic preservation work in San Francisco includes the renovation of the U.S. Court of Appeals.
- Will Travis, long-time executive director of the San Francisco Bay Conservation and Development Commission, who will advise SFMAP on environmental education.
- Mike Strunsky, entertainment entrepreneur and Marina District community leader (who lives across the street from The Palace of Fine Arts), will advise on show programming for the theater, which will remain.





In addition to the Consortium members (described more fully in the Appendix), SFMAP will benefit from the services of these professionals: CHS Consulting Group, headed by Chi-Hsin Shao, our traffic and parking consultants; LMB Consulting, headed by Lucy Buchanan, our fund-raising consultant; Isabelle Lemon, long-time head of public affairs for KNBR, our community affairs consultant.

Financing for the project will come from a variety of sources. Some \$12 million in equity will be provided from Chevron’s purchase of historic preservation tax credits. We have begun discussions with potential lenders, including Goldman Sachs (the financing provider for the Absinthe Group’s new restaurant). As a reading of our business plan will disclose, our construction loan and ongoing expenses will be fully serviced by project revenues from admission ticket sales, store and shop rental income and revenue from special exhibitions, shows and the Lifelong Learning program. Additional equity will be provided by museum gallery sponsors. As a non-profit, our model for additional funding is, of course, the traditional one (as with the deYoung, the Exploratorium, etc.) dependent on fundraising from the public and private sectors, including individuals, corporations, foundation and government grants, etc. A thorough-going fundraising plan provided by Lucy Buchanan will be presented as part of our response to the RFP, should we be selected for the short list.

We have before us a unique opportunity to share the San Francisco story in Bernard Maybeck’s icon of innovation. San Franciscans are on the edge of invention (including self-invention or re-invention). San Franciscans are on the edge of innovation - always hoping to create “The Next Big Thing” and very often succeeding.

In an “instant city” at the edge of the world, San Francisco’s innovators had to find new ways of doing things. Often, they had to innovate to survive. In a society that had to invent itself, they had to innovate to thrive.

Inventing something entirely new in the world doesn’t happen very often. But innovation-creating a new way of doing things-is happening all the time. Especially in San Francisco and the Bay Area. And it’s been happening from the beginning.

Our human story goes back more than 13,000 years and hasn’t happened yet. San Francisco is on the edge of tomorrow - the city at the end of the rainbow where lies the promise that anything is possible.

San Francisco’s inventors and innovators have always been a critical part of that story of a city on the edge of the continent, on the edge of individual hopes, fears, desires, ambitions, and dreams of a golden future that lies glittering before us but recedes into the past immediately after we take each step along the way- and becomes part of the ongoing San Francisco story that will be told at the San Francisco Museum At The Palace.

A fragment of an Ohlone Indian song says it well: Dancing on the brink of the world.

We look forward to working with you on this most exciting and important venture. We are prepared to answer any questions you may have.

Sincerely,

Ink Mendelsohn
SFMAP Consortium

Ink Mendelsohn

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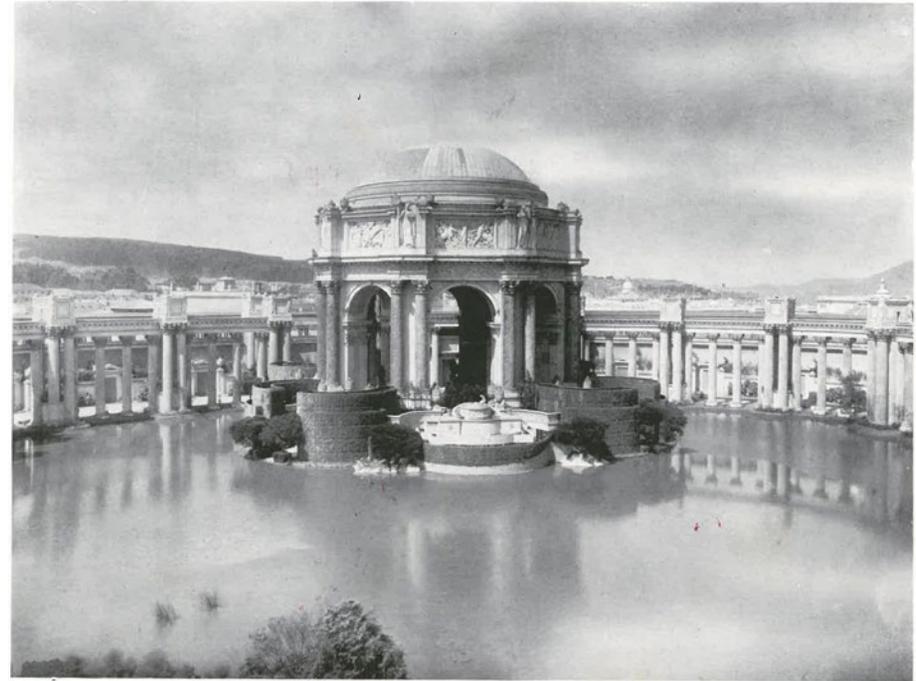


CONCEPT PROPOSAL PROJECT SUMMARY

The vision for the following Palace of Fine Arts proposal is to give Maybeck's original design a revived civic presence that unites the building and the magnificent grounds and extends its public presence for visitors far and near.

Welcoming the public both day and night, the restored Palace will serve as critical architectural element marking the Bay Area's commitment to public gathering places where history, innovation and conversations are celebrated. A large central hall will be inserted into the heart of the building, taking advantage of the dramatic interior volume and beautiful light cascading in throughout the day. The Hall will serve as a needed public link between the Palace of Fine Arts, the magnificent Rotunda and Lagoon, the adjacent residential neighborhood, and the significant improvements throughout the Presidio and the Crissy Field corridor. A world class restaurant, a highly interactive and educational museum for the public - the San Francisco Museum At The Palace- flexible retail and café kiosks, and the existing theater will be programmatic elements that activate the building throughout the year and enrich the Palace with a highly civic presence.

Originally constructed for the 1915 Panama-Pacific Exposition, the Palace of Fine arts remains as one of the only remaining structures to survive from the Exposition. The magnificent combination of Greek and Roman architecture envisioned by Bernard Maybeck set amongst a tranquil lagoon is a significant visual landmark on the city's skyline and an important destination point for residents and tourists alike. For years, the Palace has served as a backdrop – a building which visitors to the Rotunda and Lagoon walk around but rarely experience in its totality. One of Maybeck's goals was to utilize the Rotunda and lagoon as a transition before entering the Exhibition Hall. Reviving the original vision of the Palace of Fine arts as a new type of cultural center for the Bay Area, the Palace will re-establish itself as a critical gathering place for tourists, local residents, students, art and museum programs, performances and the public at large.



THE PALACE OF FINE ARTS, BERNARD MAYBECK, ARCHITECT

And while Maybeck designed the original Palace as the western terminus to Panama-Pacific Exposition, there is now a tremendous opportunity to establish the Palace as a building in the round. To the east, the building will maintaining its position as a quiet backdrop for the tranquility of the Lagoon and Rotunda and one which sensitively respects the adjacent residential neighborhood. To the west, discrete architectural interventions will highlight and celebrate its role as the uncovered western gateway to the city. Whether driving in from Doyle Drive or walking over from the Presidio, visitors will experience the Palace as a restored civic marker on the Bay.

2 A. PROPOSED USE FOR THE SITE

The Vision for the Palace of Fine Arts is to revitalize it as a public resource and amenity by creating a mixed-use destination comprised of the new San Francisco Museum At The Palace (SFMAP), a new Exposition Hall at the Palace, retaining the Palace of Fine Arts Theater, and the introduction of a world class fine dining restaurant. Together, these complimentary uses will transform the Palace into a center for Bay Area culture and history.

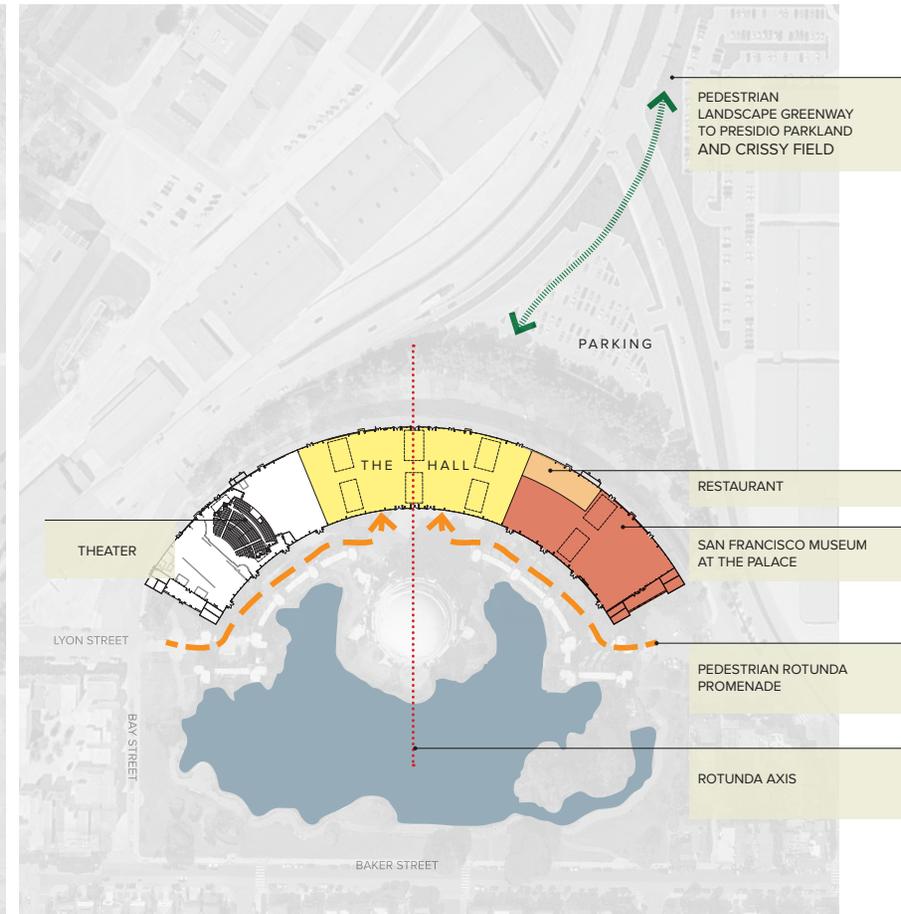
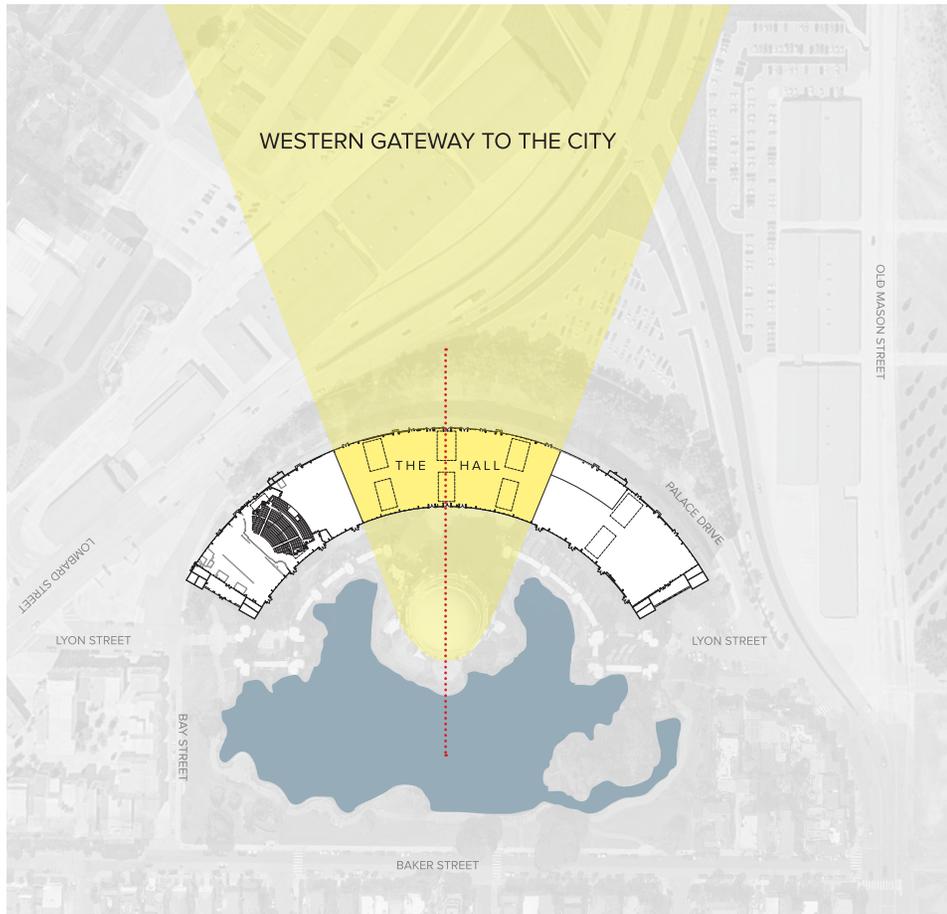
EXPOSITION HALL AT THE PALACE

Just as the Rotunda is the central focus of the Maybeck’s original landscape, a large central hall located on axis with the Rotunda, will serve as the public heart of the building. The Exposition Hall at the Palace will restore the central entry sequence Maybeck’s original design established and serve as the central space linking together all of the public functions at the Palace of Fine Arts. Approximately 42,000 gsf of level one will be devoted to the Hall. The Hall will contain kiosks for locally made goods and artisans to share with the public in the same way the original Pan Pacific Exposition displayed the achievements of American artists

to the world. It will also be a highly flexible space that will support a variety of public events, regional art projects, public discussions and gatherings throughout the year.

Originally concealed in the Maybeck design, the dramatic soaring structural steel trusses will be kept visible and uncovered and with the restored skylights suffusing the space with natural light and providing views to the Rotunda the Hall will celebrate the historic architecture of the Palace and accentuate its role as the central space in the complex.

Along the western edge of the Hall, visitors will have direct access to the 43,000 gsf San Francisco Museum At The Palace.



PROPOSED Ground Floor

2 B. SAN FRANCISCO MUSEUM AT THE PALACE

THE UNTOLD STORY

San Francisco Museum At The Palace (**SFMAP**) is a storytelling museum sharing the untold San Francisco and the Bay Area story with the City, the region, and the rest of the world.

SFMAP tells the “I didn’t know that” San Francisco innovation stories through existing and emerging technologies that have forever changed the way the world works—and the way we can now tell stories.

ONE STORY

One of those stories is “Rebirth,” the story of the Panama Pacific International Exposition (PPIE) of 1915. The PPIE was an exhibition of just about everything that was new in the world and an expression of San Francisco’s belief in itself—and in its future.

The gloriously successful PPIE was designed to be ephemeral. The exposition opened on February 20th, 1915 and closed on December 4th of that same year—scheduled to be torn down quickly. But some stories don’t have the endings we expect. Sometimes they never end at all.

San Franciscans could not bear to tear down their beloved Palace of Fine Arts. So, today, 100 years after several successful preservation efforts by the citizenry and the City, the Palace story continues to unfold, as a good story should.

SFMAP STORY GALLERIES

The original Palace of Fine Arts building and its annex featured 148 galleries filled with the world’s art. Galleries showcased 4,500 works by American artists alone.

SFMAP will showcase the ever-unfolding San Francisco and the Bay Area innovation stories by employing 21st-century technologies in Palace of Fine Arts-style galleries. Every story is a work of art.

The Palace of Fine Arts was the first international art show on the West Coast. Its American Section, in particular, was designed to educate Americans and impress them

with the breadth and depth of their country’s artistic accomplishments. The Fine Arts Annex challenged and provoked the public with new artistic expressions like Futurism. The Palace of Fine Arts demonstrated the dynamism of art.

Our proposal is to repurpose the Palace of Fine Arts in the 21st century. We envision a public use of the Palace that honors the building’s original purpose of educating, enlightening and entertaining the public. This union would be a perfect match made in San Francisco (which Herb Caen found superior to Heaven).

SFMAP will emulate the PPIE “working exhibits” by using existing and emerging technologies to regularly refresh the story galleries for new and returning audiences. Stories of San Francisco and the Bay Area innovators who changed the world and continue to change it every day are not in short supply.

THE MUSEUM EXPERIENCE

Visitors to **SFMAP** will be “put in the picture.” They will engage with the past, the present, and the future—all at the same time.

THE PALACE OF FINE ARTS OUT OF A MUDHOLE

Bernard , the architect who designed the Palace of Fine Arts, was not on a list of 129 men considered for the Fair’s original Executive Architectural Council. Well known San Francisco architect, Willis Polk, who became chairman of that group, had the responsibility of designing the Palace of Fine Arts. But he was put off by the swampy site.

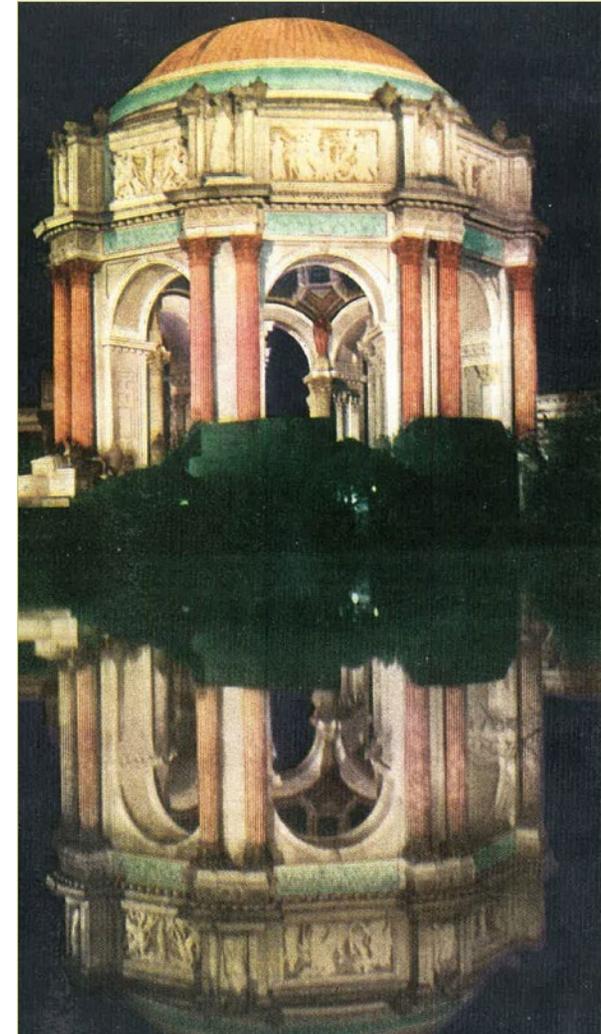
He consulted his friend Maybeck who advised:

“This thing you call a mudhole, that’s your opportunity: you can make a reflecting mirror of that”.

Maybeck expressed his original vision in an evocative charcoal sketch of an open rotunda encircled by classical colonnades and trees reflected in a mirror-like pool. The Architectural Commission was impressed. Maybeck got the job.

Bernard Maybeck leaned toward the poetic in his vision of the Palace:

“If a Greek temple pure and beautiful in lines and color were placed on the face of a placid lake, surrounded by high trees and lit up by a glorious full moon, you would recall the days when your mother pressed you to her bosom”.



But lest we forget, it was his innovative approach to its design—the architectural version of a silk purse from a sow’s ear, a swamp to a reflecting pool—that won the day.

TOWER OF JEWELS

World’s fairs have always been showcases for new technologies. PPIE was anything but an exception. PPIE celebrated the completion of two world-changing wonders: the Panama Canal that at last connected the world’s two great oceans and the rise from the ashes of San Francisco, one of the world’s great cities.

The PPIE’s Tower of Jewels wore its joy on its statuary adorned and bejeweled exterior. A rainbow array of spotlights moved playfully over the building, setting fire to the 102,000 emerald, ruby, canary, aquamarine, and diamond cut-glass Novagems swinging from its cornices.

The Great Scintillator was a 48-spotlight array operated by a battalion of specially trained marines. Very few ever saw the marines, but no one ever forgot the lights. Laura Ingalls Wilder wrote to her daughter:



“You know I never cared for cities, but San Francisco is the most beautiful thing....The White Tower of Jewels is in sight from there. The jewels strung about glitter and shine in beautiful colors”.

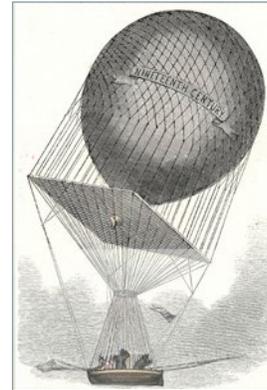
Fairgoer Wilder had Walter D’Arcy Ryan to thank. Ryan, engineer, creative artist, and showman extraordinaire was the PPIE’s Chief of Illumination. He was determined to transform the art of public lighting from “outline lighting” with rows of tiny white bulbs tracing the elements

of a building to something magical. Using available technologies in brand new ways throughout the fair, Ryan succeeded beyond our wildest dreams.

“Fireless Fireworks” displays at **SFMAP** will be his legacy.

TOWER OF INNOVATION

The Tower of Innovation is an homage to the Panama Pacific International Exposition (PPIE) and its Tower of Jewels. But it is much more.



The Tower of Innovation, a soaring structure in the San Francisco Museum At The Palace (**SFMAP**) atrium, literally sparkles with the jewels in San Francisco’s crown—the original thinkers who changed and continue to change the world. The iconic design of this central feature of **SFMAP**, a storytelling museum, evokes the City’s past, present, and future.

The Tower of Innovation hosts a permanent—but constantly evolving—exhibit, City On The Edge, that tells these innovators’ stories to visitors from around the world—and around the neighborhoods. From the “Instant City” of the Gold Rush that began in 1848 to the “next big thing” just around the corner in the City on the Edge, San Francisco has always been, and continues to be, a center of creativity, risk-taking, and adventure.

Through storytelling and story sharing, City On The Edge engages visitors in an enlightening creative process. When a visitor selects a tower jewel – a physical manifestation of the light of an idea “turning on”— it reveals the story of a San Francisco original thinker.

Not just a pretty face, the Tower of Innovation is an electronic two-way street. At **SFMAP**, visitors interact with San Francisco and the Bay Area stories through existing and emerging technologies: social media, open content, mobile apps, Augmented Reality (AR), Near Field Communication (NFC), Wearable Technology (Kids

get “History Hats”), Natural User Interfaces (NUI), Digital Printing, 3D Printing, virtual reality, and the Internet of Things. The Cloud’s the limit.

SFMAP will offer 21st-century technologies. Museumgoers will supply the artistic imaginations and intellectual curiosity. Visitors will be encouraged to ask questions, share information, contribute ideas, and nominate original San Francisco and the Bay Area thinkers as civic jewels to be added to the Tower of Innovation.

CROWN JEWEL GALLERY

Among multiple glittering San Francisco and Bay Area treasures, San Francisco Bay is the crown jewel. A crown jewel requires a perfect setting. At **SFMAP**, a gallery dedicated to the story of San Francisco Bay will have a room with a view—a big room and a big view.



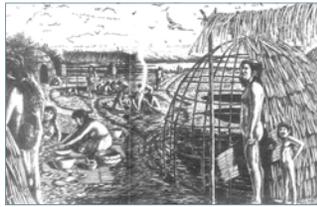
The Palace of Fine Arts interior walls, according to preservation architects, are not historic and might be altered to allow a view of San Francisco Bay. In the Crown Jewel gallery, visitors will be able to experience San Francisco Bay and its ongoing innovation story all at once.

San Francisco Bay is the mother of all innovators. It invents and reinvents itself according to the necessities of nature. At the height of the last ice age some 20,000 years ago when a lot of the planet’s water was frozen solid, the ocean beaches were out past the Farallon Islands thirty miles from the Golden Gate.

But let’s cut to the chase. The bay began to form when the last ice age was on the way out about 10,000 years ago and the rising sea started to trickle through the Golden Gate. In a geological blink of an eye, 5,000 plus years later, San Francisco Bay had arrived. And life had to have changed for the people living on its shores. Now, they were going to need nets, fish traps, and spears. And that’s just for starters. Innovation was the name of the game.



San Francisco Bay has shaped our entire ever-changing human story. Visitors to Crown Jewel will meet hunters and shamans, fisherfolk and birders, soldiers and sailors, padres and prisoners, ranchers and traders, merchants and miners, high-flying society and lying-low ladies, nativists and imperialists, bridge builders and bridge burners, developers and environmentalists, ship builders and chip builders.



Fleeing from the burning City April 18, 1906. San Francisco, California.

**DOWNSTAIRS AT THE PALACE:
THE STORY GALLERIES**

Each story gallery is meant to be an individual “work of art.” Visitors need not experience galleries in any particular order. They can make their own connections and put themselves “in the picture.” The uncovered skylights of the Palace will help visitors see our stories in a new light.

THE STORIES

EUREKA!: The people who ‘found’ San Francisco and brought new ways and age-old human conflicts—First peoples, Indian groups, explorers, seafarers, traders, missionaries, settlers, and Californios

INSTANT CITY: The Gold and Silver Rushes that brought the world to San Francisco’s doorstep along with lots of new ideas and new enterprises that resulted in a suddenly world-famous and world-class city

REBIRTH: THE PANAMA PACIFIC INTERNATIONAL EXPOSITION: The world’s greatest international exposition ever that invited the world to see San Francisco’s shining new self and everything else that was new in the world like Maria Montessori’s glass classroom and C.H. Thordarson’s “High Tension Research Pavilion” where passersby could hold up their hats and experience sparks flying to their fingers

THE BIG STORY: The scoop on San Francisco newspaper people—men and women as colorful and dangerous as their stories—whose eternal battle for readers ensures constant change in journalism

LAW AND DISORDER: The individuals (police and firefighters) and institutions (like Alcatraz) responsible for keeping the law and those determined to break it

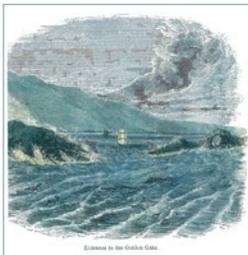
WORK(S): The workers of all kinds and the work they do and the works they create—the people who created and continue to create innovative technologies, infrastructure, iconic landmarks, and the artistic identity of San Francisco and the Bay Area

THE SECOND GOLD RUSH: The major impact of World War II and the wars that followed: Korea, Vietnam, and the Middle East that brought new people, new cultures, new ideas, and new food to San Francisco and the Bay Area

CULTURE AND COUNTERCULTURE: The literary, fine and performing arts and the creative—and often disruptive—forces that inspired and continue to inspire new thoughts and new forms in the City of San Francisco and the region

THE THIRD GOLD RUSH: The ongoing story of San Francisco and the Bay Area technological innovation that changed the world and continues to change it every day

THAT’S ENTERTAINMENT: The story of four centuries of San Franciscans vigorously pursuing recreation, relaxation, amusement, and entertainment and creating a big share of America’s popular culture as they rock ‘n’ roll along



Just as the great bay has shaped human life, humans have changed the bay. The bay’s surface area has diminished by one third since the early days of Spanish exploration. And that’s not geologic time.

Crown Jewel explores the origins, ecology and changing

nature of San Francisco Bay—the natural story—and the accomplishments and failures of the people who have lived and continue to live beside it—the human story. They meet and engage in Crown Jewel, a habitat for humans. Here visitors explore ideas to accommodate human needs and preserve as much of San Francisco Bay as time and nature will allow.

Crown Jewel will offer some innovative approaches to living with San Francisco Bay.

QUAKE THEATER

Quake Theater at SFMAP is an immersive experience of the 1906 San Francisco earthquake and fire. Visitors use contemporary technologies to make critical life and death decisions about what to do in that horrible situation and its aftermath.



SAN FRANCISCO AND THE MOVIES: The seminal (Movies were invented here.) and innovative technological contributions to moviemaking like a process for filming



movies in color and “live” animation that continue upward and onward—moviewise—in San Francisco and the Bay Area

POLITICS OF (IN)TOLERANCE: The dynamic process of social and political construction, destruction, and reinvention that is an historical inevitability in San Francisco, the uncontested Drama Queen of American cities

CITY OF DREAMS: The place at **SFMAP** where visitors meet “ordinary” people with extraordinary stories to share about pursuing their dreams in San Francisco, the “City On The Edge”

WHAT’S NEW?: The special exhibitions gallery for traveling shows from other institutions like the Smithsonian Institution Traveling Exhibition Service (SITES)

**UPSTAIRS AT THE PALACE:
THE LOCALS’ PLACE**

RAP



The Resident Associates at the Palace (**RAP**) will be modeled on the Smithsonian Institution’s “Smithsonian Associates” program.

RAP will be a place for local people to engage in programs that enrich their knowledge and enhance their opportunities for creativity, entertainment and socializing without having to travel far from home.

RAP will offer lectures, seminars, classes, and conversations with experts,

innovators, and celebrities.

RAP will coordinate with the Palace of Fine Arts Theater to present performances and films.

RAP will present evening mixers—mixing residents, cocktails, and culture.

HANDS ON! SFMAP GARAGE FOR KIDS

Here at **SFMAP** kids are the inventors and innovators in a “garage” created just for their hands-on activities and inspiration in their own maker space. Employing all the technologies they have at their disposal in the museum, they use not only their hands but the critical thinking and decision-making required to successfully complete a task, a project or a game.

SFMAP will seek the advice, consultation, design-creativity and programming skills of our technology-rich San Francisco and the Bay Area community of digital innovators.

SFMAP LEARNING CENTER

The **SFMAP** Learning Center, upstairs at the Palace, is the “away from school” learning place for San Francisco and the Bay Area kids and their teachers.

In the Learning Center teachers have an opportunity to expand their curriculum in a place that doesn’t look or feel like school. The Learning Center provides interactive and immersive experiences using materials that link to content themes in the museum or to aspects of San Francisco and the Bay Area stories outside the museum.



Role playing in technologically engineered “history hats” that communicate to a student his or her part in a story the group is enacting is one idea. Another is a total environment in a large water-filled model of San Francisco Bay complete with natural surroundings. Kids could access

a closet filled with artifacts of people, animals, plant life, geological features, architectural elements, bridges, and transportation modes which they could use to learn how the bay “works” and have discussions about its future. Wet aprons are in order.

STORY LAB

Traditionally, America’s story has been taught as an encyclopedic compendium of facts, dates, and famous people focusing on politics and wars. But somewhere along the line, historians and museum curators began to ask themselves, “What’s the peoples’ story?” Visitors will be invited to record their own video, audio, photo and text commentaries on American life and share them on site and online.

The Story Lab will also feature Storytellers with tales to tell young children in a cozy setting.



LOCAL PRODUCE

The Local Produce gallery belongs to the people of San Francisco and the Bay Area. Here, community and neighborhood groups and arts, history, business, and technology organizations mount temporary exhibits. Local Produce will keep the gallery fresh.

STORY RESTAURANT

SFMAP will have a restaurant with a story befitting its setting. “Beaux Arts?” “Exposition?” “Innovation?” The

restaurant will be its own story gallery telling the delicious tale of San Francisco’s food innovations. From sourdough bread to the Slow Food Movement, it’s a long story.

“There were the American dining-rooms, the English lunch-houses, the French cabarets, the Spanish fondas, the German wirthchafts, the Italian osterie, the Chinese chow-chows, and so on to the end of a very long chapter. There were cooks too, from every country, American, English, French, German, Dutch, Chinese, Kanaka, Italian, Peruvian, Mexican, Negro, and what not.”

- *Annals of San Francisco, 1854*

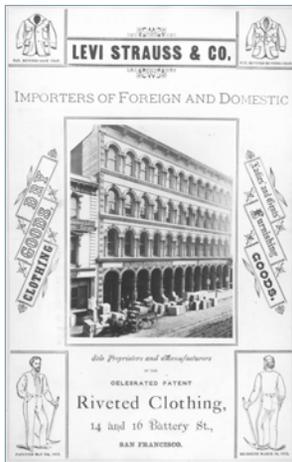
STORY SHOPS

The **SFMAP** Museum Shop will tell the story of the family department and specialty stores that once flourished in San Francisco—The White House, City of Paris, Hale Brothers, The Emporium, H Liebes, Ransohoffs, Livingston Bros., Roos Bros, Benioffs, and the Magnins I. and J.

Mary Ann Magnin created I. Magnin, where she made department store and fashion innovations in an American business run by men.



Other themed shops will be part of the **SFMAP** museum complex. Perhaps there will be a wine shop featuring local wines and the story of the wine industry in San Francisco (during Prohibition) and beyond. Or a sourdough bakery shop that reveals everything but the formula. Or a Levi’s store that tells the true blue story of jeans that were brown at the very beginning.



Consider the possibilities. Consider the possibilities

of integrating merchandising and storytelling. Consider the possibilities of telling the San Francisco story in a San Francisco icon. Consider the possibilities of the San Francisco Museum At The Palace finally telling our untold San Francisco story to the world.

NOT THE END

The San Francisco Museum At The Palace (**SFMAP**) will put the untold San Francisco and the Bay Area innovation story on the map.

Our story will be told through the prism of original ideas and the impact of their reflected light on the rest of us. It’s a new way to tell a story. But that’s what innovation is all about.

San Franciscans and visitors from around the world never wanted the eye-opening Panama Pacific International Exposition—their beloved PPIE—to end.

At the San Francisco Museum At The Palace, it never will.



THE PALACE OF FINE ARTS THEATER

From the Hall, visitors will be able to directly access the existing Palace of Fine Arts Theater to the south. A delicate glass wall defining the theater prefunction space will visually connect the theater to the Hall, draw from natural daylight from the skylights and give the theater the celebrated entry sequence it deserves. As one of a few remaining theaters in the city with over 900 seats, it allows a unique opportunity to engage the public on multiple levels. The theater will still be able to accommodate large public events as well as serving as a home for a variety of non-profit groups, smaller arts organizations and organizations linked to the Museum.

THE PALACE RESTAURANT

In addition to the theater and the San Francisco Museum At The Palace, the public will also have access to a world class 5,000 sf destination restaurant located on the ground floor and the mezzanine immediately adjacent to the Hall. From the mezzanine, patrons will enjoy expansive views towards the Golden Gate Bridge, Crissy Field, the Presidio, and the Bay while watching the setting sun drop beyond the Marin Headlands. Locating the restaurant along the western elevation will support activation of the “gateway” quality of the Palace while respecting the quiet nature of neighborhood to the east.

2 B. PROPOSED BUILDING IMPROVEMENTS

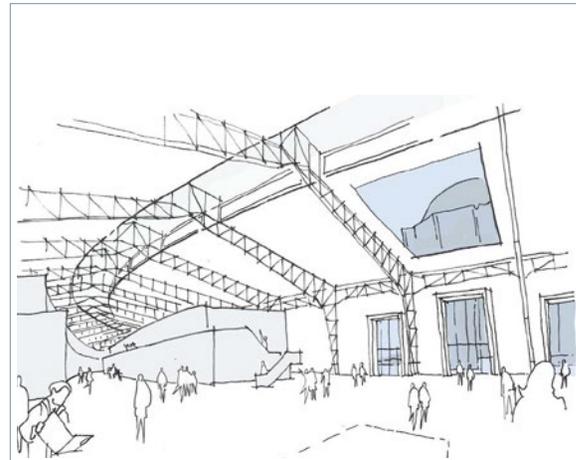
The proposed building improvements will follow those noted in the Request for Concept Proposal and the associated appendixes for the entire building:

- Interior construction (including new slab floor)
- Exterior enclosure renovations
- Plumbing and fire protection
- Reconstruction
- Electrical
- Site improvements and utilities
- Recommended seismic upgrades

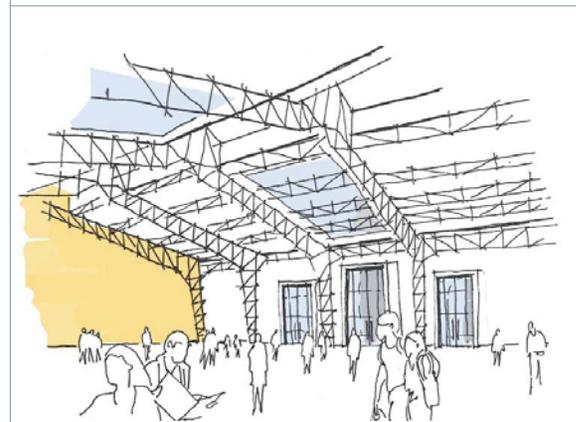


In addition to those listed above, the proposal will provide the following building improvements

- A portion of the western elevation will be glass with operable sun shading. This will control solar gain and take advantage of San Francisco’s wonderful light levels year round
- In order to establish more visual connectivity with the grounds during the day the historic doors will remain open. A series of large glass entry doors inserted behind the existing entry portals will allow the public to move fluidly between interior and exterior
- A landscaped connection with bioswales and lighting from the Presidio Parkland project to the Palace western entry doors
- The existing structural steel trusses will be cleaned and repainted
- Photovoltaic panels will be provided on a portion of the roof to the southwest



The height of the existing Pavilion allows for a second story to be added if desired.



Glazed skylights and new entrances within the existing historic portals will create visual connections to the rotunda while creating a dynamic daylit public space.

Drawings: EHDD Feasibility Study

PROPOSED	EXISTING
Theater - 36,025 sf	Theater - 36,025 sf
The Hall - 42,221 sf	Exhibition Hall - 90,221 sf
Restaurant - 5,000 sf split between ground and mezzanine	Mezzanine - 17,750 sf
Museum - 43,000 sf L1 - 17,750 sf mezzanine	

2 C. COMPLIMENTARY LINKS TO THE AREA

The Palace is located at the intersection of many well-established neighborhoods and destinations. The Marina Neighborhood to the east, Crissy Field and the Presidio to the west, the Marina Green and the St. Francis Harbor to the north and Cow Hollow to the South all come together at the Palace. In concert with the Doyle Drive improvements, pedestrian connectivity of the Palace to these areas and establishing a natural pedestrian and bicycling crossroads at the Palace will be a focus of the project.

With a re-envisioned Palace in the round, there is a tremendous opportunity in the site and the surrounding open space to simultaneously protect the historically significant and locally beloved lakefront park on its eastern edge while reimagining the western side of the site. This can be addressed in three distinct ways. First is the larger set of site connections from the Palace of Fine Arts to the reconstructed corner at Marina Boulevard. This connection is envisioned as a pedestrian designated path with heavily planted berms of native grasses and wildflowers on either side which shield the parking lots to the west. Second are the parking lots themselves which are conceived as groves or orchards with low native trees, planted in close intervals – every fourth parking stall – where the planting areas also provide for storm water management rain gardens. The low trees will allow residents and visitors to San Francisco entering the city along Doyle drive to maintain a clear view to the reimagined western elevation of the proposed building renovation. The third crucial element in the pedestrian connectivity and open space vision is the creation of a pedestrian path from the western entry to the Palace to join up with existing trails into Crissy Field. This is supplemented by a stronger pedestrian streetscape environment along the Girard Street extension up into the Presidio.

From the west, vehicular access will be collected in a renovated parking lot that will have capacity for approximately 240 cars. Additional offsite parking strategies will be further studied, and an initial traffic/ parking study will address establishing the appropriate on-site capacity and with a goal of dedicating more space towards creating a richer pedestrian landscape experience.

2 D. PARKING, TRAFFIC AND NOISE MITIGATION

The roadway system in the vicinity of the Palace of Fine Arts will be modified after the completion of the Presidio Parkway in 2016. The primary change will be a direct connection from Marina Boulevard to the Presidio via Girard Road and the creation of an expanded on-site parking lot serving the Palace.

The goal of the proposed project is to minimize traffic and parking impacts in the surrounding neighborhoods. The Palace team will rely on a set of demand management and pricing strategies to reduce vehicular and parking demand and a set signage improvements to reduce potential traffic impacts on surrounding neighborhoods.

Public transportation will be a key component in reducing traffic demand accessing the Palace site. Muni and Golden Gate Transit service will continue to be provided along Richardson Road adjacent to the southern entrance of the Palace at Lyon Street. Additionally, the Presidio Trust operates both an internal Presidio park shuttle and a Downtown shuttle (Presidiogo) serving Presidio commuters and visitors. A bus stop will be provided at the new Girard Road roadway connection between the Presidio and the Palace. The shuttle system is available to the general public, except the Presidiogo is only available to Presidio

employees during weekday commute hours (5:45 am to 9:15 am and 4:00 pm to 7:30 pm). The Palace team will work with Presidio Trust to further enhance/expand the service and to improve its accessibility.

The transportation demand management program would include a variety of strategies for the Palace employee commuters, including Commuter Checks which can be used for public transit systems; an onsite employee that coordinates vanpool and carpool services; provision of emergency ride home for employees who take transit but need a ride to attend to family and other emergencies; onsite carsharing opportunities to reduce the need for discretionary Single occupant vehicle trips; and provision of bicycle parking for the Palace employees and guests. The proposed program will also include participation in the bikeshare and carshare program with bikeshare and carshare pods located on site.

A key to the transportation demand management program is a parking management program. All on-site parking spaces will be fee parking with higher charge during peak parking demand periods. The Palace team will provide parking supply information on its web site, as well as those lots within a ¼ and ½ mile of the site. The Palace team will work with SFMTA and the Presidio Trust to expand the SFPark project to the project area, so parking availability

information will be conveniently available to the visitors via laptop and cell phone apps and they do not have to circulate around neighborhood streets searching for parking.

An integral component of a successful parking management program is to provide convenient, safe, and well lit pedestrian access and signage from these external parking lots to Palace. All transit riders and people using off-site parking lots will become pedestrians to access Palace. The Palace team will work with Presidio Trust to improve pedestrian access between Palace and the Presidio and the team will work with SFMTA, Caltrans, and the Presidio Trust to further improve access at the Marina Boulevard and Girard intersection for more convenient pedestrian, bicycle, and vehicular access to and from the Palace. Most importantly, the Palace team will ensure the neighborhood is actively engage in parking and traffic discussions in order to minimize the impact on the existing residential neighborhood.

Noise mitigation is also a significant component of the proposal and the proposed improvements will take into account all requirements of the San Francisco Noise Ordinance. The Palace sits at the edge of a wonderful residential area of San Francisco and maintaining a strong relationship with the neighborhood is paramount.



Public Parking Areas in the vicinity of PFA (within 1/4 mile of walking distance)



Pedestrian and Bicycle Access to PFA



Vehicular Access to PFA with Presidio Parkway

2 E. VISITORS EXPERIENCE

Maybeck’s notion of treating the Rotunda walk as a transition zone to slow down visitors before entering the main hall is a conceptual strategy that will help shape the visitor experience upon entering the immediate grounds. As mentioned previously, treating the Palace as a building in the round is a strategy that will ensure visitor connectivity to the project is a thoughtful experience and not simply a means to getting to the front door.

Once inside the building, the proposed improvements focus on making the Hall the heart of public activity. Controlled access into the theater area and the museum area on either side of the Hall ensures it remains public in the same way visitors to the Ferry Building access and enjoy its historic charm without having to purchase a ticket. Not only will this encourage continued activity, it will foster greater internal and external pedestrian connectivity with the grounds. A visitor could take a break in the garden between daytime performances or between museum events. Or someone biking along the Marina Green could cross over at Yacht Road, enjoy a café in the Hall and continue on with their journey to the Golden Gate Bridge. The Palace will reach out to public much in the way the successful public upgrades of Fort Mason, Crissy Field, Fort Point and the Presidio have focused their attention on the visitor and the public.



2 F. DEPARTMENT’S GOALS AND OBJECTIVES

The proposal outlined above is consistent with all of The Recreation and Park Department Objectives. The consortium representing the proposal is focused on rehabilitating the Palace of Fine Arts building and re-establishing its civic presence. The San Francisco Museum at the Palace, the restaurant and café coupled with additional retail amenities in the Hall will ensure the financial viability of the project. Creating a strong and long lasting solution for the Palace, The San Francisco Museum At The Palace will not only augment existing amenities and recreational elements in the surrounding area but it will reflect the Palace’s role as a civic building for the immediate public and Bay area at large. It is exactly the type of public program and long lasting public use consistent with Maybeck’s original masterpiece.

The Hall will re-establish Maybeck’s original concept for a highly public central entryway with enriched pedestrian connectivity to the grounds. Visitors will experience the Palace of Fine arts and surrounding park as a civic project in the round actively tied to the surrounding area.

Maintaining the historic nature of the project is paramount to the project proposal and the Historic Preservation Assessment contained in EHDD report titled “Phase I: Existing Conditions Assessment dated November 21, 2013” will guide the historic rehabilitation of the Palace. The Palace is a building we will ensure is available for the public for generations to come.

In addition to those objectives outlined by the Recreation and Park Department, the proposal meets all of the desired recommendations for the site and future use noted by the Palace of Fine Arts Advisory Committee. The proposal is highly synergistic with the community, educational and cultural uses noted during the public community meetings held in November of 2012. The proposal will welcome continued communication and feedback from various committees and organizations involved to ensure the Palace exemplifies an integrated vision representing the city, the public and the immediate neighbors.

2 G. BUILDING PROTECTION AND PRESERVATION

Critical to maintaining the Palace is maintained as a celebrated piece of cultural architectural history for the Bay Area for generations to come is to address the long term structural integrity of the building.

The following structural improvements will be addressed in the implementation of the Palace facility upgrade based on structural assessment preliminary recommendations” contained in EHDD report titled “Phase I: Existing Conditions Assessment dated November 21, 2013”. To establish proposal budget, concept level structural scope and quantities for recommended improvements shall be based on the above report section “Structural Analysis” narrative by Rutherford & Chekene including Appendices A, B & C and as further clarified herein. Recommended voluntary structural improvement strategies for long-term enhanced seismic performance will be validated and further refined in subsequent design phases of the project.

- 1. Foundations – Earthquake Induced Liquefaction.**
To mitigate earthquake induced liquefaction on existing pile supported foundations, provide preliminary additional foundation strengthening as indicated consisting of typical 8 inch diameter x 40 feet long micro-piles (58 at South, 88 at North, Total 146 piles), pile cap strengthening and new grade beams at perimeter wall between pile caps. See Appendix B, Sketches 1, 2 and 3. Note, it is assumed that existing steel tie interconnecting existing pile caps in the radial direction (Sketch 1) to remain without additional retrofit.
- 2. Superstructure Retrofit – Three Hinged Arch Cable Tie.** To further enhance seismic performance and reliability in a major earthquake, assume three hinged arch cable tie concept (Sketch 2). Provide new cables (2) at each radial roof truss frame connecting each end of knee brace frame. Include additional welded gusset plate connections and vertical bracing.

With a structurally substantial but architecturally subtle intervention, the historic nature of the Palace will not be

compromised while bringing it up to current day seismic safety standards.

Equally important to the above structural upgrades is to ensure those elements deemed historic are rehabilitated so their character will be here for generations to come. When the Palace of Fine Arts District was entered in the National Register of Historic Places in 2005, its significance was described as stemming from a reconstruction realized during two recent periods, 1964-1967 and 1973-1974.

Because the reconstruction was not yet fifty years old, the Palace’s significance had to be considered “extraordinary.” Extraordinary it has been, and is. Erected in the mid-20th century at the high water mark of modernism, in a time when appreciation of historical reference to classical styles was at a low ebb, the reconstruction failed to convince some critics - but never the public.

Predecessor to the reconstruction, the beloved original of today’s Palace, was Bernard Maybeck’s Palace of Fine

Arts, completed in 1915. By all accounts the most popular building complex at the Panama Pacific International Exhibition, Maybeck’s Rotunda commanded the western end of an avenue along which most of the important buildings of the exposition were placed. Guarded by a lagoon, colonnade and the Rotunda, a semi-circular exhibition building housed examples of fine art and contained the only programmed space in the entire Palace composition.

With its outer arc at 1100 ft. and inner arc at 950 ft., the semi-circular Exhibition Building is 135 ft. wide. Its steel structure is original, as are three skylights remaining from what had been an entirely sky lit roof. Stucco walls, though they fall in the same location as the originals, are reconstructed. Historic doors and certain fireplace locations date from 1915. The exterior finish of these walls, while imitating the original ‘faux travertine,’ is not particularly successful. Maybeck’s columned entrances,

surmounting pergola, and other details are not present, having been cut from the project to meet budget requirements in the 1960s.

The Historic Preservation Assessment contained in EHDD report titled “Phase I: Existing Conditions Assessment dated November 21, 2013” documents the current historical significance and character defining conditions of the Palace. Written by Page and Turnbull, the assessment will serve as the guiding document in restoring, cleaning and renovating the Palace. The potential to study creating a stronger visual connection between the west and east elevation along the central axis of the Rotunda is suggested by the EHDD “Palace Feasibility Study, Tenant Options Summary” and an architectural strategy this proposal would study further.

SOM and Page & Turnbull

The successful, award-winning partnership of SOM and Page & Turnbull dates back to 1991 and includes the renovation and restoration of the US Court of Appeals in 1996, the renovation and a new addition to the San Francisco Civic Center Complex in 1998 and the renovation and repurposing of the historic Williams Building as part of the St. Regis Hotel and Residences development, in which it was incorporated into the new adjacent 42 story tower housing the Museum for the African Diaspora in addition to hotel and condominium functions.

More recently, SOM and Page & Turnbull collaborated on the design of the newly opened Strand Theater, located in San Francisco’s Mid-Market neighborhood. The brand-new performance space rehabilitates a 1917 movie house that had been shuttered since 2003. The renovation of the Strand Theater resurrects the 100-year-old movie theater to provide a highly visible and experimental performance space for the city’s preeminent theater company, American Conservatory Theater (A.C.T.).



U.S. Court of Appeals Renovation

Renovation, expansion, and retrofit of 350,000-sf building and 50,000-sf of expansion. SOM updated the program and building performance, while maintaining a vigorous standard of historic preservation.



San Francisco Civic Center Complex

Renovation of 200,000-sf historical building and addition of 800,000-sf new office tower in the heart of the San Francisco Civic Center Complex.



St. Regis Hotel and Residences

Architectural and engineering services for a new 42-story, multi-use tower that includes residential, 5-star hotel, cultural center, parking and retail spaces. Project also includes the seismic retrofit of an eight-story historic landmark structure.

3 FINANCIAL MATERIALS

3 A. PROPOSED LEASE TERMS

We propose a 55 year lease with base rent of \$300,000 per year against a percentage rent of 11% of rental revenue. As seen in our pro forma below, the percentage rent prevails in all years. It represents \$892,000 in 2018 and increases thereafter. This represents approximately \$9 million in revenue over the first 10 years of operation. Over 55 years, rental payments will approach \$75 million.

LETTERS OF SUPPORT

Full sized letters can be read in the Appendix.





David Stone
President

Chevron TCI, Inc.
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San Francisco, CA 94104
Tel 415 733-4626
Fax 415 733-4591
DaveStone@chevron.com
ChevronTCI@chevron.com

May 20, 2015

Mr. Phil Ginsburg
General Manager
San Francisco Recreation & Park Department
McLaren Lodge
501 Stanyan Street
San Francisco, CA 94117

Re: San Francisco Museum at the Palace

Dear Mr. Ginsburg,

We are writing to you to express our interest in supporting the proposed San Francisco Museum at the Palace ("SFMAP"), as a public-serving and educationally focused concept for the redevelopment of the historic and iconic Palace of Fine Arts. We understand that the Palace of Fine Arts is listed on the National Register of Historic Places, and as such may be considered a qualified rehabilitation and eligible for the federal historic tax credit. We would like to confirm our interest in this potential historic tax credit investment opportunity.

As you know, Chevron Corporation (with its affiliates, "Chevron") is a Fortune 100 company with revenues in excess of \$200 billion and net income that exceeded \$19 billion in 2014. Over the years, we have played a leading role and functioned as a strong financial partner in the successful redevelopment of more than 300 tax credit projects.

Chevron has invested in all categories of historic rehabilitation projects. We have continued to adapt our investment practices to the project and developer's needs in an ever-changing industry. This flexibility and continued market leadership have allowed us to utilize all types of investment structures ranging from traditional partnerships to cutting-edge partnership lease structures that allow the rehabilitation tax credits to pass through to Chevron.

We are very excited about the prospect of working with the SFMAP team to help create an exciting interactive educational environment, while preserving the architectural significance of Bernard Maybeck's work and where the San Francisco and Bay Area *untold* stories can be shared through several creative and engaging formats including the *City on the Edge - Tower of Innovation* and *Crown Jewel* gallery.

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decision-making by
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Guardians of the City



San Francisco
Museum and Memorial
Safety Learning Center

May 21, 2015

Mr. Phil Ginsburg, General Manager
San Francisco Recreation and Parks Department
McLaren Lodge-Golden Gate Park
501 Stanyan St.
San Francisco, CA 94117

Dear Mr. Ginsburg,

The Guardians of the City is honored to be invited to join your consortium as you develop the concept of the San Francisco Museum At the Palace (SFMAP). We feel this is an excellent venue that is both a significant historical edifice in its own right, but is the right location to host the museum of the City's Untold Story.

The mission of the Guardians of the City is to preserve the rich history and heritage of San Francisco's emergency services which include the Fire Department, Police Department, Sheriff's Department, and Emergency Management. Since its founding in 2012, the Guardians of the City have embarked on a quest to develop an adequate Museum and Learning Center where artifacts and apparatus could be on public display. The Learning Center provides a venue to expose generations of young and young at heart, elements of law enforcement and fire service history such as the 1906 Earthquake and Fire, 1989 Loma Prieta Earthquake, Lily Hitchcock Coit, and numerous other notable incidents, people, and places the public would not otherwise be able to experience.

We applaud the concept that this is not a "static" museum per se, with artifacts on display solely behind glass. Telling the story of 19th Century fireman, rushing down San Francisco's hills with their horse drawn steamers calls for an active oratory. The idea of an earthquake simulation theater is especially important to all of the collective emergency agencies, since it is the central subject matter of disaster preparedness training and outreach.

The Guardians of the City are prepared to develop our part in this concept. We hope those that are scoring the initial process will find the proposal contains elements that will satisfy both the community's need for a viable tenant at the Palace of Fine Arts, and the commitment by the City to preserve its history like no other venue could.

Sincerely,

James J. Lee, SFFD (Ret.)
Chair, GOTC

cc. Chief Joanne Hayes-White, San Francisco Fire Department
Chief Gregory Suhr, San Francisco Police Department
Sheriff Ross Mirkarimi, San Francisco Sheriff's Department
Executive Director Anne Kronenberg, San Francisco Dept. of Emergency Management
Supervisor Mark Farrell, Board of Supervisors of District 2



May 21, 2015

Mr. Phil Ginsburg, General Manager
 San Francisco Recreation & Park Department
 McLaren Lodge - 501 Stanyan Street
 San Francisco, CA 94117

Dear Mr. Ginsburg,

As residents neighboring the Palace of Fine Arts, we are very keenly aware of the impact and importance of selecting the best use concept for the long-term tenant at the *Palace of Fine Arts*. As both a Landmark site and in the National Registry of Historic Places it remains one of San Francisco's most unique properties --- important to the immediate neighborhood, to all of The City, to the State of California; and, indeed, to travelers from all over the world!

The Lyon Street Corridor Neighbors would like to express our interest in supporting the *San Francisco Museum at the Palace (SFMAP)* Concept Proposal as a community inclusive, public serving and educationally focused concept for the redevelopment of the historic and iconic Palace of Fine Arts. We feel that this proposed concept, in particular, will create an exciting and interactive 'destination' attraction that achieves the goals as outlined by the San Francisco Recreation & Park Department, is well suited to our neighborhood and celebrates the San Francisco Bay and Community at large!

The SFMAP concept provides a platform where the San Francisco and Bay Area *untold* stories can be communicated through several creative and engaging formats. We are excited that SFMAP is embracing the themes and incorporating the significant design concepts from the *Panama Pacific International Exposition*, such as the *Tower of Jewels* and the focus on innovation – *Tower of Innovation – City on the Edge*. We are also pleased to see the outreach to the local community via the *Resident Associates at the Palace (RAP)* program; and the educational inspiration provided through *Hands on, Garage for Kids* and the *Learning Center*.

We are looking forward to welcoming SFMAP to the neighborhood!

Sincerely,

Lyon Street Corridor Neighbors

cc: Mr. Robert Mendelsohn
 Ms. Cassandra Costello

Handwritten signatures of several individuals, including Michael Steunsky, Sue Dan Martini, and Giovanni Inaccia.

May 19, 2015

Phil Ginsburg
 General Manager
 San Francisco Recreation & Park Department
 McLaren Lodge
 501 Stanyan Street
 San Francisco, CA 94117

bay.org

The Embarcadero at
 Beach St.
 San Francisco, CA
 94133
 Phone: 415.623.5300

Dear Phil,

bay.org is pleased to provide this letter in support of the concept for the San Francisco Museum at the Palace (SFMAP), proposed for the Palace of Fine Arts. The San Francisco Museum at the Palace endeavors to tell the many little-known stories of this great city, the Bay Area, and the extraordinary intersection of nature and culture that our region typifies.

We recognize the value and importance of protecting and conserving the San Francisco Bay watershed, from the Sierra to the sea, so that it may continue to provide nature's benefits for California now and in the future. Implicit in this vision is an understanding of the need for a more unified and innovative approach to promoting healthy ecosystems in the region, as well as the development of a credible and accessible entity that can educate, connect, and motivate diverse stakeholders.

The location of the Palace of Fine Arts, at the city's northern waterfront and in close proximity to the public spaces of Crissy field, Marina Green, and Fort Mason, provides a very fitting site for the key exhibit envisioned by the SFMAP, *Crown Jewel*. This exhibit would explore the origins, ecology and changing nature of San Francisco Bay, and the accomplishments and failures of the people who have lived and continue to live beside it. Here visitors would explore ideas to accommodate human needs and preserve as much of San Francisco Bay as time and nature will allow. A diverse portfolio of additional programs, presented in the SFMAP submission, would provide a broad and content-rich presentation of the Bay Area's history and resources and the relationship between people and place that defines so much of our local culture.

For these reasons, bay.org supports this public-serving concept.

Sincerely,

John Frawley
 President and CEO
 bay.org

bay.org's mission is to protect, restore and inspire conservation of San Francisco Bay and its watershed, from the Sierra to the sea.





RESPONSE TO
REQUEST FOR CONCEPT PROPOSALS

PALACE OF FINE ARTS

APPENDICES

CONSORTIUM MEMBERS & CONSULTANTS VITAE

SFMAP CONSORTIUM MEMBERS
ABSINTHE GROUP, Bill Russell-Shapiro, Eric Vreede
BRUCE ALBERTS, Science, Technology & Mathematics (STEM) Education Advisor
CHEVRON TCI, INC., Nadine Barroca
GUARDIANS OF THE CITY, David Ebarle
IDEAS INK, Ink Mendelsohn
JAY TURNBULL
JEROME DODSON, President, Parnassus Investments
KNOWLEDGE BASED CONSULTING GROUP, Clive Jones
MACY OFFICE OF DESIGN: Kelly Macy
REPUBLIC METROPOLITAN, Bob Mendelsohn
SOM, Gene Schnair, FAIA, Leo Chow, AIA, Steve Sobel, FAIA
WILL TRAVIS, Environmental Consultant

ADDITIONAL CONSORTIUM CONSULTANTS	Role
Lucy M. Buchanan, LMB Consulting	Fundraising Consultant
CHS Consulting Group, Chi-Hsin Shao	Traffic and Parking Consultant
Isabelle Lemon	Community Affairs Consultant

REPUBLIC METROPOLITAN

ROBERT H. MENDELSON
President and CEO



Republic Metropolitan (ReMet) is a national program in which public/private development opportunities are identified, analyzed and — where appropriate — pursued, with an emphasis on the Mid-Atlantic and Northern California regions.

Since 1980, Bob Mendelson has directed the coordination of large development projects, usually involving public/private partnerships. His work includes selection and assembling of viable professional teams, assisting in securing financing and directing development activities during the pre-construction phase. He has played a major role in the development of some 8 million square feet of mixed-use projects in Washington, D.C., with a combined value of over \$2.3 billion, including Market Square (1.2 million sqft), Washington Harbor (700,000 sqft), The Portals (3 million sqft), the Ronald Reagan Building (3 million sqft); as well as the Brentwood Road USPS General Mail Facility (600,000 sqft). The Ronald Reagan Building, after the Pentagon, the largest federal building in the United States, is a good example of Mendelson’s efforts. Originally called “The International Cultural and Trade Center”, the project was the subject of spirited competition conducted by the Pennsylvania Avenue Development Corporation and the General Services Administration. Mendelson formed, and was a partner in, The Delta Partnership, which won the award. As the Federal Triangle Corporation, the venture designed and constructed this landmark development.

Bob Mendelson served as president of the West Coast Division of Republic Urban Properties LLC from 2005 to October 2008. Under his leadership Republic was awarded the right to co-develop the first major Transit Oriented Development project undertaken by the Santa Clara Valley Transportation Authority, which operates the light rail system in the San Jose region. Transit Oriented Development is of particular interest to Mendelson, who co-authored with Joseph Bender (consultant to the Master Developer) a book on best practices in the field, together with the National Trust for Historic

Preservation, *The Returning City: Historic Preservation and Transit in the Age of Civic Renewal*. The book was produced at the request of Secretary of Transportation Norman Y. Mineta, and funded by DOT.

Prior to his work with Republic, Mr. Mendelson served as the fee developer for the San Francisco Museum and Historical Society on the transformation of the National Historic Landmark Old Mint into a San Francisco history museum. After assembling the professional, architectural and engineering team, he guided the effort to win a competition held by the City and County of San Francisco, which owns the building. He then directed the process to negotiate a Development and Disposition Agreement with the City for a 65-year lease by the non-profit Society, which will finance and operate the officially designated San Francisco Museum at the Mint. Mendelson was principally responsible for initial project financing of some fifteen million dollars, utilizing Historic Preservation and New Market Tax Credits, a major grant from the California Cultural and Historical Endowment, the sale of surplus Transferred Development Rights, and other sources, notably the proceeds from the sale of coins commemorating the Centennial of the 1906 San Francisco earthquake. The coins were issued by the U.S. Mint, pursuant to legislation co-authored by Congresswoman Nancy Pelosi and Senator Dianne Feinstein.

Bob Mendelson graduated cum laude from the University of California, Berkeley, with a degree in political science. Following his graduation in 1959, he completed the Coro Foundation Internship in Public Affairs in 1960-1961. He went on to become the Community Relations Specialist for the San Francisco Redevelopment Agency.

Following his tenure with the Redevelopment Agency, Mendelson became the Administrative Assistant to State Senator J Eugene McAteer of San Francisco, for whom he co-wrote State Bill #309, the “Save the Bay” Act that created the San Francisco Bay Conservation and Development Commission (BCDC), of which he was an original member.

REPUBLIC METROPOLITAN

ROBERT H. MENDELSON
President and CEO

Since 1980, Bob has directed the coordination of large development projects, usually involving public/private partnerships.

In 1967, Mendelsohn was elected to the San Francisco Board of Supervisors and was reelected in 1971 and 1975. During this time, he represented the City on the BCDC and the California Coastal Zone Conservation Commission.

Mendelsohn then went to Washington, D.C., in 1977 to become Assistant to the Secretary of the Interior, Cecil D. Andrus, in the administration of President Jimmy Carter. He represented Secretary Andrus on the Pennsylvania Avenue Development Commission which directed the transformation of a blighted and embarrassing eyesore into a grand boulevard, bordered by handsome well-designed buildings. As a member of the Board of Trustees of the Wolf Trap Foundation, he served on the building committee that rebuilt the Filene Center after it was destroyed by fire. Central to the project's success was a public/private financing program, devised by Mendelsohn.

He was later appointed by President Ronald Reagan to the United States Holocaust Memorial Museum Council. As a member of the three-member Executive Committee of the Museum Development Committee, he helped direct the design and construction of the Holocaust Memorial Museum in Washington.

Mendelsohn has served on the Board of Washington Trustees of the Federal City Council; as a member of the Board of Trustees of the National Parks and Conservation Association; as a member of the Executive Board of the College of Letters and Science, University of California, Berkeley; as a member of the Board of the Coro Center for Civic Leadership, and on the Executive Committee of the San Francisco Museum and Historical Society.

SKIDMORE, OWINGS & MERRILL LLP

GENE SCHNAIR, FAIA
Managing Partner



Education

Master of Architecture and Master of Business Administration; Washington University
Bachelor of Arts; Washington University

Professional Registration

Registered Architect: Alaska, Arizona, California, Colorado, Hawaii, Illinois, Massachusetts, Nevada, New Jersey, New York, Oklahoma, Oregon, Texas, Utah, Virginia, Washington, National Council of Architectural Registration Boards (NCARB)

Gene Schnair, FAIA, is a Managing Partner in Skidmore, Owings & Merrill LLP's San Francisco office, and specializes in the management of large-scale, complex projects. Gene, who has been with the firm for more than 35 years, joined the San Francisco office in 1994. His project experience spans the globe from domestic projects to London to Asia, including China, India, Thailand, and the Philippines. This international experience provides him with a broad and creative perspective of urbanism and the built environment. He is active in local civic affairs and service to the architectural profession to improve upon professional services and methods of delivery.

His portfolio includes the U.S. Embassy Complex in Beijing completed in August 2008. This complex, multi-phase development was the second largest project ever undertaken by the U.S. Department of State. Another signature project is the San Francisco Civic Center Complex, the largest design-build project ever undertaken by the State of California. This one-million-sf project was brought in on time and on budget and received an award for the Design-Build Institute of America. During the 1980's, Gene was responsible for the project management of Canary Wharf, London which is the largest commercial development in Europe.

Select Projects

Moscone Center Expansion and Improvement

San Francisco, California
An expansion with a new 4-story convention facility housing flexible, multi-use space, meeting rooms, and two ballrooms at south of Howard Street and a new 3-story facility housing meeting rooms, flexible exhibition areas, and space for two restaurants at the existing Moscone North lobby site. An enclosed pedestrian bridge will connect the two buildings.

St. Regis Hotel and Residences

San Francisco, California
Architectural and engineering services for a new 42-story, multi-use tower that includes residential, hotel, parking, and retail spaces. Project also entailed the seismic retrofit of an eight-story historic landmark structure.

San Francisco Civic Center Complex

San Francisco, California
Restoration of the 200,000-sf California State Supreme Court Building plus a 17-story, 800,000-sf addition to the historic structure. One of the first design-build projects undertaken by the State of California, the Civic Center Complex is nationally recognized as a model example of this project-delivery method.

101 Second Street

San Francisco, California
101 Second Street, completed in 1997, was the first office building to be constructed in San Francisco in a decade. It was also the first since the enactment of the city's prescriptive building envelope zoning requirements. Situated in a neighborhood of older modestly scaled buildings in San Francisco's South of Market district, 101 Second Street recaptures the potential of the skyscraper as an urban building type in a non-nostalgic, yet contextually sympathetic manner.

San Francisco International Airport, International Terminal

San Francisco, California
1.8-million-sf terminal whose iconic structure creates a tremendously powerful identity for both the airport and the city of San Francisco. Terminal contains 26 new arrival and departure gates and accommodates up to 5,000 international passengers per hour. The five level design is an innovative solution to the airport's limited buildable land as it engages multiple transportation modes vertically, thereby eliminating congestion.

Cathedral of Christ the Light

Oakland, California
150,000-gsf project. Program includes 36,000-sf main sanctuary (with seating capacity of 1,350), side chapels, a baptistery, health and legal clinics, and dependencies. The glass, wood, and concrete structure ennobles and inspires through the use of light, material, and form.

350 Mission Street

San Francisco, California
A 27-story investment office tower directly adjacent to the planned new Transbay Tower and Terminal in San Francisco. The design concept is focused on the creation of an urban living room, a memorable street level space that is highly engaged with the City's urban realm.

Gene specializes in the management of large-scale, complex projects and his international experience provides him with a broad and creative perspective of urbanism and the built environment.

AboveNet Internet Service Exchange Facility

San Francisco, California

Seismic-isolation upgrade of 1940s reinforced concrete warehouse and its conversion to Internet service exchange facility. Five-story, 240,000-sf high-performance facility includes 140,000-sf of co-location space supported on 98 seismic base isolators.

University of California, San Francisco Mission Bay Campus Housing

San Francisco, California

Won through a design competition, this 350,000-sf complex is composed of four buildings surrounding a 100-by-300-foot central courtyard. The 350-unit complex houses graduate students and families.

Centennial Tower

South San Francisco, California

An office tower on the northern city limits of South San Francisco. Located between Highway 101 to the east, and San Bruno Mountain to the West, the site is a juxtaposition of two different conditions, the Highway and the San Bruno Mountains.

Pacific Stock Exchange

San Francisco, California

Concept design for new 425,000-sf headquarters, which consolidated leased space in five downtown buildings. Program included trading space, options floor, support areas, and office space for Exchange administration and 551 member firms.

City National Bank

San Francisco, California

New banking hall, anchoring corner of California and Front Streets in San Francisco's Financial District. Program challenges included extremely limited square footage and balancing privacy with openness of space. Design solutions include the integration of a mezzanine level above the ground floor, glass transom panels, translucent walls, and clustering of office functions. The end result is a space that provides a strong visible street presence for the bank, while improving efficiency of office functions.

San Diego Superior Courthouse

San Diego, California

New high-rise building will consolidate the obsolete superior court building in downtown into a single, state-of-the-art facility. It will contain 704,000 gsf, 80 parking spaces in a secure area, 71 courtrooms. Scope of services includes urban planning, site selection, detailed cost programming, design documents, construction documents and construction administration.

222 South Main

Salt Lake City, Utah

21 story, 480,000 SF class A office building in downtown Salt Lake City. 222 South Main earned LEED® Gold certification.

Canary Wharf Development

London, United Kingdom

Canary Wharf consists of 26 separate building sites, the majority of which are located over the water and along the perimeter of the Wharf. SOM planned the entire development; designed all infrastructure including roads, parks, gardens, and other open places; and designed the majority of Phase One buildings. Schnair also managed the Morgan Stanley European Headquarters during the first phase of the development.

Beijing Finance Street

Beijing, China

Large-scale, mixed-use development totaling 1.5-million-sm in the heart of Beijing. Complex contains residential, a Ritz-Carlton hotel, conference center, retail, cultural, and office elements. The centerpiece of the development is a "Great Urban Room," to attract visitors regardless of time of day or year. Received China's Top 10 Landmark Building Complexes for 2004 from the Real Estate Research Institute Qinghua University.

Beijing Finance Street, Ritz-Carlton Hotel

Beijing China

Five-star, 250-room hotel adjacent to the heart of BFS that has a direct connection to the Four Seasons Place for easy access to shopping for the hotel guests, which include those conducting business in the BFS district.

SKIDMORE, OWINGS & MERRILL LLP

LEO CHOW, AIA
Design Partner



Education

Master of Architecture, Harvard University,
Graduate School of Design
Bachelor of Architecture, Cornell University

Professional Registrations

Registered Architect: California, New York

Professional Affiliations

American Institute of Architects
San Francisco Arts Commission, Architecture
Commissioner, 2009-2014
San Francisco Heritage, Board of Directors

Leo Chow, AIA is a Design Partner and Studio Head at SOM San Francisco. With over 25 years of design experience, his portfolio demonstrates work within expansive project typologies both in the United States and abroad, including mixed-use complexes, commercial buildings, residential towers, and higher education facilities.

Award-winning projects include the Harvard University Northwest Science Building, Poly Corporation Headquarters, the St. Regis Hotel and Residences, and the International Terminal at San Francisco International Airport.

Leo’s design approach emphasizes the importance of a collaborative practice in the creation of innovative and integrated urban spaces. As part of Leo’s interdisciplinary design philosophy, from 2009-2014 he served as San Francisco Commissioner on the Design Review Committee of the San Francisco Arts Commission. In addition to his civic involvement, Leo is also an active force in the local academic community as founder of the Integrated Design Studio. Leo has a keen interest in the science of building technology, including structures, building services, and sustainable engineering as important drivers in the creation of lasting works of architecture. To share this knowledge, he has taught Tall Building Design studio classes at University of California at Berkeley, Cal Poly San Luis Obispo, the California College of the Arts, and Stanford University.

Select Projects

**San Francisco Civic Center Complex
San Francisco, California**

Renovation of 200,000-sf historical building and addition of 800,000-sf new office tower in the heart of the San Francisco Civic Center Complex. Program called for office space and related facilities for various Tenant Agencies of the State’s Department of General Services, including restored courtroom for the state supreme court.

**St. Regis Hotel and Residences
San Francisco, California**

Architectural and engineering services for a new 42-story, multi-use tower that includes residential, 5-star hotel, cultural center, parking, and retail spaces. Project also includes the seismic retrofit of an eight-story historic landmark structure.

**U.S. Court of Appeals Renovation
San Francisco, California**

Renovation, expansion, and retrofit of 350,000-sf building and 50,000 sf of expansion. SOM updated the program and building performance, while maintaining a vigorous standard of historic preservation. Addition provides five levels of law library in daylight setting.

**680 Folsom
San Francisco, California**

In the South Financial District of San Francisco, SOM rehabilitated this concrete and steel-frame structure into a Class-A office building, tenants are Riverbed and Macys.com. 680 Folsom received LEED® Platinum certification.

**San Francisco International Airport,
International Terminal
San Francisco, California**

1.8-million sf terminal whose iconic structure creates a tremendously powerful identity for both the airport and the city of San Francisco. Terminal contains 26 new arrival and departure gates and accommodates up to 5,000 international passengers per hour. Its five level design is an innovative solution to the airport’s limited buildable land as it engages multiple transportation modes vertically, thereby eliminating congestion. Recipient of 11 design awards including AIA National Honor Awards for Architecture and Interiors.

**Treasure Island Master Plan
San Francisco, California**

Urban design and architectural Master Plan for man-made island in San Francisco Bay. Transit-oriented plan concentrates residential buildings—composed of a mix of densities—near the ferry terminal and preserves much of the island for an organic farm, wetlands, and public open space.

**Parkmerced Vision Plan
San Francisco, California**

Redevelopment of a 1940’s auto-centric housing project into a green and vibrant mixed-used pedestrian and transit village in San Francisco’s west side. Over 5,000 new housing units, including stacked flats, townhouses, and midrise towers will be added to approximately 3,000 existing tower apartments.

Leo's work demonstrates his passion for collaborative integration of diverse disciplines to produce innovative works of architecture that are responsive to the clients needs and to the surrounding environment.

India Basin

San Francisco, California

23-acre waterfront mixed-use development consisting of residential, retail and parking situated at the intersection of Innes Avenue and Earl Street in San Francisco.

The Beacon

San Francisco, California

1.3-million sf "superblock" containing 643 units of mid- and upper-market housing with retail ringing the ground- and second-floor perimeters. Large podiums create an elevated outdoor park within the fully landscaped building. The complex also includes a fitness center, social hall, and lap pool. There will be enclosed parking in the development's core.

Transbay Transit Center Competition

San Francisco, California

The Transbay Transit Center consisted of two defining elements: the Terminal, which defined the urban transportation facility for the 21st Century, and the Tower, which would have served as the beacon for the new Center by creating an economic and cultural catalyst for the neighborhood, City, and Bay Area. Transit Center was designed to achieve LEED® Platinum certification.

University of California, San Francisco

Sandler Neurosciences Center

San Francisco, California

237,000-gsf, five-story research and instruction building at the UCSF Mission Bay campus site. The project supports multidisciplinary research dedicated to development of treatments, cures, and preventions for diseases of the nervous system. The building is the home of the Keck Foundation Center for Integrative Neuroscience (Keck) and the Program for Neurodegenerative Disease Research (PNDR), which is comprised of the Institute for Neurodegenerative Disease (IND) and the Neurology Department.

California Pacific Medical Center

(California, Pacific, Davies, St. Luke's and Cathedral Hill Campuses)

San Francisco, California

Architectural and structural design services for new 1.2-million sf replacement hospital and three million square feet of additional new construction and renovation for multi-site healthcare institution. Program calls for new construction, renovation, structural seismic retrofit, consolidation, and additions to existing facilities, which are located in five separate residential and commercial neighborhoods. The five campuses create a full and efficiently delivered continuum of healthcare services.

Ferry Terminal at Treasure Island

San Francisco, California

Ferry terminal project will be the first built project as part of the San Francisco ferry terminal system expansion master plan.

Electronic Arts Corporate Headquarters, Phase I, Phase II, Master Plan

Redwood City, California

A suite of buildings designed much like an academic campus around a "Great Lawn." The mid-rise buildings blur the boundaries between indoor and outdoor spaces and encourage informal interaction among staff. The commons building offers staff amenities such as a café and health club.

Harvard University Northwest Science Building Cambridge, Massachusetts

Multi-disciplinary research building for neurosciences, bioengineering, systems biology and computational analysis located on the university's historic north campus. Project totals 530,000-gsf (above- and below-grade), including below-grade state of the art pedagogical facilities at the B1 level, herbaria and anthropological collections at B2, and two further below-grade levels of high performance, specialty research support facilities. Project scope also includes below-grade central plant with roof-mounted cooling towers. Recipient of Chicago Athenaeum Honor Award for Architecture.

SKIDMORE, OWINGS & MERRILL LLP

STEVE SOBEL, FAIA
Managing Director



Education

Master of Architecture,
Washington University
Alpha Rho Chi Medal Recipient
Bachelor of Arts,
Middlebury College

Professional Registrations

Registered Architect: California, New York and
Illinois

Professional Affiliations

Fellow, American Institute of Architects
National Council of Architectural
Registration Boards
National Trust for Historic Preservation
Urban Land Institute

Steve Sobel is a director in the San Francisco office. He has been with SOM in both Chicago and the west coast offices for more than 30 years and has experience with the management and development of a wide range of project types: civic, mixed-used, corporate headquarters, hotel and residential, and entertainment projects. Steve has extensive experience managing complicated projects with multiple client groups and consultants in the U.S. and in Asia. He specializes in leading teams through complex large-scale projects that involve multiple levels of functional requirements and program objectives.

Steve's accomplished portfolio of new construction and renovation projects include the New San Bernardino Courthouse, St. Regis Hotel and Residences, and 101 Second Street in San Francisco, as well as the Fubon Banking Center in Taipei, Taiwan. Other notable projects include the Centennial Towers, UCSF Block 20 Housing, the UCSD Medical Education Center in San Diego, and 350 Mission, a high-rise office project in San Francisco that establishes a new benchmark in sustainable building design.

Select Projects

Moscone Convention Center Expansion Project
San Francisco, California

An expansion with a new 4-story convention facility housing flexible, multi-use space, meeting rooms, and two ballrooms at south of Howard Street and a new 3-story facility housing meeting rooms, flexible exhibition areas, and space for two restaurants at the existing Moscone North lobby site. An enclosed pedestrian bridge will connect the two buildings.

St. Regis Hotel and Residences
San Francisco, California

Architectural and engineering services for new 42-story hotel tower with high-end residences on the top floors. Program also includes parking, retail, and 20,000-sf Museum for the African Diaspora at the tower's base. Project entailed seismic retrofit of an eight-story historic landmark structure on southwest corner.

101 Second Street
San Francisco, California

101 Second Street was the first office building to be constructed in San Francisco in a decade. It was also the first since the enactment of the city's prescriptive building envelope zoning requirements and the passing of Proposition M, which put severe limits on the amount of office space that could be built annually. Situated in a neighborhood of older modestly scaled buildings in San Francisco's South of Market district, 101 Second Street recaptures the potential of the skyscraper as an urban building type in a non-nostalgic yet contextually sympathetic manner.

350 Mission Street
San Francisco, California

350 Mission will be a 27-story LEED® Gold office building offering approximately 340,000 sf of net leasable area to be built on a 19,000 sf site located on the Northeast corner of Mission Street at Fremont Street, caddy corner to the planned San Francisco Regional Transit Center in the emerging South of Mission business community in San Francisco, California.

UCSF Mission Bay Campus Housing
San Francisco, California

431-unit project is composed of four buildings that surround a 45,000-square-foot tree-lined central courtyard. The courtyard provides residents—UCSF graduate students and their families—a respite from their urban surroundings. The facility also contains 10,200-sf of ground-level retail. The 15-story east tower marks the gateway to the University campus.

Centennial Tower
San Francisco, California

12-story, Class A office and ground-level retail space, supported by a new parking garage. It houses 16,228 sf of ground-floor retail space, as well as a child care center and a community performing arts space.

Transbay Redevelopment Area Design for Development
San Francisco, California

Development plan and architectural guidelines for the last major redevelopment area within walking distance of San Francisco's central business district. The plan envisions a pedestrian friendly and transit oriented development that links the downtown area to the waterfront and establishes building guidelines to enrich the neighborhood

Steve specializes in leading teams through complex large-scale projects that involve multiple levels of functional requirements and program objectives.

**The Beacon
San Francisco, California**

1.3-million sf “superblock” containing 643 units of mid- and upper-market housing with retail ringing the ground- and second-floor perimeters. Large podiums create an elevated outdoor park within the fully landscaped building. The complex also includes a fitness center, social hall, and lap pool. There will be enclosed parking in the development’s core.

**Sunset | La Cienega
Los Angeles, California**

Two parcels located on a prominent stretch of Sunset Boulevard. The East Parcel consists of two high-rise guest towers connected by public spaces at grade and on the plaza level. The design will provide for approximately 296 keys, and includes pool decks, ballroom and other public function and meeting spaces. The Middle Parcel is a residential complex of two high-rise towers connected with below grade parking levels, a one-story retail podium, and landscaped open spaces.

**California Pacific Medical Center,
Cathedral Hill Campus
San Francisco, California**

Designed as part of a multi-campus healthcare system, the new campus includes a 600-bed replacement hospital providing acute-care and emergency services, women’s and children’s programs, and a new medical office building.

**San Diego C Street Corridor
San Diego, California**

A conceptual master plan for a 17-block transit corridor linking San Diego’s Civic Core with the East. The plan seeks to redevelop the commercial corridor through streetscape and transit improvements combined with a land use and urban design strategy to revitalize adjacent ground-floor activity.

**San Diego New Central Courthouse
San Diego, California**

New high-rise building will consolidate the obsolete superior court building in downtown into a single, state-of-the-art facility. It will contain 704,000 gsf, 80 parking spaces in a secure area, 71 courtrooms. Scope of services includes urban planning, site selection, detailed cost programming, design documents, construction documents and construction administration.

**San Bernardino Justice Center
San Bernardino, California**

The San Bernardino Justice Center arranges high-density offices and support functions of the court in a low scale, linear podium and stacks the court sets into an efficient, 195-foot tall tower. To the north and west of the building, a planted plaza creates a public forecourt for the project and provides a passive security setback from the street. Four high volume courtrooms, each 2400 square feet in area, are consolidated at level 2, while 32 standard sized courtrooms, 1750 square feet each, occupy the eight levels above.

**New Modesto Courthouse
Modesto, California**

The New Modesto Courthouse will be a full-service courthouse that replaces seven court facilities throughout Stanislaus County. This new, 300,000 sf facility will feature 26 courtrooms.

**New Ukiah Courthouse
Ukiah, California**

New 114,000 sf, 9 courtroom courthouse that will consolidate existing court functions in Mendocino County and provide the county with a modern, secure courthouse with courtrooms designed to handle all case types. The project will also enable the court to provide upgraded basic services and will be designed to achieve a minimum of LEED® Silver certification.

**One Magnificent Mile
Chicago, Illinois**

Mixed-use complex composed of three towers, 21, 49, and 57-stories high, located prominently at the corner of Michigan Avenue and Oak Street in downtown Chicago. Program includes 181 luxury condominiums.

**China World Trade Center
Beijing, China**

Won in a design competition, the China World Trade Center is an 88-story, mixed use building set in Beijing’s Central Business District. The tower contains office, meeting, restaurants, and the China World Summit Wing hotel and now stands as Beijing’s tallest structure. In addition to the tower, the development includes a four-story above-grade expansion to the underground China World Mall, a grand ballroom and retail podium with rooftop Pine garden, and landscaped watergarden. It marks the completion of the third and most recent phase of the China World Trade Center development.

SKIDMORE, OWINGS & MERRILL LLP

BRIAN MULDER, LEED® AP
Associate
Project Designer



Education
Master of Architecture, Harvard University
Graduate School of Design
Bachelor of Art, Kenyon College

Professional Registrations
Registered Architect: California
LEED® Accredited Professional

Brian Mulder has been an instrumental team member on projects such as the Harvard University Northwest Science Building and the University of San Diego's Medical Education Center. His involvement in the Harvard Northwest Science Building, UCSD North Campus Housing, and the Medical Education Center projects from their inception has given Brian valuable insight to the design of complex laboratory/ medical teaching facilities. His sophisticated design aesthetic is complemented by his advanced computer skills, including AutoCAD and 3d Studio, graphics and publishing softwares.

Select Projects

University of California, San Diego
North Campus Housing
San Diego, California
Low-rise housing complex for upper-class student composed of one-, two-, and three-bedroom units. Buildings are situated around a series of internal courts and gardens. Twelve-story landmark tower anchors gateway to the complex.

Bryant Street Pier
San Francisco, California
Large-scale, mixed-use program including, 120,000 sf of terminal space, 75,000 sf of exhibition and conferencing facilities, 200,000 sf of retail and restaurants, and 300,000 sf of maritime-related.

Harvard University
Northwest Science Building
Cambridge, Massachusetts
Multi-disciplinary research building for Neurosciences, Bio-engineering, Systems Biology, located on the university's historic north campus. Project totals 530,000-sf (above- and below-grade), including below-grade state of the art pedagogical facilities (classrooms and conference rooms) at the B1 level, herbaria and anthropological collections at B2, and two further below-grade levels of high performance, specialty research support facilities including 3TMRIs and associate support space suites on level B4.. The above-grade space includes an imaging core, wet and dry teaching and research laboratories, amenity spaces, and administrative and faculty offices. Project scope also included below-grade central plant with roof-mounted cooling

University of California, San Diego,
Medical Education Center
San Diego, California
80,000-sf Telemedicine and Learning Center. Program includes medical simulation suite (OR/ER/ICU and procedure rooms) a and standardized patient clinical skills laboratory, auditor-ium, stepped and flat floor meeting rooms, classroom space and computing center.

Tower 8
Salt Lake City, Utah
Mixed use project that contains approximately 360,000 sf office tower and adjacent retail including an approximately 70,000 sf urban food market and parking for about 1,000 cars.

111 South Main
Salt Lake City, Utah
25 story, 495,469 SF, mid-rise office building in downtown Salt Lake City. The building will accommodate the new Utah Performing Arts Center under the southern portion of 111 South Main's footprint.

Jinmen Jinta
Tianjin, China
This residential and hospitality project, situated at the historical heart of Tianjin, captures the city's powerful confluence of history, culture, geography, and art by creating a grand public place that embodies the city's international prominence as a physical and economic gateway to China. The design organizes the site by a unifying set of building relationships that signify the identity of the place as the true and timeless center of Tianjin's commercial and recreational activity.

Poly International Plaza
Beijing, China
Speculative 3 tower office complex totaling 115,000 sm located between the Beijing International Airport and the Forbidden City. Utilizing a long-span structural strategy to open up interior spaces, the offices create a unique light-filled spatial experience. A highly sustainable design addresses the climatic and air quality issues particular to Beijing.

JEROME L. DODSON

Jerome L. Dodson is President of Parnassus Investments, a firm that manages six mutual funds that invest in companies that practice corporate social responsibility. With over \$16 billion in assets, Parnassus is the nation’s largest mutual fund complex that follows ethical and environmental guidelines. Before founding Parnassus Investments in 1984, Mr. Dodson was President of Working Assets Money Fund, a money market fund that makes socially responsible investments. From 1976 to 1982, he served as President and Chief Executive Officer of Continental Savings of America where he started the “Solar T-Bill” program to finance solar energy installations and also developed innovative programs to finance low and moderate income housing. From 1966 through 1969, he was a Foreign Service Officer with the Department of State, serving with the American Embassy in Vietnam and as the American Consul in David, Panama.

Mr. Dodson is a graduate of the University of California at Berkeley and of the Harvard Business School. He is the father of four grown children and lives with his wife in San Francisco. He is the former President of the San Francisco Museum and Historical Society and the former Chairman of the Board of the Haight Ashbury Free Clinics. He has also served on the board of Project Open Hand, a non-profit organization that prepares and delivers meals to people with AIDS. Mr. Dodson has been active in community affairs and has served on the boards of a number of other non-profit organizations. He currently serves on the boards of the New Century Chamber Orchestra and the American Conservatory Theater (ACT).

In 1992, he received the Entrepreneur of the Year Award from Beta Gamma Sigma (the business school equivalent of Phi Beta Kappa) for his commitment to social responsibility and his entrepreneurial skill in founding three successful financial institutions: Continental Savings of America, Working Assets and Parnassus Investments. Mr. Dodson has also written and lectured in Europe and Japan on the subject of business and social responsibility. He has established scholarship funds for music education at the San Francisco Symphony, for undergraduate education at the University of California at Berkeley and for high school education for 125 girls in Vietnam.

THE ABSINTHE GROUP

The Absinthe Group (TAG), founded by food-industry veteran Bill Russell-Shapiro, creates and operates unique, high-quality food enterprises throughout San Francisco including Boxing Room, Absinthe Brasserie & Bar, Absinthe Private Dining, Arlequin Café and Food-To-Go, Arlequin Wine Merchant, and Comstock Saloon in North Beach. Currently under construction is Bellota, a 5400-square-foot Spanish-inspired restaurant located inside 888 Brannan, a historic building in the heart of SOMA and the Design District.

CHS CONSULTING GROUP

CHI-HSIN SHAO, TE, AICP
Principal



Chi-Hsin Shao has 37 years experience as a transportation planner and traffic engineer, specializing in multi-modal transportation planning and systems. He has participated in major development project solicitations in the vicinity of the Palace of Fine Arts including the Presidio Letterman Hospital site, the Presidio Main Post, and the Doyle Drive Reconstruction Project. He also participated in the Old Mint project with Robert Mendelsohn and the San Francisco Museum and Historical Society.

Mr. Shao has extensive experience working with City and County of San Francisco departments: the Recreation and Park Commission, Department of Public Works, Municipal Transportation Agency, County Transportation Authority, Planning Department, and Public Utilities Commission. As a result he is extremely knowledgeable in the City’s planning and entitlement process and has been successful in securing approvals for transportation improvements for many major projects in San Francisco, such as the Mission Bay, Hunters Point, and Treasure Island development projects. Mr. Shao was instrumental in the planning and design of transportation access to the Ferry Terminal Redevelopment, the James R. Herman Cruise Terminal at Pier 27, and the Transbay Transit Center. He continues to be involved in major transportation projects throughout San Francisco, such as the 19th Avenue/ Muni M-Ocean View Improvement Project, the Better Market Street Project, the Second Street Cycletrack Project, and the San Francisco Bicycle Master Plan. Prior to founding CHS Consulting Group, Mr. Shao served as the Head of the San Francisco Planning Department’s Transportation Section, and Deputy Commissioner of the City of Boston Transportation Department.

SELECTED EXPERIENCE

San Francisco Old Mint Renovation and Restoration Project

Mr. Shao assisted developer Robert Mendelsohn’s team in winning a competition for the restoration and reuse of the National Historic Landmark Old Mint,

built in 1874. He developed pedestrian and vehicular access to the project, which included the potential closure of Jessie Street. The subsequently approved Development and Disposition Agreement allowed the San Francisco Museum and Historical Society to operate the San Francisco Museum at the Mint. Transbay Transit Center
Mr. Shao has had a long-standing involvement in the development of the Transbay Transit Center Concept Plan. He served as the Deputy Project Manager for the development of a concept plan in the mid-1990’s for the SF Planning Department and then served as the Transportation Task Leader for an effort led by the San Francisco Redevelopment Agency. Mr. Shao was successful in convincing the Redevelopment Agency project manager to accept recommendations for significant pedestrian improvements in the area, including removing the existing Fremont Street off-ramp to Folsom Street and replacing it with a midblock signal at Fremont and a continued sidewalk on the west side; and a conversion of Fremont between the midblock crosswalk and Folsom to two-way operation. He also assisted in the subsequent approval of the concept and design by the Redevelopment Agency Commission, the Board of Supervisors, and Caltrans. The project is currently under construction.

Treasure Island Naval Station Redevelopment Project

Mr. Shao managed the development of the Transportation Plan and the Transportation Section of the Environmental Impact Study/Environmental Impact Report. Mr. Shao identified several key transportation network improvements for the project area: including the viability of a highspeed ferry service to the San Francisco Ferry Terminal; high frequency bus services to and from the San Francisco Transbay Terminal; and a stringent Transportation Demand Management Plan. Recently Mr. Shao participated in evaluating implementation of congestion pricing for Treasure Island.

Hunters Point Naval Shipyard Redevelopment Project

Mr. Shao developed the original transportation plan for the project in 1994 and assisted Lennar in winning the master developer competition for the project. He identified several key transportation network improvements for the project area: a South Basin Bridge connecting Hunters Point with Candlestick Point; potential use of an abandoned rail right-of-way for track access; and ferry services from the Downtown San Francisco Ferry Building. Most of his original recommendations have been incorporated into the approved project.

James R. Herman Cruise Terminal at Pier 27 Feasibility Study and Final Design

Mr. Shao developed the initial vehicular and pedestrian access concept and on-site circulation concept design for the project. Subsequently, Mr. Shao managed a detailed analysis and layout of site circulation and access (taxi, private vehicles, bus truck, and pedestrians) ingress/egress; and evaluation of on/off-site traffic circulation and access. The Cruise Terminal was completed and opened in September 2014.

Port of San Francisco Ferry Building Redevelopment and Expansion

Mr. Shao participated in several rounds of the Ferry Building renovation and reconstruction, including the reconstruction of the Embarcadero, which resulted in a very broad crosswalk that provides access to the terminal and marketplace for the many ferry riders and other visitors. Recently, he was involved in the expansion of the ferry terminal and an increase in ferry gates. He was responsible for identifying landside access improvements, including pedestrian, bicycle, and transit access, auto drop-off needs, parking demand analysis and potential shared parking strategies. The expansion at Pier 1 1/2 is under construction.

Port of San Francisco Water Taxi Feasibility Study

Mr. Shao conducted a water taxi feasibility study for the Port of San Francisco. He evaluated opportunities from Crissy Field and Candlestick Point. The project

included market assessment, ridership potential, case studies and best practices, and technical feasibility. The study recommendations were presented to the Port of San Francisco Board of Directors in March 2014 and used as the blue print to guide further implementation of water taxi services along the San Francisco waterfront.

706 Mission Street Mixed-Use Project

Mr. Shao developed pedestrian and circulation access design for the 706 Mission Street project and vehicular circulation along Stevenson Street and access to Jessie Square Garage. He is presently involved in the development of a pedestrian circulation and safety improvement plan for Yerba Buena Center Central Block 1. The goal of the plan is to further reduce vehicular and pedestrian conflicts and improve safety in this block. He also worked closely with the project sponsor and many stakeholders in securing an agreement for the proposed improvements.

Mission Bay Development

Mr. Shao has had a long time involvement in the Mission Bay Project. His involvement dated when he was the Head of the Transportation Planning Section in the San Francisco Planning Department for the overall circulation plan for the entire site. His accomplishments include securing approvals from SFMTA, Caltrans and Caltrain of transportation circulation plans for the Major Phase Plans, and signal, signing, and striping plans.

IDEAS INK

INK MENDELSON

Creative Director

Ink Mendelsohn is a writer specializing in American history and American popular culture. Ink creates material for and consults on educational and entertainment projects in this field.

For a decade, Ink was a Public Affairs Specialist in the Smithsonian’s Office of Public Affairs (OPA). Ink worked daily with the public, members of the press, Smithsonian curators and staff and distinguished individuals in education, politics and entertainment to help ensure the success of the Smithsonian’s mission, “the increase and diffusion of knowledge....”

Ink was a writer, editor and production coordinator for the Smithsonian News Service. Created in OPA, this international feature service with stories based on Smithsonian research, exhibitions and activities was distributed to more than 2,000 newspapers here and abroad and had a circulation of close to 100 million.

Ink’s stories in such papers as the Washington Post, Chicago Tribune, Los Angeles Times and the San Francisco Chronicle focused on American history and popular culture. Stories with such diverse subjects as the fast-disappearing folk art of the carousel, America’s enduring love affair with the Teddy bear, the life and times of President Harry Truman and the internment of Japanese Americans during World War II won awards from the National Association of Government Communicators.

With Gregory Peck, Bob Hope, Sandy Duncan and Pat Morita, Ink created television public service announcements for the Smithsonian. The Duncan and Morita spots won awards from the National Association of Government Communicators and from the International Film and Video Festival of New York, respectively.

To Ink. Thanks for the Memories, Bob Hope

Ralph Rinzler, Smithsonian Assistant Secretary, congratulated Ink on a double win:

Dear Ink,

I am pleased to join the secretary in congratulating and commending you on your noteworthy contribution to the Institution’s successful record with both Golden Screen and Blue Pencil awards this year. I was particularly happy to be present at the banquet and am writing a supplement to Mr. Adams’ letter to you because you are uniquely distinguished by having been recognized for your outstanding work by being honored with awards in both the visual and print media.

Bravo and if you never are so honored again, we shall be hard pressed to forget your splendid accomplishment this year!

Warm personal regards,
Ralph Rinzler, Assistant Secretary

At the Smithsonian, Ink worked to further diversity as a member of the Institution’s American Indian and Asian Pacific American Committees; co-created an American Indian internship program in OPA, and conceived and was responsible for creation and production of a Hispanic Smithsonian News Service.

For Ink Mendelsohn with appreciation and admiration Aloha, Daniel R. Inouye, US Senator

Upon returning home to San Francisco in 1990, Ink started a personalized antique ephemera business, “Designs On History,” which had Papyrus and Bloomingdale’s as clients. For Bloomingdale’s, Ink created “Love Token Collection,” an exhibition of antique and vintage valentines on two floors of the New York store.

From 1994 to 2015, Ink worked to make a reality of her original idea to create a San Francisco Bay Area world-class history museum complex in the 1874 National Historic Landmark Old Mint in the heart of downtown San Francisco.

And if you're an admirer of adroit acronyms, Ink (Mrs. Robert) Mendelsohn has come up with a terrific one for the group trying to save the Old Mint. It's MINT (Maintain and Improve a National Treasure). Full marks. Herb Caen, April 21, 1994

In addition to her writing, Ink continues her longtime service to San Francisco's history and the need to share this great story with the entire world. She was a member of the Board of Trustees of the Museum of the City of San Francisco (1998-2002) and a member of the Board of Trustees and the Executive Committee of the San Francisco Museum and Historical Society (SFMHS) from 2002 to 2014.

Currently, she is engaged in an ongoing effort to find an iconic home for the untold San Francisco and the Bay Area story that will be a 21st-century storytelling museum based on emerging technologies, many created in San Francisco and the Bay Area.

Relying on her experience at the Smithsonian working with curators and exhibitions, Ink created a popular exhibition in San Francisco and helped to create a "Master Plan" for the San Francisco Museum at the Mint.

In 2004, Ink's exhibition for SFMHS, "AMUSING AMERICA," a two-year creative effort (2002-2004), opened in the heart of San Francisco's Fisherman's Wharf. During its subsequent two-year run until the fall of 2006, this story of the rise of popular amusement in San Francisco and America and its democratizing influence on American society was seen by millions of visitors to this popular San Francisco site. The exhibition video, Amusing America and San Francisco, won an Award of Excellence from the International Videographers Association in 2005.

In 2006 and 2007, Ink was a member of the SFMHS Story Committee—35 citizens representing a broad spectrum of the Bay Area community and chaired by Secretary Emeritus of the Smithsonian, Ira Michael Heyman. The committee was created to develop the stories the planned San

Francisco Museum at the Mint would share with visitors from all over the world. Ink wrote several chapters of and contributed other material for the Master Plan for the Museum of San Francisco, completed in 2007.

Ink was also Chair of the Collections and Exhibitions Committee for the San Francisco Museum and Historical Society.

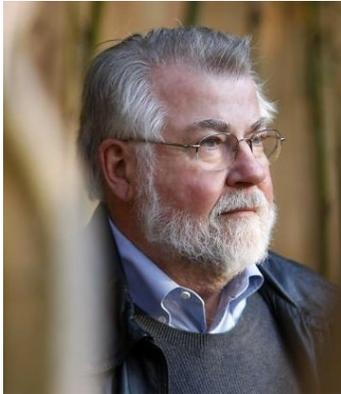
In 2011, Ink conceived and wrote the text for We Have A Story To Tell, a publication for prospective San Francisco Museum at the Mint donors that revealed in detail the plans for the museum in the historic Old Mint. We Have A Story To Tell won first place in its category in the American Alliance of Museum's 2012 Publication Competition and was featured in "Museum," the AAM magazine, in the November-December 2012 issue.

In 2014, Ink, with Bay Area Video Coalition (BAVC) film students, created two videos as part of The Magical History Tour, designed to be a tour for donors and the public of what the galleries in the Old Mint had been historically and were planned to be in the coming San Francisco Museum at the Mint (SFMAM). Granite Lady I and Granite Lady II revealed the Old Mint's astonishing history and the possibilities for its future through emerging Museum 3.0 technologies.

Recently, Ink completed a screenplay, White Elephant, created as an animated family film. She is currently working on its transformation as a book to help young people the world over understand the dire plight of the amazing African elephant. It is the story of four generations of an elephant family, an imminently imperiled species, and their adventures and misadventures in The Heartland of Africa.

Ink is also continuing research for a screenplay about one of the world's great discoveries that happened in San Francisco.

WILL TRAVIS



Will Travis is a consultant, writer, teacher and speaker on climate change, and particularly sea level rise adaptation. Will, who is usually referred to as “Trav,” earned Bachelor of Architecture and Master of Regional Planning degrees, both from Penn State University. He spent most of his career working for California state coastal management agencies, including the California Coastal Commission from 1973 to 1985 and the San Francisco Bay Conservation and Development Commission, commonly called BCDC, the state agency that regulates development in the Bay and along its shoreline. He served as BCDC’s deputy director from 1985 to 1995 and as executive director from 1995 to 2011. At BCDC he built a coalition of business, environmental, and local government support that led to BCDC’s unanimous adoption of the nation’s first state coastal management agency development regulations for addressing sea level rise. In 2012 he served as the Senior Advisor to the Bay Area Joint Policy Committee, which is coordinating the efforts of four regional agencies to advance future economic prosperity and address climate change in the land use planning of the San Francisco Bay region. Based on his recommendation, the committee unanimously adopted a regional sea level rise adaptation strategy.

He spearheaded the public acquisition of 10,000 acres of privately-owned salt ponds that are being restored to wetlands along the northern shoreline of San Francisco Bay. He has also worked in the fields of architecture, local planning, private consulting, advertising and public relations. He was a consultant on the first master plan for the East Bay Regional Park District. Trav is a popular public speaker and has written many articles on coastal issues, has been a lecturer at colleges and universities throughout North America and has provided advice on coastal management to other states and nations. He serves on the boards of directors of SPUR—the San Francisco Planning and Urban Research Association. He is president of the board of the Bay Bridge Alliance and secretary of the boards of directors of the International Sea Level Institute and the EcoAdapt

climate change adaptation innovation center. He is a member of the advisory council of the environmental consulting firm Marstel-Day, and Lambda Alpha, the honorary society for the advancement of land economics. He was a member of the National Research Council Roundtable on Climate Change Education. He served a four-year term as a member of the Berkeley city planning commission and was chairman of a special committee that worked with the University of California to formulate a new plan for downtown Berkeley.

He is the 2009 recipient of the Jean Auer Environmental Award, presented by the San Francisco Estuary Partnership, and the 2012 recipient of the Frank C. Boerger Award, presented by the Bay Planning Coalition. He and his wife, Jody Loeffler, are the authors of *Katherine’s Gift*, a memoir on international adoption. They live in Berkeley, California.



EDUCATION

Palladio Institute (Vicenza, Italy),
Certificate, Architect's Program, 1970
Princeton University, MFA, Architecture,
1965
Princeton University, BA, Architecture,
1960

REGISTRATION

California: C7026
Arizona: 38879
New York: 010739
NCARB Certified: 14668

AFFILIATIONS

Corporate Member and Fellow,
American Institute of Architects
Former President, San Francisco
Architectural Heritage
Chairman Emeritus, Maybeck
Foundation
Member, Committee of Design
Excellence Peers, GSA

SELECT AWARDS

Ferry Building

AIA San Francisco Chapter, Excellence
in Design Award, 2004; California
Preservation Foundation Award, 2004;
National Trust for Historic Preservation
Award, 2003.

Leland Stanford Mansion

Governor's Preservation Award, 2007;
California Preservation Foundation,
Trustees' Award, 2006; California
Preservation Foundation Award, 2001.

Palace Hotel

National Trust for Historic Preservation
Award, 1991.

Jay Turnbull has been an architect and urban designer in San Francisco and New York, where he worked at Skidmore, Owings and Merrill—gaining early experience on an urban scale—and the New York City Office of Midtown Planning & Development. He was Architect of San Francisco Architectural Heritage for five years while maintaining a practice in historic architecture. In 1981, he joined Page & Turnbull to direct architectural work.

His thoughtful and deliberate approach to the restoration of historic buildings has been applied to projects throughout California, touching nearly every important historical renovation project in San Francisco. Former president of San Francisco Architectural Heritage and a Peer Reviewer for the U.S. General Services Administration Design Excellence program, he has published and lectured widely on preservation related matters. He has been preservation architect for numerous National Register and locally recognized landmarks and has consulted extensively on the seismic retrofit of historic buildings. His work has been honored by the National Trust for Historic Preservation, American Institute of Architects, California Preservation Foundation and other national, regional and local organizations.

PROJECT EXPERIENCE

- BFS Dajib, Beijing, China. Rehabilitation and re-use studies.
- Ferry Building, San Francisco
- Piers 1 1/2, 3 and 5, San Francisco
- The Old Mint, San Francisco
- Leland Stanford Mansion, Sacramento, CA
- Glenn County Courthouse, Willows, CA
- Historic Agriculture Building Renovation, San Francisco
- Walt Disney Family Museum, Presidio of San Francisco
- Chronicle Building, San Francisco
- U.S. Court of Appeals, San Francisco
- U.S. Court House, Los Angeles
- California State Building, San Francisco Civic Center, San Francisco
- Junipero Serra (Broadway State Office) Building, Los Angeles
- Term Contract for Historic Preservation Services, General Services Administration, 1990 & 2003.
- Term Contract for Historic Preservation Services, California Department of Parks & Recreation, including Hearst Castle, Will Rogers State Park, Antelope Valley Indian Museum and others.
- City Hall Seismic Retrofit Peer Review, San Francisco
- Pacific Gas & Electric, 215/245 Market Street, San Francisco
- The Palace Hotel: The Garden Court restaurant and exterior, San Francisco
- University of California, Berkeley: Hearst Memorial Mining Building; University House; Doe Library.
- Stanford University: Nora Suppes Hall; Meyer-Buck Estate; Quad Building 20.
- 1000 Van Ness (Don Lee Cadillac), San Francisco
- City College of San Francisco. Preservation Advisor.
- Berkeley Public Library, Berkeley, CA
- Baker Street Library, Bakersfield, CA
- Interpretive Facility in Grand Canyon Village, Grand Canyon National Park, AZ
- Asian Art Museum, San Francisco
- Geary Theater, San Francisco

PAGE & TURNBULL

imagining change in historic environments through design, research, and technology



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 craftsmen.

SUSTAINABILITY No ideas today are more compelling than those surrounding the principles of sustainability. We believe that re-using existing buildings is a cornerstone of sustainability, one that spurs ongoing innovation. Beyond incorporating advanced building systems while protecting historic fabric, we seek new technologies, materials and methods to retain the "energy in place" that every standing building represents and to minimize each project's overall footprint.

OUR COMMITMENT TO EXCELLENCE 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.

ARCHITECTURE
PLANNING & RESEARCH
PRESERVATION TECHNOLOGY

Will Travis
1704 Vine Street
Berkeley, California 94703-1130
415-601-7140

EDUCATION and AWARDS

- 1970 **Master of Regional Planning**, Pennsylvania State University
- 1967 **Bachelor of Architecture**, Pennsylvania State University
- 1966 **Study Abroad Program**, Architecture Association School of Architecture, London
- 2009 Recipient of the **Jean Auer Environmental Award** presented by the San Francisco Estuary Partnership.
- 2012 Recipient of the **Frank C. Boerger Award** presented by the Bay Planning Coalition.

PROFESSIONAL EXPERIENCE

- 2014 **University of California, Berkeley. Jurist**, *Toward a San Francisco Waterfront Design Plan*, College of Environmental Design, Department of City and Regional Planning.
- 2013– Independent planning consultant focused on sea level rise adaptation.
- 2013–2014 **University of California, Berkeley. Jurist**, *Urban Places Advanced Studio*, Master of Urban Design Program, College of Environmental Design, Department of City and Regional Planning.
- 2012–2013 **Bay Area Joint Policy Committee. Senior Advisor** coordinating the efforts of four regional agencies to advance the future economic prosperity of the Bay Area and address climate change impacts in the land use planning of the San Francisco Bay region by, in part, adopting a regional sea level rise adaptation strategy.
- 1985–2011 **San Francisco Bay Conservation and Development Commission (BCDC)**
 - 1995–2011 **Executive Director** of the federally-designated state coastal management agency that regulates development in and around San Francisco Bay and oversees planning to protect Bay resources. In 2011, BCDC became the nation's first state coastal management agency to adopt development regulations for addressing sea level rise.
 - 1985–1995 **Deputy Director** responsible for the management of all staff operations.
 - 1990–2001 BCDC's representative to and **Chairman** of the Shell Oil Spill Litigation Trustee Committee, which managed an \$11 million fund established to mitigate the impacts of a 1988 oil spill. In this capacity, initiated and spearheaded the purchase of 10,000 acres of salt evaporation ponds along the northern shoreline of San Francisco Bay for one of the largest coastal wetland restoration projects in California's history.
- 1973–1985 **California Coastal Commission**
 - 1981–1985 **Deputy Director** and manager of the division responsible for energy planning and regulation, federal coastal management program administration, technical services, research, public access, and administrative services.
 - 1977–1980 **Assistant Executive Director** and manager of the administrative services division and federal coastal management program.
 - 1973–1977 **Assistant Chief of Planning** responsible for developing California's federally-approved coastal management program, coordinating staff in seven offices to formulate the California Coastal Plan, and preparing technical reports on marine resources, recreation, and shoreline design.
- 1972–1973 **Overview Corporation. Senior Planner** on the preparation of a master plan for the East Bay Regional Park District and an open space plan for the Association of Bay Area Governments.

WILL TRAVIS

1970–1972 **San Francisco Bay Conservation and Development Commission. Assistant Planner** responsible for reviewing development proposals, administering a design review board, and preparing technical studies on port development, water-related industry, houseboats, airports, housing, and shoreline design standards.

PROFESSIONAL AND COMMUNITY SERVICE

2015– Consultant to California Coastal Conservancy (through Arcadis)
2015– Consultant to Delta Stewardship Council (through Arcadis)
2015– Consultant to Metropolitan Transportation Commission (through Arup)
2015– Consultant to Robert H. Mendelsohn & Associates, Inc.
2015– President, Board of Directors, Bay Bridge Alliance
2015– Secretary, Board of Directors, International Sea Level Institute
2014– Secretary, Board of Directors, EcoAdapt
2014– Consultant to Hornblower Yachts, LLC
2014– Consultant to Pier 39
2014– Senior Advisor, Marstel-Day
2014– Consultant to Briscoe Ivester & Bazel LLP
2014 Consultant to Sonoma-Marin Area Rail Transit (through ICF International)
2013–2014 Consultant to the Golden State Warriors
2013– Consultant to Arcadis US
2012– Production Associate, *Saving the City*, PBS Documentary
2012–2014 Advisory Panel, Capstone Project
2012– Advisory Council, Marstel-Day
2012–2013 Counselor, Board of Trustees, Bay Area Council Economic Institute
2011–2012 Advisory Committee, California Climate Adaptation Policy Guide
2011– Steering Committee, National Conference on Climate Change Adaptation
2010– Board of Directors, EcoAdapt
2010– Board of Directors, Bay Bridge Alliance
2010–2013 National Research Council Climate Change Education Roundtable
2010–2011 Ocean and Coastal Resources Group, California Climate Action Team
2009–2011 Advisory Committee, San Francisco Bay Restoration Authority
2009–2011 Chair, SPUR Climate Change Adaptation Task Force
2009– Board of Directors, San Francisco Planning and Urban Research Association (SPUR)
2008–2011 Board of Trustees, Bay Area Council Economic Institute
2007– Lambda Alpha International, the honorary society for the advancement of land economics
2006–2011 Executive Management Committee, Regional Joint Policy Committee
2006–2008 Bay Area Delegate, California Regional Blueprint Learning Network
2005–2007 Chair, Downtown Area Plan Advisory Committee, City of Berkeley
2005–2008 Steering Committee, Bay Area Alliance for Sustainable Communities
2005–2009 Project Team, *Saving the Bay*, Northern California Public Broadcasting Documentary
2003–2011 Management Advisory Board, San Francisco Bay National Estuarine Research Reserve
2003–2011 Community Advisory Board, KB Home Corporation
2003–2005 Board of Directors, Forum for the Future of San Francisco Bay
2000–2005 Building Committee, Berkeley Montessori School
1999–2000 San Francisco Bay Harbor Safety Committee

WILL TRAVIS

- 1998–1999 Steering Committee, Bay Area Transportation Choices Forum
1997–2011 California Biodiversity Council
1996–1997 National Review Group, NOAA Coastal Services Center
1996–2000 Advisory Group, National Ocean Service San Francisco Bay Project
1995–2011 Implementation Committee, San Francisco Estuary Partnership
1995–2000 Board of Directors, Friends of the Estuary
1995–1997 Policy Advisory Committee, San Francisco Estuary Institute
1995–2011 Management Board, San Francisco Bay Joint Venture
1994–2001 Editorial Board, *Estuary*
1993–1995 Co-editor, *Heart to Heart*, a publication of Bay Area Adoption Services
1992–1995 Planning Commission, City of Berkeley

PUBLICATIONS

The Shoreline of the Future: Permanently Temporary, *Meeting of the Minds*, www.cityminded.org, April 14, 2015.

Saltscapes: The Kite Aerial Photography of Chris Benton, *Foreword*, Heyday Books, Berkeley, California, 2013.

Will Travis Faces a Rising Sea: a conversation with Rasa Gustaitis, *California Coast & Ocean*, Volume 24, No. 4, Winter 2008-2009, Oakland, California 2009.

Katherine's Gift: *A Memoir of International Adoption*, (with Jody Loeffler), Lulu Publishing, Raleigh, North Carolina, 2008.

Why the Bay Matters, *Ninth Annual Bay Discovery Cruise*, San Francisco Planning and Urban Research Association, 2007.

Bay Creates Ripple Effect that Benefits Region's Economy, *San Francisco Business Times*, San Francisco, California, December 16–22, 2005.

How I See It: Our Golden Egg, *Estuary*, Oakland, California, Volume 13, Number 1, February 2004.

Don't Put Runways in the Bay, *Engineering News-Record*, McGraw-Hill Publishing Company, New York, New York, December 21, 1998.

Bay Fill Is No Quick Fix For SFO's New Runways, *San Francisco Chronicle*, San Francisco, California, November 4, 1998.

San Francisco Bay Wetland Mitigation Banking System (with Jeffrey Blanchfield and Michael L. Fischer), *Proceedings of California and the World Ocean 97*, American Society of Civil Engineers, New York, New York, 1997.

After the Spilled Oil is Gone: The Challenges in Administering an Oil Spill Damage Liability Fund, *Proceedings of Coastal Zone 95*, American Society of Civil Engineers, New York, New York, 1995.

Coastal Military Base Closure and Reuse: Crisis or Opportunity, *Proceedings of Coastal Zone 95*, American Society of Civil Engineers, New York, New York, 1995.

Managing San Francisco Bay, (with Alan R. Pendleton), *Proceedings of the International Symposium on Coastal Ocean Space Utilization*, Yokohama, Japan, 1995.

The Future of the Waterfront and Contiguous Land, *Decisionmakers Conference*, Bay Planning Coalition, Oakland, California, 2009.

Earth, Wind Fire and Money: Balancing the Forces that Shape the Future, *I-80 Corridor Summit*, University of California, Davis, California, 2009.

The San Francisco Bay Conservation and Development Commission's Role in Seismic Safety, Coordinating Organization for Northern California Earthquake Research and Technology, U.S. Geological Survey, Menlo Park, California, 1993.

WILL TRAVIS

Paying the Price of Bay Protection: Alternatives to the State General Fund, *Coastal Management Program Managers' Meeting*, National Oceanic and Atmospheric Administration, Washington, D.C., 1993.

Coastal Management's Role in Seismic Safety: Political Lessons from California's 1989 Loma Prieta Earthquake, *Proceedings of Coastal Zone 91*, American Society of Civil Engineers, New York, New York, 1991.

Saving San Francisco Bay, *Proceedings of the Second International Symposium on Coastal Ocean Space Utilization*, Long Beach, California, 1991.

Approaches to Assuring Public Access to Coastal Zones, *Proceedings of International Symposium on the Coastal Zone Kanagawa*, Sagamiwan Urban Resort Festival 90, Tokyo, Japan, 1990.

Coastal Management Lessons from California, Canadian Coastal Conference: 1990, National Research Council Canada, Kingston, Ontario, Canada, 1990.

Balancing the Competing Interests in Providing Shoreline Public Access, *Proceedings of Coastal Zone 89*, American Society of Civil Engineers, New York, New York, 1989.

South Bay Bridge: The Wrong Idea, *San Francisco Chronicle*, San Francisco, California, October 1, 1988.

A Comparison of California's Coastal Management Programs, *Proceedings of Coastal Zone 87*, American Society of Civil Engineers, New York, New York, 1987.

Must Oil Development Be Ugly? *California Waterfront Age*, Vol. 1, No. 1, State Coastal Conservancy, San Francisco, California, 1985.

Oil, More Oil, *Coast Lines*, League for Coastal Protection, San Francisco, California, 1984.

Energy Development is Big News, *Coast Lines*, League for Coastal Protection, San Francisco, California, 1983.

Coastal Management, *Proceedings of Pacific Rim Metropolitan Conference*, Greater Vancouver Regional District, Vancouver, British Columbia, Canada, 1981.

Coastal Program Evaluation from a State Perspective or Can an Amoeba Find True Happiness Under a Microscope, *Proceedings of Coastal Zone 80*, American Society of Civil Engineers, New York, New York, 1980.

A State Coastal Plan and How Engineers Can Contribute or The Copernican Guide to Guerrilla Warfare on the Beaches, *Proceedings of Coastal Zone 78*, American Society of Civil Engineers, New York, New York, 1978.

SELECTED LECTURES and SYMPOSIUMS

San Francisco Bay Conservation and Development Commission: The Challenges Met. The Challenges Ahead, California Environmental Law and Policy Issues, University of California School of Law, Davis, California, 2014.

Facing the Challenge of Sea Level Rise, Board of Directors of the Port of San Francisco, San Francisco, California, 2014.

Impacts of Climate Change Driven Sea Level Rise: Communicating the Inevitable, Lawrence Berkeley National Laboratory, Environmental Energy Technologies Division, Berkeley, California, 2014.

Hitting the Moving Target: Can Dynamic Planning to Create Resilience Fit Into a Static Entitlement Process? *Building the Resilient City: Risks and Opportunities*, Urban Land Institute, San Francisco, California, 2014.

Emerging Environmental and Land Use Law Issues, University of California Hastings College of the Law, San Francisco, California, 2014.

Prosperity in the Face of Climate Change, *Straight to the Point*, SXSW ECO Conference, Austin, Texas, 2013.

WILL TRAVIS

Ecosystem Services: So, What's Next? Incorporating Ecosystem Services Into Public Planning And Private Sector Development In The San Francisco Bay Region, *ACES and Ecosystem Markets 2012*, Fort Lauderdale, Florida, 2012.

Planning for Resilience in the San Francisco Bay Area, *Greenbuild 2012*, U.S. Green Building Council, San Francisco, California, 2012.

The Look of Climate Adaptation, *Science Workshop on Successful Adaptation: Identifying Effective Process and Outcome Characteristics and Practice-Relevant Metrics*, Stanford University, Menlo Park, California, 2012.

Sea Level Rise Collaboration in the San Francisco Bay Area, *The Future of Florida and the Coast*, Risk and Response: Sea Level Rise Summit, Florida Atlantic University, Boca Raton, Florida, 2012.

An Integrated Regional Climate Strategy: An Impossible Dream? NASA Jet Propulsion Laboratory Center for Climate Sciences, California Institute of Technology, Pasadena, California, 2011.

Sea Level Rise and Coastal Flooding: The Policy and Decision-Makers Dilemma, *Aquatic Academy Spring 2011–Sea Level Rise and Coastal Flooding*, Aquarium of the Pacific, Long Beach, California, 2011.

Sustainability and Livability on a Regional Scale, *Regional Design Revolution: Ecology Matters*, American Institute of Architects National Convention, New Orleans, Louisiana, 2011.

Climate Change and Coastal Cities, *National Planning Conference*, American Planning Association, Boston, Massachusetts, 2011.

One Integrated Regional Climate Strategy: An Impossible Dream? *Climate Change Adaptation Symposium*, NASA Ames Research Center, Moffett Field, California, 2011.

San Francisco Bay Area Regional Climate Strategy, *Coastal Resilience Symposium*, Jones Graduate School of Business, Rice University, Houston, Texas, 2010.

Can We Save San Francisco Bay From Rising Sea Levels? *Edgar D. Osgood Ends and Means Luncheon*, The Pacific-Union Club, San Francisco, California, 2010.

San Francisco Bay: Learning from the Past, Celebrating the Present, Preparing for the Future, *Predicting the Future of San Francisco Bay: Learning from History*, University of California Museum of Paleontology, Berkeley, California, 2010.

Implications of Sea Level Rise on Brownfields Development, *Creating More Sustainable Communities*, Brownfields 2009 Conference, New Orleans, Louisiana, 2009.

Preparing for Climate Change, Pacific Council on International Policy, San Francisco, California, 2009.

Urban Infrastructure and Climate Change: Lessons from San Francisco Bay, *Adaptive Infrastructure: Woltz Symposium*, University of Virginia School of Architecture, Charlottesville, Virginia, 2009.

Developing a Regional Strategy for Climate Change and Sea Level Rise, *Revolutionary Times: Catching the Wave of Change*, Coastal Zone 09, Boston, Massachusetts, 2009.

Enforcing Land Use Policies in U.S. Coastal Areas, A Project for Montenegro, U.S. Department of State International Visitor Leadership Program, San Francisco California, 2009.

Case Study: California Bay Delta, *Aquaterra: Second World Forum on Delta and Coastal Development*, Amsterdam, Netherlands, 2009.

The Impacts of Climate Change on San Francisco Bay...and What We Should Do About It, *Museum Presentation*, The Bohemian Club, San Francisco, California, 2009.

The Impacts of Climate Change on San Francisco Bay, Forum on "Climate Change Hits Home," *Risser Prize for Western Environmental Journalism*, Stanford University, Stanford, California, 2008.

How Climate Change and Real Estate Come Together, *The Real Estate Climate Warms Up: Legal Perspectives on Global Warming*, American College of Real Estate Lawyers, San Francisco, California, 2008.

Global Warming and Real Estate: Lessons from San Francisco Bay, *Symposium on Real Estate Law and Business: Exploiting and Surviving the Winds of Change*, Gould School of Law, University of Southern California, Los Angeles, California, 2008.

WILL TRAVIS

The Game of Berkeley: How to Make Political Conservatism Look Progressive in Downtown Berkeley. *Workshop on Development and the Environment*, University of California Berkeley Law School, Berkeley, California, 2008.

San Francisco Bay Area Regional Strategy for Climate Change, *Public Lands and Climate Change*, California Center for Environmental Law & Policy, University of California Berkeley Law School, Berkeley, California, 2007.

Why the Bay Matters, Keynote Address, *State of the Bay Symposium*, League of Women Voters of the Bay Area, Oakland, California, 2006.

How a Regional Approach Saved San Francisco Bay, *Balancing Economic Development and Environmental Protection*, National Planning Conference, American Planning Association, San Francisco, California, 2005.

Keynote Address: "In Praise of Rascals," *First Annual Horace Carpentier Dinner*, Oakland, California, 2004.

California Dreaming, *Managing an Estuary in An Urban Region*, Annual Meeting, Coastal States Organization, La Jolla, California, 2001.

San Francisco Bay Coastal Management Program, Water Planning and Management, School of Resource and Environmental Management, Simon Fraser University, Burnaby, British Columbia, Canada, 1999.

The Conflict Over Property Rights, Seeking Balance: Conflict, Resolution & Partnership, *15th International Conference of The Coastal Society*, Seattle, Washington, 1996.

Success on Another Waterfront: San Francisco Bay, Keynote Speech, *Building a Public Walkway: Step by Step*, Hudson River Waterfront Conservancy Conference, Hoboken, New Jersey, 1995.

Striking a Fair Balance: Issues of Public and Private Interests on the Coast, *Plenary Session—Exploring the Human Dimension*, Coastal Zone 95, Tampa, Florida, 1995.

Status and Accomplishments of the Shell Oil Spill Litigation Settlement Trustee Committee, *State-Based Environmental Trusts: the New Philanthropies*, Massachusetts Environmental Trust, Harvard University, Cambridge, Massachusetts, 1994.

Reinventing Coastal Management, Keynote Speech, *Setting Programmatic Objectives for NOAA Center for Coastal Ecosystem Health*, Charleston, South Carolina, 1994.

Waterfront Walkways, *American Planning Association National Conference*, Chicago, Illinois, 1993.

A California Perspective on Coastal Management, Department of Geography, University of South Carolina, Columbia, South Carolina, 1991.

Coastal Management's Role in Seismic Safety: Political Lessons from California's 1989 Loma Prieta Earthquake, *Coastal Zone 91*, Long Beach, California, 1991.

Approaches to Assuring Public Access to Coastal Zones, *International Symposium on the Coastal Zone Kanagawa*, Oiso, Kanagawa, Japan, 1990.

Lessons from California, *Canadian Coastal Conference*, Queen's University, Kingston, Ontario, Canada, 1990.

Balancing the Competing Interests in Providing Shoreline Public Access, *Coastal Zone 89*, Charleston, South Carolina, 1989.

Federal Consistency: How Does It Work, Is It Working? *Continuing Education Program*, American Bar Association, San Francisco, California, 1989.

An Overview of the Factors to be Considered in Balancing Competing Interests in Public Access, *National Conference on Public Access to the Nation's Shoreline*, University of Rhode Island, Narragansett, Rhode Island, 1987.

Coastal Management, *Pacific Rim Metropolitan Conference*, Vancouver, British Columbia, Canada, 1981.

California's Coastal Management Program, Department of Landscape Architecture, University of Michigan, Ann Arbor, Michigan, 1981.

Curriculum Vitae

Bruce Alberts

Date of Birth April 14, 1938
Place of Birth Chicago, Illinois
Current Address USCF MC 2200
Genentech Hall N312C
600 -16th Street
San Francisco, CA 94158-2517

Education and Positions Held

- 1956-1960 Undergraduate (A.B. 1960), Biochemical Sciences, summa cum laude. Harvard College, Cambridge, Massachusetts
- 1960-1965 Predoctoral Fellow in Biophysics (Ph.D. 1965), National Science Foundation, Laboratory of Professor Paul Doty, Harvard University, Cambridge, Massachusetts
- 1965-1966 Postdoctoral Fellow, National Science Foundation, Laboratories of Professors A. Tissieres and R. Epstein, Institut de Biologie Moleculaire, Geneva, Switzerland
- 1966-1971 Assistant Professor, Department of Chemistry, Princeton University, Princeton, New Jersey
- 1971-1973 Associate Professor, Department of Biochemical Sciences, Princeton University, Princeton, New Jersey
- 1973-1976 Damon Pfeiffer Professor of Life Sciences, Department of Biochemical Sciences, Princeton University (1973-74 Acting Chairman, 1974-75 Associate Chairman)
- 1976 On sabbatical leave from Princeton, Laboratory of Professor Lewis Wolpert, Middlesex Hospital Medical School, London, England; January through August.
- 1976-1981 Professor and Vice Chairman, Department of Biochemistry and Biophysics, University of California, San Francisco
- 1981-1985 American Cancer Society Lifetime Research Professor, Department of Biochemistry and Biophysics, University of California, San Francisco (1981-82 Acting Chairman)
- 1985-1990 Professor and Chairman, Department of Biochemistry and Biophysics, University of California, San Francisco
- 1990-1993 American Cancer Society Lifetime Research Professor, Department of Biochemistry and Biophysics, University of California, San Francisco
- 1993- 2005 President, National Academy of Sciences, Washington, D.C.
- 2000- 2009 Co-chair, InterAcademy Council, Amsterdam.
- 2005-2009 Professor, Department of Biochemistry and Biophysics, University of California, San Francisco

Bruce M. Alberts

Curriculum Vitae

The Ray Wu Society for Life Sciences Award (2001)

Honorary Degree, Clark University (2001)

Honorary Degree, University of Arizona (2001)

Honorary Degree, Bates College (2001)

Associate Fellow, Third World Academy of Sciences (elected 2002)

Member, National Academy of Education (elected 2003)

Foreign Member, Russian Academy of Sciences (elected 2003)

Honorary Degree, Case Western Reserve University (2003)

Foreign Fellow, Indian National Science Academy (elected 2004)

Presidential Achievement Award 2004, Association of American Geographers

Honorary Member, National Academy of Sciences-Republic of Korea (elected 2004 – reappointed in 2008 through 2012)

Honorary Member, Mongolian Academy of Sciences (elected 2004)

Honorary Degree, Cold Spring Harbor Laboratory, Watson School of Biological Sciences (2005)

Honorary Degree, Tel Aviv University (2005)

Viktor Hamburger Outstanding Educator Prize, American Society for Developmental Biology (2005)

Distinguished Honoree of the National Academy of Engineering (2005)

Commander of the Order of the British Empire (2005)

Member, New York Academy of Sciences (elected 2006)

Lawrence Hall of Science Award for Excellence in Science Education (2006)

Honorary member, Romanian Academy (elected 2006)

Honorary Degree, Rockefeller University (2006)

Honorary Degree, Beloit College (2007)

Honorary Degree, University of Toronto (2007)

American Educational Research Association Public Service Award (2008)

American Institute of Biological Sciences Education Award (2009)

Vannevar Bush Award (2010)

DiNA Award, Science Festival Bay Bio (2011)

American Association for the Advancement of Science (AAAS) Hauge Abelson Prize (2014)

Honorary Degree, Syracuse University (2014)

U.S. National Medal of Science (2014)

Current Member of Editorial Boards

Member, Editorial Board, ASCB journal, *Cell Biology Education-Life Sciences Education (CBE-LSE)* (2001-present)

Honorary Member, Editorial Board, University of Chicago journal *Molecular and Cell Biology Reviews* (2007-present).

Cell & Developmental Biology Member, Advisory Board, Princeton University Press *Science Essentials* Series (2007-present).

Member, Advisory Board, Center for American Progress Science Publication, *Science Progress* (2007-present).

Current Member of Advisory Boards (all non-profit institutions)

Chair, Scientific Advisory Board, Scleroderma Research Foundation (1992-present).

Member, Board of Directors, California Foundation for Molecular Biology (1994-present).

Member, Advisory Board, Merck Institute for Science Education (1999-present).

Member, External Advisory Committee, University of Texas Southwestern Medical Center's Endowed Scholars Program in Biomedical Research (1999-present).

Member, Board of Directors, William J. Rutter Foundation (1999-present).

Bruce M. Alberts

Curriculum Vitae

Member, UCSF Administrative Advisory Board, Science & Health Education Partnership (SEP) (2005-present).

UCSF-SFUSD Liaison, SF Mayor's Committee for the Mission Bay Science School (2005-present).

Member, Board of Directors and Council, Science and Technology in Society Forum (2005-present).

Member, Board of Trustees, Gordon and Betty Moore Foundation (2005-present).

Member, Advisory Board, MIT OpenCourseWare (2005-present).

President and Chairman, Board of Directors, Strategic Education Research Partnership (SERP) (2005-present).

Member, Exploratorium Advisory Council (2005-present).

Member, Board of Directors, California Council on Science and Technology (CCST) (2006-present).

Member, Board of Directors, The Elsevier Foundation (2006-Present).

Member, Advisory Board, Life Sciences Research Foundation (2006-present).

Member, Advisory Board, Lawrence Berkeley National Lab (2006-present).

Member, Jury, Purkwa Prize (2006-present).

Member, Board of Directors, National Math and Science Initiative, Inc. (NMSI) (2007-present).

Member, UC Global Health Initiative African Institutes of Science and Technology Tanzania Subcommittee (2007-present).

Member, American Society for Biochemistry and Molecular Biology (ASBMB) President's Leadership Council Group (2007-present).

Senior Advisory Committee, Planning for University of California School of Global Health (2007-present).

Member, Advisory Committee, (LEAD) International (2007-present).

Member, Advisory Board, Science Content, WestEd Proposal to Institute of Education Sciences Team (IES) (2007-present).

Member, UCSF – California Academy of Sciences Task-Force (2007-present).

Member, Carnegie-IAS Commission on Mathematics and Science Education; Co-chair of Building Teacher Capacity Working Group (2007-present).

Member, Regional Executive Coordination Council K-12 Math and Science Education Resource Center (MSERC) (2007-present).

Member, Advisory Committee for the AERA-NAED Assessment of Education Research Doctorate programs in U.S. Universities (2008-present).

Board of Trustees, Bay Area Elementary Science Consortium (2008-present).

Member, Marian Koshland Science Museum Advisory Board (2008–2013).

Member, UNESCO International STI Centre (2008-present).

Member, Advisory Board, San Diego Science Festival (2008-present).

Critical Advisor, Mobilizing STEM Education for a Sustainable Future Project, University of Wisconsin (2008-present).

Supporter, National Center for Science Education (2008-present).

Member, UCSF Medicine into Graduate Education Initiative Review Board (2009-present).

Member, Advisory Board, Public Agenda (2009-present).

Chair, Advisory Committee, Search for New Vice Provost, Education Partnerships, UC Office of the President (2009-present).

Member, Advisory Committee, California Science and Technology Policy Fellowships (2009-present).

Member, UCSF Committee for H. Boyer and G. Boyer Jr. Faculty Endowed Chair (2009-present).

Member, Burroughs Wellcome Fund Board (2009-present).

Member, Advisory Board, UCSF Internships for Career Exploration Program(ICE) (2009-present).

Trustee, California Academy of Sciences (2009-present).

Member, Inter-Academy Panel (IAP) General Assembly Biodiversity Conference Steering Committee (2009-present).

Member, Howard Hughes Medical Institute Science Education Advisory Board (2009-2015).

Member, NAS Committee on Women in the Academy (2009-present).

Chair, American Society for Cell Biology (ASCB) Nominating Committee (2009-present).

Member, Asian University for Woman's Support Foundation (AUW) International Council of Advisors

Bruce M. Alberts

Curriculum Vitae

(2009-present).

Member, Biotechnology Institute Board of Directors (2010-present).

Member, Scaling and Studying the Colorado Learning Assistant Model of teacher Education and Institutional Change Advisory Board (2010-present).

Member, Miraikan International Advisory Board (2010-present).

Advisor, SERP Investing in Innovations (I3) Project (2010-present).

Member, Science Initiative Group (SIG) of the Institute for Advanced Study (IAS) (2010- present).

Member, GYA Global Young Academy Advisory Board (2010- present).

Member, Interdisciplinary Quantitative Biology (IQ Biology) Advisory Board, University of Colorado, Boulder (present- 2010).

Member, International Advisory Board to Jorge Huete's program in Nicaragua (2010- present).

Member, Academics/Education subcommittee of the Human Biology Initiative Task Force (2011-present)

Member, Scientific Advisory Committee, Israel Science Foundation (ISF) I-CORE Project (2011-present).

Member, Advisory Board, Global Young Academy (2011- present).

Member, HHMI's Science Education Advisory Board (SEAB) (2011- 2015).

Reviewer, NIH Director's New Innovator Awards (2011- present).

Member, Foothill Science Learning Institute Advisory Board (2011- present).

Member, International Advisory Board, Faculty 1000 (2011- present).

Member, Advisory Board, Central American Marine Genomic Biodiversity Archive and Reference Library (2011- present).

Member, Board of Trustees, Bibliotheca Alexandrina (2012-2014).

Member, Advisory Board, UC Santa Cruz Institute for Scientist and Engineer Educators Project: Transforming Undergraduate STEM Experiences Through the Next Generation of Scientist and Engineer Educators (2012- present).

Member, Advisory Committee, Directorate for Education and Human Resources (NSF EHR) (2012-2015).

Board Member, Advisory Board, California STEM Learning Network (CSLNET) (2012- present).

Member, CA Science Expert Panel (SEP) for the Next Generation Science Standards (NGSS). (2013-present.)

Member, Board of Trustees, The Future University, Sudan (2013- present).

Chair, Advisory Board, *Cultures*, publication of ASM International (2013- present).

Member, Board of Directors, *Rapid Science* (2013-present).

Member, InterAcademy Panel (IAP) Science Education Program (SEP) International Advisory Board (2014-present).

Member, Board of Directors, Biological Sciences Curriculum Study (BSCS) (2014-present).

Member, Muslim-Science.Com's Task Force on Teaching of Science in the Muslim World (2014-present).

Member, Committee on Human Rights of the National Academy of Sciences, National Academy of Engineering, and Institute of Medicine (2015-present)

Previous Extramural Appointments

Member, Board of Directors, Genentech Foundation for Biomedical Sciences (1989-2009).

Trustee, Cold Spring Harbor Laboratory (1972-1975).

Advisory Panel for Human Cell Biology, National Science Foundation (1974-76).

Member, Board of Scientific Counselors, National Institutes of Health, Division of Arthritis and Metabolic Diseases (1974-1978).

Editorial Board, Journal of Biological Chemistry (1976-1982).

Member, Board of Scientific Advisors, Jane Coffin Childs Memorial Fund for Medical Research (1978-1985).

Member, Corporation Visiting Committee for the Department of Biology, Massachusetts Institute of

Bruce M. Alberts

Curriculum Vitae

Technology (1978-1998).

Member, Advisory Council for the Departments of Biochemical Sciences and Molecular Biology, Princeton University (1979-1985).

Chairman, Visiting Committee for the Department of Biochemistry and Molecular Biology, Harvard College (1983-1986).

Member, Visiting Committee of the Department of Embryology, Carnegie Institution of Washington (1983-1989).

Member, Molecular Cytology Study Section of the National Institutes of Health (1982-1986); Chairman (1984-1986).

Editorial Board, *Journal of Cell Biology* (1984-1987).

Associate Editor, *Annual Reviews of Cell Biology* (1984-1993).

Councilor, American Society of Biochemistry & Molecular Biology (1984-1993).

Member, Scientific Advisory Board, Markey Foundation (1984-1997).

Chairman, National Research Council Committee on Mapping and Sequencing the Human Genome (1986-1988).

Member, Advisory Board, Bethesda Research Laboratories, Life Technologies, Inc.

Member, Program Advisory Committee for the NIH Human Genome Project (1988-1991).

Member, Scientific Advisory Committee for the Marine Biological Laboratory at Woods Hole (1988-1992).

Member, Scientific Advisory Board, Fred Hutchinson Cancer Research Center, Seattle (1988-1996).

Chairman, Commission on Life Sciences of the National Research Council, National Academy of Sciences (1988-1993).

Member, Advisory Board of the National Science Resources Center, National Academy of Sciences and Smithsonian Institution (1990-1993).

Member, Editorial Advisory Board, *BioEssays* (1990-2001).

Editorial Board, *Seminars in Cell Biology*, Saunders Scientific Publications (1990-1994).

Essay Editor, *Molecular Biology of the Cell* (1991-1997).

Member, National Committee on Science Education Standards and Assessment, National Academy of Sciences (NCSESA) (1992-1993).

Member, Committee on National Education Support System for Teachers and Schools (NESSTS), National Academy of Sciences (1992-1993).

Member, *ex officio*, The President's Committee on the National Medal of Science (1994-2005).

Member, Council of Scientific Advisors, Marine Biological Laboratory (1996-2001).

Member, Scientific Advisory Board, Restless Legs Syndrome Foundation (1996-2008).

Co-chair, Science and Strategy Committee for the System Review Panel, Consultative Group on International Agricultural Research (CGIAR) (1997-1998).

Member, Executive Committee, Funding First (a program of Lasker Trust) (1997-2005).

Member, Board of Trustees, Donald Danforth Plant Science Center (1998-2008).

Member, Ocean Research Advisory Panel, Department of the Navy (1998-2003).

Chair, Center for Scientific Review Panel on Scientific Boundaries, National Institutes of Health (1998-2004).

Member, *ex officio*, U.S. Department of Education National Commission on Mathematics and Science Teaching for the 21st Century ("Glenn Commission") (1999-2000).

Member, Board of Directors, Teach for America (1999-2003).

Member, Scientific Advisory Board, "The Green Room" television show (1999-2003).

Member, NSTA Building a Presence for Science National Advisory Council (1999-2005).

Member, Board of Trustees, Carnegie Corporation of New York (2000-2008).

Member, Scientific Advisory Board, BioLab (2000-2001).

Member, Advisory Committee, LEAD USA (2000-2005).

Scientific Advisor, Sustainable Sciences Institute (2000-2005).

Co-Chair, InterAcademy Council Advisory Institution in Amsterdam governed by the presidents of 15 science academies from around the world (2000-2009).

Member, Board of Directors, Science Matters, Inc. (2001-2003).

Bruce M. Alberts

Curriculum Vitae

Member, National Council on Science and Technology Education, AAAS (2001-2004).

Member, BEST National Leadership Council (2001-2004).

Member, Advisory Board, DC ACTS program (2001-2005).

Member, Harvard Board of Overseers (2001-2007).

Member, Visiting Committee, Harvard Graduate School of Education (2001-2007).

Member, Advisory Committee, Carnegie Initiative on the Doctorate, Carnegie Foundation for the Advancement of Teaching (2002-2006).

Member, Mathematical Sciences Research Institute Education Advisory Committee (2003-2008).

Co-Chair, NIH Blue Ribbon Panel on Conflict of Interest Policies, A Working Group of the Advisory Committee to the Director, National Institutes of Health (2004).

Member, Advisory Committee, National Innovation Initiative, Council on Competitiveness (2004).

Member, American Society for Biochemistry and Molecular Biology (ASBMB) Nominating Committee (2005-2008).

Member, Advisory Board, Aquaya Institute (2005-2008).

Member, Keck Graduate Institute Advisory Council (2005-2007).

Member, UCSF Strategic Planning Committee (2005-2008).

Member, Advisory Board, NSF Change and Sustainability in Higher Education (CASHE) (2006).

Member, Advisory Board for COSMOS, University of California (2005- 2008).

Member, Board of Directors, Dan David Prize (2005-2008).

Chair, Strategy Committee on Molecules, Genes and Cells; The Wellcome Trust, London, UK (2005-2007).

Member, Executive Committee, UC Science Mathematics Initiative Group (SMI) (2006-2008).

Chair, Science Service Blue Ribbon Commission (2006).

Chair, UC Riverside Life Sciences Review (2006-2007).

Member, National Academy of Sciences, Committee on Science and Creationism (2006-2007).

Member, Human Frontier Science Program Review Committee (2006-2007).

Member, Advisory Board, Stanford School of Medicine Career Center Assembly for Life Science Career Development (2006-2008).

Member, Advisory Board, World Science Festival (2006-2008).

Member, Internal Advisory Committee, UCSF Institute for Regeneration Medicine (2007-2008).

Member, Research!America, Scientists and Public Engagement Task Force (2007-2008).

Member, National Institutes of Health Advisory Committee to the Director Working Group on Peer Review (2007-2008).

Member, National Science Teachers Association (NSTA) Blue Ribbon Panel (2007).

Reviewer, NIH Director's New Innovator Awards (2007).

Reviewer, NIH Director's Pioneer Awards (2007).

Member, Harvard's Committee to Visit the Department of Molecular and Cellular Biology (2008).

Co-chair, Basic Science, UCSF Faculty Bridge Funding Committee (2007- 2009).

Chair, American Society for Cell Biology (ASCB) Nominating Committee (2009).

Member, Advisory Board, *Genome Biology* (2010).

Member, Executive Committee, and Director, Science and Innovation, UCSF Global Health Sciences (2005-2010).

Member, CREF BOT Cyprus Board (2010).

Member, Advisory Board, Lawrence Berkeley National Laboratory (LBNL) (2011).

Member, The Cell: An Image Library Advisory Board (2011).

Member, Editorial Board, *Current Opinion in Cell Biology*, Elsevier Science London. (1988-2011).

Member, American Society for Cell Biology International Affairs Committee (IAC) (2006- 2011).

Member, Teaching Advisory Committee, Intitution Research and Career Development Award (2012).

Member, National Sciences Resources Center's (NSRC) National Advisory Board (2009-2012).

Reviewer, College Center for Scientific Review (CSR), NIH (2010- 2012).

Member, Gordon Commission of the Future of Assessment in K – 12 (2011- 2012).

Member, Selection Committee, Golden Goose Award (2012-2015).

Bruce M. Alberts
Curriculum Vitae

Member of Professional Societies

American Society for Biochemistry and Molecular Biology
American Society for Cell Biology
American Society for Microbiology
Genetics Society of America
Sigma Xi
American Association for Advancement of Science

Television

Charlie Rose Show (April 7, 2008) “Charlie Rose Science Series: The Imperative Science”
<http://www.charlierose.com/guest/view/6314>

Charlie Rose Show (July 15, 2010) “Creativity”
<http://www.charlierose.com/view/content/11125>

LUCY M. BUCHANAN

LMB Consulting

3991 Washington Street, San Francisco, CA 94118

415-752-7118

lucy@lucybuchananconsulting.com

SUMMARY

Twenty-eight years experience focused primarily on advancement strategies, fundraising, marketing, communications, events and external relations for nonprofit organizations and institutions with a primary emphasis on working with public and private museums and civic projects.

EXPERIENCE

February 2006 - Present

Principal

LMB CONSULTING, San Francisco, CA

Specializing in institutional advancement, fundraising, marketing, communications and external relations consulting. Services have ranged from strategy and planning workshops; fundraising feasibility studies; board development; emergency fundraising interventions; planning and implementation of capital, endowment and operating support campaigns and special event strategies; liaison for executive searches; development of case statements; review and evaluation of marketing strategies and communications materials. Clients include:

- **James Beard Public Market – Portland, Or (May 2013 – ongoing)**
Working as a fundraising consultant with the Board of Directors and Executive Director to launch and implement a \$50 million fundraising initiative to build the James Beard Public Market – a daily, year-round, indoor-outdoor marketplace, showcasing the state of Oregon's bounty and promoting community health, rural and economic development, neighborhood revitalization and tourism. The Market is the 13-year vision of a dedicated group of community leaders to achieve a state of the art facility. The project is now a reality as in March 2013, a site located in downtown Portland on the Willamette River under the Morrison street bridgehead was secured and an agreement was reached with Multnomah County and Melvin Mark Properties to develop the property. Three 7-figure leadership gifts have been received from individuals. The City of Portland and the State of Oregon have made verbal commitments. Broad community engagement and support is expected as architectural plans are officially unveiled in Spring 2015.

- **Jan Shrem and Maria Manetti Shrem Museum of Art, UC Davis (August 2013 – ongoing)** Providing strategic museum expertise to the new Shrem Museum of Art scheduled to open in 2016. Working with museum leadership, the Chancellor and Provost to build its Honorary and Advisory Boards as well as donor/membership programs to meet the needs of the Museum as it evolves and changes in preparation for its new 30,000 square foot state-of-the-art museum facility. Continue to implement a non-traditional feasibility study to understand the Museum's positioning in the region, to engage major collectors, art donors and alumni locally, regionally and nationally as well as to identify key issues that might affect the future success of the new Museum.
- **National Museum of Women in the Arts, Washington, DC (July 2014 – ongoing)** Providing development support to help fund a new public program initiative entitled, "Women, Arts and Social Change." The goal is to raise \$1.5 million over a 3 -5 year period to implement this outreach program to expand the Museum's mission beyond its walls and to engage a new and diverse audience. This multi-faceted program will engage women leaders in art, social, financial and political fields. Programs will be created that address issues affecting our society surrounding topics such as fine art, architecture, finance, technology, film, fashion, performing arts, the environment, health and education. The program is expected to launch in Fall 2015.
- **Kimball Arts Center, Park City, Utah (September 2014 – ongoing)** Providing strategic development and event support as the Museum strives to build its new \$25 million facility following political complications with the City government about the proposed ambitious architectural plans to expand the Museum in downtown Park City. Working with the Museum and board of trustees on various planning issues and will organize a major fundraising initiative in Winter 2016 with a goal to raise a minimum of \$500,000 to heighten visibility for the Museum as well as to secure operating and capital support.
- **Senckenberg Museum of Natural History, Frankfurt, Germany (March 2012 – March 2013)** Consultant to the Senckenberg Museum as it prepares to launch a € 35 - 50 million private sector campaign to renovate its historic facility. LMBconsulting hired to help in all aspects of the capital campaign preparation from developing the case study, prospect management, grant/foundation support, corporate support, benefits and recognition, event strategies, pr/communication and branding, board and membership involvement, staffing structure, etc. The goal is to raise significant funds from

the private sector in Germany using an “American” model of fundraising. (Note: Work is now on hold as the Museum makes vital internal preparations for the new museum from development staffing and board and community engagement.)

- **7 Billion Others - Bank of the West, San Francisco (Fall 2012 – August 2013)** Hired as the director/project manager to organize and bring the international video based exhibition *7 Billion Others* to San Francisco. *7 Billion Others* is the result of 6 years of filming in 84 countries and brings together over 700 video clips recording the words and thoughts of men and women all over the world. Almost 4 million people have viewed over 40 thematic films shown in major cities around the world. Contracted to 1) identify a community partner and venue to present the exhibition, 2) coordinate the installation of the exhibition, and 3) organize and implement marketing, communications and events in conjunction with the staff of the Bank of the West. The exhibition was scheduled to be on view at the SF Museum in 2013 but was put on hold by the management of Bank of the West due to unforeseen budget complications. San Francisco was to be the first venue in the United States to host the exhibition and it was estimated that a minimum of 150,000 people would visit the Mint during its presentation.
- **Monterey Museum of Art (January 2009 – September 2013)** Consultant to the Monterey Museum of Art as it has navigated through economic challenges with budget restraints and reduced programming. Contracted initially to review and update current fundraising strategies to meet ambitious operating goals and to prepare for a future capital campaign. Work was successful in developing a comprehensive fundraising strategy to underwrite operating expenses associated with presenting a more ambitious special exhibition and educational outreach program. Raised more than \$750,000 in new community support for the Museum over a three year period. Worked in a major leadership role when the Executive Director resigned. Helped the Board and interim director face complex issues in its leadership transition and worked with the board as it launched a national search for its new Executive Director.
- **Pacific Grove Museum of Natural History (January 2009 – January 2014)** Consultant to the 130 year-old Pacific Grove Museum as they launched their newly formed private foundation - having separated as a city agency from the City of Pacific Grove, California. Provided high-level development and strategic planning consulting service working with their Board of Trustees and executive director. During this four year consulting agreement, the Museum achieved ambitious goals including upgrades and

renovations to its historic facility, re-installed the permanent collections, built a membership base of support through cultivation and events, and developed a more ambitious exhibition and educational program to further engage the community. In January 2013, the Board voted to approve an ambitious \$10 million, 5-7 year master plan to transform the museum for the 21st century. LMBconsulting helped hire the Development Director and the formal capital/endowment campaign is now underway and was launched in conjunction with the Museum's 130th anniversary in Fall 2013.

- **Boalt Law School – University of California Berkeley School of Law (March 2011 – January 2013.)** Centennial Campaign Consultant to Berkeley Law as **Boalt Hall** celebrated its **100th Anniversary** (November 2012) and its two-year effort to successfully complete The Fund of Boalt Hall's \$125 million comprehensive campaign. Provided strategic event, fundraising and management consulting services to raise \$35 million to reach the campaign goal. Worked with the law school professional team to refine fundraising strategies and communication plans surrounding the Centennial Celebration and newly renovated law school facility. Served as an external resource for all development needs and event strategies to re-energize the "Campaign for Boalt Hall" as well as worked with the Campaign Committee to develop and plan appropriate fundraising activities to honor past and current donors and to cultivate new donors. Organized and implemented Boalt Hall's major 100th anniversary fundraising gala on the UC Berkeley campus – noted as the most highly successful event to date on the University's campus netting more than \$500,000 for the law school's scholarship programs.
- **French Regional American Museum Exchange FRAME (2007-2011).** Consultant to FRAME, a bilateral coalition of 24 regional museums in France and America dedicated to promoting French American cooperation in the cultural arena. Raised \$750,000 to underwrite a major special exhibition traveling to six FRAME museums in America from 2010-2012 and organized FRAME's 11th annual meeting in San Francisco in November 2009. Worked with a newly appointed Board of Trustees and the America Director of FRAME, Dr. Richard Brettell, to launch an organized effort to raise \$200,000 in annual support through sponsorship and membership donations. Raised over \$125,000 to sponsor FRAME's major special exhibition project in 2012 devoted to the art of Caravaggio on view at two FRAME museums in France and the Los Angeles County Museum. Served as the liaison for a national executive search for the new American Director of FRAME in Fall 2010.

- **Emeryville Center for the Arts (January 2009 – January 2010).** Fundraising consultant hired to implement a feasibility study to gauge interest in the proposed new Emeryville Center for the Arts. The study predicted the viability of raising an estimated \$12 million to renovate a 30,000 square foot building to house the newly formed Center for the Arts. The study provided insight about further support for ramp-up costs, such as marketing, fundraising, salaries and building occupancy, as well as for a projected \$850,000 annual operating budget and a possible endowment. Following the feasibility Study, a six month contract was developed to continue the momentum of the fundraising and to work with the Founding Board of Directors to implement start up functions and develop fundraising materials for the organization prior to hiring its founding Executive Director. During this period, a leadership \$5 million naming gift was identified that propelled the project forward.
- **New Children’s Museum of San Diego (November 2007 – January 2009).** Consultant to the New Children’s Museum in its inaugural year as staff and trustees prepared for the opening of its new 50,000 square foot facility in May 2008. Managed an 8-week “emergency” fundraising drive to meet an immediate \$2 million board challenge requirement before the opening (result was \$3.2 million, exceeding goal by \$1.2 million). Helped drive a \$3.7 million campaign to eliminate debt service, and implemented strategies to meet ambitious operating goals in the museum’s first year, including membership acquisition of more than 2,000 new members, and various annual giving, major gifts, sponsorship programs, foundation and corporate grant initiatives. Admission, facility rental and other earned income programs were also evaluated to meet first year operating goals.
- **Utah Museum of Fine Arts, University of Utah (Winter 2008).** Workshop with senior staff to review and adjust fundraising, membership, opening events, marketing and earned income strategies in alignment with the museum’s first blockbuster exhibition to open summer 2008. Worked with the Executive Director to leverage the success of this exhibition within the University leadership and the community-at-large to launch a critically needed capital expansion project.
- **Center for the Arts, Vancouver, Washington (Summer and Fall – 2007).** Consultant to newly formed Board of Trustees to launch an estimated \$60 million capital campaign to build a Center for the Arts. The Center will house three performance theaters, a gallery/museum space, as well as retail stores, restaurants and a much needed parking facility in downtown Vancouver. In collaboration with the board, developed the case statement

and hired Northwest marketing firm to prepare communication tools to begin fundraising feasibility study.

- **The Dixon Gallery and Gardens, Memphis, TN (April – October 2007).** Provided planning and other managerial support to bridge a period of leadership transition while the organization searched for a new Executive Director. Reporting to the Board of Trustees, evaluated current museum operations and guided staff on “best museum practices.” Priorities included evaluating the current focus of the special exhibition and educational programs for audience development, sponsorship opportunities, membership retention and growth, as well as earned income initiatives to meet budget goals in an interim period of management. Successfully raised over \$400,000 to meet year-end goals and to eliminate short-term debt incurred in the organizational transition.

- **Fine Arts Museums of San Francisco, San Francisco, CA (July 2006-July 2007).**
 - Assisted in the review and development of a strategic five-year plan to review staffing needs, board leadership, audience development, exhibition and programmatic growth, and fundraising goals as related to the newly expanded facility and increase in operating costs.
 - Evaluated, re-organized and implemented updated development programs that included corporate and sponsorship programs; membership upgrade, acquisition and retention programs; special events; in-kind donations and annual giving/major gift programs impacted by the \$200 million capital campaign to build the new de Young.
 - Re-conception of marketing and communication plans to improve outbound and internal communications to enhance competitive positioning for the Fine Arts Museums. Through these initiatives, attendance income for exhibitions and programs at both the Legion of Honor and the de Young surpassed expectations and budget. Worked with the publications office to re-design the *Fine Arts Magazine* and annual report.
 - Worked as Project Manager to implement the highly successful *First Year Anniversary* weekend for the new de Young.
 - Organized several major international trips for the President of the Board to France and Russia. Coordinated a patron and trustee trip to Germany in October 2007.

- **Portland Art Museum, Portland, Oregon (February 2006 - September 2006).** Contracted to provide development strategy, marketing and event management services to the Board of Trustees and staff in a leadership transition. Raised more than \$2 million for exhibitions and programs through sponsorship initiatives for several special exhibitions including the \$3 million project, *Splendors of Ancient Egypt*.

June 1994 – February 2006

Senior Vice President for Institutional Advancement and Development PORTLAND ART MUSEUM, Portland, OR

Directed all activities of 6 institutional advancement departments, including: development, membership, public relations, marketing and advertising, special events, publications and group sales with group staffing of 22 and an expense budget of over \$3 million annually. As a member of the senior management team, worked closely with the Executive, Building, Finance, Audit and Nominating committees of the Board of Trustees and Executive Director on all aspects of institutional planning and advancement. Accomplishments include:

- Managed three consecutive capital and endowment campaigns resulting in \$130 million raised from the private sector to complete the museum's 10-year master plan to renovate two historic buildings located in the cultural district of downtown Portland.
- Annually raised one-half of the annual operating budget (usually in the range of \$10 to \$12 million) with special emphasis on securing major gifts from individuals, corporations and foundations to support exhibitions, special events, art acquisitions, education and community programs.
- Built the museum's corporate program that grew from \$300,000 to \$1,500,000 annually.
- Increased the museum's operating and acquisition endowments from \$8 million to \$50 million.
- Designed, developed and managed a broad range of fundraising events, galas, benefits, special exhibitions and board functions.
- Expanded membership base from 5,700 households in 1994 with a value of \$675,000 to over 22,000 households in 2005 with a value of \$2.75 million.
- Developed concepts and deployed coordinated public relations, advertising, marketing and communication programs to align fundraising, membership acquisition and retention, admission, groups' sales and facilities rental objectives with institutional priorities and operating budgets.
- Designed and managed advertising and marketing strategies to increase public support for the museum, resulting in over 6 million persons visiting

the Portland Art Museum with an estimated \$500 million impact on the state's economy.

1986 – 1994

Director of Development

THE DIXON GALLERY AND GARDENS, Memphis, TN

As Director of Development, managed development, membership, public relations/marketing, and special events in an ambitious environment of growth. Responsible for implementing the museum's first corporate sponsorship program to support exhibitions and programs; built, managed and tripled the membership database; developed the marketing and advertising programs; and coordinated all special events. Worked closely with the chairman of the board and executive director on a capital project to renovate the museum and successfully achieved more than \$8 million in new endowment support.

1982-1986

Senior Account Manager

CUSTOMER DEVELOPMENT CORPORATION, Peoria, IL

As a senior account manager for small start-up firm, managed a direct mail program for banks and financial institutions cross-selling financial products and services. Managed over 3 million pieces of direct mail annually for major clients in the mid-west region.

PROFESSIONAL MEMBERSHIPS AND RECOGNITIONS

- Member, Junior Leagues of Nashville, TN, Washington, D.C., Peoria, IL, Memphis, TN (1979 –1992)
- Board Member, Planned Parenthood, Nashville, TN (1988-1990)
- Member, National Society of Fundraising Executives (NSFRE)
- Board Member, Self Enhancement, Inc, Portland, OR (1995-1996)
- Supporter of Oregon Health Sciences University – Women's Health Center Campaign
- Achievement in the Arts Award – Marylhurst University, May 2004
- International Citizen Award – Oregon Consular Corps, January 2005
- Member, Oregon Women's Forum, 2004-2005
- CompassPoint Nonprofit Services – Interim Executive Director Training, San Francisco, Spring 2008

EDUCATION AND TRAINING

Vanderbilt University, Bachelor of Science (Mathematics Major), Magna Cum Laude, 1980.

Selected courses towards a Master of Business Administration (M.B.A.), American University

KNOWLEDGE BASED CONSULTING GROUP

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CLIVE B. JONES, Principal

Mr. Jones combines a technology background with expertise in market and trend analysis, development programming, and database marketing. These skills have been applied to attractions, hospitality, entertainment, and tourism industries worldwide. Assignments have included mixed-use real estate projects, hotels and destination resorts, local and National parks, commercial and educational attractions, entertainment retail, the cruise industry, cultural facilities, casinos, special events, tourism master plans, and destination marketing programs. A common denominator of these assignments is that they are market driven and focused on creating value. Many of the projects now serve as gathering places for local and regional residents as well as tourists.

Museums, Attractions, and Entertainment Retail

Mr. Jones has analyzed the market and prepared development programs for both domestic and international attractions. These include Mozarthaus in Vienna, the Museum of the City of San Francisco, a new Gold Rush attraction at Old Sacramento, and aquarium projects in Guam and Taiwan. Mozarthaus opened in January 2007 and met attendance and revenue expectations. At a national policy level, Mr. Jones has evaluated the impacts of user fees on museums, science centers, and zoos for the National Science Foundation. Commercial attraction projects include Great America, the Singapore Entertainment Center, Showcase Europe, Water Wonderland, and Gold Rush City. The role of entertainment retail is also an important element of many of his assignments, including PIER 39, Clarke Quay in Singapore, Konak Pier in Turkey, the Royal Hawaiian Shopping Center and other projects. His attraction experience includes:

PIER 39	Old Mint Museum	Beringer Wine Estates	Urban Slalom
Great America	Showcase Europe	SF Bay Center	Water Wonderland
Space Needle, Seattle	Chamorro Museum, Guam	Mozarthaus, Vienna	Guam Aquarium
Fisherman's Wharf, Macau	Frank L. Wright Museum	Nat'l Aquarium, Taiwan	Edinburgh Waterfront

In Japan and Europe he led seminars on the role of festival retail in renewing urban waterfronts

Hotels and Resorts

Clive has prepared market driven development programs and solicited investors and operators for major hotels, resorts and destination casinos throughout Asia-Pacific, the Americas, and Europe. His project experience includes:

Hualalai, Big Island	Marriott VCI, Phuket	Kaanapali, Maui	Snowmass at Aspen
Kapalua, Maui	Mauna Lani	Northstar	Harrah's, Reno/ Atlantic City
Hana Ranch, Maui	Palamanui, Hawaii	BeachWalk/Trump Tower	Tahoe Donner
Incline Village	Phoenix Resort, Japan	Hokua, Honolulu	Chateau Montebello
Las Vegas Sands, Macau	Tahoe Keys	Sheraton Walker Hill	Royal Lahaina

Hualalai received the Urban Land Institute Award of Excellence for resort development and was rated the finest resort in the US by Zagat and the finest resort in the Pacific Rim by Conde Nast. Its Four Seasons hotel is the best performing Four Seasons property in the world. Both Hokua and the Trump Tower high rise residential/ condo hotel projects set new records for real estate sales in Hawaii.

Recreation and Tourism Planning, Marketing and Development

Complementing his private sector experience, Mr. Jones has prepared tourism master plans and marketing/ investment strategies for national, local and state governments. These assignments include a national policy for rural tourism in the US, the Tourism Master Plan for New South Wales, Australia; a Tourism Action Plan for Puerto Rico, a product development plan for the Singapore Tourism Board, an evaluation of tourism opportunities in Bolivia, a winter tourism product development plan for the Canadian Tourism Commission, and tourism master plan for the Republic of Georgia. He has also analyzed the feasibility of major events including staging World Expositions in Buenos Aires, Charlotte, Hong Kong and San

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Francisco. He also prepared handbooks on database marketing for the Pacific Asia Travel Association (PATA), the strategic tourism marketing plan for Scottsdale, Arizona, and the Business Plan for the World Tourism Organization Business Council (WTOBC). For the US National Park Service, he provided market and economic planning for the South Rim Village at the Grand Canyon and for the Golden Gate National Recreation Area. Representative tourism and recreation industry clients include:

United States Travel and Tourism Admin.	Hong Kong Tourism Board	Tourism New South Wales
Commonwealth of Puerto Rico	Canadian Tourism Commission	State of California
Hong Kong Tourist Association	Port of San Diego	Singapore Tourism Board
Interamerican Development Bank	City of Scottsdale	Aerolinas Argentinas
San Francisco CVB	PATA	World Tourism Org.
National Park Service	U.S. Forest Service	City of San Francisco

For the cruise industry, Mr. Jones prepared passenger terminal and real estate development programs for new cruise terminals in San Juan, Santo Domingo, Singapore, and San Diego. He also analyzed the feasibility of coastal cruise operations along the Pacific Coast as well as a new Asia Pacific cruise line.

Investments

In many of his assignments, Mr. Jones assists developers and public agencies in identifying and soliciting investors and/or management companies for hotels, resort, attractions, and real estate projects. He is also a member of the Board of the PIPEline fund. This fund, Chaired by former Secretary of Transportation Norman Mineta, is focused on investing in real estate and infrastructure projects that combine providing public benefits with investment grade returns.

Associations

Mr. Jones is past Chair of both the Technology and Research Committees of the Pacific Asia Travel Association (PATA) and served on its Management Committee and Board. During that time, he prepared the Directions 2000 discussion paper for PATA and was interim manager of the PATA Intelligence Center. He started the PATA Issue Paper program and authored the first paper on "Applications of Database Marketing in the Tourism Industry". He was also part of the team that developed the PATA code for sustainable tourism. He also served the Board of the United Nations World Tourism Organization (UNWTO) Business Council and is a member of its Leadership Forum. He is a frequent speaker on tourism and development trends and technology.

Background

Mr. Jones was born in Wales. He received a BS degree in engineering physics and an MBA degree from the University of California at Berkeley. Upon graduation, he worked for Westinghouse Electric on assignments that included research for the defense department on the first power lasers as well as design work on the nuclear reactor for the USS Enterprise (AIW Core 3). He then moved on to the Jet Propulsion Laboratory in Pasadena to work for NASA on the space program. At JPL, his principal mission was an experiment to measure the thermal conductivity of the lunar surface as part of Surveyor 3, the first scientific exploration of the Moon. In a quite famous picture, Alan Bean of Apollo 14 walked over to and inspected the spacecraft.

After leaving the space program, he opened the San Francisco office of Economics Research Associates (ERA) and was a Senior Vice President with ERA for over 25 years.

For additional information and to download copies of issue papers and speeches see the KBCG website at www.knowbased.net

FINANCIAL MATERIALS_TABLES

b. Pro Forma

SFMAP OPERATING COSTS (\$000)

SFMAP Employees	
Full Time	30
Part Time	15
Average Annual Wage (\$000/yr)	
Full Time	\$55
Part Time	\$35
Total Labor Budget	\$2,175
Labor as Percent of Total Operating Cost	55%
Total Operating Cost	\$4,000
Operating Cost per Employee	\$ 88,889
Operating Cost Per Attendee	\$8.12
Operating Cost per gross square foot of museum space	\$ 93.02
Property Management of Theater and Great Hall/ Atrium	\$ 1,260
Total SFMAP Operating Costs	\$5,260

Source: KBCG

b. Pro Forma

EVALUATION OF SOURCES OF OPERATING FUNDS - SFMAP (\$000)

Area Category	Annual Revenue	% to SFMAE	Amount	Assumptions
Museum				
Admissions	\$ 6,734	100%	\$ 6,734	d. Ticket Mix
Merchandise	\$ 1,971	50%	\$ 986	d. Per Capita Expenditures at Museum
Special Exhibitions	\$ 246	50%	\$ 123	d. Per Capita Expenditures at Museum
Entertainment and Special Events	\$ 875	85%	\$ 744	2 fund raising events @ \$250,000 and 50 private events @ \$7,500
Theater				
Ticket and Related Revenue	\$ 9,293	15%	\$ 1,394	d. Per Capita Expenditures at Theater
Great Hall and Atrium				
Retail Space Rentals	\$ 748	100%	\$ 748	d. Retail Rental Income
F & B Space Rentals	\$ 245	100%	\$ 245	d. Food and Beverage Rental Income
Other Sources				
Corporate/ Ongoing Sponsors	\$ 500	100%	\$ 500	Lump sum target
Licensing	\$ 50	100%	\$ 50	Lump sum target
Internet/ External Sales	\$ 200	30%	\$ 60	Lump sum target
Total Sources of Operating Funds	\$ 20,864		\$ 11,585	

Total Paid Attendance

812,048

Source: KBCG

b. Pro Forma

CASH FLOW ANALYSIS BEFORE FINANCING - SFMAP (\$000)

Inflation: 2%

	Total	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
SOURCES OF FUNDS														
Admissions	\$ 78,967	\$ -	\$ -	\$ -	\$ 7,861	\$ 7,289	\$ 7,435	\$ 7,584	\$ 7,736	\$ 7,890	\$ 8,048	\$ 8,209	\$ 8,373	\$ 8,541
Merchandise	\$ 11,557	\$ -	\$ -	\$ -	\$ 1,151	\$ 1,067	\$ 1,088	\$ 1,110	\$ 1,132	\$ 1,155	\$ 1,178	\$ 1,201	\$ 1,225	\$ 1,250
Special Exhibitions	\$ 1,432	\$ -	\$ -	\$ -	\$ 131	\$ 133	\$ 136	\$ 139	\$ 142	\$ 144	\$ 147	\$ 150	\$ 153	\$ 156
Entertainment and Special Events	\$ 8,721	\$ -	\$ -	\$ -	\$ 868	\$ 805	\$ 821	\$ 838	\$ 854	\$ 871	\$ 889	\$ 907	\$ 925	\$ 943
Theater Participation Revenue	\$ 15,403	\$ -	\$ -	\$ -	\$ 1,533	\$ 1,422	\$ 1,450	\$ 1,479	\$ 1,509	\$ 1,539	\$ 1,570	\$ 1,601	\$ 1,633	\$ 1,666
Retail Space Rentals	\$ 9,087	\$ -	\$ -	\$ -	\$ 748	\$ 818	\$ 843	\$ 869	\$ 896	\$ 924	\$ 952	\$ 981	\$ 1,012	\$ 1,043
F & B Space Rentals	\$ 2,825	\$ -	\$ -	\$ -	\$ 245	\$ 253	\$ 261	\$ 269	\$ 277	\$ 286	\$ 295	\$ 304	\$ 313	\$ 323
Corporate/ Ongoing Sponsors	\$ 5,810	\$ -	\$ -	\$ -	\$ 531	\$ 541	\$ 552	\$ 563	\$ 574	\$ 586	\$ 598	\$ 609	\$ 622	\$ 634
Licensing	\$ 581	\$ -	\$ -	\$ -	\$ 53	\$ 54	\$ 55	\$ 56	\$ 57	\$ 59	\$ 60	\$ 61	\$ 62	\$ 63
Internet/ External Sales	\$ 697	\$ -	\$ -	\$ -	\$ 64	\$ 65	\$ 66	\$ 68	\$ 69	\$ 70	\$ 72	\$ 73	\$ 75	\$ 76
Total Sources of Operating Funds	\$135,080	\$ -	\$ -	\$ -	\$ 13,185	\$ 12,448	\$ 12,709	\$ 12,975	\$ 13,246	\$ 13,524	\$ 13,808	\$ 14,097	\$ 14,393	\$ 14,695
Expenses														
Startup Marketing and Staff Training Allowance	\$ 700	\$ -	\$ -	\$ 300	\$ 400									
Operating Expenditures	\$ 46,480	\$ -	\$ -	\$ -	\$ 4,245	\$ 4,330	\$ 4,416	\$ 4,505	\$ 4,595	\$ 4,687	\$ 4,780	\$ 4,876	\$ 4,973	\$ 5,073
SF Parks and Rec Lease Payments	11% \$ 8,997	\$ -	\$ -	\$ -	\$ 892	\$ 830	\$ 847	\$ 864	\$ 881	\$ 899	\$ 918	\$ 936	\$ 955	\$ 975
Operating Profit	\$ 78,903	\$ -	\$ -	\$ (300)	\$ 7,649	\$ 7,289	\$ 7,446	\$ 7,606	\$ 7,770	\$ 7,938	\$ 8,110	\$ 8,285	\$ 8,464	\$ 8,647
End Value Capitalization	10% \$ 86,473	\$ -	\$ -	\$ -										\$ 86,473
Development Costs														
Site Improvements	\$ 2,161	\$ 216	\$ 864	\$ 1,080										
New Construction	\$ 12,626	\$ -	\$ 6,313	\$ 6,313										
Tenant Improvements	\$ 14,408	\$ -	\$ 1,441	\$ 12,967										
Subtotal	\$ 29,195	\$ 216	\$ 8,618	\$ 20,361										
General Conditions and Contingency	\$ 6,169		\$ 1,851	\$ 4,318										
Required Improvements	\$ 17,972		\$ 12,580	\$ 5,392										
Escalation	\$ 5,305		\$ 3,713	\$ 1,591										
Subtotal	\$ 58,640	\$ 216	\$ 26,762	\$ 31,662										
Development Contingency	\$ 1,800			\$ 1,800										
Total Soft Costs:	\$ 6,044	\$ 1,209	\$ 2,418	\$ 2,418										
Subtotal	\$ 66,484	\$ 1,425	\$ 29,180	\$ 35,879										
Preopening/ Working Capital	\$ 300			\$ 300										
Reinvestment Allowance	5% \$ 10,801								\$ 662	\$ 676	\$ 690	\$ 705	\$ 720	\$ 7348
Total Investment	\$ 77,585	\$ 1,425	\$ 29,180	\$ 36,179	\$ -	\$ -	\$ -	\$ -	\$ 662	\$ 676	\$ 690	\$ 705	\$ 720	\$ 7,348
Total Uses of Funds	\$133,762	\$ 1,425	\$ 29,180	\$ 36,479	\$ 5,537	\$ 5,159	\$ 5,263	\$ 5,368	\$ 6,138	\$ 6,262	\$ 6,388	\$ 6,517	\$ 6,649	\$ 13,396
Capital Improvement Funds														
Goldman Sachs, Parnassas Fund, Chevro	\$ 37,000	\$ 2,000	\$ 25,000	\$ 10,000										
Sale of Historic Tax Credits to Chevron	\$ 12,666		\$ 5,682	\$ 6,984										
Grants and Sponsorship Offsets	\$ 15,000	\$ 1,000	\$ 6,000	\$ 8,000										
Net Cash Flow	\$152,457	\$ 1,575	\$ 7,502	\$ (11,495)	\$ 7,649	\$ 7,289	\$ 7,446	\$ 7,606	\$ 7,108	\$ 7,262	\$ 7,419	\$ 7,580	\$ 7,744	\$ 87,772
Cumulative Cash Flow		\$ 1,575	\$ 9,077	\$ (2,418)	\$ 5,230	\$ 12,519	\$ 19,965	\$ 27,571	\$ 34,679	\$ 41,941	\$ 49,360	\$ 56,940	\$ 64,684	\$ 152,457

Source: KBCG

b. Pro Forma

SFMAP CASH FLOW ANALYSIS WITH FINANCING

Palace of Fine Arts

Development Assumptions:			
Inflation:		2%	
Total Size Requirement	(Square Feet)		143,996
Cost Estimates: (\$000)			Per SF
Total Construction		\$ 12,626	\$ 88
Tenant Improvements		\$ 14,408	\$ 100
Subtotal		\$ 29,195	\$ 203
Total Soft Costs:		\$ 6,044	\$ 42
Subtotal		\$ 66,484	\$ 462
Preopening/ Working Capital		\$ 300	\$ 2
Total Costs		<u>\$ 66,784</u>	\$ 464
Construction Financing		<u>\$ 3,883</u>	\$ 27
Total Development Cost:		\$ 70,667	\$ 491
Amount of Development Cost Financed: (%)	50.0%	Total	\$34,621
Year Four Debt Cover Ratio	3.4		
Long Term Financing Rate	5.00%		
Terms in Years	30		
Construction Interest Rate	6.0%		
Project Capitalization Rate	10%		

<u>FINANCING COMPUTATION</u>	Total	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Loan Balance					\$ 34,621	\$ 34,100	\$ 33,553	\$ 32,978	\$ 32,375	\$ 31,742	\$ 31,077	\$ 30,378	\$ 29,645	\$ 28,875
Annual Debt Service	\$ 22,521				\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252
Interest Payment	\$ 15,967				\$ 1,731	\$ 1,705	\$ 1,678	\$ 1,649	\$ 1,619	\$ 1,587	\$ 1,554	\$ 1,519	\$ 1,482	\$ 1,444
Retirement of Principal	\$ 6,554				\$ 521	\$ 547	\$ 575	\$ 603	\$ 633	\$ 665	\$ 698	\$ 733	\$ 770	\$ 808
Capitalized Value	\$ 86,473													\$ 86,473
<u>SOURCES OF FUNDS</u>														
Borrowing	\$ 34,621	\$ 15,070	\$ 19,551											
Net Operating Income	\$ 78,903	\$ -	\$ (300)	\$ 7,649	\$ 7,289	\$ 7,446	\$ 7,606	\$ 7,770	\$ 7,938	\$ 8,110	\$ 8,285	\$ 8,464	\$ 8,647	
Terminal Value Net of Debt	\$ 58,406													\$ 58,406
Total	\$ 171,930	\$ 15,070	\$ 19,251	\$ 7,649	\$ 7,289	\$ 7,446	\$ 7,606	\$ 7,770	\$ 7,938	\$ 8,110	\$ 8,285	\$ 8,464	\$ 8,647	
<u>USES OF FUNDS</u>														
Development Cost	\$ 66,784	\$ 1,425	\$ 29,180	\$ 36,179										
Construction Interest	\$ 3,883	\$ 961	\$ 2,922											
Reinvestment Allowance	\$ 10,801			\$ -	\$ -	\$ -	\$ -	\$ 662	\$ 676	\$ 690	\$ 705	\$ 720	\$ 7348	
Annual Debt Service	\$ 22,521			\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,252	
Total	\$ 103,989	\$ 1,425	\$ 30,141	\$ 39,101	\$ 2,252	\$ 2,252	\$ 2,252	\$ 2,914	\$ 2,928	\$ 2,943	\$ 2,957	\$ 2,972	\$ 9,600	
Cash Flow Before Capital Sources	\$ 67,941	\$ (1,425)	\$ (15,070)	\$ (19,851)	\$ 5,396	\$ 5,036	\$ 5,193	\$ 5,354	\$ 4,856	\$ 5,010	\$ 5,167	\$ 5,328	\$ 5,492	\$ 57,453
Capital Sources	\$ 54,666	\$ 3,000	\$ 36,682	\$ 14,984	\$ -									
Annual Cash Flow	\$ 122,607	\$ 1,575	\$ 21,611	\$ (4,866)	\$ 5,396	\$ 5,036	\$ 5,193	\$ 5,354	\$ 4,856	\$ 5,010	\$ 5,167	\$ 5,328	\$ 5,492	\$ 57,453
CUMULATIVE CASH FLOW		\$ 1,575	\$ 23,187	\$ 18,320	\$ 23,717	\$ 28,753	\$ 33,947	\$ 39,301	\$ 44,156	\$ 49,166	\$ 54,333	\$ 59,661	\$ 65,153	\$ 122,607

Source: KBCG

c. Overall Budget

ORDER OF MAGNITUDE COST ESTIMATE

Palace of Fine Arts

Project Component	Quantity	Unit Price per Square Foot	Total Budget	2015	2016	2017
Site Improvements			\$ 2,160,790	10%	40%	50%
New Construction			\$ 12,626,076		50%	50%
Tenant Improvements			\$ 14,408,150		10%	90%
Total Building and Site Costs			\$ 29,195,016			
General Conditions and Contingency			\$ 6,168,869		30%	70%
Required Improvements			\$ 17,971,742		70%	30%
Escalation			\$ 5,304,583		70%	30%
Subtotal			\$ 58,640,210			
Development Contingency	3%		\$ 1,800,000			100%
Subtotal			\$ 60,440,210			
Total Soft Costs:	10%		\$ 6,044,000	20%	40%	40%
Total			\$ 66,484,210			
Average Per Gross Square Foot		\$ 462				

Source: Nibbi Construction, SOM, KBCG

d. Market Justification

SFMAP ATTENDANCE AND SPENDING ESTIMATES

Palace of Fine Arts

Market Source	Market Size (in millions)	Market Penetration Rate	Number of Visits	Net Penetration Rate	Attendance (000)	% of Attendance
Residents						
Primary	0.85	4.0%	1.3	5.2%	44.2	9%
Secondary	6.55	2.5%	1.1	2.8%	180.1	37%
Subtotal	7.40				224.3	46%
Tourists						
Staying in SF Hotels	3.48	3.0%	1.0	3.0%	104.3	21%
Staying Elsewhere in SF	1.28	3.0%	1.0	3.0%	38.3	8%
Staying Elsewhere in Bay Area	7.32	1.0%	1.0	1.0%	73.2	15%
Subtotal	12.07				215.7	44%
SFMAP Induced Tourists @ 5%		100.0%	1.0	100.0%	10.8	2%
Subtotal	12.07				226.5	46%
School Group Market	0.70	6.0%	1.0	6.0%	42.0	9%
Total Paid Attendance					492.8	100%
Per Capita Spending					\$ 18.17	
On-Site Expenditures (000)					\$ 8,952	

Economic Impact	Visitors (000)	Added Length of Stay (in days)	Added Visitor Days (000)	Expenditure per Capita per Day	Added Expenditures (\$ 000) in Bay Area
Existing Tourists	215.7	0.3	65	\$130	\$8,412.1
Induced Tourists	10.8	4.0	43	\$160	\$6,902.2
Total			108		\$15,314.3

Source: KBCG

d. Market Justification

Palace of Fine Arts Design Parameters

Design Day Planning Criteria

Peak in Grounds Analysis		
		2018
Estimated SFMAP Attendance		492,800
Peak Month Attendance @	14%	68,992
Peak Weekly Attendance	22.6%	15,579
Peak Day Attendance	20%	3,116
Design-Day Attendance	90%	2,804
Peak In-SFMAP Attendance	35%	982

Merchandise Facilities

Merchandise		
		2018
Projected SFMAP Attendance		492,800
Per Capita Merchandise Expenditures		\$6.00
Estimated Sales to SFMAP Visitors		\$2,957,000
Estimated Sales to Theater and Atrium Visitors		\$8,871,000
Total Retail Sales		\$11,828,000
(\$/sf)	\$ 500	
Square Feet of Retail Space		23,700

Source: KBCG

Food and Beverage		
		2018
Peak in-SFMAP Attendance		982
Maximum Hourly F & B Demand	25%	245
Number of Seats Required		
Restaurant (.75 turns per hour)	50%	160
Cafe (1.5 turns per hour)	50%	80
Total Seats		240
Space per seat	20	
Square feet of Food and Beverage		4,800

SFMAP Area Requirements (sq. ft.)		
		2018
Peak in Center Attendance		982
Exhibit Space per person during peak in SFMAP		58
Visitor Area		57,000
Non-Visitor / Support Areas		3,000
Total Area		60,000

Parking		
		2018
(Peak-in Grounds plus 10 percent)	110%	1,080
Arrivals by Auto (percent)	65%	700
Parties arriving by Auto	3.2	220
Employee Spaces	10%	20
Total Parking Spaces		240

d. Market Justification
Ticket Mix for SFMAP

Ticket Type	Percent of Attendance	Attendance	Admission Price	Discounting	Net Revenue (\$000)	Visits per Ticket	Individual Buyers	Average Price Per Visit
Single Day								
Adult	45%	221,760	\$ 25.00	15%	\$ 4,005,540	1	221,760	\$ 21.25
Youth and Senior	20%	98,560	\$ 15.00	15%	\$ 1,068,144	1	98,560	\$ 12.75
Family	11%	54,208	\$ 60.00	5%	\$ 733,841	4	13,552	\$ 14.25
Annual Pass/ Member								
Adult	10%	49,280	\$ 75.00	0%	\$ 616,000	6	8,213	\$ 12.50
Youth and Senior	5%	24,640	\$ 45.00	0%	\$ 184,800	6	4,107	\$ 7.50
Group Sales (Schools, etc)	9%	42,000	\$ 3.00	0%	\$ 126,000	1	42,000	\$ 3.00
Total	100%	492,800			\$ 6,734,325		388,192	
Average Admission Revenue					\$ 13.67			

Source: KBCG

d. Market Justification

PER CAPITA EXPENDITURES AT SFMAP MUSEUM

	Average	Total Revenue (\$000)	SFMAP Share	Amount to SFMAP (\$000)
Average Admission Rev.	\$ 13.67	\$ 6,734	100%	\$ 6,734
Merchandise	\$ 4.00	\$ 1,971	50%	\$ 986
Special Exhibitions	\$ 0.50	\$ 246	50%	\$ 123
Total	\$ 18.17	\$8,952		\$ 7,843

Source: KBCG

d. Market Justification
PER CAPITA EXPENDITURES AT SFMAP THEATER
Palace of Fine Arts

Market Support	Market Size	Penetration Rate	Number of Visits	Attendance
Resident Market				
Primary	850,000	2.5%	1.0	21,250
Secondary	6,550,000	1.0%	1.0	57,000
Subtotal				78,250
Tourist Market				
Domestic	8,066,500	1.0%	1.0	80,665
International	4,000,000	2.5%	1.0	100,000
Subtotal	12,066,500	1.5%		180,665
Induced Tourists @ 0.5%		100%	1.0	60,333
Total				319,248
Daily Average				1,330
Average per Show/ Event				998
Supportable Seats				1,247
Theater Revenue				
Mix of Events	Percent	Number per Year	Ticket Price	Revenue
Main Show	60%	150	\$ 40	\$ 5,985,891
Lifelong Learning Events	30%	75	\$ 20	\$ 1,496,473
Other	10%	15	\$ 40	\$ 598,589
				\$ 8,080,952
Programs and Merchandise	15%			\$ 1,212,143
Total Revenue				\$ 9,293,095

d. Market Justification

SFMAP Retail Rental Income (\$000)

Operating Assumptions:	
Inflation:	2.0%
Total leasable retail space (SF):	23,000
Full service annual rent/SF	\$30.00
Annual operating expense/SF	\$3.00
Vacancy rate in first year:	10.0%
Vacancy rate in all other years:	5.0%
Tenant Improvement Allowances	Incl

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Inflation		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Lease Rate Escalation		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Gross Leasable Area - SF	23,000	-	-		23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Net Leasable Area	100%	-	-	-	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Average Annual Occupancy Rate		0.0%	0.0%	0.0%	90%	95%	95%	95%	95%	95%	95%	95%	95%
Occupied Space		-	-	-	20,700	21,850	21,850	21,850	21,850	21,850	21,850	21,850	21,850
Average Rent/ Square Foot/ Year		\$36.00	\$37.08	\$38.19	\$39.34	\$40.52	\$41.73	\$42.99	\$44.28	\$45.60	\$46.97	\$48.38	\$49.83
Operating Results (\$000)													
Rental Revenues			\$ -	\$ -	\$ 814	\$ 885	\$ 912	\$ 939	\$ 967	\$ 996	\$ 1,026	\$ 1,057	\$ 1,089
Operating Expenses													
Administrative & General	\$ 3.00		-	-	66	67	69	70	71	73	74	76	77
Total Operating Expenses			\$ -	\$ -	\$ 66	\$ 67	\$ 69	\$ 70	\$ 71	\$ 73	\$ 74	\$ 76	\$ 77
NET OPERATING INCOME			\$ -	\$ -	\$ 748	\$ 818	\$ 843	\$ 869	\$ 896	\$ 924	\$ 952	\$ 981	\$ 1,012

Source: KBCG

2027
2.0%
1.0%
23,000
23,000
95%
21,850
\$51.33
\$ 1,122
79
\$ 79
\$ 1,043

d. Market Justification

Food and Beverage Rental Income (\$000)

Operating Assumptions:	
Inflation:	2.0%
Total leasable F&B space (SF):	7,000
Full service annual rent (SF):	\$35.00
Annual operating expense (SF):	\$3.00
Vacancy rate in first year:	0.0%
Vacancy rate in all other years:	0.0%
Tenant Improvement Allowances	Incl.

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Inflation		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Lease Rate Escalation		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Gross Leasable Area - Square Feet	7,000	0	0	0	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000
Net Leasable Area	100%	0	0	0	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000
Average Annual Occupancy Rate					100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Occupied Space		-	-	-	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Average Rent Per Square Foot Per Year		\$35.00	\$36.05	\$37.13	\$38.25	\$39.39	\$40.57	\$41.79	\$43.05	\$44.34	\$45.67	\$47.04	\$48.45	\$49.90

Operating Results (\$000)														
Revenues			\$ -	\$ -	\$ 268	\$ 276	\$ 284	\$ 293	\$ 301	\$ 310	\$ 320	\$ 329	\$ 339	\$ 349
Operating Expenses														
Administrative & General	\$ 3.00		-	-	22	23	23	24	24	25	25	26	26	27
Total Operating Expenses	\$ 3.00		\$ -	\$ -	\$ 22	\$ 23	\$ 23	\$ 24	\$ 24	\$ 25	\$ 25	\$ 26	\$ 26	\$ 27
NET OPERATING INCOME			\$ -	\$ -	\$ 245	\$ 253	\$ 261	\$ 269	\$ 277	\$ 286	\$ 295	\$ 304	\$ 313	\$ 323

Source: KBCG

LIFELONG LEARNING

We have had discussions with Dr. Geoffrey Thomas, former President of Kellogg College at the University of Oxford (England) and Director of their Dept. of Continuing Education about bringing his Lifelong Learning program to the USA. As outlined by Dr. Thomas below, Oxford pioneered the concept of continuing education back in the 1700's. Per Dr. Thomas:

“Oxford was one of the pioneers of the University Extension movement in the United Kingdom. In recent years the Department has grown very considerably, and now every year more than 16,500 people join one or more of our 640 courses. Our students may be members of the public who wish to study a subject out of general interest or for personal satisfaction, members of professional groups or business organisations who wish to update their professional knowledge and skills, or participants in our increasingly large number of courses for international groups.

We offer a large number of short courses and high profile lectures every year. Courses last from one day to several weeks; the residential courses are held in Oxford, but other part-time courses are also held in a large number of other centres.

These programs serve targeted segments of international visitors and the local community by bringing in high-profile professors, performing artists, public figures, and the like for non-degree classes, professional certificate programs, and seminars.

They have started to expand their reach. In 2003, Kellogg College reached an agreement with the Cunard Company, to provide academic programs on the Queen Mary 2. It was seen as an interesting and imaginative initiative. Following the launch of the ship in January 2004, and the inception of the Oxford Discovery program on each of the transatlantic voyages, the initiative has proved highly successful – in securing high quality speakers from within Oxford and from elsewhere, and attracting large audiences on each voyage...Between January and September 2004, the first season of Oxford lectures on board the Queen Mary 2 saw 86 speakers delivering 344 lectures to a total audience of 38,176 individuals. Responses to the Oxford lectures, including those given by departmental colleagues, and by other speakers such as Kate Adie, Peter Kemp, Simon Jenkins, Mark Lawson, Lord Puttnam and P.D James, were extremely positive.”

Kellogg College also has started a rather extensive new continuing education program in China and long running programs organized in partnership with the University of California at Berkeley, the Smithsonian Institution, the University of Chicago, Duke University, the University of North Carolina, Chapel Hill, and New York University.

Dr. Thomas brings some 30 years experience in running an education tourism program, a great outreach to headline professors, public figures, and performers, and a database of many thousands of people who have participated in their programs (Some celebrity participants include Danielle Steele and Jessica McClintock). There is also an association of Friends of Kellogg College active throughout the US. Obviously the Kellogg Foundation is a principal benefactor, and Robert Saldich, ex CEO of Raychem, is head of the college's support group in the Bay Area. He has been Vice Chair of the Commonwealth Club. We see the use of the SFMAP Theater as a great opportunity for this type of program.

LETTERS OF SUPPORT

May 19, 2015

Phil Ginsburg
General Manager
San Francisco Recreation & Park Department
McLaren Lodge
501 Stanyan Street
San Francisco, CA 94117

bay.org

The Embarcadero at
Beach St.
San Francisco, CA
94133
Phone: 415.623.5300

Dear Phil,

bay.org is pleased to provide this letter in support of the concept for the San Francisco Museum at the Palace (SFMAP), proposed for the Palace of Fine Arts. The San Francisco Museum at the Palace endeavors to tell the many little-known stories of this great city, the Bay Area, and the extraordinary intersection of nature and culture that our region typifies.

We recognize the value and importance of protecting and conserving the San Francisco Bay watershed, from the Sierra to the sea, so that it may continue to provide nature's benefits for California now and in the future. Implicit in this vision is an understanding of the need for a more unified and innovative approach to promoting healthy ecosystems in the region, as well as the development of a credible and accessible entity that can educate, connect, and motivate diverse stakeholders.

The location of the Palace of Fine Arts, at the city's northern waterfront and in close proximity to the public spaces of Crissy Field, Marina Green, and Fort Mason, provides a very fitting site for the key exhibit envisioned by the SFMAP, *Crown Jewel*. This exhibit would explore the origins, ecology and changing nature of San Francisco Bay, and the accomplishments and failures of the people who have lived and continue to live beside it. Here visitors would explore ideas to accommodate human needs and preserve as much of San Francisco Bay as time and nature will allow. A diverse portfolio of additional programs, presented in the SFMAP submission, would provide a broad and content-rich presentation of the Bay Area's history and resources and the relationship between people and place that defines so much of our local culture.

For these reasons, bay.org supports this public-serving concept.

Sincerely,



John Frawley
President and CEO
bay.org

bay.org's mission is to protect, restore and inspire conservation of San Francisco Bay and its watershed, from the Sierra to the sea.





PARKS FOR ALL FOREVER™

May 13, 2015

Phil Ginsburg
General Manager
San Francisco Recreation & Park Department
McLaren Lodge
501 Stanyan Street
San Francisco, CA 94117

Dear Phil:

The Golden Gate National Parks Conservancy is pleased to provide this letter in support of the concept for the San Francisco Museum at the Palace (SFMAP), proposed for the Palace of Fine Arts. The San Francisco Museum at the Palace endeavors to tell the many little-known stories of this great city, the Bay Area, and the extraordinary intersection of nature and culture that our region typifies.

The goal to share the story of San Francisco and the Bay Area is a strong complement to the mission of the Golden Gate National Parks Conservancy – serving visitors from local communities and around the world who come to enjoy the best of the Bay Area’s nature and history at iconic destinations such as Alcatraz, the Presidio, Golden Gate Bridge, Muir Woods, Lands End and many other sites.

The location of the Palace of Fine Arts, at the city’s northern waterfront and in close proximity to the public spaces of Crissy Field, Marina Green and Fort Mason, provides a very fitting site for the key exhibit envisioned by the SFMAP, *Crown Jewel*. This exhibit would explore the origins, ecology and changing nature of San Francisco Bay and the accomplishments and failures of the people who have lived and continue to live beside it. Here visitors would explore ideas to accommodate human needs and preserve as much of San Francisco Bay as time and nature will allow. A diverse portfolio of additional programs, presented in the SFMAP submission, would provide a broad and content-rich presentation of the Bay Area’s history and resources and the relationship between people and place that defines so much of our local culture.

For these reasons, the Parks Conservancy supports this public-serving concept.

Sincerely,

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Doug Overman
Executive Vice President,
Government & Community Relations

May 21, 2015

Mr. Phil Ginsburg, General Manager
San Francisco Recreation & Park Department
McLaren Lodge - 501 Stanyan Street
San Francisco, CA 94117

Dear Mr. Ginsburg,

As residents neighboring the Palace of Fine Arts, we are very keenly aware of the impact and importance of selecting the best use concept for the long-term tenant at the *Palace of Fine Arts*. As both a Landmark site and in the National Registry of Historic Places it remains one of San Francisco's most unique properties --- important to the immediate neighborhood, to all of The City, to the State of California; and, indeed, to travelers from all over the world!

The Lyon Street Corridor Neighbors would like to express our interest in supporting the *San Francisco Museum at the Palace (SFMAP)* Concept Proposal as a community inclusive, public serving and educationally focused concept for the redevelopment of the historic and iconic Palace of Fine Arts. We feel that this proposed concept, in particular, will create an exciting and interactive 'destination' attraction that achieves the goals as outlined by the San Francisco Recreation & Park Department, is well suited to our neighborhood and celebrates the San Francisco Bay and Community at large!

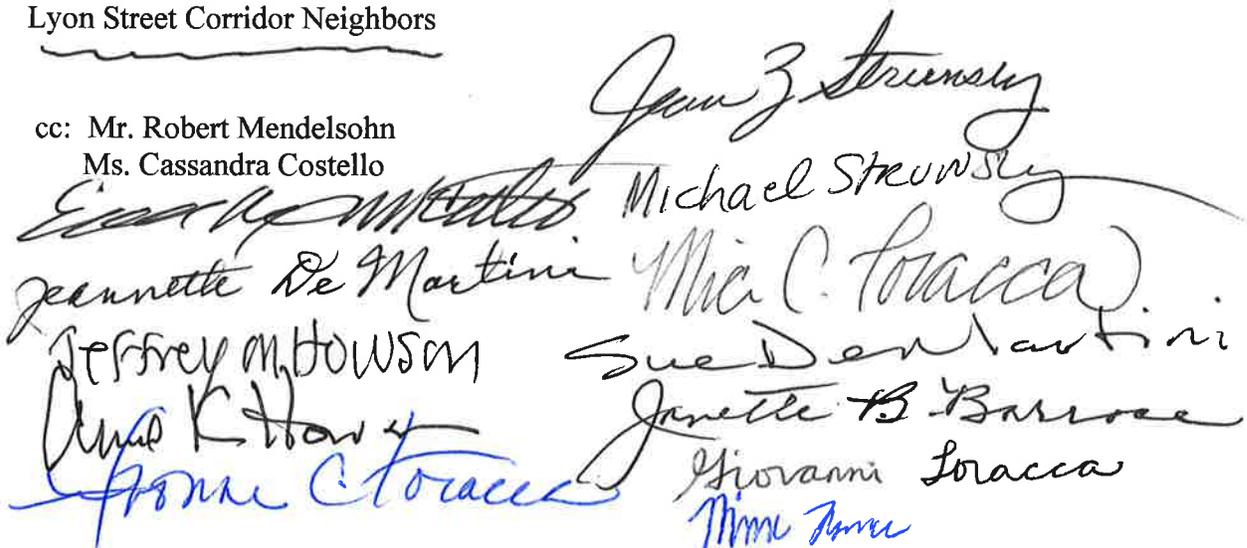
The SFMAP concept provides a platform where the San Francisco and Bay Area *untold* stories can be communicated through several creative and engaging formats. We are excited that SFMAP is embracing the themes and incorporating the significant design concepts from the *Panama Pacific International Exposition*, such as the *Tower of Jewels* and the focus on innovation – *Tower of Innovation – City on the Edge*. We are also pleased to see the outreach to the local community via the *Resident Associates at the Palace (RAP)* program; and the educational inspiration provided through *Hands on, Garage for Kids* and the *Learning Center*.

We are looking forward to welcoming SFMAP to the neighborhood!

Sincerely,

Lyon Street Corridor Neighbors

cc: Mr. Robert Mendelsohn
Ms. Cassandra Costello

A collection of handwritten signatures in various colors (black, blue, red) and styles, including cursive and print. The names are arranged in several rows, overlapping each other. Some legible names include: Jan Z. Stronsky, Michael Stronsky, Jennette De Martini, Jeffrey M. Howson, Anne K. Howson, Franca C. Toracca, Mia C. Toracca, Sue De Martini, Janette B. Barroca, Giovanni Toracca, and Mike Jones.

Guardians of the City



San Francisco
Museum and Memorial
Safety Learning Center

May 21, 2015

Mr. Phil Ginsburg, General Manager
San Francisco Recreation and Parks Department
McLaren Lodge-Golden Gate Park
501 Stanyan St.
San Francisco, CA 94117

Dear Mr. Ginsburg,

The Guardians of the City is honored to be invited to join your consortium as you develop the concept of the San Francisco Museum At the Palace (SFMAP). We feel this is an excellent venue that is both a significant historical edifice in its own right, but is the right location to host the museum of the City's Untold Story.

The mission of the Guardians of the City is to preserve the rich history and heritage of San Francisco's emergency services which include the Fire Department, Police Department, Sheriff's Department, and Emergency Management. Since its founding in 2012, the Guardians of the City have embarked on a quest to develop an adequate Museum and Learning Center where artifacts and apparatus could be on public display. The Learning Center provides a venue to expose generations of young and young at heart, elements of law enforcement and fire service history such as the 1906 Earthquake and Fire, 1989 Loma Prieta Earthquake, Lily Hitchcock Coit, and numerous other notable incidents, people, and places the public would not otherwise be able to experience.

We applaud the concept that this is not a "static" museum per se, with artifacts on display solely behind glass. Telling the story of 19th Century fireman, rushing down San Francisco's hills with their horse drawn steamers calls for an active oratory. The idea of an earthquake simulation theater is especially important to all of the collective emergency agencies, since it is the central subject matter of disaster preparedness training and outreach.

The Guardians of the City are prepared to develop our part in this concept. We hope those that are scoring the initial process will find the proposal contains elements that will satisfy both the community's need for a viable tenant at the Palace of Fine Arts, and the commitment by the City to preserve its history like no other venue could.

Sincerely,

James J. Lee, SFFD (Ret.)
Chair, GOTC

cc. Chief Joanne Hayes-White, San Francisco Fire Department
Chief Gregory Suhr, San Francisco Police Department
Sheriff Ross Mirkarimi, San Francisco Sheriff's Department
Executive Director Anne Kronenberg, San Francisco Dept. of Emergency Management
Supervisor Mark Farrell, Board of Supervisors of District 2



David Stone
President

Chevron TCI, Inc.
345 California Street, 30th Floor
San Francisco, CA 94104
Tel 415 733-4626
Fax 415 733-4591
DaveStone@chevron.com
ChevronTCI@chevron.com

May 20, 2015

Mr. Phil Ginsburg
General Manager
San Francisco Recreation & Park Department
McLaren Lodge
501 Stanyan Street
San Francisco, CA 94117

Re: San Francisco Museum at the Palace

Dear Mr. Ginsburg,

We are writing to you to express our interest in supporting the proposed San Francisco Museum at the Palace (“SFMAP”), as a public-serving and educationally focused concept for the redevelopment of the historic and iconic Palace of Fine Arts. We understand that the Palace of Fine Arts is listed on the National Register of Historic Places, and as such may be considered a qualified rehabilitation and eligible for the federal historic tax credit. We would like to confirm our interest in this potential historic tax credit investment opportunity.

As you know, Chevron Corporation (with its affiliates, “Chevron”) is a Fortune 100 company with revenues in excess of \$200 billion and net income that exceeded \$19 billion in 2014. Over the years, we have played a leading role and functioned as a strong financial partner in the successful redevelopment of more than 300 tax credit projects.

Chevron has invested in all categories of historic rehabilitation projects. We have continued to adapt our investment practices to the project and developer’s needs in an ever-changing industry. This flexibility and continued market leadership have allowed us to utilize all types of investment structures ranging from traditional partnerships to cutting-edge partnership lease structures that allow the rehabilitation tax credits to pass through to Chevron.

We are very excited about the prospect of working with the SFMAP team to help create an exciting interactive educational environment, while preserving the architectural significance of Bernard Maybeck’s work and where the San Francisco and Bay Area *untold* stories can be shared through several creative and engaging formats including the *City on the Edge - Tower of Innovation* and *Crown Jewel* gallery.

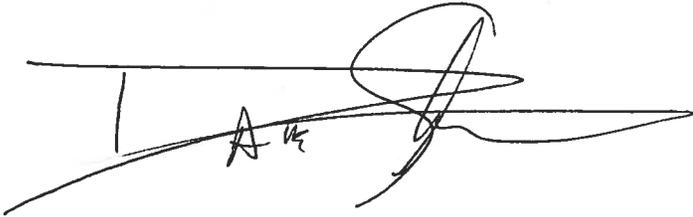
Mr. Phil Ginsburg
San Francisco Recreation & Park Dept.
May 20, 2015
Page 2

Chevron also believes that a robust supply of workers educated and trained in STEM (science, technology, engineering, and math) disciplines leads to growth not only for our business but for our partners and the communities where we operate. We applaud the fact that SFMAP includes a hands-on “garage for kids” concept that promotes critical thinking and decision-making by teaching them how to analyze problems and build solutions tapping into our rich San Francisco and Bay Area community of innovators.

We are looking forward to an opportunity to work with the SFMAP team as a partner in the redevelopment of this iconic structure, while fulfilling the vision of creating a platform for this storytelling and educational opportunity!

Should you have any questions, please feel free to call me.

Sincerely,

A handwritten signature in black ink, appearing to read "Phil Ginsburg". The signature is stylized with a large, looped "G" and a long horizontal stroke extending to the right. The name "Phil" is written in a smaller, cursive script above the main signature line.