

# nibbi*news*

The Official Publication of Nibbi Brothers General Contractors | Winter 2011/Spring 2012

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## BRINGING THE NEW EXPLORATORIUM TO LIFE

Nibbi and Team Transform  
Historic Piers into  
a World-Class Museum



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**On the cover:** The Exploratorium @ Pier 15. Nibbi and team are seismically upgrading and renovating Piers 15 & 17 along San Francisco's Embarcadero to create a new 422,166-sq.-ft., waterfront home for the Exploratorium, doubling the museum's current space at the Palace of Fine Arts. To be completed in 2013, the \$140 million project includes a refurbished historic shed (Pier 15), new observatory building and new outdoor spaces, as well as work on Pier 17.

 *designates a sustainable project*

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# President's Letter



Differentiating yourself from other general contractors has always been the real task of any firm that wants to achieve a certain level of success in this industry. Many contractors can build buildings effectively. So how do you make yourself something other than a commodity in this business? Here at Nibbi, it's all about focusing on core market sectors and servicing clients within those sectors to the best of our abilities.

To begin with, we know what we're good at: waterfront projects like the new Exploratorium that is currently under construction; multi-unit projects like the LEED® Gold senior housing we just built for Bridge Housing; and community projects like the Boys & Girls Club Mission District Clubhouse that we recently renovated and rebuilt. Successful experience in our core markets provides solid evidence of our abilities, earning us ongoing repeat business, as well as new clients.

Secondly, we are only satisfied if our clients are satisfied. We go to great lengths to ensure that we prevent issues before they arise. And when they do — which is not unusual in construction, as there often are scope changes or unforeseen conditions — we use our years of experience and technical expertise to find quick, creative, cost-effective solutions.

We call our strategy "the Nibbi Difference." What that means is that we focus on the right goals, the right people and the right approach to make sure we get our clients' projects right the first time. We've taken the time to really articulate the Nibbi Difference and have placed it for your review on our updated website. We hope you'll visit [www.nibbi.com](http://www.nibbi.com) to read about our differentiators, take a look at our completed projects and see what we have in the pipeline. If you have a moment, send me an e-mail, and let me know what you think.

*Re Nibbi*

Bob Nibbi



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## NIBBI BY THE NUMBERS

(Based on the San Francisco Business Times' 2011 Book of Lists)

### 17th

Largest commercial contractor in the Bay Area

### 44th

Largest private company in the Bay Area

### 13th

Largest family-owned company in the Bay Area

### 7th, 16th, 19th and 23rd

Largest construction projects in San Francisco

### 18th, 40th, 47th 59th, 64th and 66th

Largest construction projects in the Bay Area

### 58th

Top corporate philanthropist in the Greater Bay Area

# Nibbi Celebrates 60 Years!

## A Brief History

The year was 1950. Gasoline cost 18 cents a gallon; Harry S. Truman was president; milk was still delivered to your doorstep; and Marino Nibbi, an immigrant from Lucca, Italy, began a small carpentry business in his basement with \$126 borrowed from his 15-year-old son, Sergio.

Word began to spread that Marino Nibbi not only was a great carpenter but also an honest, straightforward businessman who stood by his work. As the contracts poured in, Marino's brother Pete joined him to handle the growing business, and the two established Nibbi Brothers General Contractors.

In 1957, Marino's son Sergio, fresh from college, joined the business, and in 1965, Marino's younger son, Larry, came on board. The two took over the company in 1973, when Marino (who would have been 100 last year) retired at 62. Using the same successful business formula — an honest, straightforward approach and an emphasis on family and community — Sergio and Larry grew Nibbi Brothers into a multi-million-dollar firm.

Today Nibbi is led by Sergio's sons, Bob and Mike (president and vice president, respectively), with CFO Rick Fedick, Chief Estimator John Kugler and VP of Operations Greg Narvick. Bob joined the company in 1987, after graduating from Stanford University in 1984 with a master's degree in construction management, then working for three years as a project engineer and project manager at Donohoe Construction Co., in Washington, D.C. Michael joined in 1994, after graduating from Chapman University in 1989 with a business degree, then working for S.J. Amoroso Construction Co. as a project safety officer for five years. With the typical Nibbi focus on earning clients' complete trust and providing employees with a

satisfying career in a family environment, Bob and Mike took on larger and more complicated projects and slowly transitioned Nibbi from a hard-bid company to one that does negotiated work almost exclusively.

Using the proven formula of "the right people, the right goals and the right approach," Nibbi's current management team has grown Nibbi Brothers into one of the most well-respected general contractors in the Greater Bay Area, with revenues approaching a quarter-billion dollars.

## Nibbi by Its Own

### Sergio Nibbi CHAIRMAN OF THE BOARD

#### *Second-Generation Nibbi Leadership*

"We (myself, Larry, Bob and Mike) are totally different people; we have our own minds. But, in business, we've always managed to get along. Many family businesses make it to the second generation, but very few make it to the third. Here, everyone is still getting along and talking to each other. I am as close to Larry's children as he is to mine (Bob and Mike). And everybody gets along and respects each other. You can't buy that."

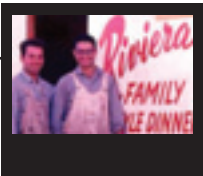
### Larry Nibbi CHIEF EXECUTIVE OFFICER

#### *Second-Generation Nibbi Leadership*

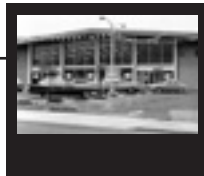
"Our father would be proud of what we've done. And I think he might even be a bit surprised that we were able to pull it off. He was always concerned about not having the resources, both financially and physically, because he came from a very poor background. He felt that, once you have enough to take care of yourself, you should be happy. My philosophy was a little different. I believed that, if people around me want and are willing to work hard to see the business succeed, I will support that goal and give it everything I've got."

## NIBBI 1950-2010

**1957** First commercial job — Remodel of the Riviera Restaurant on Taraval St. Construction value: \$12,000.



**1962** First \$100,000 job — Bell Market on Silver Ave. Also the company's first concrete tilt-up.



**1964** Most challenging job of decade — Second Bell Market, on 24th St. No simple tilt-up, this project was wedged between two occupied apartment buildings and had a rear property line 20 feet higher than the front. The structurally complex job was the most difficult Nibbi had done, but it catapulted the company into even more ambitious and challenging jobs.

**Alfonso Rocciola**  
**SENIOR SUPERINTENDENT**

*With Nibbi 40 Years*

"Marino first told me in 1971: 'Don't be afraid to ask questions. The more you learn, the farther you can go with us.' Well, I guess I listened, because here I am with Nibbi Brothers working with the third generation and proud of being a part of the Nibbi Brothers family."

"One of the first jobs I ran in 1973 was \$150,000. I now am on the Exploratorium team, and the project is \$140 million. Now that's growth! One of the best rewards of this job has been the satisfaction of being able to have run several jobs that are San Francisco landmarks."

**Patti Montague**  
**PAYROLL MANAGER AND EXECUTIVE ASSISTANT TO LARRY NIBBI**

*With Nibbi 38 Years*

"It has always been about the people with the Nibbis. It started with Marino, who had a heart of gold, continued on with Larry and Sergio, and now Bob and Michael. I have such respect and admiration for the Nibbi family, and I thank them for the many years that I have been lucky enough to work here. The company is built on honesty, integrity and pride, and the hard work of many talented people."

**Brian Burke**  
**SUPERINTENDENT**

*With Nibbi 31 Years*

"Over the years, I have had the opportunity to work with many great people and to help build great projects around the Bay Area. I've been here 31 years, and I'm still happy to come to work."

**Dino D'Ercole**  
**CONTRACT MANAGER**

*With Nibbi 28 Years*

"I will never forget when Marino Nibbi brought me into his office and said that God blessed him the day I was hired [as controller]. That made me feel valued and as if I were part of the Nibbi family. With the authority from Larry and Sergio Nibbi, we employed procedures to help

the company expand. Within the next 10 to 15 years, the company grew six times in size. My greatest satisfaction has been watching the company grow while maintaining its emphasis on family."

**Nibbi by Its Clients**

**Allan Byer, CEO, Byer California**

**Key Projects: Byer Loading Dock (2007), Byer Garment Warehouse (2003)**

*Relationship with Nibbi: 43 Years*

"In 1968, we were living in a three-bedroom house in the Lakeshore District of San Francisco and needed more room. I was referred to Sergio Nibbi of Nibbi Brothers, who estimated that a 600-sq.-ft. addition would cost around \$30,000. I told Sergio that seemed like a lot of money. To my surprise, Sergio agreed with me, and suggested that we consider moving to the Peninsula, as he had done. We moved to Hillsborough and have lived happily ever after."

"Based on my experience with Sergio Nibbi, seven years later, when we wanted to make a major addition to our Potrero Ave. headquarters, we gave the job to Nibbi Brothers, even though they were not the low bidder. Since that time, Byer California has expanded our headquarters two more times and built two more warehouses nearby. Byer Properties also hired Nibbi to completely renovate 1000 Brannan, a 100,000-sq.-ft. landmark building, and 128 King St., across from the ballpark."

"I didn't know Larry Nibbi very well until 1992, when we became investors in the San Francisco Giants. A few civic-minded businessmen were needed in order to prevent the team from moving to Tampa. As a general rule, I don't like 'partners,' but Larry Nibbi is an exception."

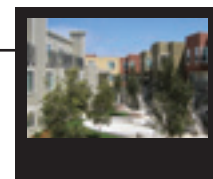
"Being in business today is a challenge, especially in the city of San Francisco. Nevertheless, Byer California is doing just fine; the Giants won the World Series in 2010; and Nibbi Brothers has proven that you can be reliable, honest and charitable, and still be able to celebrate 60 successful years in business."



**1966** First year with \$1 million in annual revenue.

**1973** First \$1 million job — San Francisco Unified School District. This job involved 63 prefabricated portable classrooms on 21 different sites in 90 days.

**2004** First year with \$100 million in annual revenue.





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**Tony Salazar, Partner,  
McCormack Baron Salazar**  
**Key Projects: Hayes Valley North &  
South (1997), Plaza East (2001),  
Richmond Village (2004)**

***Relationship with Nibbi: 14 Years***

"All of our projects with Nibbi have been cutting-edge and required Nibbi to follow rules and regulations that had no precedent. They had to integrate resident hiring and union workers; relocate people and move them back; and get multiple government agencies working together. These are all very difficult tasks; however, Nibbi met every challenge and did very well."

**Dennis Bartels, Director,  
the Exploratorium @ Pier 15**  
**Key Projects: the Exploratorium  
(to be completed in 2012)**

***Relationship with Nibbi: Three Years***

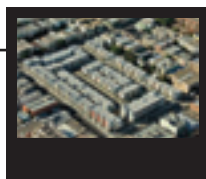
"Hiring Nibbi has been a decision that has proven itself over and over again.

"We've had a lot of incredibly complicated work. Nibbi has mitigated two-thirds of the change-orders as a result of unforeseen conditions under the piers. We've had a partner to share that risk. We would recommend Nibbi to anybody; no matter how complicated the project."

**2005** Established Nibbi Concrete division.



**2006** First \$50 million project — Valencia Gardens.



**2010** Most challenging job to date — The Exploratorium @ Pier 15. An extremely technically complex waterfront project, the Exploratorium — combined with Nibbi's other pier and waterfront projects — earned Nibbi the reputation for being the S.F. waterfront's premier builder.





# GETTING IT RIGHT

Despite Unusual Project Challenges,  
Nibbi Delivers Alameda Boys & Girls Club  
on Time and Budget

**The Alameda Boys & Girls Club has a successful 60-year track record of providing positive after-school experiences for the city's youth. However, until recently, it had been providing those programs in a small, outdated building on Lincoln Avenue.**

That all changed in May 2011, when the Alameda Boys & Girls Club's campaign to build a new clubhouse culminated in the grand opening of a 25,000-sq.-ft. facility — walking distance from three of the city's elementary schools. The new structure includes a 7,992-sq.-ft. gymnasium, a 1,480-sq.-ft. teen center, a game room, a computer lab, a learning center, a crafts center, a music room and a dance area.

Nibbi, which has been building community-based projects for as long as the Alameda Boys & Girls Club has been in existence, was a natural for the job. "Working with Nibbi Brothers proved to be a wonderful choice," says Alameda Boys & Girls Club Executive Director George Phillips. "Nonprofits like us are not accustomed to building projects of this scope, and Nibbi really held our hand during preconstruction and construction, making helpful suggestions and saving us a significant amount of money. They also truly understood our mission and always kept the goal of helping kids in sight."

Having recently built the SFBGC Mission Clubhouse, the Nibbi team was familiar with the Boys & Girls Clubs' mission to "provide a safe and positive space for young people." "Every decision we made supported that mission," Project Manager Hunter Browne says. "We stretched every construction dollar to its limit *without*

*compromising quality* so we could deliver a durable, low-maintenance building that would serve Alameda's youth now and for many years down the road."

Nibbi finished the project two months ahead of schedule and was under budget by approximately \$300,000. Here's how the team did it:

## Challenge: Project Acquired from Another Firm

The project was initially based on a design/build contract. While there was a firm originally selected to handle the project drawings, Nibbi was brought on to help alleviate the challenges of this process and complete the project under a negotiated GMP (guaranteed maximum price) contract. Coming onto a project during the construction document phase, however, can have significant schedule and budget impacts for the client.

- **Solution:** Leveraging its considerable constructability and cost estimating experience, Nibbi worked hand-in-hand with LDA Architects and the engineers to bring new efficiencies and savings to the project. "The client got a lot for their money," LDA Architects Principal Tom Lee says, "which is a well-designed, solidly-built, highly energy-efficient building that will have a long life span."

## Challenge: DSA Approval

The new structure was built on an old Alameda Unified School District site, donated by DSA (Division of the State Architect). Technically deemed a DSA project, the project was required to go through the time-consuming DSA approval process.

- **Solution:** Nibbi and LDA collaborated fully to make sure the drawings submitted to DSA were "bulletproof," meaning there were no issues that would hold up the process.

## Challenge: Weather

Heavy rain also threatened the schedule. "It took more time than expected to just get out of the ground," Browne says.

- **Solution:** Nibbi modified the RIC (rapid impact compaction) process, enabling it to continue working during the rain. The team also put most of the electrical conduit in the slab, which saved significant time at the rough-in phase (and also made the building visually more appealing).

## Key to the Project's Overall Success: Managing Subcontractors

"The project's successful outcome was a function of the whole team, including LDA, Nibbi, the client, IOR and the subcontractors," Browne says. "Key to that success was effective management of the subcontractors. We bought out the subcontractors early, accurately and completely. We also got their buy-in on the schedule, which was aggressive due to our late start and the fact that we had to get DSA approval, and we discussed scope in detail. We wanted to get it right the first time."

"Nibbi really got it," Phillips says. "It was a great business relationship with Nibbi, but it was more than that. They really understood what we're all about and what we were trying to accomplish with this structure."

## Alameda Boys & Girls Club

Alameda Boys & Girls Club

Alameda, California

\$8 million

23,631 sq. ft.

LDA Architects



# A Comfortable, **Colorful, Affordable** Place for Seniors

Nibbi Leverages Deep Experience with Multi-Family Housing to Build Armstrong Place in the Bayview

AIA HOUSING AWARD WINNER



**You've worked hard for almost 50 years. You've raised your kids — maybe even raised a few grandkids. You've also reached retirement and would like to find a place to settle, but you happen to live in one of the most expensive cities in the country. Where can you find a warm, comfortable, safe place to live on a tight budget?**

It's a question Nibbi likes to help answer. Multi-family housing — including affordable senior housing — is one of the company's core markets. "In recent years, we have built several award-winning affordable housing projects," Director of Business Development Joe Olla says. "It's a project type in which we excel, largely because we understand the needs of those who seek affordable housing, but also because we know how to cost-effectively build multi-family units without compromising quality."

So when Bridge Housing hired Nibbi to build Armstrong Place Senior Housing — a five-story, mixed-use building containing retail and 116 units of sustainable and affordable senior housing in San Francisco's Bayview District — the company leveraged its extensive experience building affordable housing in the San Francisco Bay Area to successfully complete the project. Nibbi also brought other strengths, however, including:

**Bayview Experience:** Nibbi's experience in the Bayview Hunter's Point District helped the firm successfully navigate construction of Armstrong Place Senior Housing. "Nibbi was well aware of potential challenges in the Bayview," Project Manager Bobby Newdollar says. "The local community at first did not believe that Nibbi would meet their requested hiring goals [which included an employment target of 50 percent local residents], but toward the end, they thought of us as allies."

Kevin Griffith, senior project manager for Bridge Housing, was impressed with Nibbi's ability to soothe tensions in an often-adversarial setting: "Nibbi diffused a potentially difficult situation by treating the neighborhood groups with the utmost respect, listening to their needs and seeking ways to meet their goals."

Newdollar says that Nibbi put Bayview residents to work as laborers, carpenters and painters. "We hired them as young

apprentices, and Alamillo Rebar sponsored them by paying their union dues and buying them tools. They now can become journeymen and make a good wage, if they continue on that path."





**Preconstruction Experience:** Nibbi worked extensively on preconstruction for Armstrong Place Senior Housing. "Project Manager Bobby Newdollar was outstanding in negotiating with the subcontractors," Griffith says. "He had all the teams teed up before we got out there, which saved us time and money. Nibbi also worked with us to bid the job early and extensively, allowing for the best coverage and the best pricing. It was all well orchestrated, which meant they had time to do a lot of early value engineering without taking away from design intent."

Newdollar says, "Before we finalized the GMP (guaranteed maximum price), we thoroughly went through the drawings and specs to ensure that the sub scopes were complete and thorough. The result was a very low change-order rate, which allowed Nibbi at the end of construction to return about \$200,000 in project savings to Bridge Housing."

Nibbi also saved money on the project by utilizing a design/build approach for construction of the mechanical/electrical/plumbing/fire protection systems. By bringing the MEPF contractors onto the project at the beginning of the job, Nibbi was able to increase the contractors' understanding of the systems, which enabled them to place their orders early, prefabricate systems and bring those systems in Erector-Set format to the jobsite. Nibbi also was able to give Bridge Housing a thorough understanding of the project's MEPF costs and lock in MEPF pricing.

Careful and knowledgeable preconstruction, however, cannot prevent all issues. "Our biggest challenge was getting out of the ground," Newdollar says. "Due to heavy rain during construction, the foundation became a huge mud pit. We had to recompact the soil and spent a lot of time scraping off the top of the pad and off-hauling dirt. We also had to put in a concrete rat slab at the bottom of the footings to allow workers to work off of a solid base when tying rebar and preparing for concrete placement, as well as backfill plumbing trenches with gravel and rock, not dirt, because they had become so saturated." Nibbi made up the time by working Saturdays and increasing crew sizes.

**Sustainable Experience:** The Armstrong Place Senior Housing project was certified as LEED® Gold-NC, missing LEED Platinum-NC by four points.



## Armstrong Place Senior Housing

Bridge Housing

San Francisco, California

\$31,629,032

137,000 sq. ft.

David Baker + Partners Architects

Designed by David Baker + Partners Architects, the building is a one-level concrete podium with 9,000 sq. ft. of retail and common space, above which are four levels of wood-frame housing that contain the 116 mostly one-bedroom apartments. A recent National AIA Housing Award winner, the project has been described as "joyful" and "fun" for its vibrant hues and lively patterns. "Community input influenced the incorporation of Afrocentric elements, such as the colorful, fabric-inspired 'quilt wall,'" David Baker Principal Kevin Wilcock says of the earthy blocks of color on the main entry gap off Third Street.

African tribal symbols for abundance and graphics were also designed into the concrete podium. "It took a lot of quality control to create these designs," Newdollar says. "Nibbi Concrete had to make special formwork for the symbols out of paper templates that were 10 feet tall by 30 feet wide. We then transposed those templates onto plywood, which we cut out with a jigsaw and placed on the forms. When stripped, the templates turned into these really cool symbols. They turned out great."

Additionally, the project would have reached LEED Platinum if it had been allowed to be certified under LEED for Homes, which did not exist when the LEED application was submitted.







# BRINGING THE **NEW EXPLORATORIUM** TO LIFE

Nibbi and Team Transform Historic Piers  
into a World-Class Museum



Go to the Exploratorium, San Francisco's groundbreaking science museum at the Palace of Fine Arts, and you'll experience more than 600 interesting exhibits that answer questions about the art and science of life: Why do bacteria use vivid pigments to survive? What does the world look like through a snake's eyes? How do we sort out our immediate environment's "sonic soup" of noises to interpret what we hear?



What you won't see, however, are the hundreds of exhibits the Exploratorium would /love for you to experience, but has to keep under wraps for one simple reason: The Exploratorium is flat out of space.

While searching for a new location, the Exploratorium was offered an elegant solution by the Port of San Francisco: renovate piers 15 and 17 (halfway between the Ferry Building and Fisherman's Wharf) for the new Exploratorium. The Exploratorium would add to the waterfront's draw as a local and tourist destination, while the piers — five times larger than the Palace of Fine Arts — would offer the Exploratorium nine acres of exhibit space.

The Exploratorium accepted the Port's offer, knowing that the renovation of two 75-year-old piers into a world-class museum was going to require an unprecedented level of technical expertise, as well as a highly collaborative effort among the owner, architect and builder.

The Exploratorium brought Nibbi onto the project, given the company's proven track record on the waterfront, as well as its reputation for building complicated projects with minimal issues. Now 12 months into the \$140 million project, the Nibbi team — including Project Executive Joe Mazzetti, Senior Project Manager Axel Boren and Senior Superintendent Alfonso Rocciola — is validating the Exploratorium's decision by trending right on schedule and budget, while solving some unusual challenges.

The Exploratorium project consists of four main elements: 1) the renovation of Pier 15, which will house the main exhibit space, including bio labs, classrooms, a webcast studio, a black-box theater and office spaces; 2) the renovation of Pier 17, which will house the Exploratorium's shipping and receiving and Baydelta Maritime (a tugboat company); 3) demolition of the connector building between the two piers, which will be replaced



by a new crystalline observatory that will house a restaurant on the bottom floor and event space on the top floor; and 4) the demolition of the infill parking lot between the two piers, and the construction of two new bridges to span the water and connect the buildings.

**Solving Waterfront Issues:** "This is one of the most complicated jobs that's been done on the waterfront in a long time," says Chuck Davis, a principal at EHDD Architecture, the firm that designed the Exploratorium (and the Monterey Bay Aquarium). "I don't think there's another pier in San Francisco that's had the seismic and underwater construction that's being done on Pier 15. Nibbi, Power [marine contractor], Manson Construction [crane barge] ... they're all working together in the tidal zone, scheduling work, welding, pouring concrete. It takes a lot of experience and knowledge to do this kind of job."

Having completed work on Pier One, a key project in the Port of San Francisco's Redevelopment Plan for the northern waterfront, Nibbi understands how to estimate and build this type of project. The

historic renovation of Pier One, completed in 2001, included extensive seismic upgrading, core and shell work, self-performed concrete work, and tenant improvement on more than 150,000 square feet of office space — all elements of the Exploratorium project. But unlike the Pier One project, the Exploratorium project will contain what Boren calls "multiple millions of dollars of work happening under the deck to build the structure."

Adding significant complexity to the underwater aspect of the project were the unforeseen conditions that were exposed under the pier at the beginning of the job. "The condition of the concrete piles under Pier 15 was much worse than anticipated," Boren says. "Additionally, the existing beams and piles were not in the places indicated on the as-built drawings. In fact, in some cases, they were off by a significant amount." Fortunately, Nibbi, Power Engineering and Rutherford & Chekene worked together to develop solutions to the problems without impacting the schedule.

A preconstruction pile survey indicated that a portion of the piers' 2,400 piles







required work. "We went below the pier and inspected every single pile," says Director of Business Development Joe Olla. "We determined that many more needed work than originally anticipated and per the Port's report, but it was important to have a complete picture of the scope of work in order to put together an accurate estimate and avoid change orders during the course of construction."

Nibbi is currently completing work on those piles. Nibbi is also constructing four massive new pile caps that will add significant seismic strength to the structure. There are 30 six-foot-diameter steel piles driven 130 feet into the bay that support the four pile caps.

Nibbi also is successfully working with two existing tenants on the piers, a tugboat company and a high-end chocolate company. The chocolate company, in particular, was sensitive to a number of construction issues, including vibration and dust contamination. Nibbi has worked closely with the chocolate company to ensure construction activities would not interfere with its delicate production process.

**Solving System Coordination Issues:** In addition to the complicated underwater work being performed by five separate dive teams, Nibbi is also dealing with complications inside and outside the existing pier buildings. The company recently replaced the north apron along the north side of Pier 17, for example, which had been "red-tagged" for safety.

A bigger, more complicated issue will be fitting the mechanical, electrical, plumbing and firesystems into Pier 15. The building's steel trusses and wood beams — which create the basic size and shape of the building and determine ceiling and wall clearances — will remain in place. But fitting the building's MEFP systems within those tight clearances "is like trying to fit 10 pounds into a one-pound bag," Chuck

Davis says. "There's been a lot of head-scratching by the mechanical and electrical subcontractors, but Nibbi's use of BIM (building information modeling) has been a real savior on the project, allowing the team to get all this stuff squeezed into tight spaces and get it right the first time."

Nibbi contracted with InNovTech, a firm that built a 3-D model of the existing structure using a process called "point cloud" modeling. Using lasers, the modelers captured several points of the sub-structure and above-deck structure to assess existing conditions. Those points were then assembled mathematically in the computer into a realistic 3-D model.

With the 3-D model in place, Nibbi imported the structural steel model (which included the existing steel frame skeleton, as well as modifications to it), then began importing the MEP trades' models. Brendan Hall, MEPF coordinator on the project, says the team met weekly and discussed conflicts in real time. "It was intense and time-consuming, but in the end we were able to get these complicated systems in the existing space while maintaining the owner's and the architect's design intent."

BIM will also help the Nibbi team navigate the next big challenge on the project, which is renovating the bulkhead of Pier 15 (the end that is closest to the Embarcadero). "It's the most complicated part of the project," Boren explains. "We're doing this part last because of construction sequencing. It's where the utilities come into the building, so essentially we're working backwards from the end of the building to the beginning of it." As Boren explains, Baydelta Maritime occupied the bulkhead for the first six months of the project until its new location in Pier 17 was built out. "This is an 800-foot-long shed," he says. "700 feet of the building is the same basic shape, but the bulkhead is constructed differently. You go from structural steel columns, trusses, and concrete exterior walls to a different configuration with added wood-framed construction and exterior plaster. The whole job feeds through this one location, so everything leading up to it better be right." Boren says Nibbi's use of BIM will greatly facilitate that process.

The new Exploratorium will be a vast improvement on the current location at the Palace of Fine Arts, which Davis describes as a black box with no windows, no natural ventilation, no natural light, and no infrastructure. "This project team is taking an old shed made for storing goods and transforming it into a world-class museum," he says. "It will easily meet LEED Gold certification and may even reach a net-zero-energy (NZE) classification."

Says Exploratorium Project Director Kristina Woolsey: "The Exploratorium looks forward to becoming a major destination along the Embarcadero. A new campus that houses the museum's exhibit floor, a retail store, two cafés, a theater and a publicly accessible promenade filled with exhibits around the piers will provide a dynamic place for residents and tourists to exercise their curiosities and imaginations."

"Nibbi Brothers," Dr. Woolsey adds, "is taking on the incredible challenge of building out the historic Pier 15. Taking great advantage of their prior maritime experience on the Embarcadero, they remain on time and on budget halfway through this two-year project, consistently and responsively addressing the complexities of this site. They are excellent partners for the Exploratorium in bringing our vision of this dynamic place to reality."



## The Exploratorium Team

**Builder:** Nibbi Brothers

**Architect:** EHDD Architecture

**Structural Engineer:** Rutherford & Chekene

**Mechanical Engineer:** Integral Group

**Electrical:** Cammissa & Wipf

### Subcontractors

**Marine:** Power Engineering

**Mechanical:** ACCO Engineering

**Plumbing:** Broadway Mechanical

**Electrical:** Cupertino Electric

**Fire Sprinkler:** Allied Fire Protection

**Structural Steel:** AMT Metals





# Mission Possible

## Boys & Girls Clubs' Newly Renovated Mission Clubhouse Re-Energizes San Francisco Neighborhood

Since 1928, the Mission Clubhouse on the corner of Alabama and 21st streets in San Francisco's Mission District has provided the neighborhood's at-risk youth with a safe place to learn and grow. However, after almost 80 years of successful operation, Boys & Girls Clubs of San Francisco (BGCSF) closed the building, determining that it was no longer up to the Club's standards for safety.

BGCSF spent \$7.9 million to completely renovate the historic two-story building in the front and tear down and rebuild the old gymnasium behind it. The new Mission Clubhouse includes 16,000 sq. ft. of new space, including a gymnasium, a teen center, a learning center, a multimedia center, a crafts room, a multipurpose room and administrative offices. Reopened in June 2010, the new Mission Clubhouse is filled with kids every day after school and all day long in the summers.

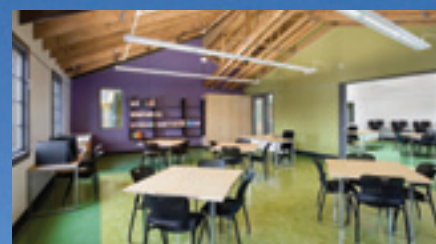
***The renovation of the Mission Clubhouse is one of those projects that you could say was a perfect fit for Nibbi:*** it not only gave the company the opportunity to once again build a sustainable structure for a nonprofit organization that is close to its heart, but it also enabled Nibbi to apply some of its key strengths:

**Historic Renovations:** The Mission Clubhouse was the first Boys & Girls Club built west of the Mississippi. Due to its historical significance, the building's original façade on 901 Alabama was kept in place, and a new structure was built behind it to replace the old one. With multiple historic renovations under

its belt, Nibbi was aware of the fact that such projects typically contain unforeseen conditions that can cause costs to skyrocket. The Mission Clubhouse was no exception. "We kept as much of the old wood framing as possible to maintain the building's historical integrity," Project Manager Brendan Hall says. "We had to replace some of the wood framing and a little stucco, but the façade is basically the same as it has been for generations."

Tying the new and old buildings together was a challenge that added to the project's costs; however, Nibbi not only found ways to manage those costs but also provided project savings of more than \$110,000.

Architect Doug Tom, principal of Tom Eliot Fisch, says Nibbi was great at resolving how to waterproof the basement (the old building is near Mission Creek) and describes how the team also solved many issues at once by lowering the historic building's first floor almost three feet. That decision gave the building taller floor-to-ceiling height, as BGCSF wanted a bigger volume of space for the kids; it increased ADA accessibility; and



### Mission Clubhouse

Boys & Girls Clubs of San Francisco  
San Francisco, California  
\$6.8 million  
16,000 sq. ft.  
Tom Eliot Fisch



it raised the windows up relative to the room, meaning there would be less direct visibility from the street — a good thing for gang issues (prevalent in the Mission District).

**Sensitive Community Outreach:** “One of Nibbi’s key strengths is its relationships in the community,” says Rob Connolly, president of Boys & Girls Clubs of San Francisco. “Nibbi has a strong reputation with the city and county of San Francisco; they know their way around the Building Department and the Planning Department; and they have good relationships with the subcontractors.

“Nibbi also understands San Francisco on the community level. They know how to work with neighbors and other organizations to avoid problems. Project Superintendent John Bernal was great. He walked around knocking on doors, letting people know they would be creating a lot of noise on certain days. Nibbi has no legal obligation to do that, but it softens the impact. People end up being happy that construction is going on instead of being annoyed by it, and we’re not spending time fielding phone calls.”

**San Francisco/Urban Construction:** As a longtime San Francisco builder, Nibbi is familiar with the potential pitfalls that can impact an urban project. One of the Mission Clubhouse’s challenges was a necessary upgrade of the electrical service. PG&E’s existing infrastructure in the neighborhood didn’t have the capacity required to serve the new load of the building. To solve the problem, Nibbi hired a utility consultant that specializes in these types of challenges. It was a great decision,” Hall says. “With the consultant’s help, we worked very closely with PG&E and were able to get a variance and special transformer hung on a new pole on Alabama Street. This saved the client \$100,000 by not having to put a vault in the sidewalk.”

Nibbi also saved money by using Nibbi Concrete to do all structural concrete work. Nibbi and Tom Eliot Fisch developed

a building system in which precast concrete wall panels were fabricated by a subcontractor off-site then brought to the site and erected by a crane. “The system greatly sped up the project schedule,” Tom says. “Nibbi had the entire building standing within six days.”

***“One of Nibbi’s key strengths is its relationships in the community.”***

Nibbi also served as the project’s CM/GC, taking the lead on everything from preconstruction to helping the owner manage their soft-cost budget. “We had a complicated building but a cohesive team,” Tom says. “Nibbi came in early in the design process, and we always had their estimators working with us to come up with cost-effective systems. We also design/built the MEP, making it as energy efficient as possible.”

**LEED-Certified Project:** The building did not seek LEED® certification during construction, but the Club will pursue LEED Gold (and possibly Platinum) certification for ongoing operations. Sustainable elements include solar panels, a radiant heating system in the floors of both the historic wood building and new concrete structure, and abundant daylighting throughout.

“By the end of its life, the old space was dark, tired and uninspiring,” Connolly says. “All of a sudden, what was a dilapidated building on the corner is now a beautiful structure. It’s a well-built building with a lot of thought put into it. It’s green, with solar panels, operable skylights providing natural ventilation and lots of natural light. It’s really a progressive, effective building. Our families and neighbors are grateful ... and our youth members just love it!”



# Inside nibbi

## NIBBI AWARDS AND HONORS

**Corporate  
Philanthropy Award**  
*San Francisco Business Times*

**Armstrong Place  
Senior Housing**  
**LEED® Gold Certified**  
U.S. Green Building Council

**Crescent Cove  
Apartments**  
**Golden Nugget Award,  
Merit Award**  
*Pacific Coast Builders Conference*

## NIBBI IN THE COMMUNITY



### LEAP SANDCASTLE EVENT OCTOBER 2011 • SAN FRANCISCO

Nibbi Brothers, EHDD Architecture and Cleveland Elementary School participated in the largest sandcastle competition in northern California. The event provides much-needed arts education programs to Bay Area elementary and middle schools.



### REBUILDING TOGETHER PENINSULA APRIL 2011 • SAN MATEO

Nibbi employees donated their time and energy for the 20th year in a row toward the renovation of a home in San Mateo as part of Rebuilding Together Peninsula — a nonprofit organization that helps low-income, elderly and disabled people in our community improve their living conditions. The work Nibbi performed on the home included a new roof, a complete kitchen remodel (including new cabinets and appliances), interior and exterior painting, new HVAC systems and yard cleanup.



### DREAMS HAPPEN JULY 2011 • SAN FRANCISCO



Every two years, Nibbi Brothers participates in Dreams Happen, a playhouse auction that benefits Rebuilding Together Peninsula and raises

money to build volunteer partnerships that rehabilitate homes and community facilities. For our 10th year, we partnered with AEDIS Architecture & Planning. Our joint effort produced a playhouse that brought in \$20,000 for Rebuilding Together. Congratulations, Nibbi Brothers and AEDIS!

## NIBBI EMPLOYEE NEWS

### ACCREDITATIONS/CERTIFICATIONS

**Kristin Medwick**  
Marketing  
Certification,  
UC Berkeley Ext.

**Logan Daniels**  
LEED® Accredited  
Professional, USGBC

### EMPLOYEE MILESTONES (15+ Years with Nibbi)

<b>Alfonso Rocciola</b> (41)	<b>John Kugler</b> (18)
<b>Patti Montague</b> (36)	<b>Don Peterson</b> (18)
<b>Brian Burke</b> (33)	<b>Greg Rock</b> (18)
<b>Dino D'Ercole</b> (28)	<b>Juan-Carlos Romero</b> (18)
<b>Dan McGill</b> (27)	<b>Axel Boren</b> (17)
<b>Bill Cebula</b> (24)	<b>Rajesh Choudhary</b> (17)
<b>Manolito Mabasa</b> (24)	<b>Jon Lee</b> (17)
<b>Jim Girk</b> (22)	<b>Joe Mazzetti</b> (17)
<b>Fernando Sanchez</b> (22)	<b>Rick Fedick</b> (15)
<b>Daniel Fischer</b> (18)	<b>Saul Sanchez</b> (15)
<b>Richard Gile</b> (18)	

## PROJECTS

### RECENTLY COMPLETED PROJECTS

- 29th Avenue, St. Peter's Place, SF
- Archbishop Riordan High School, SF
- Joseph Mazzola Plumber's Union Training Center, SF
- Kaiser Hospital, Oakland (Concrete)
- Lion Creek Crossings, Oakland
- Palcare, Burlingame
- Provident Credit Union, Redwood Shores
- South San Francisco Ferry Terminal, SF
- UC Berkeley Helios Research Facility, Berkeley (Concrete)

### CURRENT PROJECTS

- 474 Natoma, SF
- 6th & Oak Street Apartments, Oakland
- Channing House, Palo Alto
- Exploratorium @ Pier 15, SF
- Hunter's View Redevelopment, SF
- Madonna Residence, SF
- Mission Bay Block 2, SF
- Mission Bay Block 3W, SF
- Potrero Launch Apartments, SF

### UPCOMING PROJECTS

- 899 West Evelyn, Mountain View
- Mission Bay Blocks 5 & 11, SF
- St. Anthony's 121 Golden Gate, SF

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**Together we'll go far**

