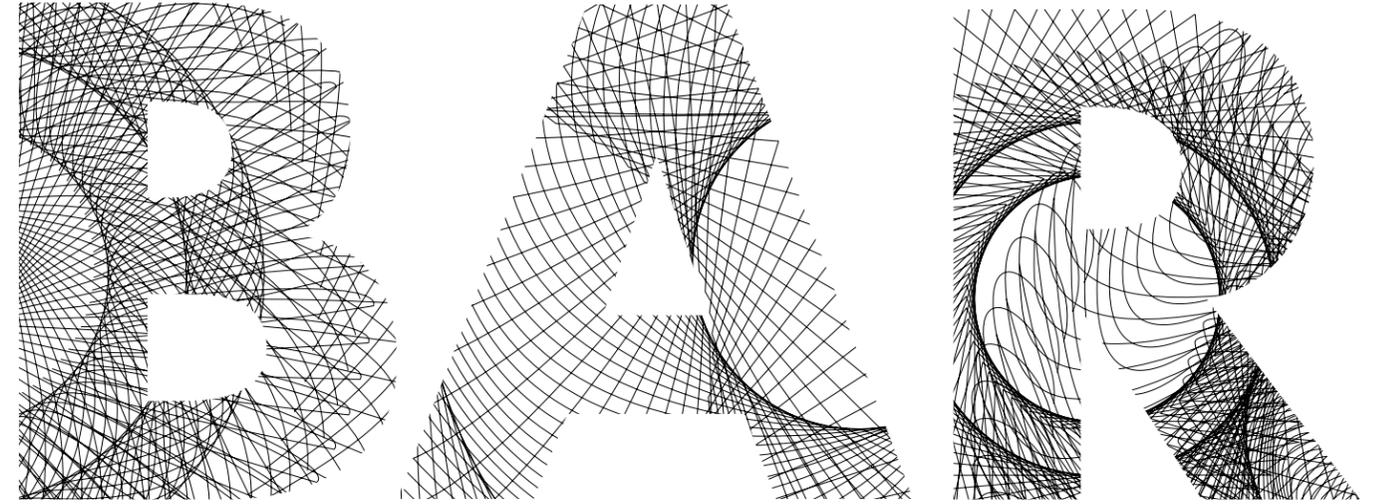


BAR & COMPANY
HEADQUARTERS

CLIF



The 75,000 square foot Clif Bar Headquarters transforms an original World War II valve manufacturing facility into a workplace haven for the outdoor enthusiasts at Clif Bar & Company, a leading maker of organic sports nutrition foods and healthy snacks. The space celebrates the inherent natural light and volumetric space of a repurposed warehouse, while capturing the company culture and connecting employees to the outdoors through “biophilic” interior design. From custom door pulls made from repurposed bike frames to the first

install in North America of a “smart” solar array over 500kWh which provides most of the office’s electricity needs—the adaptive reuse focuses on Clif Bar’s core values to sustain its brands, its business, its people, its community and the planet. Housed in the EmeryTech Building in Emeryville, California, the project has received LEED Platinum certification. The headquarters features an open office working environment, research and development kitchen, an employee wellness area, onsite childcare, theater space and a café.

COMPLETION
September 2010

ARCHITECT
ZGF Architects LLP

ZGF DESIGN TEAM

Jan Willemse Partner-in-Charge
Kathy Berg Design Architect
Robert Petty Artwork Designer
Design Team Owen Turnbull / Trent Thelen / Anne Rogness / Lee Kilbourn / Meg Uehara / Drew Kleman / Man Hui Chan / John Breshears

CONSULTANT TEAM

KPFF Consulting Engineers Structural Engineers
Integral Group Mechanical And Plumbing Engineers
IDEAS Electrical Engineers
Altermatt Associates Acoustics
SFMI Security and AV
Cini-Little Food Service Consultant
DPR Contractors General Contractor

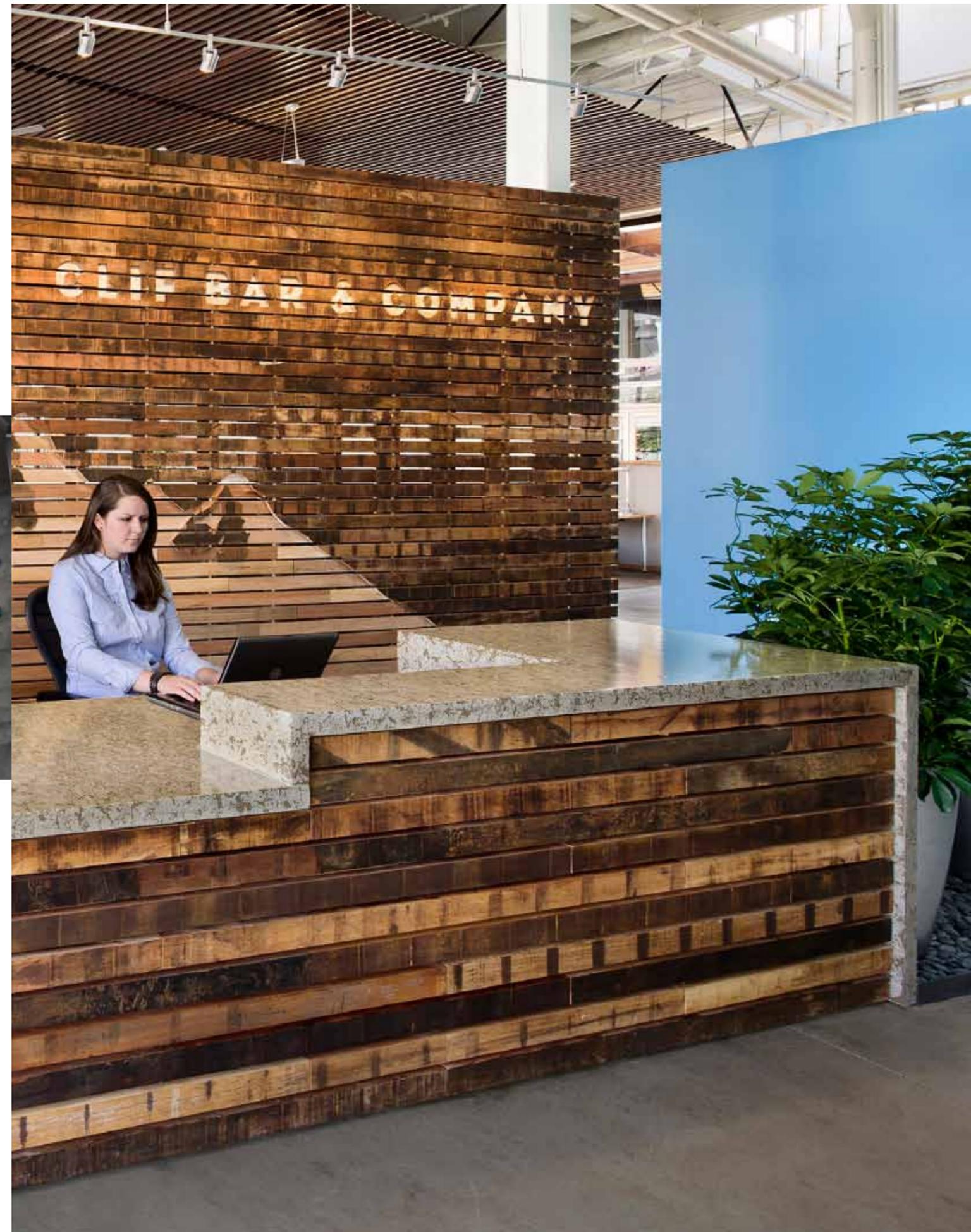


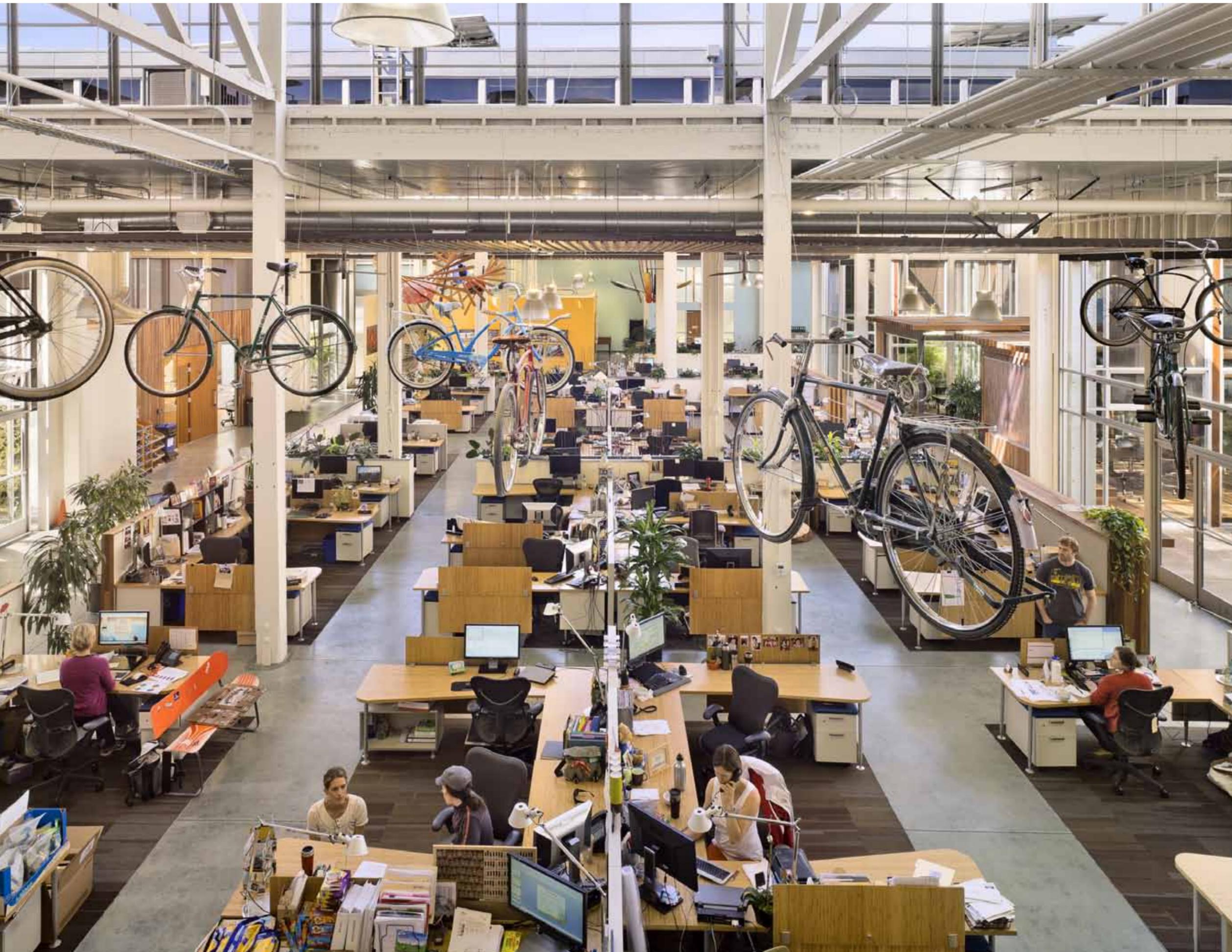
01 CULTURE



When Clif Bar owners Gary Erickson and Kit Crawford began investigating the right location for a new home, they were deeply interested in creating a space that was more than a company headquarters. It needed to reflect their culture, tell their history, and continue to foster creative thinking. The company

holds a majority share of the energy bar market with products including CLIF BAR, LUNA, CLIF SHOT, CLIF KID, CLIF Builder's, CLIF CRUNCH and CLIF MOJO. Clif Bar continues to develop new and innovative products to meet the demands of its rapidly expanding market.





Clif Bar is a company with a clear sense of purpose and direction. Gary and his wife Kit, owners and co-CEOs of the company, have developed a business model with five aspirations: to sustain its brands, its business, its people, its community and the planet. All company decisions, from building a new headquarters to sourcing raw ingredients for its products, are evaluated against these five aspirations.

The design team explored every aspect of the company culture and community through company visits, tours, employee interviews, shadowing, design charrettes and focus groups over several months as different headquarter sites were pursued. This intense understanding of the company, its purpose and operations allowed the design team to capture the Clif Bar brand in the built environment.

Collaboration was a key element to the relationship; designers often drew by hand or navigated the digital model of the project live in front of Clif Bar to illustrate ideas in real time. Ultimately, the space functions as a medium to tell Clif Bar's story of community and stewardship, while visibly demonstrating and promoting green design strategies that reduce its environmental footprint.

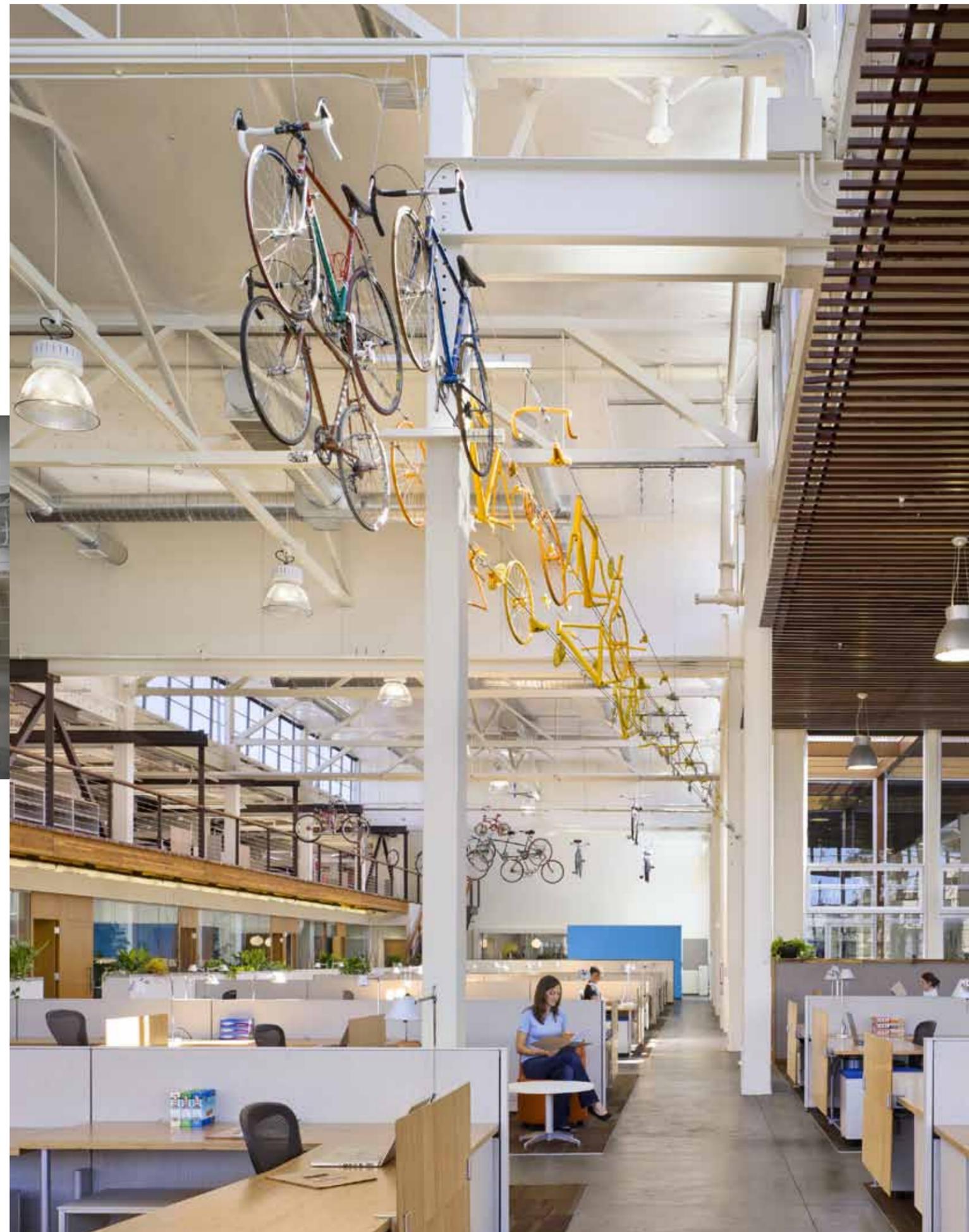


02 DESIGN INTENT



The design team was initially struck by the quality of natural light on the first tour of the existing EmeryTech warehouse. Clerestory windows frame three existing crane bays and flood the floor below with natural light. Yet the space was raw and cold. Warm colors and natural materials were selected to connect the space to the natural environment. While the shell of the building remains largely untouched by Clif Bar's project, the original production floor now

serves as the open office for more than 200 employees. The design team took advantage of the 27' high crane bays, as well as the north facing exterior and clerestory windows to provide daylight and volume to the creative open work environment. Employee workstations are kept low to preserve views and connect employees to the four atrium gardens integrated into the office interior and to reflect the open, collaborative culture that is Clif Bar.

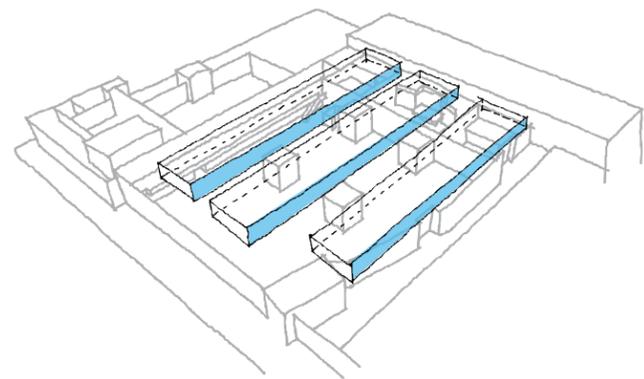


DESIGN MOVES

THE SPATIAL ORGANIZATION
FOCUSED ON FIVE KEY
CONCEPTS. EACH CONCEPT
SOUGHT TO REINFORCE
A HIGHLY-CREATIVE,
CULTURALLY-EXPRESSIVE
DESIGN FOR THE OPEN
OFFICE SPACE.

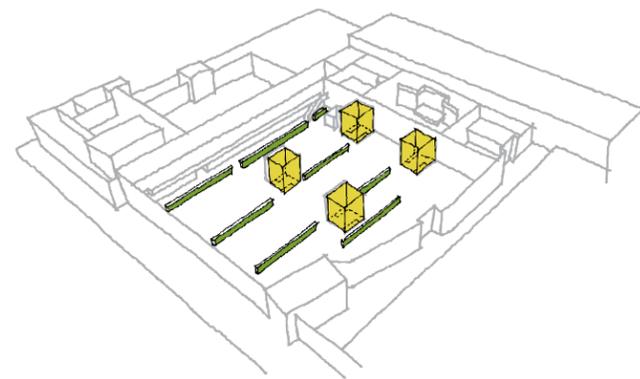
"WE RECYCLED AN OLD BUILDING INTO A NEW SPACE THAT'S VERY OPEN AND COMMUNAL AS THE NEXT STEP ON OUR JOURNEY TOWARD SUSTAINABILITY. THE SPACE REFLECTS WHO WE ARE WHILE LIMITING OUR FOOTPRINT ON THE PLANET."

KIT CRAWFORD CO-CEO OF CLIF BAR & COMPANY



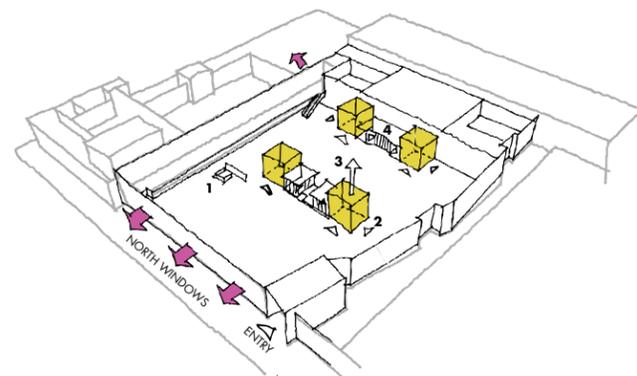
1 Maintain the height of the crane bays to support creativity and visibility through quality of light and space

■ crane bay



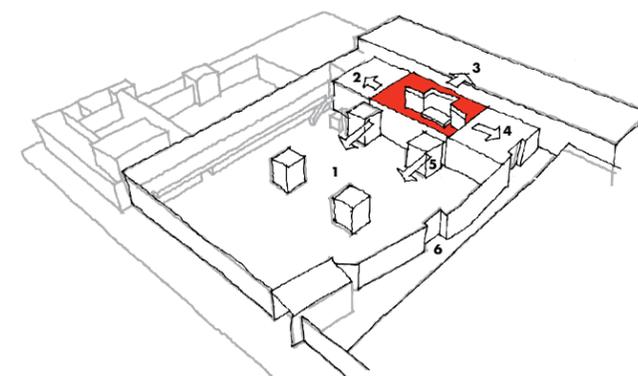
2 Reinforce the clerestory light with natural biophilic planters, which subdivide the work areas and create neighborhoods

■ planter ■ courtyard



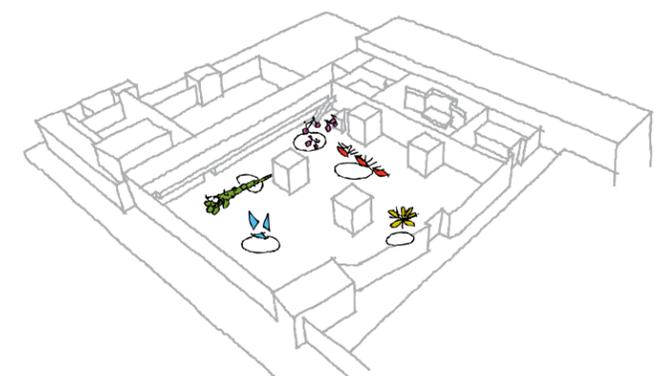
3 Create focal points within the space to support various types of interaction and maximize views to the outdoors and planted courtyards

1 low workstation 2 courtyard views 3 open to sky
4 communal rooms share view



4 Locate the company meeting room at the heart of the project and cluster with functions to create a multi-purpose event space

1 open office 2 café 3 future expansion 4 prefunction
5 open air courtyard 6 public gallery



5 Develop hanging sculptures to celebrate the sports and fitness culture and provide orientation and wayfinding

■ bike cosmos ■ kayak helix ■ board lotus ■ sail fall
■ bike comet

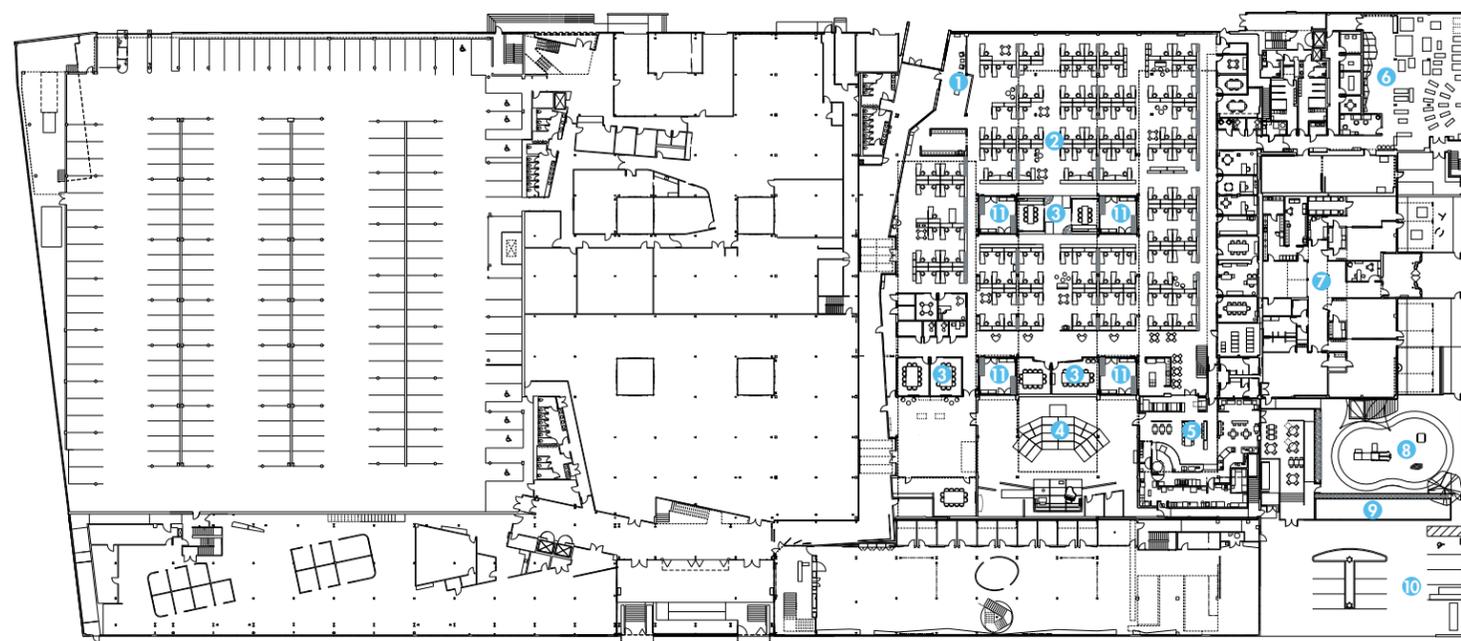
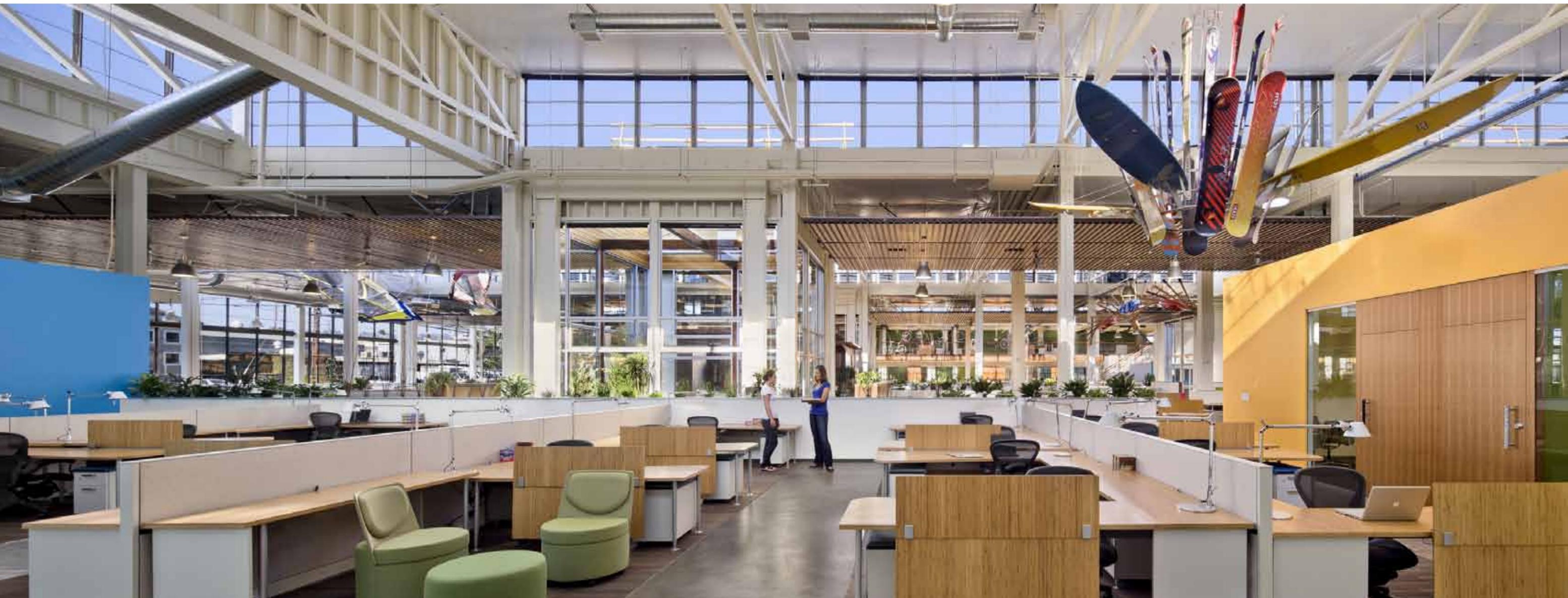
"IF YOU WOULD HAVE TOLD ME THIS WAS POSSIBLE WHEN I HAD THE EPIPHANY TO CREATE CLIF BAR DURING A 175 MILE BIKE RIDE, I WOULD HAVE STOPPED IN MY TRACKS. THIS SPACE IS WHAT CLIF PEOPLE HAVE BUILT—IT'S MORE THAN A HEADQUARTERS, IT'S A HOME TO THEIR INSPIRATION AND PASSION TO DO BUSINESS IN A BETTER WAY. IT REALLY FITS WHO WE ARE, HOW WE DO BUSINESS AND WHY WE DO BUSINESS. THE WORKSPACE ALONE IS SOMETHING WE NEVER COULD HAVE DREAMED OF 10 YEARS AGO."

GARY ERICKSON FOUNDER AND CO-CEO
OF CLIF BAR & COMPANY

Biophilia, a connection to and love for nature, has evolved since the term was first coined by E. O. Wilson, one of America's foremost evolutionary biologists, in 1984 when he published the book *Biophilia: The Human Bond with Other Species*. The team took design inspiration in this philosophy and sought to connect employees to the physical, psychological and cognitive benefits derived from direct experiences with the natural environment, enhancing everyday life.

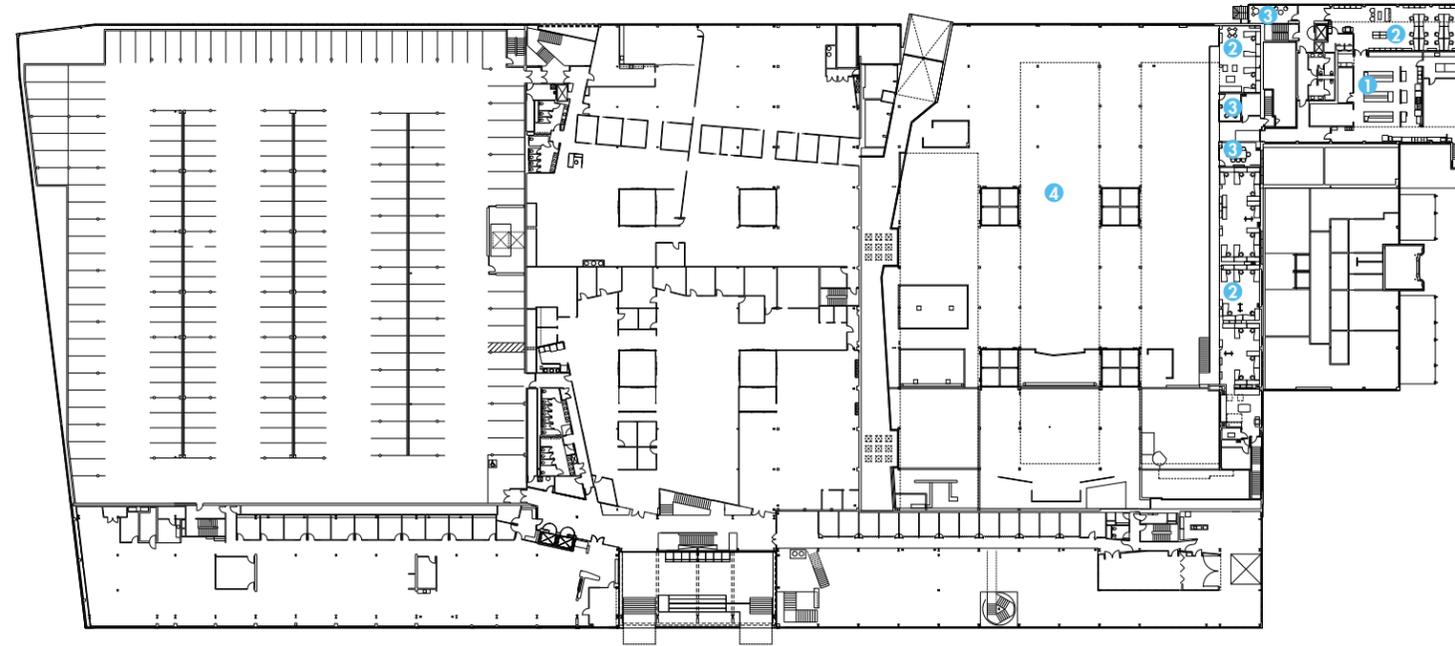
Bright sunlight, fresh air and rain are delivered to the plants and greenery in each interior garden. These courtyards and a series of living walls subdivide work areas, while at the same time provide beauty, inspiration and a physical connection to the outdoors—which is so fundamental to the company's identity. Natural materials, interior colors inspired by nature and long planters filled with Zen rock gardens and live plants further draw nature into the enclosed workspace.





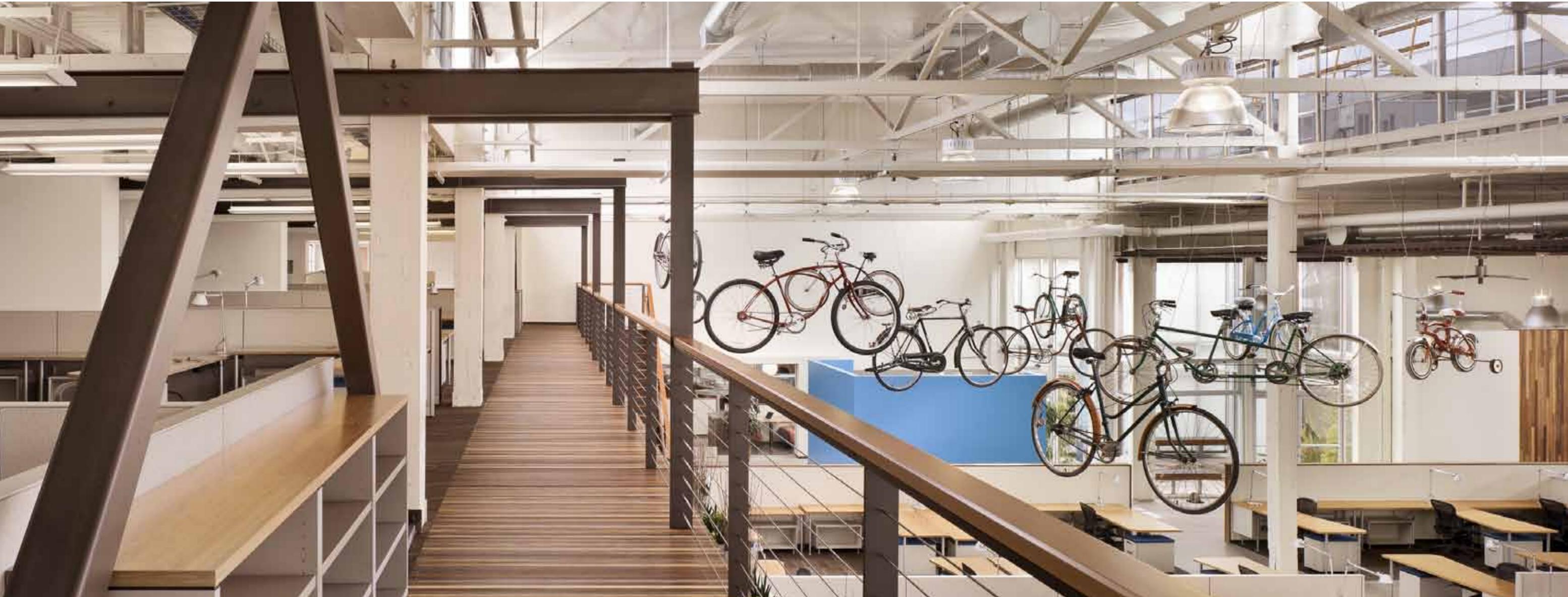
FLOOR 1

- 1 reception
- 2 workstations
- 3 conference room
- 4 theater
- 5 café
- 6 wellness
- 7 childcare center
- 8 outdoor play
- 9 bocce court
- 10 drop off
- 11 courtyard



FLOOR 2

- 1 CQI lab
- 2 workstations
- 3 conference room
- 4 open to below



03 PROGRAM



Outdoor enthusiasts at heart, Clif Bar employees enjoy many unique amenities and employee perks. The employee wellness area features a yoga room, dance studio, weight room, 44-foot long bouldering wall, shower/locker facilities and access to five onsite fitness trainers, two massage rooms and a hair salon. A 6,800 SF onsite childcare center is designed to accommodate infants to children five years of age, and includes

a music room, outdoor space and an area with fitness toys, including a “pint-sized” treadmill, elliptical trainer, stationary bike and bench press specifically for kids. An employee-operated company café sources organic ingredients from regional farms to offer fresh and healthy breakfast/lunch choices. Kali’s Kitchen, named after Gary’s grandmother, has indoor and outdoor seating available. Also included onsite is a bocce court.





The onsite theater space also functions as a company meeting room with seating for 350 people. It can be used for public charity events and features an elevated stage, theater lighting and a professional sound board.





It was important to Clif Bar that the six unique facility spaces (office, research and development kitchen, gym, café, childcare, theater) work as a unit, but also provide employees with a sense of escape when they go to the gym or eat in the café.

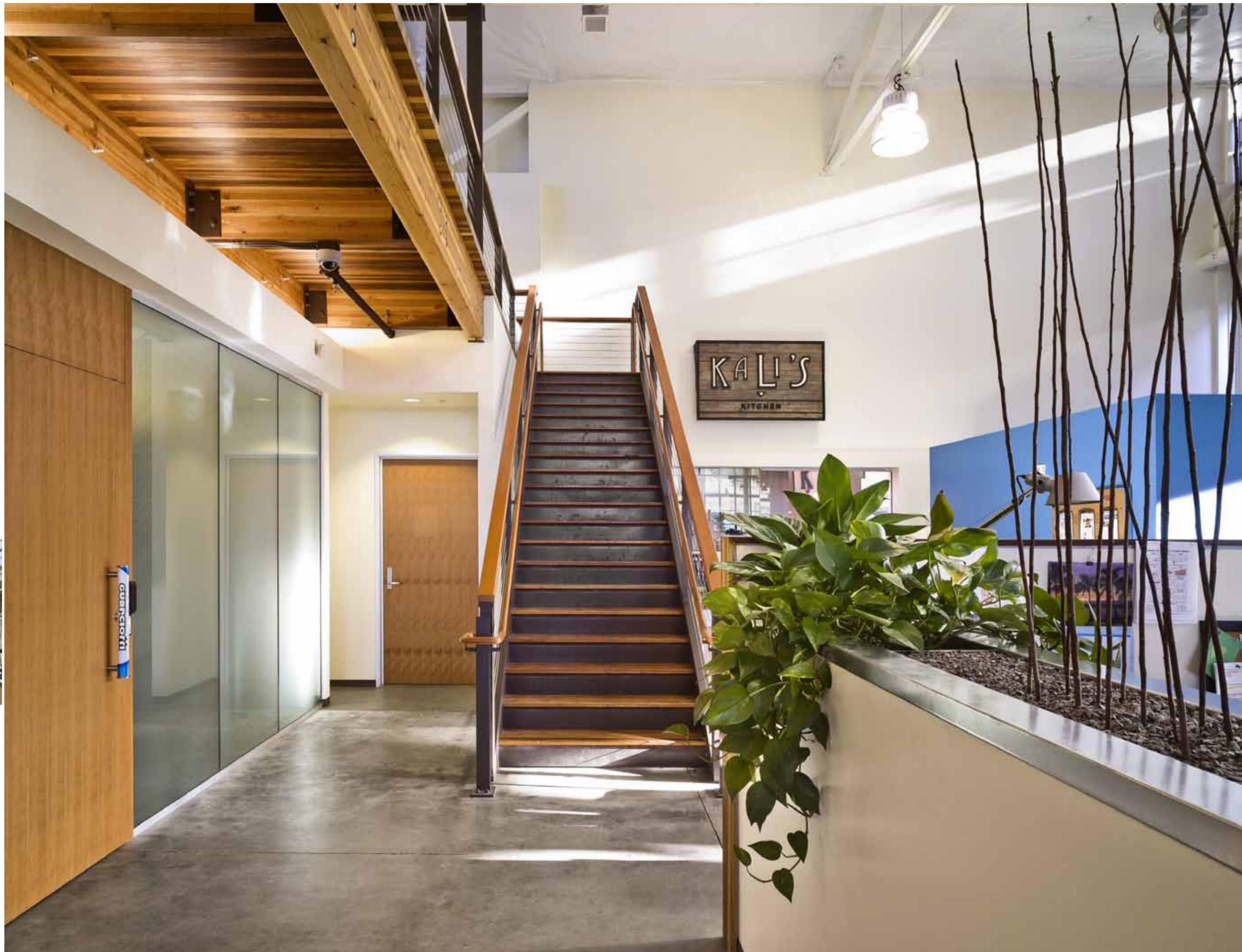
“Clif Base Camp” provides onsite childcare for almost 70 children of Clif Bar employees, in a playful education environment that carries the active outdoor culture of the company. The café is open Monday through Thursday for two meals per day and also assists in catering events for the onsite theater.





To compliment the collaborative open working environment, the headquarters includes 16 conference rooms and six small "telephone booths" to allow private calls, two-person meetings and quiet work spaces. On level two, an additional mezzanine and walkway increase the workstation capacity and provide a more private work area for the departments dealing with intellectual property and new product development. The walkway was hung from the existing structure to avoid disturbing the existing foundation, allowing a chance for employees and visitors to walk within the elevated crane bay and observe the active office below.

An open workspace conducive to drop-in use was a priority, given that the company supports alternative work schedules and employs more than 60 field staff. During twice annual all-staff meetings, the office population grows by 30 percent. By providing a variety of seating styles, wireless access and touchdown spaces throughout the office, this employee influx is easily accommodated.





A man in a white shirt and blue jeans stands in the background, looking thoughtful with his hand to his chin.

Two women are sitting at a table, looking at a laptop. One woman is pointing at the screen while the other looks on attentively.

A wooden bookshelf filled with blue binders or folders is positioned in the foreground, partially obscuring the view of the office.

A man wearing headphones is sitting at a desk in the background, focused on his work.

A desk with a laptop and other office equipment is visible in the background, showing a typical workstation.

04 SUSTAINABILITY

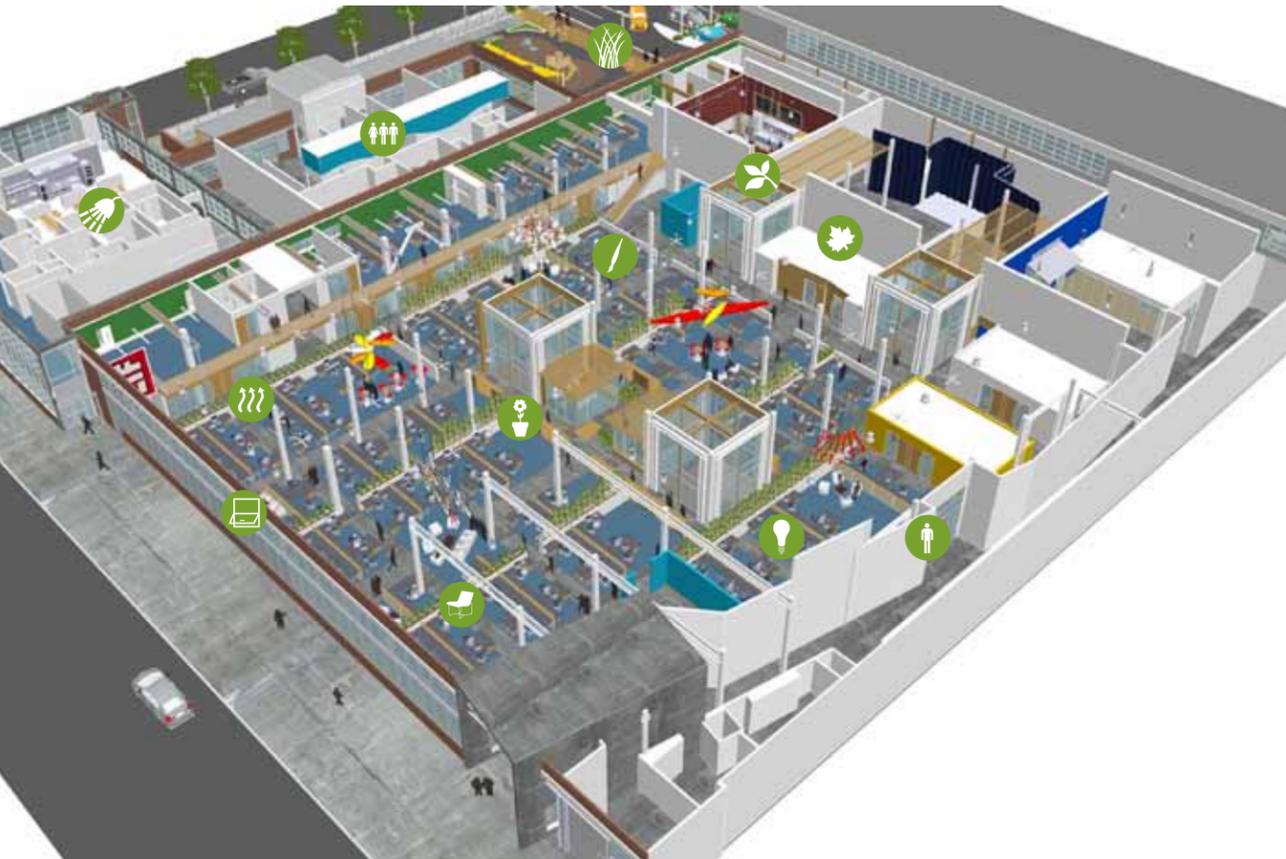


Several sustainable strategies support the company's pursuit of LEED Platinum certification from the U.S. Green Building Council. Reused materials are found throughout the facility, including more than 12,000 board feet of wood reclaimed from sources such as container crates, railroad ties and barns. The mezzanine walkway is constructed of

recycled steel and oiled wood formerly used as shipping dunnage, adding a weathered, natural element. All new wood originated from sustainably managed forests certified by the Forest Stewardship Council.



SUSTAINABLE DESIGN STRATEGY



Chairs, lighting, kitchen equipment and theater equipment was reused.



Solar thermal panels heat 70% of hot water used, offsetting natural gas use and saving 27,000 pounds of CO2 emissions per year. High-efficiency boilers provide back-up for nights and low sun days.



Stormwater run-off planter captures and filters water from the exterior play area preventing that runoff from entering the sewer system.



Occupancy sensors and time clocks control the lighting throughout the space, minimizing electrical lighting use. Task lighting serves individual workstations.



Individual occupancy sensors at each workstation turn off unused powered devices, helping to conserve energy and reduce building heat loads.



Reclaimed wood was used throughout the project for stair treads, ceilings, floors, wall finishes, benches, table tops, and wall caps.



Recycled sporting equipment that would have otherwise been tossed in a landfill was used to make door pulls and art installations.



Photovoltaic panels on the roof will generate more than 775,000 kWh per year and provide most of the power for the tenant space.



Low-flow fixtures help reduce water use by more than 30%.



Operable windows were refurbished to provide occupants fresh air, cooling, and connection to the outdoors.



Daylight sensors switch off the electric lights when there is ample daylight, reducing lighting energy use.



Interior planters and natural, non-toxic materials were selected in colors that reflect the natural environment and connect the occupants to the exterior.



Interior courtyards allow access to natural light and air; wireless network system allows the occupants to be outside and still work.



Exposed concrete floors moderate indoor air temperatures; mass absorbs excess heat throughout the day.

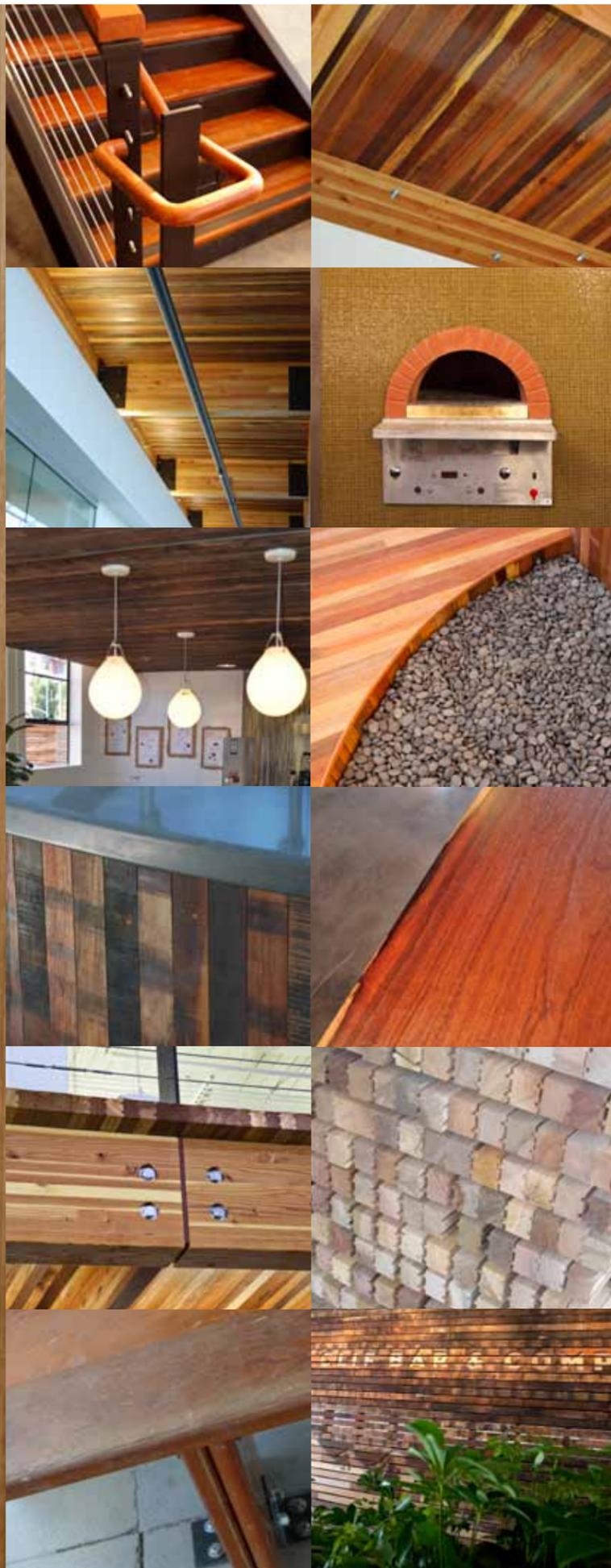


Daylight from existing clerestory windows is harnessed by designing large, open office areas to achieve interior light during most of the day.



Glare control window coverings were installed to provide a comfortable working environment. More than 90% of occupied areas are naturally daylight.





Reuse and recycling were primary drivers of the project design and the team worked diligently to incorporate reclaimed elements into the project. The floor in the yoga and dance studio is reused. The pizza oven in the café is second-hand and so too is the climbing wall (reconstructed from two existing walls). Lamps, tables, white boards, book shelves etc. are reused from a former EmeryTech tenant. New furniture in the space has a high content of recycled and rapidly renewable bamboo. Recycled denim was used to make 380 sound-absorbing panels.

Nearly all of the office electricity needs are anticipated to be met with the 530-kilowatt solar installation atop the building. It is the first install of a smart solar array over 500kWh in North America and includes more than 1900, 270-watt solar photovoltaic modules designed to optimize output and reduce cost by integrating monitors onto individual solar panels. Also, a solar thermal hot water system is anticipated to provide about 70% of Clif Bar's needed hot water.

The R&D kitchen and employee café use energy-efficient appliances; Energy Star electronic equipment is used throughout the office. Automatic lighting controls are provided throughout the tenant space utilizing occupancy sensors and programmable time switches for each office zone. Occupancy sensor controlled power strips at every workstation will shut down non-essential items such as monitors and task lighting when a workspace is unoccupied.

ENERGY USE INTENSITY (EUI)

BASELINE: 98.6 kbtu/sf/yr
PROPOSED: 40.2 kbtu/sf/yr

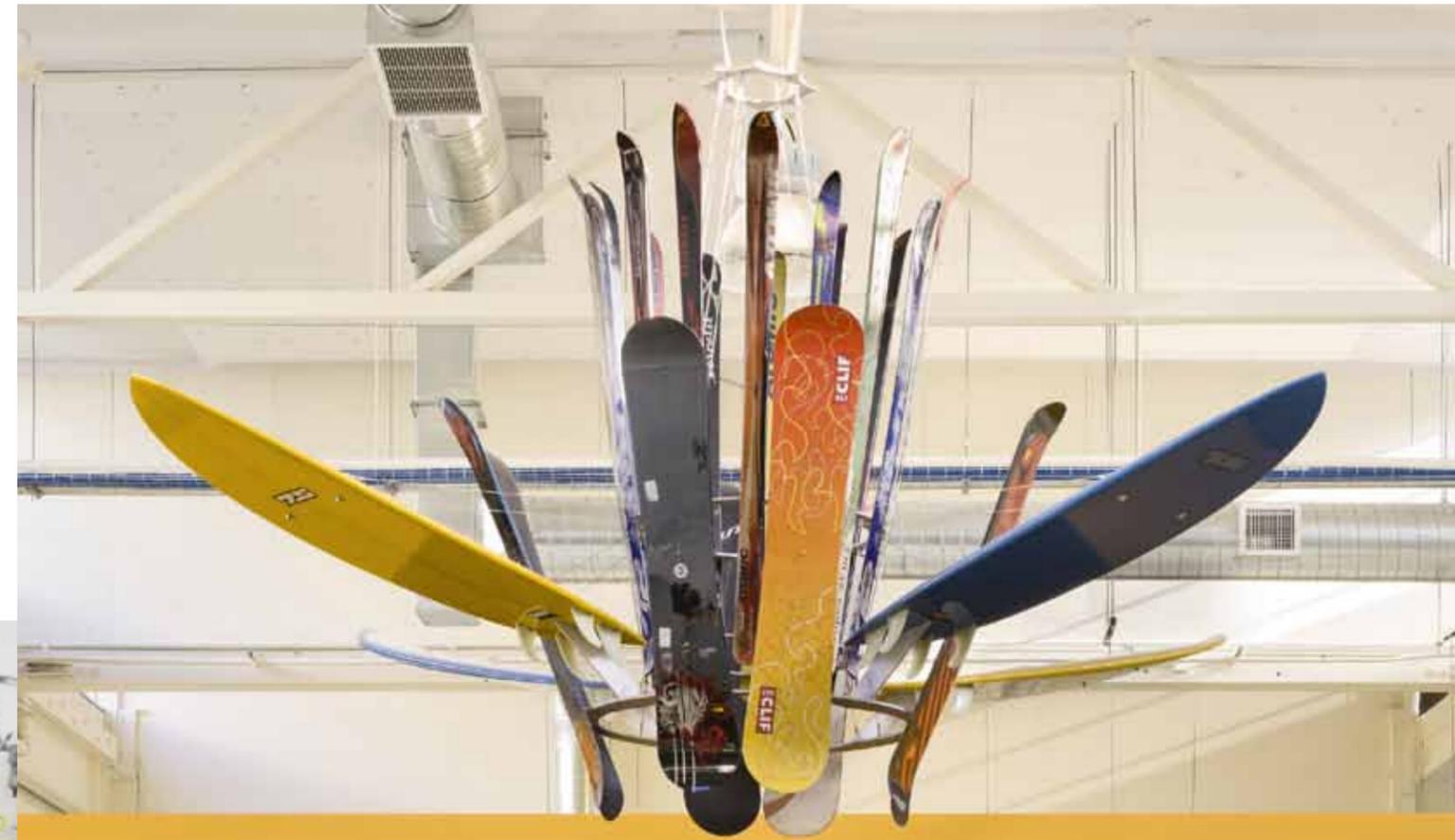


05 ART

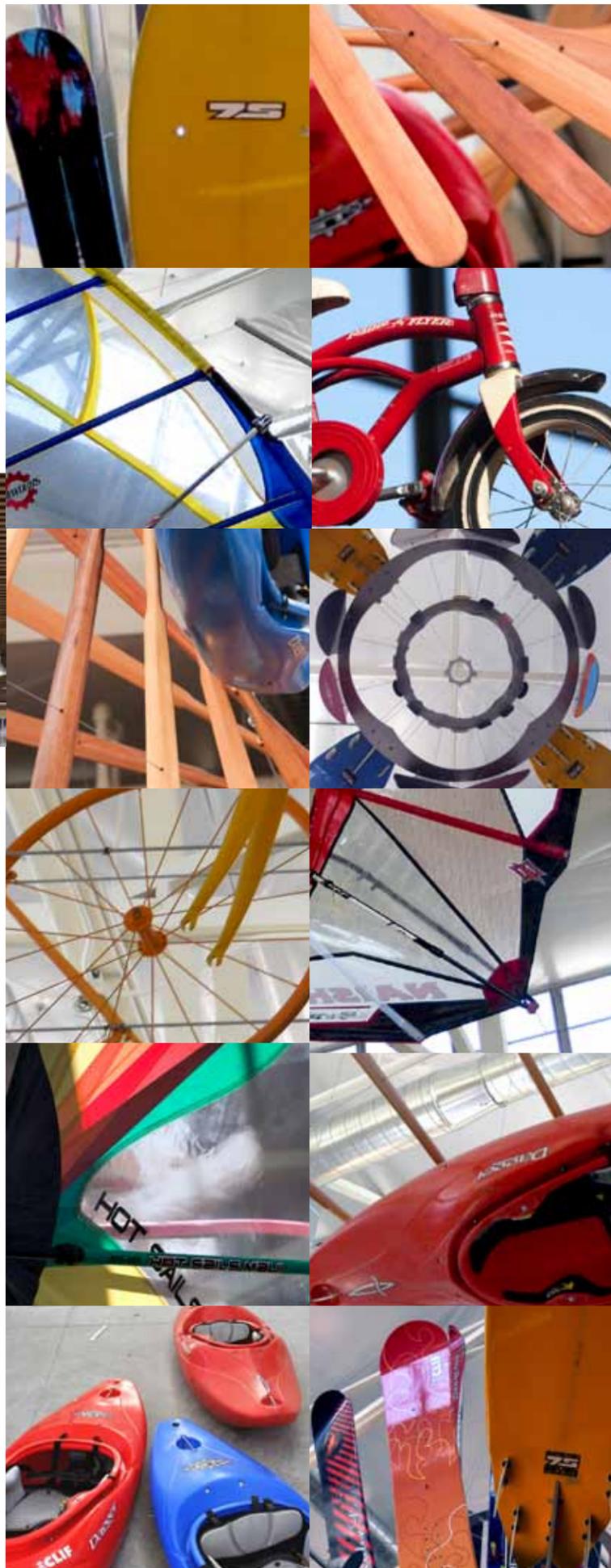


Art plays a central role in the interior design of the space, acting to identify neighborhoods in the open office and celebrate the Clif Bar lifestyle. Repurposed bikes, kayaks, snowboards, and surfboards that had passed their useful life as sports equipment,

now serve as artwork suspended from the ceiling. These art installations were a unique collaboration between the ZGF design team and Clif Bar and were assembled onsite to represent shapes found in nature such as a helix, comet and lotus.

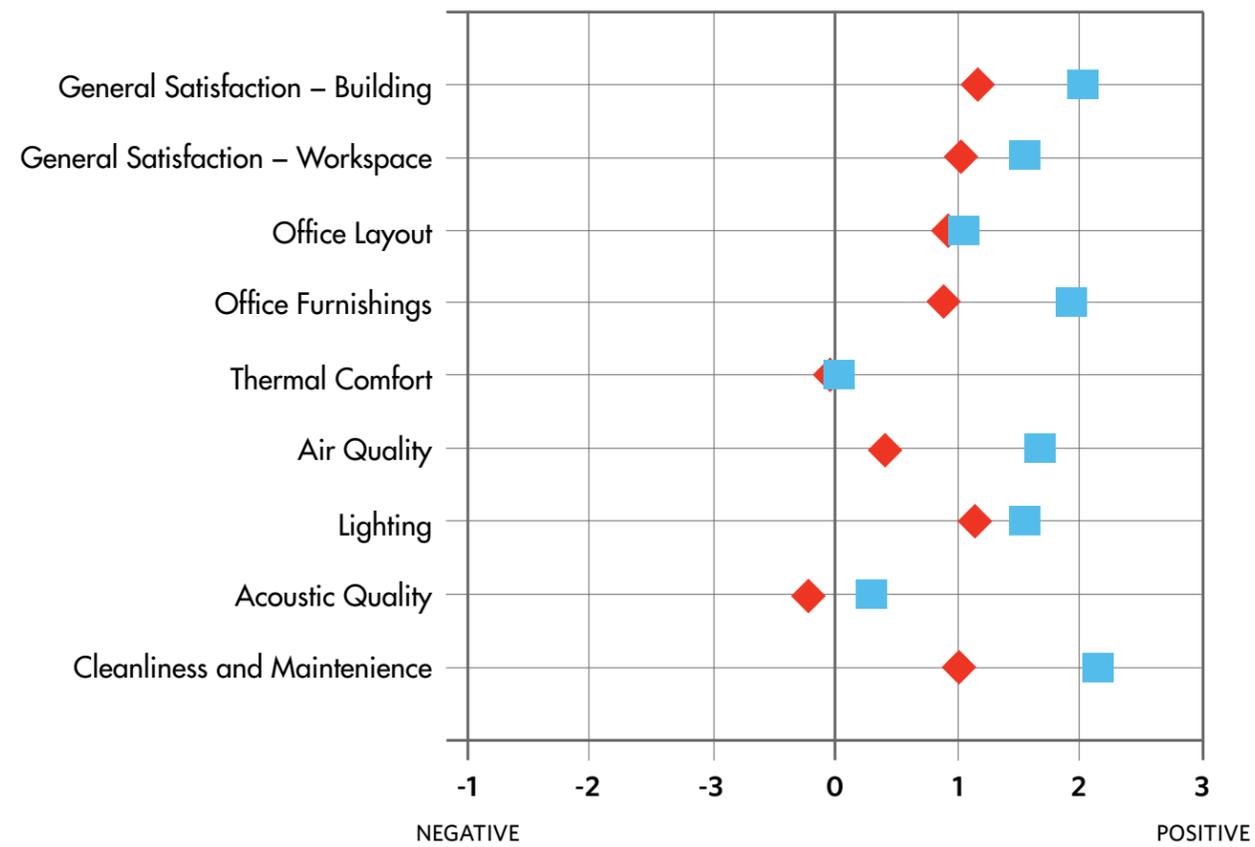


Each art piece was a live experiment, beginning with a fully-engineered, computer-modeled concept developed by an in-house artist/model maker. The kayak helix was dynamically spun in place to achieve the desired effect and the bikes in the bike comet were systematically suspended from the ceiling with stainless wire and elevated and shifted to achieve the desired result. Each hanging art piece assists in wayfinding and tells a story about Clif Bar employees or sponsored athletes. In addition, open display walls in the café and lobby provide an art gallery for rotating displays.

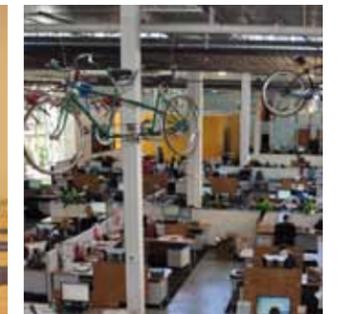


OCCUPANT SURVEY RESULTS

CLIF BAR HEADQUARTERS
VS. CBE BENCHMARK



■ CLIF Bar Headquarters
◆ CBE Benchmark



ZGF

Amy Columbo
e: amy.columbo@zgf.com
p: 503.863.2234



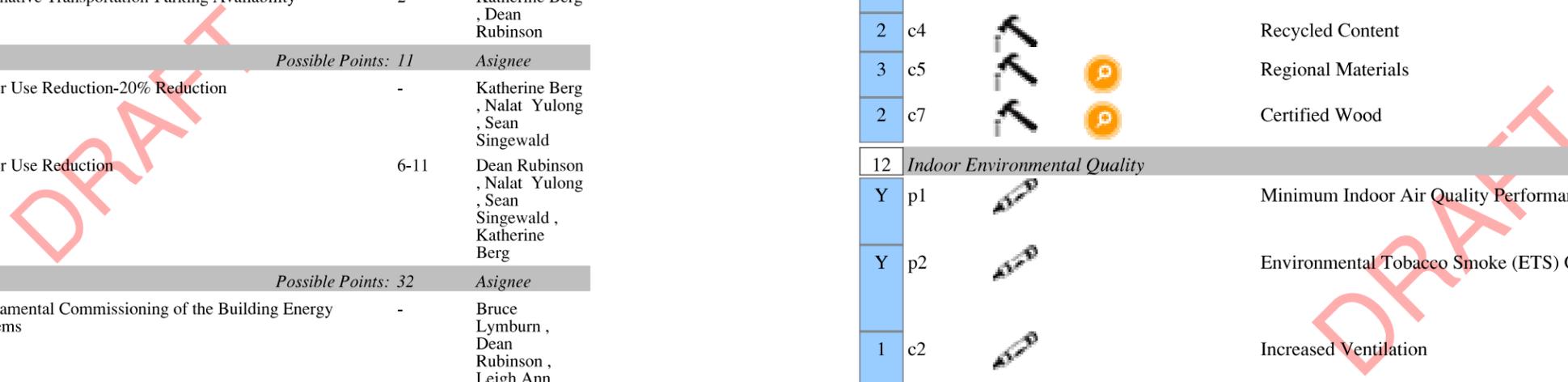
LEED Online Credit Scorecard

Certification Project Scorecard

Clif Bar Headquarters
06/14/2012

0		Project Information Forms		Possible Points: 0	Asignee
Y	f1	Minimum Program Requirements	-	Dean Rubinson	
Y	f2	Project Summary Details	-	Katherine Berg	
Y	f3	Occupant and Usage Data	-	Katherine Berg	
Y	f4	Schedule and Overview Documents	-	Katherine Berg	
Y	f5	Previously LEED Certified Details	-	Katherine Berg	
20		Sustainable Sites		Possible Points: 21	Asignee
4	c1	Site Selection-Select a LEED Certified Building	1-5	Theodore Garcia , Nalat Yulong , Sean Singewald , Dean Rubinson , Mahendra Singh , Katherine Berg	
6	c2	Development Density and Community Connectivity	6	Asmund Tweto , Katherine Berg	
6	c3.1	Alternative Transportation-Public Transportation Access	6	Katherine Berg	
2	c3.2	Alternative Transportation-Bicycle Storage and Changing Rooms	2	Katherine Berg	
2	c3.3	Alternative Transportation-Parking Availability	2	Katherine Berg , Dean Rubinson	
6		Water Efficiency		Possible Points: 11	Asignee
Y	p1	Water Use Reduction-20% Reduction	-	Katherine Berg , Nalat Yulong , Sean Singewald	
6	c1	Water Use Reduction	6-11	Dean Rubinson , Nalat Yulong , Sean Singewald , Katherine Berg	
22		Energy and Atmosphere		Possible Points: 32	Asignee
Y	p1	Fundamental Commissioning of the Building Energy Systems	-	Bruce Lymburn , Dean Rubinson , Leigh Ann Palmer , Ted van der Linden , Katherine Berg , Bill W. Jeffrey , Theodore Garcia , Nalat Yulong	
Y	p2	Minimum Energy Performance	-	Theodore Garcia , Nalat Yulong , Mahendra Singh , Leigh Ann Palmer , Dean Rubinson	
Y	p3	Fundamental Refrigerant Management	-	Dean Rubinson , Theodore Garcia	
6	c1.1	Optimize Energy Performance-Lighting Power	1-5	Mahendra Singh , Nalat Yulong	
3	c1.2	Optimize Energy Performance-Lighting Controls	1-3	Mahendra Singh , Katherine Berg	
6	c1.3	Optimize Energy Performance-HVAC	5-10	Nalat Yulong , Theodore Garcia	

3	c1.4	Optimize Energy Performance-Equipment and Appliances	1-4	Katherine Berg	
5	c3	Measurement and Verification	2-5	Theodore Garcia , Nalat Yulong , Mahendra Singh , Dean Rubinson , Katherine Berg	
5	c4	Green Power	5	Katherine Berg , Leigh Ann Palmer , Dean Rubinson	
14		Materials and Resources		Possible Points: 11	Asignee
Y	p1	Storage and Collection of Recyclables	-	Katherine Berg	
1	c1.1	Tenant Space-Long-Term Commitment	1	Katherine Berg , Dean Rubinson , Leigh Ann Palmer	
3	c2	Construction Waste Management	1-2	Rosalinda Donaldson , Nalat Yulong	
2	c3.1	Materials Reuse	1-2	Nalat Yulong	
1	c3.2	Materials Reuse-Furniture and Furnishings	1	Katherine Berg , Dean Rubinson	
2	c4	Recycled Content	1-2	Nalat Yulong	
3	c5	Regional Materials	1-2	Nalat Yulong	
2	c7	Certified Wood	1	Nalat Yulong	
12		Indoor Environmental Quality		Possible Points: 13	Asignee
Y	p1	Minimum Indoor Air Quality Performance	-	Theodore Garcia , Nalat Yulong	
Y	p2	Environmental Tobacco Smoke (ETS) Control	-	Dean Rubinson , Nalat Yulong , Katherine Berg	
1	c2	Increased Ventilation	1	Theodore Garcia , Nalat Yulong	
1	c3.1	Construction IAQ Management Plan-During Construction	1	Nalat Yulong	
1	c3.2	Construction IAQ Management Plan-Before Occupancy	1	Theodore Garcia , Katherine Berg , Nalat Yulong	
1	c4.1	Low-Emitting Materials-Adhesives and Sealants	1	Nalat Yulong	
1	c4.2	Low-Emitting Materials-Paints and Coatings	1	Nalat Yulong	
1	c4.4	Low-Emitting Materials-Composite Wood and Agrifiber Products	1	Nalat Yulong	
1	c4.5	Low-Emitting Materials-Systems Furniture and Seating	1	Katherine Berg	
1	c5	Indoor Chemical and Pollutant Source Control	1	Nalat Yulong , Katherine Berg , Theodore Garcia	
1	c6.1	Controllability of Systems-Lighting	1	Mahendra Singh , Nalat Yulong	
1	c7.1	Thermal Comfort-Design	1	Theodore Garcia	



0		<i>Project Information Forms</i>		<i>Possible Points: 0</i>	<i>Asignee</i>
Y	f1		Minimum Program Requirements	-	Dean Rubinson
Y	f2		Project Summary Details	-	Katherine Berg
Y	f3		Occupant and Usage Data	-	Katherine Berg
Y	f4		Schedule and Overview Documents	-	Katherine Berg
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20		<i>Sustainable Sites</i>		<i>Possible Points: 21</i>	<i>Asignee</i>
4	c1		Site Selection-Select a LEED Certified Building	1-5	Theodore Garcia , Nalat Yulong , Sean Singewald , Dean Rubinson , Mahendra Singh , Katherine Berg
6	c2		Development Density and Community Connectivity	6	Asmund Tweto , Katherine Berg
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2	c3.2		Alternative Transportation-Bicycle Storage and Changing Rooms	2	Katherine Berg
2	c3.3		Alternative Transportation-Parking Availability	2	Katherine Berg , Dean Rubinson
6		<i>Water Efficiency</i>		<i>Possible Points: 11</i>	<i>Asignee</i>
Y	p1		Water Use Reduction-20% Reduction	-	Katherine Berg , Nalat Yulong , Sean Singewald
6	c1	 	Water Use Reduction	6-11	Dean Rubinson , Nalat Yulong , Sean Singewald , Katherine Berg
22		<i>Energy and Atmosphere</i>		<i>Possible Points: 32</i>	<i>Asignee</i>
Y	p1		Fundamental Commissioning of the Building Energy Systems	-	Bruce Lymburn , Dean Rubinson , Leigh Ann Palmer , Ted van der Linden , Katherine Berg , Bill W. Jeffrey , Theodore Garcia , Nalat Yulong
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6	c1.1	 	Optimize Energy Performance-Lighting Power	1-5	Mahendra Singh , Nalat Yulong
3	c1.2		Optimize Energy Performance-Lighting Controls	1-3	Mahendra Singh , Katherine Berg
6	c1.3	 	Optimize Energy Performance-HVAC	5-10	Nalat Yulong , Theodore Garcia