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2025 AIA Fellowship

Candidate William S Duff Jr
Organization William Duff Architects, Inc.
Location San Francisco, California
Chapter AIA California Council; AIA San Francisco

Category of Nomination

Object 2 (Practice Management, Technical Advancement) > Practice (Management)

Summary Statement

For over 25 years, William Duff has developed a much admired people-based practice where creativity is democratized, business management is transparent, and employee growth and well-being are championed.

Education

Colorado State University, 1992-1994, Master of Science in Construction Management
Cornell University, 1987-1992, Bachelor of Architecture

Licensed in:

Arizona, #39199
California, #C31102
Colorado, #00305502
Oregon, #AR4698
Wisconsin, #9460

Employment

William Duff Architects, 1998 - Present
Kanner Architects, 1996 - 1998
Stone Marraccini Patterson, 1994 - 1996
Colorado State University, 1992 - 1994

Feldman Architecture

October 6, 2024

Carl D'Silva, FAIA, Chair, 2025 Jury of Fellows
The American Institute of Architects
1735 New York Avenue, NW
Washington, DC 20006-5292

Dear Jury Chair D'Silva, FAIA and Jury Members,

It is with great pleasure that I submit this letter of recommendation for my colleague, William Duff, AIA, for the AIA College of Fellows for **Object 2, Practice Management**. William Duff has spent over two decades cultivating a widely admired practice that puts people first, encourages open collaboration and creativity, and supports the holistic development and well-being of his employees. He has accomplished this through his focus on and innovations in the following areas: Democratization of Design, Transparency of Business Management, Championing Employee Growth.

William launched his studio shortly before I established mine, and from the beginning, I noticed the intentional, strategic approach he took to building his practice. It quickly became clear that William Duff Architects (WDA) was something special, garnering attention within the architecture community. I made a point to connect with William and what began as spontaneous exchanges at industry events soon evolved into regular, meaningful discussions about building and leading exceptional studios.

From these early conversations, it was evident that William was dedicated not only to personal success but also to fostering a workplace where his staff could thrive, engage with the community, and elevate their own practices. Over the past 15 years, I've witnessed firsthand WDA's remarkable evolution, driven by William's innovative leadership. One of William's greatest strengths is the culture he has cultivated at WDA—a unique blend of engagement, mentorship, and inspiration. His approach to mentoring, staff development, and creating a positive work environment is something I greatly admire and often try to emulate. Through my professional network, I've spoken with many at WDA, and the sentiment is one of deep appreciation for the supportive environment William has created, which fosters professional growth and creativity. This strong, engaged team has made WDA a significant presence in the San Francisco Bay Area and beyond. William and his staff actively contribute to community and industry events, addressing critical topics like urban design, social justice, and civic engagement. Their involvement reinforces the firm's positive impact on the broader community.

William believes architects play a crucial role in elevating society, and he leads by example, creating a ripple effect which has inspired others, both within the profession and beyond, to create better workplaces, better work, and a better society. For these reasons, I am confident that William Duff is an outstanding candidate for Fellowship in the AIA.

Yours Truly,



Jonathan Feldman, FAIA
Founding Partner, Feldman Architecture

William S Duff Jr, AIA, LEED AP

SECTION 1 / SUMMARY OF ACHIEVEMENTS



1. SUMMARY OF ACHIEVEMENTS

For over 25 years, William Duff has developed a much admired people-based practice where creativity is democratized, business management is transparent, and employee growth and well-being are championed.

William pioneered an innovative practice model that organizes design and operations around people. Understanding the best design work comes from talented people who are happy, informed and supported, he's developed three major practice management innovations to achieve this: democratization of design, transparency of business management and championing employee growth.

Democratization of Design /

William's worldview, shaped from childhood by his educator parents is rooted in the belief that collective learning—where people grow by sharing knowledge—is the most powerful way to learn.

William's firm, William Duff Architects, Inc (WDA), is guided by a belief that people perform better and create superior architecture when they participate in crafting the vision for a project and their efforts are applied in the context of that broader picture.

WDA puts that belief into practice using its own democratic instruments: a **self-published Design Vision guidebook**, regular design crits, and monthly Town Hall Show-and-Tells where staff members present various aspects of their projects.

William's Design Vision book forms a common vocabulary for the firm and creates space for others to make contributions. When combined with touchstone design crits, it successfully taps into **fresh ideas**, resulting in **better work**. This also enables staff to feel involved, to **learn by doing**, and to ultimately produce great architecture.

The Vision book is shared on the firm's website and has been presented on industry panels. William also produced a series of public videos that describe the Design Vision process in detail.

Transparency of Business Management /

The same sharing of design information also applies to business management. For William, providing individuals with context to understand how their efforts fit into the firm's bigger picture is an opportunity to **inspire** their **growth** while also driving better outcomes through management accountability.

WDA provides a level of transparency into its business operations that invites informed questions from staff to management which, while challenging, makes the firm a healthier business as a result.

WDA establishes transparency through constant and open communication in Annual Business Meetings and Monthly Town Halls during which firm financial health and strategic efforts to meet its goals are presented to employees.

William shares these practice management ideals with other firms who seek him out for advice and through public presentations and articles he has published.

Championing Employee Growth /

Employee growth is the ultimate aim of William's leadership philosophies. He has built a system that identifies an employee's strengths and finds opportunities to enhance them while cultivating an environment where they feel safe pushing themselves to grow. William promotes this through the firm's Mentor Program, the physical workplace, and comprehensive benefits programs.

William's **Mentor Program** ensures employee growth is consistently nurtured. Monthly one-on-one meetings form a support structure to staff's Annual Reviews which are forward-focused, involve Personal Development goals, and target milestones

along that path. Feedback is delivered in a clear, unambiguous manner and flows in both directions to promote a culture where people have a voice and feel safe and supported.

WDA's **office environment** is a light, airy, biophilic space. Bicycle storage, on-site showers and community gathering areas paired with sit-stand desks, quiet and collaborative work zones and live plants are health-motivated amenities that complement the architecture and promote wellness and growth.

Benefits include catered lunches, weekly yoga classes, Health, Dental & Vision Insurance. Emotional well-being is nurtured through a hybrid home/in-office schedule, Summer Fridays, flexibility for parents and caregivers, AIA dues reimbursement, happy hours, and firm outings.

These efforts were recognized when William Duff Architects was among the first architecture firms to place on the SF Business Times Best Places to Work List, a list we've been named to multiple times.

Ripple Effect /

William's management innovations have not only empowered growth within the firm but also **inspired over 20 employees to launch their own firms**. These off-shoot practices, spread throughout the country and born of William's lessons in people-based management, represent his philosophy's influence beyond his firm. Their successes are a marker of William's commitment to democratized design, transparent management and employee growth in support of improving the profession and creating great architecture that makes the world a better place.

William S Duff Jr, AIA, LEED AP

SECTION 2 / SIGNIFICANT WORK



2.0 CURRICULUM VITAE



Education

Master of Science in Construction Management,
Colorado State University; 1994

Bachelor of Architecture,
Cornell University; 1992

**Summer Research Fellowship
Architecture/ Construction Management
& MBA,** Colorado State University; 1993

**Work Study Residency with Paolo Soleri
Arcosanti,** Arizona; 1993

**Donald Greenberg Computer Aided
Design Studio,** Cornell University; 1990

Professional Experience

William Duff Architects, San Francisco, CA
Founder & Managing Principal, 1998 - Present

Kanner Architects. Los Angeles, CA
Associate, 1996 - 1998

Stone Marraccini Patterson, Santa Monica, CA
Designer, 1994 - 1996

Colorado State University, Fort Collins, CO
Project Designer, 1992 - 1994

Professional Accreditations & Licenses

Licensed Architect

Arizona	# 39199	2003 - present
Oregon	# AR4698	2003 - present
Wisconsin	# 9460	2003 - present
Colorado	# 00305502	1998 - present
California	# C31102	1997 - present

LEED AP

Accredited Professional, #0000054750,
2004 - present

National Council of Architectural Registration
Boards (NCARB) #56227, 2003 - present

Professional Organizations

Urban Land Institute	2019 - present
Vistage International CEO Group	2013 - present
US Green Building Council	2003 - present
American Institute of Architects	1997 - present

Professional Service

**The San Francisco School
Board of Trustees**
Executive Committee, 2020 - 2024
Site Committee Chair, 2020 - 2024
Site Committee, 2019 - 2024

**Colorado State University
Nancy Richardson Design Center**
Affiliate Faculty, 2019 - Present

**Colorado State University
College of Health and Human Sciences Executive
Leadership Council**
Council Member, 2018 - present

**Colorado State University
Department of Construction Management**
Founder, William Duff Architects Speaker Series

**Los Angeles County
Marina Del Rey Design Control Board**
Board Member, 2010 - 2014

Community Service

The San Francisco School
Board Member, 2020 - 2024

di Rosa Center for Contemporary Art
Board Chair, 2015 - 2018
Board Member, 2012 - 2018

Young Audiences National Affiliate Board
Affiliate Board Member, 2010 - 2014

Young Audiences of Northern California
Board Chair, 2010 - 2014
Board Member, 2008 - 2014

William S Duff Jr, AIA, LEED AP

05

2.0 CURRICULUM VITAE

Juries

Metal Construction News

Project Excellence Awards Juror, 2021

AIA Cincinnati

CRAN Awards Juror, 2020

Academy of Art University

Academic Design Juror, 2006

Industry Event Host

San Francisco Mayoral Election: Meet the Candidate

Host

2024 April - Candidate Mark Farrell

2024 June - Candidate Mayor London Breed

2024 July - Candidate Daniel Lurie

2024 August - Candidate Supervisor Aaron Peskin

2024 October - Candidate Ahsha Safai

AIA Open Studios, National Convention

Host, 2023

AIA National Convention - Tour of Big Ranch Road

Host, 2023

Colorado State University Alumni Event

Co-host, 2018

BAYA San Francisco Tour

Co-host, 2018 & 2015

Design Leadership Network

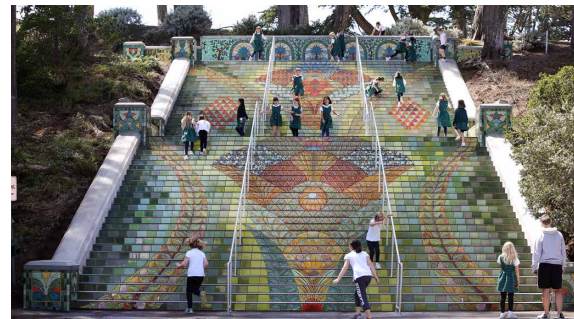
Co-host, 2017

Cornell Alumni AAP Tertulia

Co-host, 2016



Colorado State University Leadership Council Session, CO



Lincoln Park Steps, San Francisco, CA



Arch Camp at William Duff Architects, San Francisco, CA

Non Profit Events, Fundraisers & Projects

Arch Camp

Founder, Organizer - Bay Area High Schools

2020 - Present

Chairty

Participant - 2019, Bird House - Larkin Street Youth

Participant - 2019, Purple Ice - Project Color Corps

San Francisco Parks & Recreation Department -

Lincoln Park Steps

Pro-bono Architect - 2014

PAWS (Pets Are Wonderful Support): Petchitecture

Participant - 2014, Wag On

Participant - 2013, Cabernet Lounge

Participant - 2012, Pug Pinot

Participant - 2009, re | treat

Participant - 2008, Solar Pup

Children of Shelters - Jingle Mingle

Participant - 2012, Contemporary Wreath

Imagine Bus Project: Art is In The Air

Participant - 2011, Spark Your Imagination

Participant - 2010, Granularity

Participant - 2009, Say Ahhhh

Participant - 2007, Maples Pavilion Mirror

LEAP - Sand Castle Competition

Participant - 2010, AT&T Park

Participant - 2007, Green Monster

2.1 SIGNIFICANT WORK



Big Ranch Road

A century-old barn is transformed into a pavilion of glass that's as much art as it is architecture.

William led the design for the transformation of a turn-of-the-century hay barn into a pavilion of glass. He created an open entertainment space framed by two mirrored objects holding a gym on one end, and a bar and catering kitchen on the other. These two volumes at opposing ends of the barn shell add contrast and elegance, accentuating the form and materials of the original framework.

AIASF Design Award, 2018
International Design Awards, 2020
International Design Awards, 2018

Size: 1,500 sf
Completion: 2017
Location: Napa, CA
Role of Nominee: Principal in Charge



House of Light & Shadow

The artful juxtaposition of old and new.

William's vision for an artful blend of modern design and traditional Victorian details guided the design of this residential remodel. The main living spaces boast vaulted ceilings and large sliding doors that open to city views, while period details enrich the entryway, linking to its historical façade. The contemporary rear façade enhances the connection to the outdoors while a modern staircase creates a visual link across floors. Integrated sustainable systems like solar panels and a Tesla Powerwall add to the harmonious blend of history and innovation.

Size: 3,758 sf
Completion: 2023
Location: San Francisco, CA
Role of Nominee: Principal in Charge



Bella Oaks Winery

The intersection where architecture, art, and wine converge.

William leads the team designing a ground-up two story Napa Valley winery complex that will consist of two structures joined by a roof canopy. A contemporary interpretation of wine cave typology, the architecture draws inspiration from the arched forms creating evocative exterior forms and interior spaces. The facility will be used for wine production and will house a hospitality program that includes a tasting experience, art gallery and garden pavilion spaces.

Designing to meet LEED Gold Criteria

Size: 17,198 sf; 1.14 acres
Completion: In Progress
Location: Napa, CA
Role of Nominee: Principal in Charge



Butterfly House

An expansive butterfly-roofed residence for indoor-outdoor living and relaxed gatherings.

In creating the Butterfly house, William conceived of a home that blurs the line between indoors and outdoors, fulfilling the client's vision of California living. Full-height glass doors envelop the deck, seamlessly extending the interior into nested outdoor spaces. The efficiently planned 2-story home includes five bedrooms, four-and-a-half baths, formal and casual living rooms, a media room, wine room, and ample wall space for art display, creating a harmonious blend of functionality and aesthetic appeal.

International Design Awards, 2020

Size: 4,998 sf
Completion: 2015
Location: Menlo Park, CA
Role of Nominee: Principal in Charge

2.1 SIGNIFICANT WORK



Wheeler Residence

A luxurious home with a subtle yet strong commitment to sustainable living.

William integrated high-end modern design with green building principles in this new home to create dramatic living spaces that blend seamlessly with the landscape. The material palette features COR-TEN steel, fly-ash mixed concrete, and FinPly panels. Passive ventilation, radiant floors, solar hot water, and photovoltaic power significantly reduce the home's energy use, embodying sustainability in every detail.

Size: 5,350 sf

Completion: 2008

Location: Menlo Park, CA

Role of Nominee: Principal in Charge



Golden Oak

A hilltop home that complements the beauty of its natural surroundings.

William and his team designed a functional, spacious hilltop home that fully embraces its bucolic setting. The home's layout creates distinct private and public zones through a geometric shift, offering areas of calming retreat. A butterfly roof brings natural light, ventilation and views into the main gathering spaces while the careful juxtaposition of materials adds order and warmth that enhance the site's natural beauty.

Designed to meet LEED criteria

Size: 4,529 sf

Completion: 2013

Location: Portola Valley, CA

Role of Nominee: Principal in Charge



Vallejo Residence

A modern renovation that brings past and present together in perfect harmony.

Leading the design of a Pacific Heights residence, William skillfully preserved its historic character while modernizing the layout. He restored the front façade and redesigned the remaining elevations and interiors, blending the original charm with enhanced functionality and warm, modern materials. The transformed home now features expansive views of San Francisco Bay and the Golden Gate Bridge, and harmoniously balances past and present.

Size: 7,212 sf

Completion: 2014

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Hundred Acre Winery

Architecture that pays homage to harvest season in Wine Country.

William envisioned a striking new entry to a St. Helena wine cave, crafting a geometric form that emerges from the landscape to evoke a sense of mystery and intrigue. COR-TEN steel creates clean lines that blend with the natural environment, accentuating the entry's red patina. Large decorative bolts evoke the historic functionality of steel, and remote-controlled gears reveal the cave's entrance, merging modern technology with timeless design.

Size: 12,537 sf

Completion: 2016

Location: St. Helena, CA

Role of Nominee: Principal in Charge

2.1 SIGNIFICANT WORK



Atherton Residence

A high-performance home with a pool house and gym, built for a triathlete.

William led the design of a custom home for a triathlete in Atherton, CA. The home was significantly remodeled and expanded but retains its original neighborhood charm. The property includes a standalone gym is topped with a standing seam roof that complements the aesthetic of the main house while remaining discreet from the street. Lift-and-slide glass doors connect perimeter spaces to the outdoors, while white oak floors and elegant details balance natural warmth with modern luxury.

Size: 6,288 sf

Completion: 2020

Location: Atherton, CA

Role of Nominee: Principal in Charge



Napa Artist Retreat

An art collector's home nestled within a stunning Wine Country landscape.

William designed a single-family residence on a picturesque 5-acre Napa County hillside, leveraging the topography to capture breathtaking views. He created an expansive indoor-outdoor terrace to display the client's art collection which also serves as a bridge between the main house and the guest quarters. The design features natural materials, a soaking pool, sleeping porch, and outdoor kitchen to seamlessly connect the home with its striking surroundings.

Size: 3,552 sf; 5 acres

Location: St. Helena, CA

Role of Nominee: Principal in Charge



1275 Folsom

A neglected industrial warehouse takes on new life as a modern architectural studio.

William used his firm's new San Francisco office project as a teaching opportunity for WDA's entire staff. The transformation of a former SOMA manufacturing facility into a modern, sustainable workshop involved staff in developing the open floor plan, including workspaces, wellness rooms, and a rear deck. Highlights include a break room with reclaimed wood cabinets, black marble countertops, sandblasted wood ceilings, a central tree, and a sculptural staircase anchoring a clean, modern aesthetic.

Size: 7,200 sf

Completion: 2021

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Calistoga Distillery

Revitalizing a historic building for an elegant new distillery and lounge.

William transformed a historic brick building into a modern distillery that honors the past while embracing the future. He designed a light, airy steel and glass extension to the side and rear, creating an inviting courtyard with views into the distillery. The rear facade features double story doors that can rotate open to connect the interior spaces with the outdoors. The contemporary addition weaves through the space of the existing building to highlight the restored brick structure and welcome approaching visitors.

Size: 22,750 sf

Location: Calistoga, CA

Role of Nominee: Principal in Charge

2.1 SIGNIFICANT WORK



Air France Lounge

Streamlined design and select brand touches elevate this airport lounge to luxury level.

William led the team that revitalized Air France's SFO lounge, collaborating with SGK to transform the space since its last remodel 15 years ago. The team introduced a new layout with a catering kitchen, full-service bar, and VIP room, all aligned with Air France's refined aesthetic. The design balances graphic lines with organic shapes, using material changes to create a luxury, tech-integrated user experience.

ENR, Small Project, Award of Merit, 2023

Size: 5,786 sf

Completion: 2023

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Kaiyo Rooftop

A stunning rooftop bar and restaurant paired with panoramic views.

William collaborated closely with his team to design Kaiyo Rooftop, a Japanese-Peruvian Nikkei bar near Mission Bay. They transformed the Hyatt Place Hotel rooftop into a lush oasis with richly textured elements and vibrant greenery. A custom metal screen frames the bar, while emerald tile, quartzite, and woven light fixtures complete the tropical aesthetic, ensuring comfort and maximizing city views.

SF Design Week Award, Architecture: Restaurant/Hospitality, 2022

Size: 3,254 sf

Completion: 2022

Location: San Francisco, CA

Role of Nominee: Principal in Charge



A Mano

A vibrant, full-service restaurant makes for a perfect addition to a recently redeveloped neighborhood.

William crafted an industrial-themed restaurant for Adriano Paganini, owner of Back of the House restaurant group, using textured, refined materials like TerraMai oak floors and checker-patterned panels. He worked with his team to design an open exhibition kitchen that immerses patrons in the cooking process, and creatively navigated the building's sharp angles to ensure a spacious and inviting front-of-house floor plan.

Size: 2,604 sf

Completion: 2017

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Split

Versatile, community-minded spaces for an award-winning restaurant.

William designed airy, light-filled community spaces that create transformative dining experiences for Split in San Francisco's SOMA and Russian Hill neighborhoods. The restaurants include kitchens that open to the main front-of-house spaces connecting diners with the cooking process. Varied seating options, from banquettes to community tables, enhance the cozy atmosphere, helping earn Split recognition as Eater SF's best fast-casual restaurant of 2017.

Size: 2,146 sf & 2,230 sf

Completion: 2008 & 2015

Location: San Francisco, CA

Role of Nominee: Principal in Charge

2.1 SIGNIFICANT WORK



Mixt

A restaurant concept where architecture and design communicate a commitment to sustainability.

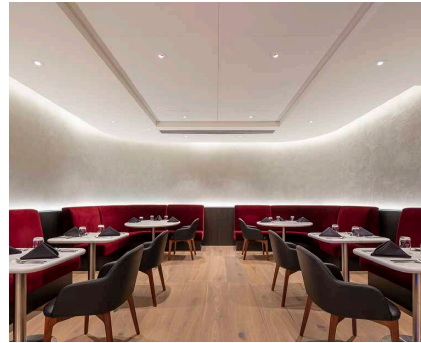
William designed the primary retail concept and flagship location for this healthy fast-casual restaurant chain. Applied at multiple locations, the climate conscious design showcases sustainable materials, from millwork made from recycled plant material to FSC certified flooring. The result is the perfect setting to enjoy Mixt's menu featuring the freshest local, organic ingredients.

Size: 1,100-2,700 sf

Completion: 2007-2017

Location: San Francisco, CA

Role of Nominee: Principal in Charge



British Airways Lounge

Exceptional design and luxury amenities make an airport lounge a destination in its own right.

William and his team worked with Graven in the UK to re-imagine the Executive Lounge for British Airways at SFO's International Terminal, crafting an elevated experience for VIP guests and frequent flyers. Designed to meet LEED standards, the lounge features expanded seating, multiple bars, a new kitchen, a direct boarding area, and distinct lounge with dining amenities for first class members. Contemporary luxury furnishings and maximized ceiling heights enhance the space, fully delivering on the brand promise.

Designed to LEED Gold criteria

Size: 7,158 sf

Completion: 2019

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Timbuk 2

An iconic retail space for a renowned San Francisco bike messenger bag company.

William created the design for Timbuk2's first flagship store in San Francisco's Hayes Valley to establish a strong retail identity for the brand. He crafted an interior that reflects the company's rugged, urban, design-oriented culture. The display shelving offers a clean, neutral backdrop that accentuates the vibrant, multi-colored messenger bags for which Timbuk2 is renowned, anchoring the store's unique aesthetic.

AIASF Excellence in Interior Architecture, Merit Award, 2007

Size: 520 sf

Completion: 2005

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Puma

A unique, well crafted flagship store for an international shoe brand.

William collaborated with Kanner Architects to design Puma's second flagship store in North America, strategically located on Market Street in San Francisco's Union Square district. Covering three floors and a basement, the store's design embodies Puma's classic street style, refined within a hip, urban context, creating a prominent and impactful presence in the bustling shopping district.

Size: 9,171 sf

Completion: 2001

Location: San Francisco, CA

Role of Nominee: Principal in Charge

2.1 SIGNIFICANT WORK



Alaska Airlines

A warm and sophisticated airport lounge inspired by the best of the Bay Area.

William led his team's design of a new lounge for Alaska Airlines at SFO, crafting an approachable brand experience for guests to relax and recharge. Framing the reception area with a sculptural interlocking slatted wood wall, the design includes quiet seating and work areas, extensive dining amenities and a unique bar space that promotes interaction and relaxation. San Francisco culture and Alaska's brand identity are woven throughout with carefully selected furniture, finishes, and detail accents.

LEED Gold Certification pending

Size: 10,848 sf

Completion: 2024

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Irish Consulate

A LEED Gold Certified workplace that brings three Irish government agencies together under one roof.

William and his team were entrusted with designing the new San Francisco home for Ireland House, the shared facility for the Consulate General of Ireland, and two state agencies: Enterprise Ireland and Tourism Ireland. The project, a full floor renovation, centered around the design concept of a "Shared Hearth." This design sets a new standard for future Ireland House locations.

LEED Gold Certification

Size: 9,755 sf

Completion: 2022

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Madison Square Gardens Co.

A waterfront space transformed into a modern workplace that facilitates connection and interaction.

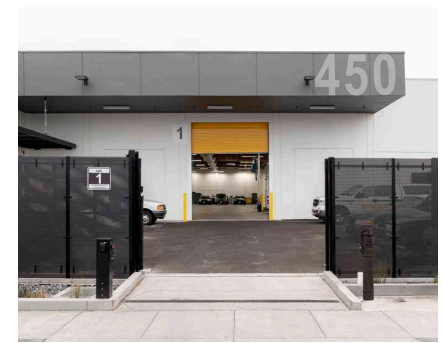
William guided his team with his vision for the Madison Square Garden Company's new offices at San Francisco's Pier One and his expertise with economically viable, design-driven tenant improvements. He transformed the historic port building by opening walls to enhance spatial connections and natural light. The result is a flexible, inspiring environment that fosters creativity and collaboration for entrepreneurs and teams.

Size: 24,995 sf

Completion: 2020

Location: San Francisco, CA

Role of Nominee: Principal in Charge



Central Shops 450 Toland

Thoughtfully designed collaboration between public and private partners in rehabilitated industrial space.

William's firm was the Project Architect for the adaptive reuse of the San Francisco's Central Shops' 450 Toland building. The former food storage facility was transformed into a light-duty repair shop for city-owned vehicles. Coordinating with multiple stakeholders WDA redesigned the facade, integrated a drive-thru paint booth, and upgraded systems and accessibility features.

LEED Gold Certification

International Partnering Institute Award, Sapphire Level: 2019

City of San Francisco Partnering Award, Gold Best in Class, 2018

Size: 42,984 sf

Completion: 2018

Location: San Francisco, CA

Role of Nominee: Principal in Charge

William S Duff Jr, AIA, LEED AP

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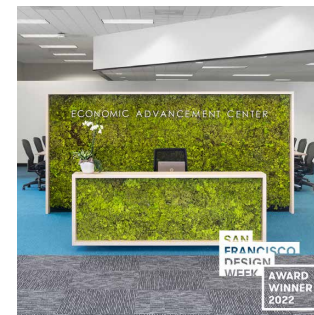
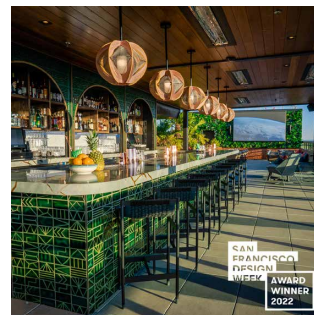
2.2 SIGNIFICANT AWARDS, HONORS & RECOGNITIONS

Local & National Awards

- 2024** 1275 Folsom St. Adaptive Re-Use, SF Design Week Honorable Mention
- 2024** Alaska Airlines Lounge, on track for LEED Gold
- 2023** Air France Lounge Renovation, Engineering News Record, Small Projects, Best Projects Award of Merit
- 2022** Kaiyo Rooftop, Interior Design: Restaurant Hospitality Winner
- 2022** Economic Advancement Center, Architecture: Altruistic/Non-profit
- 2022** Ireland House, Irish Consulate, LEED Gold
- 2022** San Jose State University Audiology Department, LEED Silver
- 2020** Big Ranch Road, International Design Awards, Architecture, Honorable Mention
- 2019** The Central Shops, International Partnering Institute: Buildings/Public Infrastructure \$25M-\$250M, Sapphire Level Award
- 2019** The Central Shops, City & County of San Francisco, LEED Gold
- 2018** The Central Shops, City of San Francisco Partnering Awards, Gold
- 2018** Big Ranch Road, International Design Awards, Other Architectural Designs, Bronze Award
- 2018** Big Ranch Road, AIASF Architecture Merit Award
- 2007** Timbuk2, AIASF Excellence in Interior Architecture Merit Award

Practice Awards and Recognition

- 2024** William Duff Architects, Inc, San Francisco Business Times Largest Bay Area Architecture Firms #36
- 2023** William Duff Architects, Inc, VSMD Top Retail Firms International, #34
- 2023** William Duff Architects, Inc, Best Places to Work, San Francisco Business Times, Smallest Companies
- 2023** William Duff Architects, Inc, San Francisco Business Times Largest Bay Area Architecture Firms #44
- 2022** William Duff Architects, Inc, Best Places to Work, San Francisco Business Times, Smallest Companies
- 2022** William Duff Architects, Inc, San Francisco Business Times Largest Bay Area Architecture Firms #38
- 2023** William S. Duff, Jr, Vistage International, 10 year Member Award
- 2021** William Duff Architects, Inc, San Francisco Business Times Top 100 Fastest Growing Private Companies in the Bay Area #68
- 2020** William Duff Architects, Inc, Best Places to Work, San Francisco Business Times, Smallest Companies
- 2020** William Duff Architects, Inc, San Francisco Business Times Top 100 Fastest Growing Private Companies in the Bay Area #47
- 2020** William Duff Architects, Inc, San Francisco Business Times Largest Bay Area Architecture Firms #40



| (Left - Right) San Francisco City Partnering Awards; AIASF Design Awards; SF Design Week Hospitality and Altruistic Winners; SFBT Best Places Work, Small Firms

2.3 SIGNIFICANT PUBLICATIONS - BOOKS AND PRESS

Books

- 2024** Rustic Renewal, Loft Publications (Contributor) *Big Ranch Road*
- 2022** Industrial Interiors: Iron and Wood, Loft Publications, (Contributor) *Madison Square Gardens*
- 2021** At Home in the Wine County, Gibson, (Contributor) *Inside-Out Barn, Big Ranch Road*
- 2021** 150 New Best of the Best House Ideas, Harper Collins, (Contributor) *Butterfly House*
- 2019** San Francisco Architects: Top Bay Area Studios, Loft Publications (Contributor), *Butterfly House and Big Ranch Road*
- 2019** [Design Vision](#); (Author)
- 2018** Wood Architecture Today, Loft Publications, (Contributor) *Golden Oak and Big Ranch Road*
- 2010** 21st Century Homes, Panache Partners, (Contributor) *Wheeler Residence*
- 2010** Green Retail Design, (Contributor) Harper, *Timbuk2*
- 2009** City by Design, Panache Partners, (Contributor) *Mixt Greens and Novo Construction*
- 2009** 1000x Architecture of the Americas, Braun, (Contributor) *Wheeler Residence*
- 2009** Shop! Best of Store Design, Braun, (Contributor) *Timbuk2*
- 2009** Very Small Shops, Lawrence King Publishing, (Contributor) *Timbuk2*
- 2007** Dream Homes, Braun, (Contributor) *Jacobsen Residence and SF Loft*

"What comes through loud and clear when dealing with William Duff and the WDA staff is the commitment to the practice and performance of an architectural firm. William works hard to maintain a well balanced firm driving an excellence in architecture that excels because they value their team member's personal space and individual career growth"

Francis M. Coiro, Architect & Client

Select Press: Print & Online / Practice

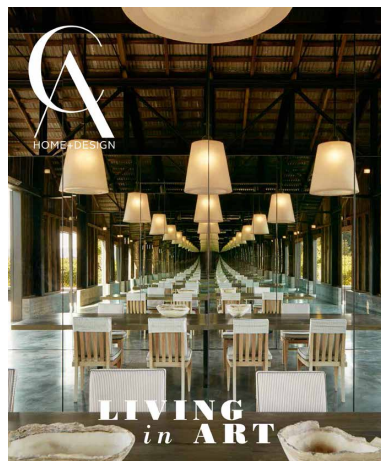
- 2024** AIA SF Small Firms, Great Projects "Adaptive Re-use"
- 2024** Building Enclosure, "WDA Expands Ownership Group with Second Female Leader"
- 2023** Connect CRE, "Weekly People and Company News: William Duff Architects Launches Community Practice"
- 2023** PR Newswire, "William Duff Architects (WDA) Named a Best Places to Work for the 3rd time in 4 years"
- 2022** [The Wall Street Journal](#), "Small Businesses Get Creative as They Struggle with Hiring"
- 2022** The Registry SF, "William Duff Architects Announces New Associates"
- 2022** [ACE Update Magazine](#) [India], "As an Architect, We All Strive to Create Habitable Art"
- 2022** Metal Architecture, "Designing with Metal Plates"
- 2022** Haven - Mead Quinn "Q&A with William Duff & Jim Westover of WDA"
- 2022** PR Newswire, "William Duff Architects Achieves Another Best Places to Work Honor"
- 2022** PR Newswire, "WDA Among the Fastest Growing Private Companies"
- 2021** [Architect](#), "William S. Duff Jr.: Establish a People-Based Practice in Architecture"
- 2021** WSJ Mansion Global, "Creative Ways to Display a Vinyl Record Collection" (Dustin Foster, WDA Project Manager)
- 2021** Metal Construction News, "Construction and Covid-19: Adaptation, Action, Aftermath"
- 2021** [D5 Magazine](#), "William Duff Architects (WDA) Emerges as a Firm to Watch in Architecture and Design"
- 2020** Wall Street Journal, "In this Age of Self-Isolation, Architects See Their Homes From a Different Angle"
- 2020** [Wall Street Journal](#), "Why Open Plan Homes Are Actually A Terrible Idea"

2.3 SIGNIFICANT PUBLICATIONS - BOOKS AND PRESS

- 2020** Wall Street Journal, "Top Interior Design Trends of 2020, From Home Offices to Two-Tone Kitchens"
- 2020** [NBC Investigates](#), "What Will Offices, Homes Look Like Post-Pandemic"
- 2020** [Business Insider](#), "William Duff Architects Supports Businesses with new SPRINT program"
- 2020** The Real Deal, "In Isolation, Architects Are Putting Their Own Designs to the Test"
- 2020** [CA Home + Design](#), "Architect Crush: William Duff Architects"
- 2019** PR Newswire, "WDA Grows Leadership Team Amidst Record Growth"
- 2018** AIA SF, "Small Firms, Great Projects - Architecture Trends"
- 2018** Structure, "Using BIM for Wood Framed Construction Projects"
- 2016** The Weekly Calistogan, "New Leadership for Di Rosa Board of Directors"
- 2010** Residential Architect, "Economic Positions, Right Sizing Your Price"

Select Press: Print & Online / Projects

- 2024** Archilovers, "A House of Light and Shadow | William Duff Architects"
- 2024** [Arqa](#) [Spain], "A House of Light and Shadow | William Duff Architects"
- 2024** Eater SF, "A New SOMA Restaurant Hopes to Be the Crown Jewel of San Francisco's Nikkei Dining Scene"
- 2024** [Retrofit Magazine](#), "An Architecture Firm's New Office Inside a Former Industrial Building Makes the Case for Adaptive Reuse"
- 2023** SF Business Times, "Alaska Airlines Provides Sneak Peak At New Lounge Coming to SFO Next Year"
- 2023** [Work Design Magazine](#), "Take a Tour of William Duff Architects' New San Francisco Offices"
- 2023** [Spaces Magazine](#), "The Architecture and Design Firm WDA's New SOMA Office is a Love Letter to San Francisco"
- 2023** SF Business Times, "Kaiyo Expanding to Ground-Floor of Hyatt Place San Francisco Downtown Hotel"



2.3 SIGNIFICANT PUBLICATIONS - BOOKS AND PRESS

2023	AD Pro, "Tour and East Coast-Style Home in San Francisco" (50 Surrey)	2019	CA Home + Design, "Mirror Mirror" (Big Ranch Road)
2023	California Style [Japan], "Dolores Charmer - Reborn Victorian House"	2019	LUXE Magazine, "A Couple Builds A New Home For A Fresh Start" (Butterfly House)
2022	LUXE Magazine, "All Angles A Napa Entertaining Barn Conducts a Grand Lighting Experiment"	2019	SF Gate, "First Look: British Airways Lounge at SFO"
2022	Robb Report , "The 25 Most Beautiful New Restaurants in America in 2022" (Kaiyo Rooftop)	2019	CA Home + Design, "10 Things to Do in July" (Big Ranch Road)
2022	House and Home Magazine, "City Guide: Discover H&H's Guide to San Francisco" (Kaiyo Rooftop)	2019	Dwell , "A Silicon Valley Retreat Sports a Butterfly Roof and Two Indoor/Outdoor Wings" (Butterfly House)
2022	Eater SF, "Kaiyo Rooftop Nikkei Oasis Touches Down in SOMA with Tropical Cocktails and Skyline Views"	2019	Napa Valley Register, "Downtown Calistoga Distillery Project Could Be a Game Changer" (Calistoga Distillery)
2021	Toronto Star [Canada], "The Wow Factor - Open Air, Shared Spaces Beneath Its Wings" (Butterfly House)	2018	CA Home + Design, "Easy Elegance" (36 Jordan)
2021	Teresa Herrero Living [Spain], "Butterfly House Una Casa Muy Personal Pensada Para El Relax"	2018	Modern Luxury Silicon Valley, "Modern Metamorphosis." (Golden Oak)
2021	HGTV, "Kitchen Remodels" (36 Jordan)	2018	Curbed, "15 Beautiful Urban Staircases in the US" (Lincoln Park Steps)
2021	Spaces Magazine, "A Tech Entrepreneur and Triathlete's Elite Home Gym Wins a Gold Medal for Style" (Atherton Residence)	2018	Dwell, "18 Brilliant Barn Conversions That Merge Past and Present" (Big Ranch Road)
2020	Toronto Star [Canada], "Inside the Dream Home: Butterfly Residence Brings Two Cultures Together Under One Uniquely Designed Roof"	2018	AIASF, "Small Firms, Great Projects - A Mano Restaurant" (A Mano)
2020	Archello , "SFO Showcase Trends in Airport Dining Amenities" (Illy, Amy's Drive-thru, Goldilocks)	2017	Wall Street Journal , "A California Barn That's Both Home and Art Sculpture" (Big Ranch Road)
2020	Minimal Select [Australia], "Butterfly House" (Butterfly House)	2017	AIASF, "Small Firms, Great Projects - Big Ranch Road" (Big Ranch Road)
2020	Arquitectura Diseno [Spain], "Esta Casa Tiene dos Caras: Una de Madera y Una de Cristal" (Butterfly House)	2017	Marin Magazine , "Architectural Alchemy" (Big Ranch Road)
2020	Building Indonesia [Indonesia], "The Designs Blend Profound Emotional Connections" (Butterfly House)	2017	CA Home + Design, "House Tours: Raising their Sights" (55 Ashbury)
2020	Nuevo Estilo [Spain], "El Patio Como Elemento Que Fomenta el Sentido de Comunidad y Conexion a la Tierra"	2017	Airport Revenue News, "MRG Opens District Market at SFO "
2020	CA Home + Design, "Float Like A Butterfly" (Butterfly House)	2017	Eater SF, "A Mano's Sleek Space Sets the Stage for a Modern Italian"
2019	Patron Magazine , "Green Acres" (Big Ranch Road)	2016	AIASF, "Small Firms, Great Projects - Vallejo Street" (Vallejo Street)
		2016	Spaces Magazine, "Architectural Alchemy" (Big Ranch Road)
		2016	Hoodline, "Split Bread Changes to 'Split,' Makes Polk Street Debut"
		2015	Cultured Magazine, "Art Barn" (Big Ranch Road)
		2015	CA Home + Design, "Translating Tradition" (Vallejo Street)
		2015	San Francisco Examiner, "SF Recreation and Parks Celebrates Lincoln Park Art Tile Steps" (Lincoln Park Steps)

2.3 SIGNIFICANT PUBLICATIONS - BOOKS AND PRESS

- | | | | |
|-------------|--|-------------|---|
| 2015 | Los Angeles Times, "Brilliant Earth, Jewelry That's Ethically Sourced, Opens in LA" (Brilliant Earth LA) | 2010 | Residential Architect, "A Northern California Bath Mixes Teak and Tile" (Wheeler Residence) |
| 2015 | KQED, "Lincoln Park Steps Reopen Grandly with Artist-Designed Tiles" | 2008 | Western Interiors Magazine "Passive Ventilation" (Wheeler Residence) |
| 2015 | San Francisco Chronicle (John King), "Stairway to Lincoln Park Perfectly in Step with Neighborhood" (Lincoln Park Steps) | 2008 | Horizon Magazine "Real Estate - San Francisco" (Jacobson Residence) |
| 2014 | AIASF, "Small Firms, Great Projects - Portola Valley Home" (Golden Oak) | 2008 | Travel + Leisure, "Sweetdish" |
| 2013 | InHabitat, "William Duff Architects Use the Fibonacci Sequence to Create, Beautiful, Efficient Wheeler Home" (Wheeler Residence) | 2007 | AIASF, "Small Firms, Great Projects - Chen Design" |
| 2013 | Adelto Magazine [United Kingdom], "Sustainable Modern Design at Wheeler Residence" | 2007 | SF Gate, "Menlo Park Redux - When Recycling is Second Nature" (Wheeler Residence) |
| 2012 | Thrillist, "Futuristic Ordering and Secret Sandwiches at Metreon" (Split) | 2007 | San Francisco Examiner, "Fashioning Future Foods" (Mixt) |
| 2012 | Eater SF, "Split Bread, Tech Savvy 'Sandwich Bistro,' to Open" | 2007 | 7X7 Magazine, "Eating My Greens" (Mixt) |
| 2011 | CA Home + Design Magazine - Sourcebook Cover (Wheeler Residence) | 2009 | 7x7 Magazine "Moving on Up" (Jacobsen Residence) |
| 2010 | AIASF, "Small Firms, Great Projects - Wheeler Residence" | 2007 | San Francisco Chronicle Magazine, "Menlo Park Redux" (Wheeler Residence) |
| 2010 | Residential Architect, "Natural Instincts" (Wheeler Residence) | 2006 | San Francisco Chronicle, "Custom Canvas / It's All In The Bag For Timbuk2" |
| 2010 | Villa Journal [Czech Republic], "Designova Hra V Naruci Prirody" (Wheeler Residence) | 2006 | Cool Hunting, Feature "Timbuk2 Store" |

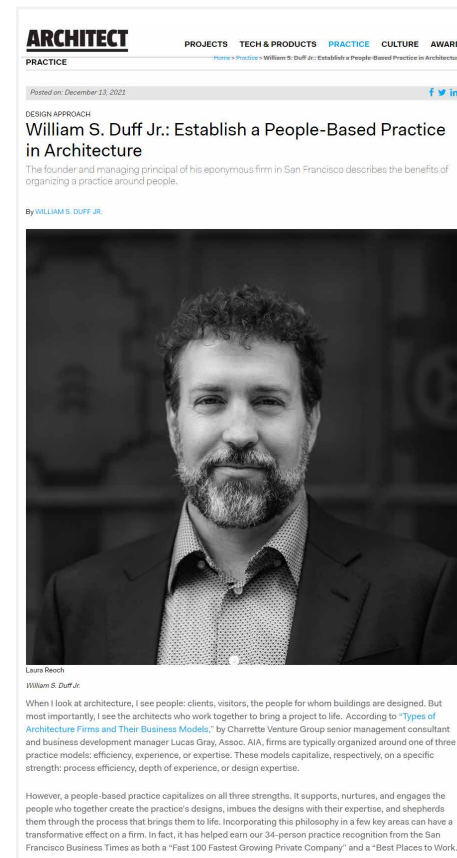


2.3 SIGNIFICANT PUBLICATIONS - PRESENTATIONS AND SPEAKING ENGAGEMENTS

Presentations, Panels & Podcasts

Moderator	"Vibrant City Explored: Folsom Street Corridor Initiative" AIASF, Architecture + the City Festival, September 2024
Host, Moderator	"Meet the Candidate Series" San Francisco Mayoral Candidate talks for the A/E/C Community, June 2024 - October 2024
Panelist	"The Purposeful Practice: Making Best Places to Work," AIASF Center for Architecture & Design, November 2023
Host, Speaker	"Transformational Art & Architecture: Napa Sculpture Garden" AIA National Convention Tour, June 2023
Moderator	"Design Vision Distilled: In Practice," San Francisco Design Week Panel, June 2021
Speaker	"How to Develop Younger Architects," Architectural Foundation of San Francisco, Podcast, January 2021
Narrator	"Design Vision Video Series: Materiality," William Duff Architects Youtube, November 2021
Narrator	"Design Vision Video Series: Restraint," William Duff Architects Youtube, August 2021
Narrator	"Design Vision Video Series: Articulation" William Duff Architects Youtube, May 2021
Narrator	"Design Vision Video Series: Celebration of the Object" William Duff Architects Youtube, March 2021
Panelist	"Flight Path: Designing New Airport Experiences," AIASF San Francisco Center for Architecture & Design, August 2020
Speaker	"Interview with William Duff: Covid the Future of Restaurants" Design Milk, Interview Series, April 2020
Moderator	"Behind the Design: Traveler Amenity Space at San Francisco International Airport," AIASF Fresh Brew Series, July 2020
Speaker	"Design Vision Distilled: How What and Why," San Francisco Design Week Panel, June 2020

Moderator	"Building a People-Based Practice: Lessons from the Construction Industry," AIASF February 2020
Panelist	"BAYA Entrepreneurs in Architecture" Bay Area Young Architects, October 2019
Host, Speaker	"Art & Architecture," Design Leadership Network, Network Summit Learning Tour, October 2017
Speaker	"CEO Roundtables" Vistage International, 2013 - Present



AFSF Podcast: "How to Develop Younger Architects with William Duff"



AIA San Francisco Panel on Architecture Firms' Purposeful Practice

William S Duff Jr, AIA, LEED AP

SECTION 3 / EXHIBITS



3. EXHIBITS



3.1
Democratization of Design:
Design Vision



3.2
Transparency of Business
Management



3.3
People Focused Practice,
Through Mentoring
Championing Employee
Growth & Wellness



3.4
Diversity, Equity & Inclusion +
Impact: Arch Camp



3.5
Giving Back: Volunteer
Leadership



3.6
Formation of Design
Vision Concepts: Wheeler
Residence



3.7
Development of Design
Vision with Management
Transparency: Butterfly
House



3.8
Pairing Design Vision &
Transparency to Foster
Employee Growth: Big Ranch
Road



3.9
Putting Design Vision,
Transparency & Employee
Growth into Action: 1275
Folsom



3.10
Ripple Effect: Practice
Management Innovations
Create Growth Beyond WDA

Democratization of Design: Design Vision

EXHIBIT 3.1

Challenge /

Empower the team to express their individual creativity within the framework of a cohesive, firm-wide design vision.

Role & Action /

William's goal was to design a tool to capture his philosophies of design in a format which could be used to not only teach, mentor and inspire others but create a means by which his entire practice could speak about architecture in a shared language.

William conceived, created and led the effort to articulate a body of work into a coherent and easily interpreted design vision that enables design input from all members of the firm.

Outcome & Impact /

William formed the Design Vision Team within the firm to develop a means of capturing and articulating his design approach. As is typical of his leadership style, **he empowered team members to lean-in to their strengths and embrace the power of a collective effort to meet design challenges.**

Various members of the team, over several years, helped to craft the magazine-style layout, design the cover, develop the distinctive icon, curate appropriate imagery, and write the text to produce an end-product which is now used as a tool to guide the firm's design process.

The Design Vision Team first brainstormed the words that defined over twenty years of design output in terms of atmosphere, aesthetic, and philosophy. They looked at the relationships between those words and established **four overarching strands** to which each thread might be tied; **Ordering Principles, Spatial Qualities, Design Sensitivity, and Materiality.** Each word was very deliberately selected and given a definition within the broader context of its place within WDA's Design Vision.

The distinctive Design Vision icon represents the strands of an idea as intrinsic elements of a complete design solution.

Details

Self-published book / guide:
2019

Role of Nominee

Founder, Managing Principal
William Duff Architects, Inc.

Citations, Panels and Presentations

"Design Vision Distilled: In Practice," San Francisco Design Week Panel, June 2021

"Design Vision Distilled: How, What and Why," San Francisco Design Week Panel, June 2020



"Design Vision" video series, 2021

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Firm Founder, Design Vision Leader - Sarah Mergy, Director of Business Development & Marketing, William Duff Architects



WDA Design Vision Icon

002		003	
TABLE OF CONTENTS		TABLE OF CONTENTS	
			
ORDERING PRINCIPLES		SPATIAL QUALITIES	
BIG MOVE	007	EXPERIENCE	071
COMPOSITION	013	ARTICULATION	079
CELEBRATION OF THE OBJECT	021	TRANSPARENCY	087
PROPORTION	029	LIGHTING	095
BALANCE	035	FLOW	105
RHYTHM	043	CONNECTION	113
CLARITY	049		
WORLDWIDE QUALITY	055		
ALIGNMENT	063		
© WILLIAM DUFF ARCHITECTS		© WILLIAM DUFF ARCHITECTS	

004		005	
DESIGN SENSITIVITY		MATERIALITY	
RESTRAINT	123	WARMTH	173
ELEGANCE	131	HONESTY	181
SIMPLICITY	139	SENSUOUSNESS	189
TIMELESSNESS	147	NATURALNESS	197
CONTEXTUALITY	157	TEXTURE	205
ECONOMY	165	CRAFT	213
© WILLIAM DUFF ARCHITECTS		© WILLIAM DUFF ARCHITECTS	

WDA Design Vision Table of Contents



William Duff with members of WDA's Design Vision team during a pin-up session

Democratization of Design: Design Vision

021

EXHIBIT 3.1

The four colors represent each thought, with the concentric layers providing substance in the articulation of WDA's Design Vision.

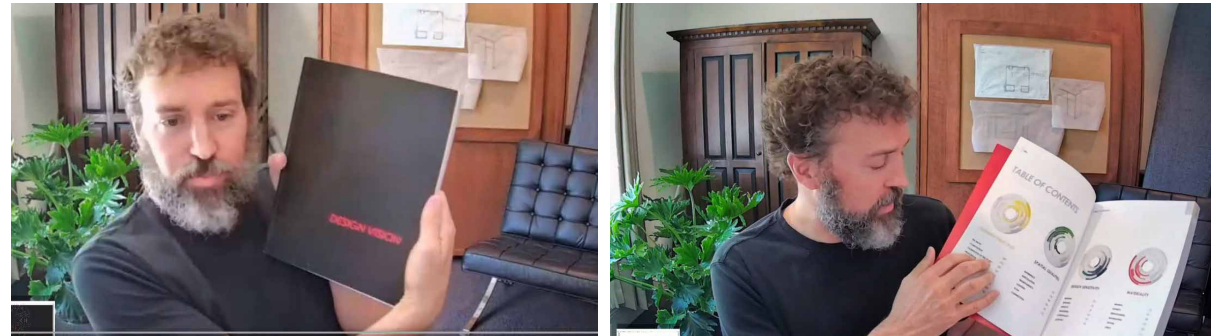
The end-result is a working design tool, in the form of a book that helps clarify the many loose threads that are woven together in the realization of the work. It helps our staff and clients understand the firm's approach, from the first introductory meetings through the full process of design.

This design and mentorship tool forms a common vocabulary for the firm and, when combined with touchstone design crits, successfully taps into fresh ideas which creates better work. This also enables staff to feel involved, learn by doing, and ultimately produce great architecture.

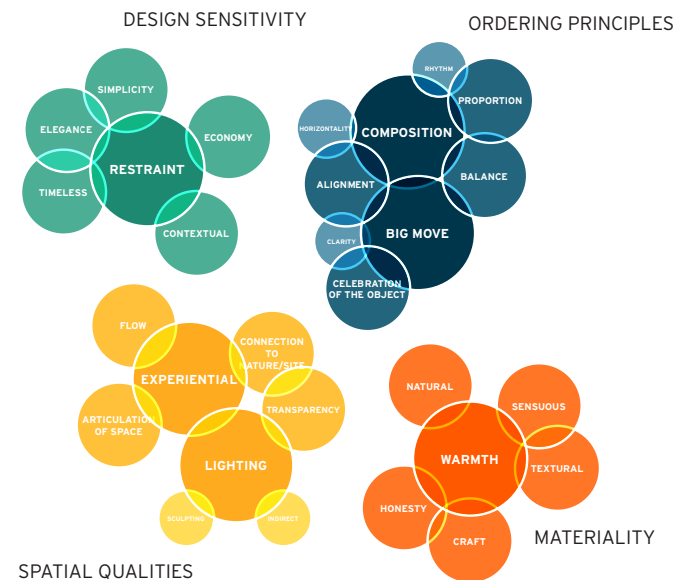
The book is **shared on the firm's website** and he has **presented it on industry panels**. William also **produced a series of public videos** that describe the Design Vision process in detail in the service of helping the public understand our profession and the value of what architects do.

Shared with **564** San Francisco Design Week national attendees in 2020 and 2021.

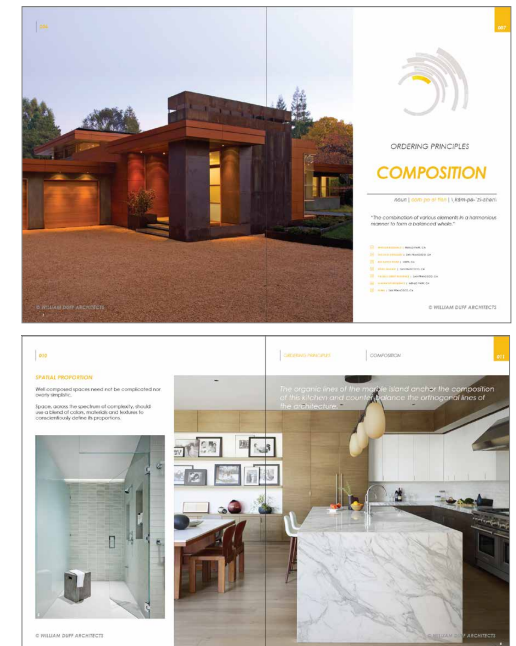
3K⁺ views from multiple countries of Design Vision Video Series across multiple platforms



Screenshots from the 2020 SF Design Week presentation, "Design Vision Distilled: How, What and Why"



Early concept bubble diagram of Design Vision concepts broken out into four key categories



Page layouts from Design Vision: Ordering Principles, Composition

Transparency of Business Management

022

EXHIBIT 3.2

Challenge /

Open every aspect of the business to examination by all staff to inspire their growth and achieve better practice outcomes

Role & Action /

For William, helping individuals understand their context within a firm is an opportunity to inspire employee growth while also driving better outcomes through management accountability.

At the root of the idea of Transparency in Business Management is a drive for accountability and, thus, a **need for bravery through constant and open communication**. William does that through Annual Business Meetings and Quarterly Check-ins at monthly Town Halls during which the firm's financial health and its strategic efforts to meet its goals are shared.

Questions are invited not only in those public forums, but also at mentoring one-on-ones or by making leadership approachable and available to staff.

Outcome & Impact /

WDA's transparency invites more informed and pointed questions from staff to management which, while sometimes difficult questions arise WDA is a stronger firm for them. Together we've created a supportive environment so the people within it can focus on producing better architecture.

There are of course uncontrollable cycles of the broader economy and people's own professional and personal aspirations which sometimes conflict with William's vision. The sharing of information, however, makes those external disruptions more manageable. **When collectively understood individuals who feel heard and understood are empowered to make decisions for their own success**, either within the firm or on a different path within the profession.

William actively shares these practice management ideals with other firms, especially those who are off shoots of WDA or who seek him out for advice, and through public presentations and articles he has published.

Role of Nominee

Founder, Managing Principal
William Duff Architects, Inc.

Citations, Panels and Presentations

AIASF, "The Purposeful Practice: Making Best Places to Work," 2023

Architect, "William S. Duff, Jr: Establish A People-Based Practice in Architecture," 2021

Architectural Foundation of San Francisco Podcast, "How to Develop Younger Architects," 2021

AIASF, "Building a People-Based Practice: Lessons for the Construction Industry," 2020

Declaration of Responsibility

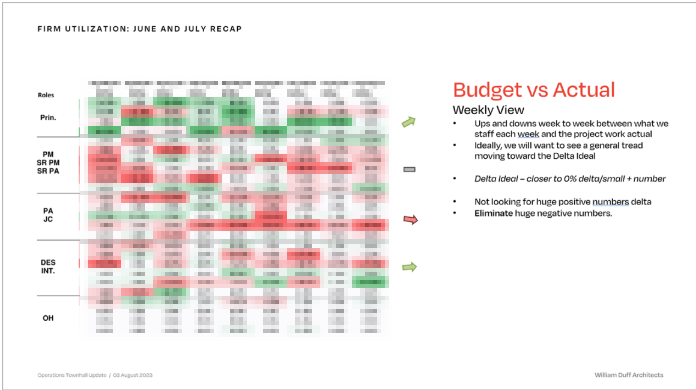
I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Founder, WDA Managing Principal - Tom Klein, Group Chair, Vistage International



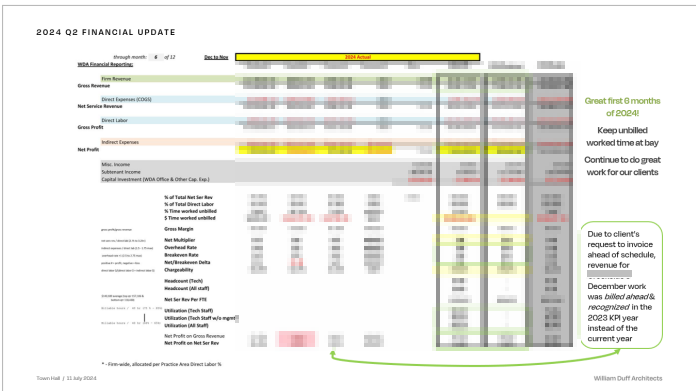
William Duff and Director of Operations, Phoebe Lam, answering staff questions about the firm's Key Performance Indicators (KPI's) at a monthly Town Hall

Transparency of Business Management

EXHIBIT 3.2



Highlighting Utilization Issue - Town Hall 2023



Q2 Financial Report and KPI review - Town Hall 2024



Q2 Utilization Summary showcasing improvements in KPI - Town Hall 2024



WDA Monthly Town Hall Topics & Rhythms

Vision and Strategy	Long Term Goals	One Year Goals	Quarterly Plan
<p>PASSION & PURPOSE</p> <p>To make the world a better place through architecture and design in an environment that promotes creativity and growth.</p> <p>VISION</p> <p>Be the premier resource for the modern design of spaces where people live, work, eat, gather, and play.</p> <p>MISSION</p> <p>WDA is passionate about serving our clients through the design of exceptional, sustainable architecture delivered through excellent project management.</p> <p>RHAG (NORTH STAR GOAL)</p> <p>By the end of 2029 quintuple our impact over 2021 levels in the areas of design, sustainability, community, and professional growth.</p> <p>CORE VALUES</p> <ul style="list-style-type: none">Communication – We believe that sharing ideas in a respectful, collaborative environment is essential to success.Creativity – We overcome challenges through unique and innovative solutions.Transparency – We conduct our work with openness, honesty, and integrity.Excellence – We strive for excellence in all facets of our work.Growth – We promote the continuous improvement of our firm, projects, processes, and people. <p>STRATEGY STATEMENT</p> <p>We listen to our clients and help them realize their goals through creative design, effective communication, advocacy, and sincere, honest feedback.</p> <p>BRAND PROMISE</p> <p>As a trusted partner we transform ideas into architecture that exceeds imagination. We are dedicated, nimble, and always willing to go the extra mile.</p>	<p>2029</p> <p>people</p> <p>Net Revenue:</p> <p>Net Profit Margin:</p> <p>Multiplier:</p> <p>Overhead Rate:</p> <p>Utilization:</p> <p>All Staff:</p> <p>Tech Staff:</p> <p>NPS:</p> <p>Opp \$ /Month:</p> <p>Project Win Rate:</p> <p>KEY THRUSTS</p> <ul style="list-style-type: none">Strengthen firm-wide culture of accountability and resourcefulness through empowerment at all levels of the organization to ensure that WDA delivers only the highest quality work while meeting our firm & project goals.Reimagine, develop and operate an employee experience and mentorship program to retain, cultivate, promote and attract skilled and talented staff.Select, migrate, and launch a fully integrated business management software system to better manage the firm's operations, accounting, business development, and marketing functions.Prioritize design in the firm's activities and functions to maintain a high standard of quality, visualization, communication & presentation in everything we do.Expand current practices to new geographic area(s) to increase the scope of our impact in design, sustainability, community and professional growth.Explore, test and adopt technologies at a rate that keeps us at the leading edge of the AEC technology curve so we can produce the highest quality work with greater efficiency and profitability.	<p>People (FTE's):</p> <p>Net Rev:</p> <p>Residential:</p> <p>Hospitality:</p> <p>Community:</p> <p>Commercial:</p> <p>Net Profit:</p> <p>Overhead Rate:</p> <p>Chargeability:</p> <p>Utilization:</p> <p>NPS:</p> <p>Opp \$ /Month:</p> <p>Proj Win Rate:</p> <p>KEY THRUSTS</p> <ul style="list-style-type: none">Research, test, select and plan implementation of a new business management software system to better manage the firm's operations, accounting, business development, and marketing functions. [PL]Identify and adopt AI technologies that improve our workflow, deliverables and design creativity and establish WDA as an industry leader and innovator. [WD]Study new geographic areas for expansion, select one location to focus on, create a rollout plan and begin networking outreach. [SM]Develop a plan with relevant metrics for incentivizing a firm culture of accountability at all levels. [WD]Establish and implement a training program for design presentations that include presentation outlines, templates, checklists and other relevant tools. [DW]Develop and implement a BIM Autodesk Construction Cloud standard for all projects in the firm. [IT]	<p>KEY COMPANY PRIORITIES – Q3</p> <ol style="list-style-type: none">Develop project interview training and design presentation program to better position WDA to win new jobs. [SM]<ol style="list-style-type: none">7/14 [SM, DW, PL] Cultivate short list of qualified training consultants and8/14 [SM, DW, PL] Select proposals8/30 [SM, DW, PL] Interview and select consultant.9/13 [SM] Develop training and presentation program9/20 [SM, DW, PL, IT] Schedule training sessions and identify attendees10/1 [SM] Begin trainingEvaluate and select business management software. [PL]<ol style="list-style-type: none">8/18 [SM, Mktg] Site dev & marketing demo & evaluate potential SaaS packages proposed by PL8/29 [PL, SM] Select preferred option to recommend9/10 [Mgmt Grp] Review options considered & pitch preferred option to management group9/23 [PL, PL, PL, PL] Solicit feedback on preferred option from PLs/PLs/PLs/PLs10/1 [Mgmt Group] Review feedback, make final decision, and negotiate price.New Hospitality Practice Leader. Identify candidates, interview, and hire. [WD] – Jump THE GATES<ol style="list-style-type: none">6/20 [SM] Complete 1-page pitch document.7/22 [WD, SM] Distribute to connections for presentation to potential candidates.8/5 [WD, SM, PL] Shortlist candidates and reach out to potential interviewees.9/16 [WD, PL, SM, IT] Conduct interviews & perform reference checks.9/26 [WD, PL, SM] Extend offer, complete hire and plan onboarding. <p>Additional Key Focus Areas:</p> <ul style="list-style-type: none">Draft WDA FAIA application. [SM]Implement AI. [PL]Complete remote work policy. [PL]Update Employee Manual with ADP. [PL]Complete Job Descriptions. [PL]

WDA One Page Plan: Vision and Strategy, 5 Year/ Long-term Goals and KPI's, One Year Goals and KPI's, Quarterly Initiatives

People Focused Practice through Mentoring: Championing Employee Growth & Wellness

024

EXHIBIT 3.3

Challenge /

Create an architectural practice that is people-based (instead of the traditional models focused on efficiency, experience, or expertise) and cultivate employee growth and wellness within a mentorship environment.

Role & Action /

As founder and managing principal, William implemented business systems that empower the professional growth of architects and support staff while also creating a physical environment that promotes health and well being.

William developed a robust Mentor Program that promotes employee growth with consistent nurturing. Staff have monthly one-on-one meetings with their mentors where they set the agenda. These meetings are a support structure to staff's Annual Reviews and Mid-Year Check-ins, all of which are forward-focused, involve Personal Development goal setting, and targeting milestones along that path. This includes clear, unambiguous feedback even when it is difficult.

The **physical office environment is designed to promote growth and wellness through the creation of a light, airy, biophilic space.** Bicycle storage, on-site showers and community gathering areas paired with sit-stand desks, quiet and collaborative work zones, sound-proof privacy booths and live plants, including a full-size tree, are health-motivated amenities that complement the architecture.

Benefits are another key component of WDA's employee support and mentorship. William's firm facilitates their well-being with the **belief that healthy people make stronger contributions to the profession.** WDA's benefits include catered lunches, weekly yoga classes, Health, Dental & Vision Insurance. Emotional well-being is nurtured through a hybrid home/in-office schedule, Summer Fridays, flexibility for parents and caregivers, AIA dues reimbursement, happy hours, and firm outings.

Role of Nominee

Founder, Managing Principal
William Duff Architects, Inc.

Awards & Honors

"Best Place to Work," San Francisco Business Times: 2023, 2022, 2020

Citations, Panels and Presentations

AIASF, "The Purposeful Practice: Making Best Places to Work," 2023

Architect, "William S. Duff, Jr: Establish A People-Based Practice in Architecture," 2021

Architectural Foundation of San Francisco Podcast, "How to Develop Younger Architects," 2021

AIASF, "Building a People-Based Practice: Lessons from the Construction Industry," 2020

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Founder, WDA Managing Principal - Phoebe Lam, Director of Operations, William Duff Architects



2020 William Duff Architects leads the way to make the San Francisco Best Places to Work amongst all companies of various sizes.

The **one** and only architecture firm on the Best Places to Work rankings for 2 years running.

People Focused Practice, Championing Employee Growth & Wellness

EXHIBIT 3.3

Outcome & Impact /

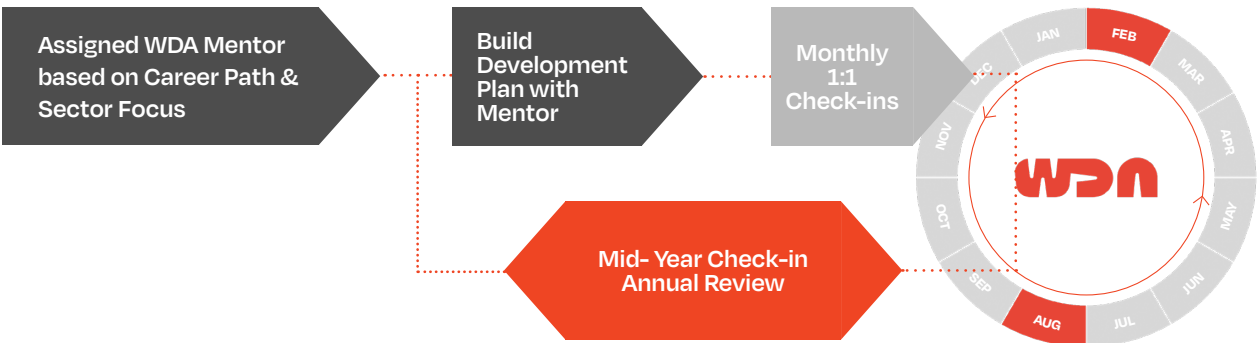
The Mentor Program has successfully identified and bolstered employee strengths, found opportunities to enhance those strengths and recognized success in those efforts through promotions and opportunities for increased responsibility. Tiered positions for growth within the firm give staff tangible aspirations for success through the evolution of their careers.

This strategy has served the firm through employee retention and job satisfaction. William Duff Architects was recognized as one of the first architecture firms to place on the SF Business Times Best Places to Work List. WDA has since placed in multiple years, and – crucially for the profession – inspired other firms to pursue similar employee support efforts.

Several employees have also graduated from WDA to found their own firms, which William celebrates as a marker of the positive impact his people-focused approach delivers and something he takes special pride in.

William was able to espouse the virtues of a People-Based Practiced when **he was featured in ARCHITECT Magazine** where he encouraged others in the industry to learn and benefit from his firm's model.

50%+ of growth positions filled from within the firm via, WDA's career and personal development program.



William Duff Architects
Mentoring for Career and
Personal Development Program

WDA William Duff Architects
1 (415) 212-0000 1275 Mission Street
P (415) 212-0000 300 Francisco, St. Francisco, CA 94104

Input

JOSEPH - COACHING INPUT SHEET

COACHING INPUT SHEET
Date: 09 January 2024 [10:00 PM]

Name: X Job Title: X
Primary Practice Area: X Time in Position: X
WDA Start Date: XX Month 20XX Time w/ Coach: X

WHAT I'VE DONE FOR THE ORGANIZATION LATELY

1. My Accomplishments - What I set out to do, and did:
Response

2. My Disappointments - What I set out to do, and didn't:
A. Response

WHAT I'VE DONE FOR ME LATELY

3. My Own Personal Growth:
A. Response

WHAT I'D LIKE TO BE WHEN I SHOW UP

4. My Career Aspirations:
A. Response

OTHER IMPORTANT THINGS I'D LIKE YOU TO KNOW AS MY COACH

5. My career desires/constraints:
Response

William Duff Architects, Inc. Page 1 of 1

WDA William Duff Architects
1 (415) 212-0000 1275 Mission Street
P (415) 212-0000 300 Francisco, St. Francisco, CA 94104

Plan

JOSEPH - COACHING PLAN

PERSONAL DEVELOPMENT PLAN
Date: 24 February 2024 [10:00 AM]

Name: Job Title:
Primary Practice Area: Time in Position:
WDA Start Date: Time w/ Coach:

IMPROVEMENT GOALS

This section sets forth an action plan for my personal development and identifies steps I will take to address no more than four areas for improvement from my Performance Coaching Worksheet or from growth needs highlighted by the other developmental processes.

1. Goal
A. SMART steps

2. Goal
A. SMART steps

3. Goal
A. SMART steps

STRENGTHS OR WELLNESS GOALS

This section is an attempt to help me capitalize on my strengths and contains a goal based on one of my strengths listed in my Coaching Worksheet and/or other developmental feedback. This section can also be used to help me create a healthy routine and improve my ability to do great work in my role.

1. Response
A. SMART step
B. SMART step

William Duff Architects, Inc. Page 2 of 1

WDA William Duff Architects
1 (415) 212-0000 1275 Mission Street
P (415) 212-0000 300 Francisco, St. Francisco, CA 94104

Review

JOSEPH - COACH'S WORKSHEET

COACH'S WORKSHEET
Date: 27 February 2024 [10:00 PM]

Name: Job Title:
Primary Practice Area: Time in Position:
WDA Start Date: Time w/ Coach:

STRENGTHS

1. Response
A. Response

AREAS FOR IMPROVEMENT

Performance Impacting	Potential Enhancing	Job Threatening
	X	
X		
	X	
X		

DEVELOPMENT RECOMMENDATIONS

1. Rec 1
2. Rec 2
3. Rec 3

William Duff Architects, Inc. Page 3 of 1

William Duff Architects' Development Plan Documents: Mentee's Input Form; Development Plan Form; Mentor/Coach's 360 and Feedback Annual Review Form

Diversity, Equity & Inclusion + Impact: Arch Camp

026

EXHIBIT 3.4

Challenge /

Respond to systemic racial inequities with meaningful actions through the realm of the profession and craft of architecture.

Role & Action /

Following the Black Lives Matter protests, William initiated and facilitated a series of open conversations within WDA about racial inequality with the goal of identifying ways the firm could make an impact through the prism of our industry.

The ethos of a firm based on people drove the desire to effect improvements in society through the profession and craft of architecture.

William felt we needed to respond with more than words; he felt it was important to take action and do so in a way that was focused on improving diversity, inclusion and equity in the profession.

WDA developed ArchCamp with the goal of helping students from historically underrepresented groups (HUGs) within our local community gain access to the profession and show them that they belong in the field of architecture.

Outcome & Impact /

Junior members of staff, who were passionate about the movement, drove the effort. The open, firm-wide conversations led by William created space for discussion and led us to establish our DEI+I (Diversity Equity Inclusion + Impact) group. This focus group within the firm was encouraged to explore ways that the architectural profession could serve efforts towards diversity and inclusion. The result of that was the creation of Arch Camp.

Arch Camp is a hands-on introduction to architecture and design for local high school students. Our goal is to show our profession to young people from communities tending to be less well represented in the industry.

Arch Camp is now in its fifth year and has evolved since its inception. It's currently a single day workshop with multiple

Role of Nominee

Founder, Managing Principal
William Duff Architects, Inc.

Citations, Panels and Presentations

Architectural Foundation of San Francisco Podcast, "How to Develop Younger Architects," 2021

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Founder, WDA Managing Principal - Phoebe Lam, Director of Operations, William Duff Architects

*" Thank you
for inviting me,
spending the day
answering questions
and showing me
opportunities within
architecture that I did
not think about...I am
happy that I was part
of this workshop "*

**Tatum, Arch Camp
participant 2023**



| Arch Camp 2024 Planning Session



| Arch Camp's 4th Year: 2023 Class

Diversity, Equity & Inclusion + Impact: Arch Camp

EXHIBIT 3.4

components, including hands-on activities, a Q&A panel, an office tour and introductions to technology like 3D modeling and VR. The day's rhythm is varied enough to keep high school students actively engaged. By increasing engagement and excitement in the profession our Arch Camp workshop encourages a more diverse and inclusive group of young people to become architects, actions we hope will contribute to increasing the diversity of our profession.



Arch Camp's 2023 and 2024 activities

79 Students from Bay Area historically unrepresented school districts. Each given mentoring connection from WDA DEI+I Team members.

5 Continuous years of ArchCamp offered via Zoom during the pandemic and now in-person full day workshops.

ARCHCAMP
DESIGN YOUR FUTURE SERIES

WHERE
July 17, 2024
9am - 5pm

WHERE
WDA Office
1275 Folsom Street, San Francisco, CA 94103

PRESENTED BY
William Duff Architects
DEI+I Group

Interested in pursuing or exploring architecture in college?

Join us for Arch Camp and learn about the industry, office culture, what to expect in architecture school, and a little about the college application process. Think of this as an "Architecture 101" crash course presented in a one-day workshop format.

Hands-on learning & exploration
Design Technology
Course Certificate
Lunch, Snacks and "Happy Hour" with the WDA Team

We want to share our passion for architecture with you and help you gain design career tips from these professionals. In addition to these resources, we will also provide a virtual tour of our office and a chance to meet with our team members. This program is presented by WDA's design, education group, DEI+I (Diversity, Equity, Inclusion + Impact). For questions, contact us at archcamp@wdaarch.com.

Scan for more information and to apply:

WDA Office: The Sausalito College & Career Programs Coordinator

Applications due: June 25, 2024 10PM
All highschool students are welcome to apply!

Arch Camp's 2024 Flyer

Schedule

Arch Camp 2024

Session 1 What Do Architects Do Making Architecture A New Lease on Life Related Careers	10:00 am – 12:00 am
Lunch	12:00 pm – 12:50 pm
Session 2 Oculus Demo Project Walkthrough Building Competition	1:00 pm – 2:30 pm
15-min Break & Panel Prep	
Q&A Panel	2:45 pm – 3:45 pm
Completion Ceremony	3:45 pm – 4:00 pm
Happy Hour!	4:00 pm – 5:00 pm

William Duff Architects

Arch Camp's 2024 Schedule

Giving Back: Volunteer Leadership

028

EXHIBIT 3.5

Challenge /

Share ideas and skill sets honed through practice leadership to help serve non-profit communities and NGOs.

Role & Action /

Service and mentorship have been consistent themes throughout William's life. He has supported worthwhile causes by focusing his energy and applying his business acumen towards their advancement.

He's imparted his knowledge and management philosophies through meaningful and enduring leadership in non-profit organizations. His mentorship has imbued educational and arts organizations with the experience they need to progress their causes with improved efficacy.

Outcome & Impact /

As a young father, William came to understand the absence of art in the lives of many children and was moved to apply his expertise in efforts to remedy that reality.

He joined the board of Young Audiences of Northern California to provide greater access to art education for disadvantaged youth. **William was quickly appointed to a leadership role when the board recognized how his management abilities could help build a more effective organization.** Through the duration of William's leadership, the organization doubled their funding, became more streamlined, and raised their profile nationally.

William also served in Young Audiences' National Organization, attending national meetings for five years as the leading representative of the Northern California chapter, where he helped to shape policy and position.

The support of art is a consistent theme and William's next volunteer engagement was with the Napa-based di Rosa Center of Contemporary Art. William quickly became the di Rosa's Board Chair and applied his professional leadership to help the organization grow and thrive. Under his leadership the di Rosa increased visitors three-fold, enhanced its profile on the

Role of Nominee

Founder, Managing Principal
William Duff Architects, Inc.

Service Roles & Events

San Francisco School Board of
Trustees; Executive Committee,
2020-2024; Site Committee
Chair, 2020-2024; Site
Committee, 2019-2024

Colorado State University, Nancy
Richardson Design Center;
Affiliate Faculty, 2019 - Present

Colorado State University,
College of Health and Human
Services Executive Leadership
Council; Member, 2018 - Present

Colorado State University,
Department of Construction
Management; Founder

di Rosa Center for Contemporary
Art; Board Chair, 2015-2018

Young Audiences National
Affiliate Board; 2010-2014

Young Audiences of Northern
California; Board Chair, 2010-
2014; Board, 2008-2014

Declaration of Responsibility

*I have personal knowledge of
the nominee's responsibility
for the exhibit listed. That
responsibility included:
leadership roles in SFS, CSU,
di Rosa and Young Audiences
- Kim Winger, Executive Director
of Development, Colorado State
University, College of Health &
Human Services*



| William Duff presenting at di Rosa as President, Board of Directors

Giving Back: Volunteer Leadership

029

EXHIBIT 3.5

national and international stage, and deepened its engagement with the Napa community, including local schools.

The di Rosa is recognized internationally for housing one of the largest collections of Northern California art in the world. **William utilized his management abilities to lead the development of a new strategic plan which guided the organization for the next seven years.** William also deployed his people-focused approach to lead the selection of di Rosa's next executive director and successfully guided the organization through that transition.

Leadership, community focus, management and a belief in the value of mentorship and education led to William's next position. He was invited by his graduate school alma mater to become a member of the Executive Leadership Council of Colorado State University's College of Health & Human Sciences.

The University recruited William because of his management acumen and leadership abilities and his role on the Council is to guide the dean and administration on positioning and future growth – including **a key initiative to establish a new school of architecture at the university.**

William was also recruited closer to home. He joined the board of The San Francisco School and quickly became leader of the Site Committee. As the committee chair he successfully guided the school through a pandemic remodel, helping it become the first school in San Francisco to return to in-person learning.



William Duff founds the Colorado State University Speaker Series



WDA hosting Meet the Candidates Mixers for local A/E/C community



WDA Team for LEAP Sand Castle Competition supporting Arts in Education in San Francisco



WDA Team at She-Build female led teams supporting Re-building Together San Francisco

Formation of Design Vision Concepts: Wheeler Residence

030

EXHIBIT 3.6

Challenge /

Craft a sustainable, high-end, modern home optimized for everyday family living while developing a democratized design approach in real-time.

Role & Action /

William's concepts for the Design Vision book were still in their formative stages but focused mentorship was innate to his design approach and provided the ideal means by which to incubate ideas for the book.

The project created an exciting opportunity for William to develop his Democratization of Design concepts while mentoring employees as they grew in their own careers, earning the skill sets required for managing larger projects.

Outcome & Impact /

The design success for the Wheeler Residence was borne through William's establishment of guide-rails and mentorship of a team to collaborate in the design effort.

As a home, set amongst a natural landscape – William's philosophies on horizontality, which would become an Ordering Principle of his Vision book, became a design guide-rail he asked the team to articulate. Likewise, in thinking about Design Sensitivity, he urged the team to exercise Restraint to reinforce the essence of their design concepts. The definitions would form later but the idea that they could guide a team were already there.

The result, of William's mentorship and his team's collaboration, is a home that uses geometric forms to interplay with the natural landscape which hosts it. Evoking Frank Lloyd Wright – and Lego blocks – flat roofs with wide overhangs at varying heights were deployed to accentuate horizontality while the clerestory windows and a modular configuration in the proportions of doors and windows to exude a restraint which culminates in the celebration of a sculptural object in the landscape.

Details

Design Firm & Firm of Record:

William Duff Architects

Completion Date: 2008

Location: Menlo Park, CA

Size: 5,350 sf

Role of Nominee

Principal in Charge, Founder,
William Duff Architects, Inc.

Books and Publications

CA Home + Design Sourcebook,
Cover, 2011

AIASF Small Firms, Great
Projects, 2010

Villa Journal Magazine [Czech
Republic], 2010

"21st Century Homes," 2010

"1000x Architecture in
Americas," 2009

7x7 Magazine, 2009

Western Interiors Magazine,
2008

San Francisco Chronicle
Magazine, Cover, 2007

Declaration of Responsibility

*I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Principal in Charge
- Jason Wheeler, Owner/Client*



| WDA Project Manager, Martine Paquin meeting with Clients

Formation of Design Vision Concepts: Wheeler Residence

031

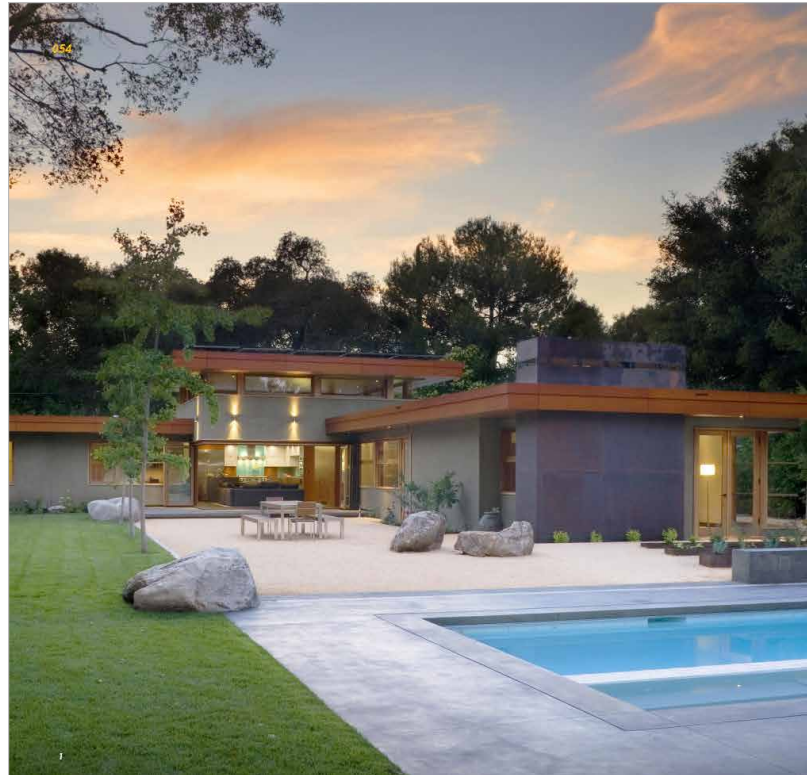
EXHIBIT 3.6

As a direct result of their mentorship, two employees earned promotions within the firm owing to their growth working on the project while the Project Manager used her learning on the project as a springboard to launch her own firm, Martine Paquin Design in San Francisco.

Press recognition of this project inspired William to promote his ideas on practice management at speaking events and highlight his people-focused, mentorship approach through a highly visible – and beautifully designed – project. It also planted seeds of inspiration for articulating his Design Vision principles in a tangible, sharable form.



WDA Project Team and clients



ORDERING PRINCIPLES

HORIZONTALITY

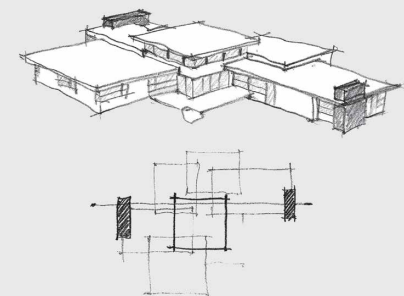
noun | *hor-i-zon-tal-i-ty* | \hŏr-ə-zŏn-'tā-lē-tē\

"Accentuation of the horizon through linear organization of elements emphasized with form and shape against the ground plane."

- 11. WHEELER RESIDENCE | MENLO PARK, CA
- 12. SPATIAL ANALYSIS AND DESIGN CONCEPT | SAN FRANCISCO, CA
- 13. ARCHITECTURE | SAN FRANCISCO, CA
- 14. GREEN DESIGN CONCEPT | SAN FRANCISCO, CA
- 15. SAN MATEO COUNTY RESIDENCE | MENLO PARK, CA
- 16. GARDEN | SAN FRANCISCO, CA
- 17. OUTDOOR KITCHEN | SAN FRANCISCO, CA

"From the very beginning, every detail WDA designed came together to create not just a house but a home. A home that nurtured our family ... we found that the layout of the house perfectly adapted to each new stage of life. It evolved along with us, always meeting our needs and making life smoother in ways we couldn't have anticipated."

Jason Wheeler, Client



Development of Design Vision with Management Transparency: Butterfly House

032

EXHIBIT 3.9

Challenge /

Articulate the Democratization of Design approach while developing foundational Design Vision principles with the WDA team.

Role & Action /

As firm leader, **William's goal was to implement developing Design Vision philosophies into the project process.** He also wanted to test management transparency concepts by sharing financials of projects with the team – even at risk of those financials being difficult reading. His faith in mentorship bore that risk knowing he was creating a more robust learning experiences for his staff.

Butterfly House became the project to meet that goal, and it was born of a client brief that called for a desire to create a stronger relationship between their home and the natural beauty of their land. It needed to be a home that was modern but comfortable, while also capable of hosting large parties and functioning well for the daily lives of a family of four.

William, in keeping with his people-focused approach, identified consultants with a passion for executing good design. He understood a collaborative effort between architect, structural engineer, and energy consultants were key to the success of the design effort.

Outcome & Impact /

The staff who worked on Butterfly House grew exponentially due to their exposure to William's mentorship and meaningful involvement in all aspects of the project, gaining valuable insight into both design and business management.

Per William's Vision guidebook, this project required a Big Move to respond to the Client's aspirations for their home. The big gesture is the courtyard which sets up an architectural Flow around which daily family life could occur.

The use of natural materials creates a sense of Warmth and provides a tangible connection to the environment and appeals to our humanness as creatures of nature. The team

Details

Design Firm & Firm of Record:

William Duff Architects

Completion Date: 2015

Location: Menlo Park, CA

Size: 4,998 sf

Role of Nominee

Principal in Charge, Founder,
William Duff Architects, Inc.

Select Books & Publications

"150 New Best Houses," 2021

"San Francisco Architects: Top
Bay Area Studios," 2019

"Wood Architecture Today," 2018

Toronto Star [Canada], 2021

Minimal Select [Australia], 2020

Arquitectura Diseno [Spain],
2020

Luxe Magazine, 2019

Dwell, 2019

Notable Awards

International Design Awards,
Honorable Mention, 2020

Declaration of Responsibility

*I have personal knowledge of
the nominee's responsibility
for the exhibit listed. That
responsibility included: Principal
in Charge - Lyla Kuriyan and
Rory McInerney, Owners/Clients*



Development of Design Vision with Management Transparency: Butterfly House

033

EXHIBIT 3.7

emphasized the concept of bringing the outdoors in, allowing the building to connect to its natural environment. On the exterior, wood siding and integral color stucco form a natural material palette that accentuates the horizon and immerses itself in the landscape surrounding it.

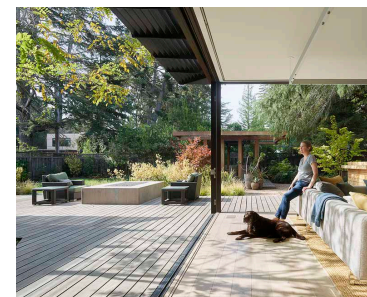
The Butterfly House project was a success in both design and practice management terms. The project had a tight fee budget which made it important to manage the team's time efficiently. William chose to address this by sharing the internal project financials with the team so they were aware of the constraints. This helped them make informed decisions about their use of time, enabling them to achieve high quality design and excellent client service within the project budget.

As with many of William's larger projects, Butterfly House served as a springboard for an offshoot firm when the Project Manager, Michelle Liu, later became an owner in Charles Covell Architects in St. Helena, CA. **The growing list of WDA graduates, with the success of their own firms, proved to William that his efforts in Championing Employee Growth and Wellness were working as well as the end-product architecture they delivered.**

The project also received recognition through awards and multiple publications which afforded William opportunities to promote his philosophies of mentorship in a people-based practice to much wider audiences in the interviews associated with that recognition.



William Duff and Project Manager, Michelle Liu review materials with the client on site



Pairing Design Vision & Transparency to Foster Employee Growth: Big Ranch Road

034

EXHIBIT 3.8

Challenge /

Combine the Democratized Design approach with transparent management to foster employee growth through the design and construction of creative, artistic structure in Napa, CA.

Role & Action /

William's Design Vision book was coming together as he mentored teams through the design process. With Big Ranch Road, the opportunity for William was to continue to not only refine his commitment to the Democratization of Design, but also take the full firm on the financial journey of the project as it related to WDA as a business.

William used the project as a case study at a firm-wide level. He shared not only the financial costs of delivering the project from design through construction, but also the costs associated with promoting the project's success through marketing and public relations.

Exposure to the design process and management decision making inspired growth amongst all members of the firm through a greater understanding of the context of their efforts.

Outcome & Impact /

The design challenge called for a piece of architecture that would exist as one of many sculptural art pieces on the client's property while also functioning as a new home gym, catering kitchen, and entertainment space – all while repurposing an existing historic hay barn sited within a Napa vineyard.

Given the project's context amongst Napa's vineyards and the client's sculpture garden, William's Design Vision Ordering Principle of Balance guided the team. WDA's Design Vision book defines Balance as "a pleasing arrangement of elements to achieve a state of equilibrium or harmony."

Another key principle, Rhythm, informed the use of patterns and repetition of light through gaps in the barn's siding to render a Spatial Quality where light is sculpted throughout the day, accentuating the interplay between vernacular and modern design.

Details

Design Firm & Firm of Record:

William Duff Architects

Completion Date: 2017

Location: Napa, CA

Size: 1,500 sf

Role of Nominee

Principal in Charge, Founder,
William Duff Architects, Inc.

Awards Received

2020, International Design
Awards, Honorable Mention

2018, AIASF Merit Award

2018, International Design
Awards, Bronze Award

Select Books & Publications

"At Home in the Wine Country,"
2021

Luxe Magazine, 2022

Patron Magazine, 2019

CA Home + Design Magazine,
2019

Wall Street Journal, 2017

Cultured Magazine, 2015

Declaration of Responsibility

*I have personal knowledge of the
nominee's responsibility for the
exhibit listed. That responsibility
included: Principal in Charge
- Cindy & Howard Rachofsky,
Owners/Clients*



AIA National Convention 2023 - Napa Art & Architecture Tour



SPATIAL QUALITIES

EXPERIENCE

noun | ex-pe-ri-ence | \i-k' spī-er-ēns|

"A sense of the spirit, quality, and character of a place gained through its relationship with space, use of color and light, and composition of form."

- 1. BIG BARN ROAD | NAPA, CA
- 2. ARTIST HOUSE | KENNESA, CA
- 3. THEODORE PARK DRIVE | SAN FRANCISCO, CA
- 4. WEST BARNING SANJOSE DRIVE | SAN FRANCISCO, CA
- 5. THE BARN BARNES | SAN FRANCISCO, CA
- 6. THEODORE PARK | SAN FRANCISCO, CA

Pairing Design Vision & Transparency to Foster Employee Growth: Big Ranch Road

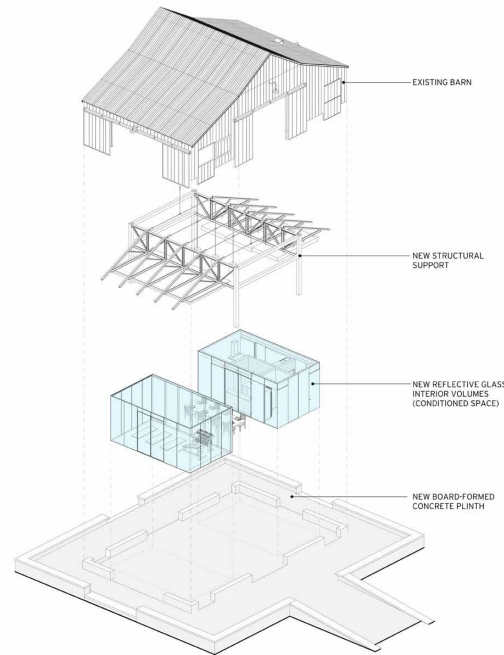
035

EXHIBIT 3.8

The design-product of William's mentorship is a sculptural and architectural moment of elegance and craft that engages the historic, ecological, and formal character of its surroundings by integrating patterns, textures, light, and views.

The project was a featured tour in the AIA's 2023 national convention which gave William the chance to spread his message to attendees from around the country. He presented it as an on-site example of how the mentorship approach of his firm focused on the process of creating architecture – and how the process can yield both great work and better architects as a result.

William has also facilitated tours and presentations to share lessons from this project with the Design Leadership Network, an international membership organization serving principals of architecture, interior design, and landscape architecture firms, as well as leaders of related creative fields.



| Exploded Axonometric of the building



CA Home + Design Article; 2019 (Above) William Duff and Project Manager Michelle Liu meeting with Clients (Below)



Putting Design Vision, Transparency & Employee Growth into Action: 1275 Folsom

036

EXHIBIT 3.9

Challenge /

Apply Design Vision principles and management transparency to create a sustainable and engaging office environment that supports WDA employees' learning and growth.

Role & Action /

With the **Design Vision book now complete**, the challenge for 1275 Folsom St, the firm's new office space, was two-fold. It gave William an exciting opportunity to use the project as a laboratory to fully test and implement his ideals on Democratization of Design and Transparency in Business Management.

It also provided a chance to create a physical manifestation of his ideals on Championing Employee Growth through the creation of a workspace specifically designed to support collaboration and the health and wellness of the people working within it.

All staff were invited to contribute to the building planning process through firm-wide surveys in which the WDA team was asked to identify the things important to them in their workspace. Design updates were shared and feedback welcomed at monthly Town Hall meetings and job-site visits.

Outcome & Impact /

The Design Vision book had become a real working tool within the firm and was used extensively throughout the design process. The Spatial Quality of Articulation guided the creation of the feature stairs which are clad in materials exhibiting Warmth and Naturalness.

Walls and roof trusses that had long been covered over by decades of paint and industrial residue were sandblasted to reveal the inherent beauty of the old space. Existing mezzanine framing was reclaimed and reused for cabinetry and countertops.

The resulting space supports a modern, hybrid-style work environment which balances places of retreat with communal hubs that promote the exchange of ideas and a sense of

Details

Design Firm & Firm of Record:

William Duff Architects

Completion Date: 2021

Location: San Francisco, CA

Size: 7,200 sf

Role of Nominee

Owner, Developer Principal in Charge, Founder, William Duff Architects, Inc.

Awards Received

2024, San Francisco Design Week Award, Honorable Mention

Books & Publications

Retrofit Magazine, 2024

Work Design Magazine, 2023

Spaces Magazine, 2023

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Principal in Charge

*- David Plotkin, Principal,
William Duff Architects*



Completed Design Vision Book



WDA's new office at 1275 Folsom Street, San Francisco, CA

Putting Design Vision, Transparency & Employee Growth into Action: 1275 Folsom

037

EXHIBIT 3.9

community, both for the WDA team and our surrounding community.

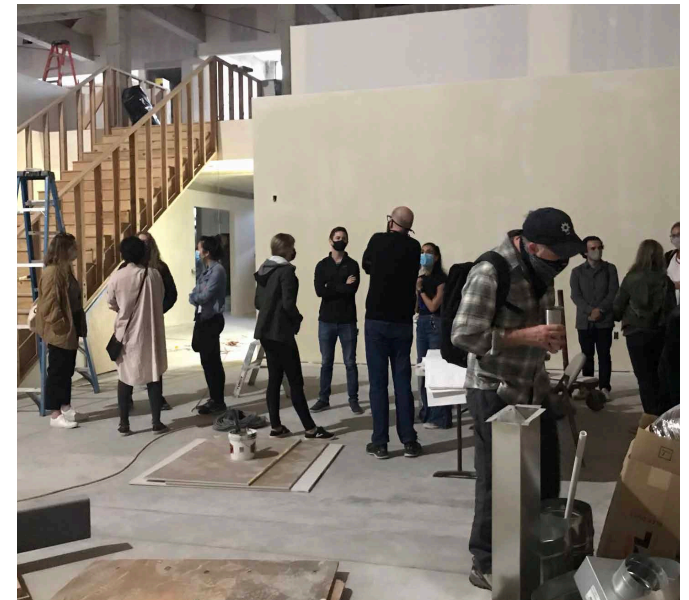
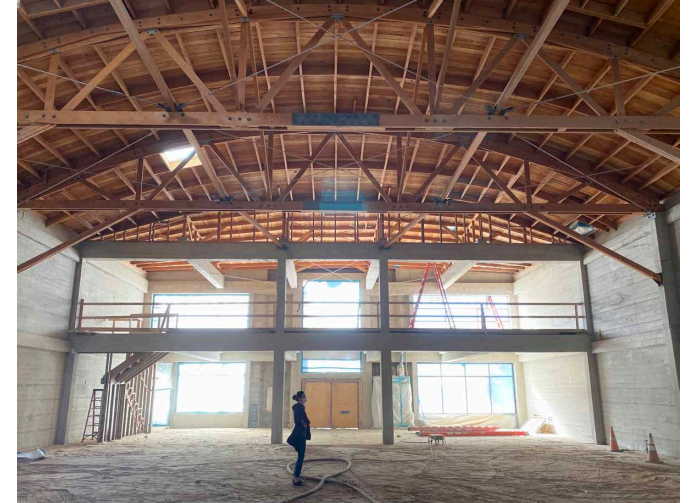
The office is a light, airy, biophilic space that promotes growth and wellness on many levels.

Bicycle storage, on-site showers, community gathering areas, sit-stand desks, quiet and collaborative work zones, a wellness room, and live plants, including a full-size living tree, are health-motivated amenities that complement the architecture.

William remodeled the building to the Well Building Standard™ and specified energy efficient cooling and heating equipment, along with state-of-the-art MERV 13 mechanical systems with frequent air exchanges supporting an optimal .

William shared the project's pre-construction budget, value engineering efforts, and final costs in real-time during the firm's Monthly Town Halls. Taking a project all the way from acquisition through design, construction, and into occupancy was an exciting mentorship opportunity to fully expose all levels of staff to the full picture of what it takes, and to be involved in the delivery of a real project.

Since its completion the office has hosted a diverse array of events including Arch Camp sessions, industry gatherings, and mayoral candidate forums. The project has also been published several times which allowed William to share it with a broader, national audience as a successful example of a healthy physical work environment that supports employee wellness and growth.



WDA's new office designed by the firm and used as a tool for hands-on learning as both Architect and Client/Developer

Ripple Effect: Practice Management Innovations Create Growth Beyond WDA

038

EXHIBIT 3.10

Challenge /

Expand the reach of William's Design Vision and People Based Practice management principles by mentoring future architecture firm founders.

Role & Action /

A large part of William's life work has been to mentor and teach. He developed his Design Vision guidebook, incorporated transparency into management, and cultivated a growth and wellness environment at WDA, but **to have a greater impact he needed to train people to be mentors themselves so that his philosophies could have impact beyond the immediate firm environment.**

William has embraced the risk of staff leaving to launch their own firms as something to be proud of – and an exciting possibility to bring the democratic design principles and practice management innovations he's developed to a wider audience.

He views his role of firm leader as that of the primary mentor. That means being consistently democratic about the design process and fostering collaboration between all levels of staff. It means transparency even when times are tough. It also means cultivating a supportive workplace environment in which employee growth and wellness are championed.

Outcome & Impact /

Over the course of 25 years, **more than 20 WDA employees have graduated to launch their own firms everywhere from California to Boston to Puerto Rico.**

In their time at WDA, these firm founders were integral staff members who participated fully in the design process through the Design Vision book, learned about the inner workings of the firm through its transparency, and flourished in an environment that nurtures individual development.

A key to this result is a process William created whereby staff are matched with projects that align with their goals of

Details: MSG

Design Firm & Firm of Record:

William Duff Architects

Completion Date: 2020

Location: San Francisco, CA

Size: 24,995 sf

Details: Irish Consulate

Design Firm & Firm of Record:

William Duff Architects

Completion Date: 2022

Location: San Francisco, CA

Size: 9,755 sf

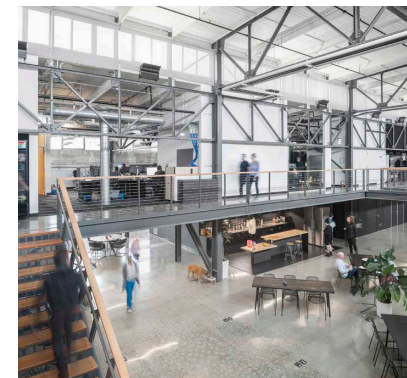
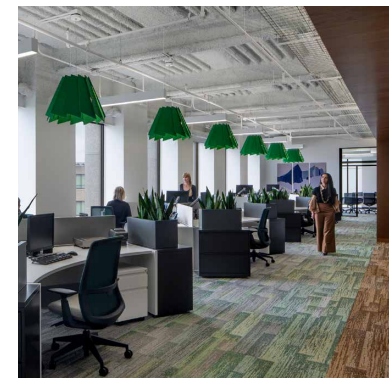
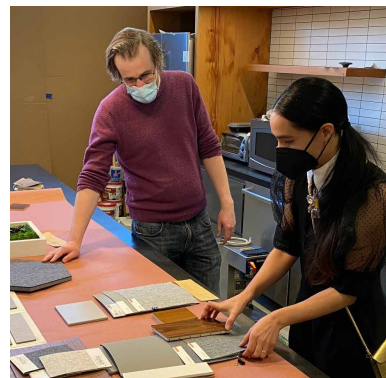
Role of Nominee

Owner, Developer Principal in Charge, Founder, William Duff Architects, Inc.

Declaration of Responsibility:

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: Principal in Charge

– David Plotkin, Principal,
William Duff Architects



WDA Project Architect, Neil Ginty and Job Captain, Glorimar Irizarry Delgado review materials for the Irish Consulate: Ireland House (left) Irish Consulate at One Post, San Francisco (center) and Madison Square Gardens at Pier One, San Francisco (right)

"What I learned at WDA, from William and the team, gave me the confidence to make the ideas I had for my own firm a reality. William took the mystery away from what it is to run an architectural business by regularly showing us what was going on with marketing, business development, and the financial realities of the firm.

Several staff members gave supportive advice which helped me get started and I, genuinely, still reference the themes in the Design Vision book when I am speaking with my own clients, in particular the ideas around balance, flow, and contextuality.

In short, WDA made Dwelling Lab possible"

**Neil Ginty, Dwelling Lab,
former WDA staff member**

Ripple Effect: Practice Management Innovations Create Growth Beyond WDA

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EXHIBIT 3.10

personal and professional growth – goals they begin to map out at WDA which serve to guide them in their progressing careers.

As projects become active, WDA uses Staffing Deep Dives to identify personnel most interested and best suited to project-specific roles that will make them, and their project, successful. Crucially, WDA also gives them the chance to repeat the process over time so they can implement what they learn and continue to grow.

Two project examples bear this out: Madison Square Gardens Company and Ireland House.

Staff members Glorimar Irizarry Delgado and Neil Ginty worked on those projects and progressed in their careers by being given real world opportunities to engage meaningfully in a project from inception through to completion.

In the Madison Square Garden project, they worked as Designer and Job Captain and helped deliver a modern office environment that supported creativity and collaboration.

Such was the project team's success that by the time our Ireland House project came around they had progressed to Job Captain and Project Architect.

Those two growing architects have since graduated to launch their own firms, Irizarry & Associates in Puerto Rico and Dwelling Lab in Walnut Creek, CA.

Their success and the success of the 20+ graduate firms has proven the impact of William's practice model based on people. Their achievements are one measure of William's ripple effect on the profession at large and something he takes particular pride in.



| WDA Former Employee Firms by State



| WDA Staff/Opportunity Matching and Development process