



Request for Proposals

Doolan-Larson House and Storefronts | Corner of Haight & Ashbury

Issued by: San Francisco Heritage

February 6, 2026

Submission Deadline: 5:00 pm Monday, June 1, 2026

Thank you for contributing to San Francisco Heritage's effort to bring public cultural activity to the historic Doolan-Larson House and Storefronts. Your response to the Request for Concept Proposals (RFCP) demonstrated creativity, vision, and a strong alignment with our mission to preserve and reuse one of San Francisco's most important cultural landmarks. You are invited to advance to the next stage of the Doolan-Larson House and Storefronts initiative, and to respond to this Request for Proposals (RFP).

Building on your RFCP submission, this stage requires a fully realized proposal, including architectural, financial, and operational plans, and a well-qualified team. Your submission should demonstrate both feasibility and fidelity to the site's cultural and historic values.

Throughout this phase, you will have the support of the Doolan-Larson House Committee:

- Stephen "Woody" LaBounty, President & CEO, San Francisco Heritage
- Tia Lombardi, former Director of Public Affairs and Programs, Presidio Trust, San Francisco Heritage Board Member
- Ted Lieser, Principal, Equity Community Builders, San Francisco Heritage Board Member
- Brent Glass, Director Emeritus, Smithsonian National Museum of American History
- Nick Arauz, Principal, Here Worldwide, Cultural Think-Tank & Growth Advisory

Our goal is to select a project that is both ambitious and achievable, grounded in sustainability and public value.

We look forward to working with you.

Woody LaBounty

President & CEO, San Francisco Heritage

Purpose of this RFP

This RFP invites detailed proposals from teams previously selected through the 2025 Request for Concept Proposals process. Each team is now asked to refine its concept into a **comprehensive project plan** that includes design documentation, a financial plan, an operations model, and an implementation roadmap for the adaptive reuse and activation of the historic Doolan-Larson House and Storefronts.

Please refer to **previously issued documents**, including the *Request for Concept Proposals* issued in June 2025, the *RFCP Update* issued in September 2025, and the *RFCP Q&A* issued in October 2025, as well as all reference materials. Information about the Tax Credit process is included as an appendix.

Process Timeline

- **RFP Issuance:** February 6, 2026
- **Site Visits:** By appointment, Thursdays 4–6 PM PT
- **Check-Ins:** Beginning March 2, 2026, scheduled by each team as needed
- **Public Presentations (for feedback, prior to submission):** TBD April 2026
- **Submission Deadline:** 5:00 pm Monday, June 1, 2026
- **Public Presentation of Finalists:** TBD, in June 2026
- **Final Selection:** Summer 2026

Each finalist will be asked to check in with the **DLH project team** periodically. These sessions are intended to troubleshoot challenges and answer questions. Questions and answers will be made available to all the teams, as appropriate.

San Francisco Heritage will also provide:

- A **shared digital drive** with building documents, surveys, plans, and FAQ
- **Guidance on preparing for the public presentation**
- Ongoing coordination with the city, neighborhood, and other stakeholders, as needed and as appropriate
- Support in completing the entitlement process after a project has been selected

Please note that information contained in this RFP and in the shared digital files includes publicly available information as well as confidential and copyrighted information shared to assist you with your participation in this project. Please use proper judgment when using and sharing this information.

Project Goals

1. Honor Cultural and Architectural Heritage

- 1.1. Adhere to the Secretary of the Interior's Standards for the Treatment of Historic Properties (rehabilitation standard) and ensure that the Doolan-Larson buildings are a model for adaptive reuse of historic properties.
- 1.2. Using 1967, the "Summer of Love," as a defining milestone, engage the broader history of San Francisco as a place of "counterculture" and innovation, and explore San Francisco's national role as a place for creativity and ideas.
- 1.3. Develop dynamic programming that makes innovative use of the location and the buildings.

2. Contribute to Local Economic Growth

- 2.1. Strengthen the connection to Haight Street and increase visitor traffic to support local businesses and artisans.
- 2.2. Create job and volunteer opportunities.
- 2.3. Partner with local businesses to support events, promotions, and tourism, as well as provide visitor orientation to the Haight-Ashbury.
- 2.4. Be financially self-sustaining.
- 2.5. Showcase best practices in heritage-based economic development.

3. Engage the Local Community

- 3.1. Be a good neighbor; actively reach out to the community, local merchants, and schools.
- 3.2. Consider workshops, performances, and dialogues with local artists, community members, historians, and civic groups.
- 3.3. Provide targeted programs and affordable access for neighborhood residents and students.
- 3.4. Consider establishing mentorship and internship programs with Bay Area schools and universities.

Proposal Requirements

Each proposal must include all components listed below to be deemed complete and eligible for further evaluation:

1. Project Vision and Program

A clear and compelling narrative that defines the intended use of the Doolan-Larson House and Storefronts and its public value, including:

1.1 A mission statement and program description that demonstrates compliance with San Francisco Heritage's obligations under the Larson Estate covenant, including but not limited to:

- Preserve the building in perpetuity
- Provide public-facing cultural, educational, and/or interpretive programming
- Respect the property's historic character, interiors, and landmark status

1.2 A summary of the proposed use, program mix, and public benefits

1.3 An explanation of how the site's cultural and historical significance will be interpreted and elevated, and how the program will support San Francisco Heritage's mission and goals

1.4 A sample program calendar, which could be weekly, monthly, or seasonally, as appropriate, as well as a description of what a typical day at the Doolan-Larson House would be like for different kinds of visitors

2. Architectural and Design Materials

Provide schematic-level architectural and design materials sufficient to evaluate compatibility with program, physical and economic feasibility, potential preservation impact, and public experience, including:

2.1 Conceptual floor plans, sections, and renderings

2.2 Preservation approach that conforms with the Secretary of the Interior's Standards

2.3 Specific call-outs of any proposed interventions to enhance accessibility, sustainability, or visitor experience

3. Operational Plan

Demonstrate a viable and clearly articulated operational model, including:

- 3.1 Governance and operating structure
- 3.2 Staffing and management strategy
- 3.3 Suggested/desired relationship with SF Heritage from project development through operations

4. Project Budget and Operating Pro Forma

Proposals must include a clear, consolidated financial plan that addresses both capital development and ongoing operations, including:

4.1 Capital Project Budget – A top-level budget outlining anticipated capital costs required to complete the project, including (as applicable):

4.1.1 Hard Costs

4.1.1.1 Rehabilitation and new construction costs required for the building to serve the proposed program, including accessibility, life-safety, and code compliance improvements

4.1.1.2 Hard Cost (Owner) Contingency

4.1.2 Soft Costs

4.1.2.1 Architectural and engineering fees

4.1.2.2 Legal and permitting fees

4.1.2.3 Miscellaneous consultant fees

4.1.2.4 Furniture, fixtures, and equipment (FF&E)

4.1.2.5 Contingency.

4.1.3 Five-Year Operating Pro Forma

4.1.3.1 Revenue assumptions (from all sources), including external funding support

4.1.3.2 Operating expenses, including any proposed rents to SF Heritage

4.1.3.3 Staffing and management costs

4.1.3.4 Program costs

4.1.3.5 Utilities, maintenance, taxes, and insurance

4.1.3.6 Marketing, outreach, and administrative expenses.

5. Development Financing Strategy

Proposals must include a detailed development plan that identifies who is responsible for raising and deploying capital and operating funds.

5.1 Nonprofit Proposals

5.1.1 Identification of the individual(s), firm(s), or organization(s) responsible for development and fundraising

5.1.2 A summary of relevant past experience, including capital campaigns of comparable scale and complexity, and campaigns to support operating budgets similar to the proposed project

5.1.3 A description of anticipated funding sources (e.g., grants, philanthropy, public funding, and/or sponsorships)

5.2 For-Profit or Hybrid Proposals

5.2.1 A clear “sources and uses of funds” statement for the capital project

5.2.2 Identification of equity, debt, or partner capital, as applicable

5.2.3 A description of revenue streams to support ongoing operations

5.2.4 Identification of responsible parties for financing, operations, and long-term stewardship

6. Team Experience

- 6.1 Teams must include a historic preservation architect.
- 6.2 Provide a clear description of roles and responsibilities, along with team member resumes

7. Community Benefit

- 7.1 Community members have expressed a desire for a “surprise,” something that is compatible with the neighborhood but unexpected, perhaps even hidden. That could be an architectural & design experience or a programmatic one. Describe how the project will surprise, delight, and engage the local community as well as visitors, and how it will add to and enhance the experience of the Haight-Ashbury
- 7.2 Provide a community engagement plan for the different stages of the project
- 7.3 Identify opportunities for students, neighbors, and local businesses to participate in the activities at the Doolan-Larson House; identify opportunities for the project to participate in the life of the community
- 7.4 Identify committed partnerships with local organizations, artists, educators, or community groups, including a description of the possible role such partners might play
- 7.5 Provide a prototype of a marketing plan

8. Timeline and Implementation Plan

- 8.1 Identify key milestones from final design to opening
- 8.2 Describe project phasing and dependencies

Evaluation Criteria

- **Responsiveness to the RFP requirements and response format**
- **Cultural Value:** How the project reflects and advances the spirit of Haight-Ashbury and invokes the important history of the site
- **Innovation:** How the project exemplifies forward and divergent thinking in the spirit of the counterculture movement
- **Stewardship:** How the project conforms to San Francisco Heritage's responsibility for the ongoing stewardship of the building
- **Preservation:** How the project approaches historic restoration, rehabilitation, or intervention of the building and building site
- **Public Benefit:** Degree of community access, inclusivity, and educational value
- **Feasibility:** Strength of financial, operational, and partnership models
- **Project Sustainability:** Creative strategies for long-term relevance and impact

Review and Public Process

Each team will present a draft of its proposal in a **public forum** hosted at the Park Branch Library in **April 2026, and will present final submittals in June 2026**. The purpose of this is to engage the public and receive valuable and meaningful feedback that can be incorporated into the final proposal. Presentations will be recorded and shared via the San Francisco Heritage website and project page: www.haightandashbury.org.

Before a final selection, finalists will participate in **individual interviews** with the San Francisco Heritage leadership.

A project will be chosen early in the summer of **2026**.

Support and Communication

All questions should be directed to the SF Heritage team via email.

To ensure equity and transparency, questions and answers of general interest will be shared with participating teams via the shared folder.

Appendices

1. Historic Tax Credits and how they might be utilized for the project

Historic Tax Credits (HTCs) are a federal incentive intended to encourage the preservation and adaptive reuse of historic buildings. The Federal Historic Tax Credit program provides a 20% tax credit on qualified rehabilitation expenditures (QREs) incurred in the rehabilitation of certified historic structures. The Doolan-Larson House is listed on the National Register of Historic Places, making it eligible for this program, provided that the rehabilitation meets program requirements. To qualify, the project must be income-producing (e.g., cultural, commercial, office, retail, or rental uses), and the rehabilitation work must comply with the Secretary of the Interior's Standards for Rehabilitation. Project review and approval occur through a formal three-part certification process administered by the National Park Service (NPS), in coordination with the California State Historic Preservation Office (SHPO).

HTCs can be monetized to generate equity for a project, meaning they can be converted into a source of upfront capital rather than used solely by the project sponsor. This is typically accomplished by bringing a tax credit investor, often a financial institution or specialized investment fund, into the project ownership structure. In exchange for receiving the tax credits and associated tax benefits, the investor contributes cash equity to the project, generally with a staggered payment process, with the final payment when the project begins producing income. This equity can significantly reduce the amount of conventional debt required and improve overall project feasibility, while supporting high-quality historic rehabilitation. HTC equity is commonly used as part of the overall capital stack for eligible rehabilitation costs and related project expenses.

Utilizing HTCs requires careful planning and the involvement of specialized consultants, including a historic tax credit consultant to lead the process, a historic/preservation architect, and legal and tax advisors experienced in credit transactions. Early coordination with SHPO and NPS is critical, as is thorough documentation of existing conditions, proposed scope of work, and qualified rehabilitation expenditures. While use of HTCs is not required, they represent a potentially significant and viable funding source for the Doolan-Larson House and should be explored by respondents whose proposed programs and development approaches meet the eligibility and compliance requirements.

2. Entitlements, Discretionary Approvals, and Permitting

Applicants should understand that any proposed reuse, rehabilitation, or expansion of the Doolan-Larson House at 557 Ashbury Street will be subject to the full entitlement and permitting requirements of the City and County of San Francisco. All improvements must comply with applicable Planning Department zoning controls and policies, as well as the Department of Building Inspection (DBI) permit process. The house portion is currently designated as NC Hotel use, although the historic structure has been used as a residence in past years. Accordingly, the selected applicant should expect a need for zoning clarification and confirmation of allowable uses based on the proposed program.

Depending on the proposed use and scope, the project is anticipated to require a Conditional Use Authorization and other discretionary Planning approvals, including public review and design evaluation. Preliminary discussions with City Planning staff have been generally encouraging, including feedback that a sensitively designed addition should be allowable; however, any future expansion or change of use will require submission of detailed plans and formal City review. Applicants should also anticipate potential environmental review under CEQA, historic resource considerations, and coordination with multiple City agencies. All entitlements, permits, and associated costs and timelines will be the shared responsibility of the selected respondent and San Francisco Heritage.

3. Conceptual Plans

The RFP includes a set of schematic-level architectural drawings prepared by Architectural Resources Group (August 1, 2025) that document both the existing conditions of the Doolan-Larson House and storefront buildings and a conceptual illustration of modifications that could be pursued in the future. The drawings include existing floor plans, elevations, sections, and perspective views, as well as a schematic massing study showing the allowable limits of a one-story addition and roof deck above the retail stores and an optional basement level below. These concepts were developed to support preliminary planning and the Certificate of Appropriateness (COA) process. Note that the COA was ultimately not pursued by San Francisco Heritage due to the Planning Department's need for more details of the improvements. The improvements shown in these plans are intended as a visual guide to what may be feasible.

Importantly, the proposed basement and roof/deck additions shown are not required, and respondents may propose alternative improvement approaches consistent with their intended use and program, and/or a phasing of improvements. Concepts for the roof addition and the basement are provided solely for reference; proposers should describe and depict the specific improvements they intend to make. For convenience, CAD drawings of the existing building are available through the link provided in the RFP materials.

4. Preliminary Cost Estimate

San Francisco Heritage has commissioned a preliminary construction cost estimate for the renovation and expansion of the historic Doolan Larsen House property at 1500–1512 Haight Street / 557 Ashbury Street. Based on the Architectural Resource Group’s (ARG) schematic plans, and prepared by Singular Builders (Conceptual Estimate #1.1, dated November 10, 2025), this order-of-magnitude construction cost estimate is approximately \$14.45 million (in 2025 dollars), inclusive of all hard costs, including contractor fee, insurance, gross receipts tax, and carried contingencies. The estimate assumes a scope that includes a seismic retrofit of the mixed-use building; refurbishment of exterior façades and windows (with specific allowances); replacement of major building systems (MEPF); accessibility upgrades; selective demolition and salvage; utility improvements; and the addition of a basement, second-story expansion, and roof deck to the retail building.

Respondents should note that this estimate is intended solely as a high-level planning benchmark and is not a fixed or guaranteed project budget. It does not include any soft costs, including architectural or engineering design fees, miscellaneous consultant fees, City permit or entitlement fees, permit expediting, special inspections or testing, legal fees, fundraising, working capital FF&E (furniture, fixtures, and equipment), or other soft costs. The estimate also does not include cost escalation over time, costs specific to a respondent's particular program and/or building enhancements, or unforeseen scope changes resulting from future design development or discovery of existing conditions.

Alternatives were identified to illustrate potential cost reductions if major addition components are eliminated (for example, approximately \$3.15M for construction of the basement addition, and \$3.13M for construction of the second floor/roof deck addition). Proposers are encouraged to undertake their own due diligence and develop independent cost assumptions appropriate to their proposed use, program, and implementation strategy. As noted above, hard costs are expected to be included in the overall Capital Project Budget, as required in respondent’s Budget and Operating Pro Forma.

5. SFH agreement with the Norman Tyler Larson Revocable Trust

This document is the formal gift and transfer agreement through which the late Norman Tyler Larson, via his revocable trust, conveyed the Doolan-Larson Building to San Francisco Heritage. The agreement establishes permanent preservation and use conditions, including that the property must be held by San Francisco Heritage in perpetuity and may not be sold, that the residential and commercial portions must be preserved, with the commercial space used for retail or related public-serving purposes, and that the historic colonial revival interior and City Landmark status must be maintained. The agreement also allows certain modifications for accessibility and provides that, if Heritage ceases to exist or defaults on these conditions, the building would pass to the National Trust for Historic Preservation.

6. Additional Material

- Community Survey Results
- Historic Context Statement (Donna Graves)
- Interested Participants
- Suggested Reading
- RFCP
- History
 - [California Historical Society: Summer of Love's 50th anniversary](#) - The archived website for the citywide celebration of the Summer of Love's 50th anniversary
 - [Dennis McNally - The Last Great Dream: How Bohemians Became Hippies and Created the Sixties](#) A meticulously researched narrative tracing the transformation of post-World War II bohemian art and social movements - centered in San Francisco - into the defining counterculture of the 1960s.
 - [FoundSF San Francisco](#)'s collaborative history project with articles, timelines, and first-person accounts.
 - [San Francisco Heritage](#) - Haight-Ashbury The organization behind this project and preserving the neighborhood's architectural heritage.
 - [Virtual Museum of the City of San Francisco](#) Archival material on the city, including Haight-related stories and figures.
- Photo & Media Archives
 - [OpenSFHistory - Haight Search](#) Massive visual archive from the Western Neighborhoods Project with historic photographs and maps.

- [Calisphere – University of California](#) Archive Search “Haight-Ashbury” for digitized photographs, posters, and ephemera from university collections.
- [Getty Images Editorial](#) and stock photography from the 1960s to today, including protest images and portraits.
- [Counterculture Museum](#) The museum across the street from the Doolan-Laron House features memorabilia, personal archives, and upcoming exhibits.
- [San Francisco Public Library – Digital Archives](#) The Public Library’s digital archives, mostly in the public domain.. Documentary & Video Content
- [PBS – American Experience: Summer of Love Documentary](#): events of 1967 and Haight-Ashbury’s role in global youth culture.
- [KOED](#): Local Haight-Ashbury Coverage San Francisco’s public media station often covers cultural and historical segments on the Haight.
- Community, Culture, & Preservation
 - [Haight-Ashbury Neighborhood Council](#) (HANC) Advocacy group with resources, newsletters, and neighborhood updates.
 - [Haight-Ashbury Street Fair Festival](#) founded in 1978, rich with photos, community history and culture.
 - [Western Neighborhoods Project](#) A nonprofit dedicated to preserving San Francisco’s neighborhood histories,

Submission Requirements

Each team must submit a digital proposal package (PDF) that includes:

- Cover letter and contact information for primary team representative, including email, phone number, and mailing address)
- Executive summary (1 page)
- Full proposal (up to 50 pages) that includes the following sections, in this order (see details above for specific requirements of each) :
 - Project Vision and Program Plan
 - Operational Plan
 - Project Budget and Operating Pro Forma
 - Development Financing Plan
 - SFH Mission Alignment & Covenant Compliance
 - Team Resumes
 - Community Benefits
 - Timeline and Implementation Plan
- Appendices: architectural drawings, renderings, and other visuals, financial documents, including budget and operating pro forma, etc.

For updates, visit: www.haightandashbury.org

This initiative is led by San Francisco Heritage: www.sfheritage.org

END.