

Regional Oral History Office  
The Bancroft Library

University of California  
Berkeley, California

AL BOEKE  
OCEANIC PROPERTIES, VICE-PRESIDENT:  
THE SEA RANCH, 1959-69

Interviews conducted by  
Kathryn Smith in 2008

Copyright © 2010 by The Regents of the University of California

Since 1954 the Regional Oral History Office has been interviewing leading participants in or well-placed witnesses to major events in the development of Northern California, the West, and the nation. Oral History is a method of collecting historical information through tape-recorded interviews between a narrator with firsthand knowledge of historically significant events and a well-informed interviewer, with the goal of preserving substantive additions to the historical record. The tape recording is transcribed, lightly edited for continuity and clarity, and reviewed by the interviewee. The corrected manuscript is bound with photographs and illustrative materials and placed in The Bancroft Library at the University of California, Berkeley, and in other research collections for scholarly use. Because it is primary material, oral history is not intended to present the final, verified, or complete narrative of events. It is a spoken account, offered by the interviewee in response to questioning, and as such it is reflective, partisan, deeply involved, and irreplaceable.

\*\*\*\*\*

All uses of this manuscript are covered by a legal agreement between The Regents of the University of California and Al Boeke and Kathryn Smith, dated September 1, 2009. The manuscript is thereby made available for research purposes. All literary rights in the manuscript, including the right to publish, are reserved to The Bancroft Library of the University of California, Berkeley. No part of the manuscript may be quoted for publication without the written permission of the Director of The Bancroft Library of the University of California, Berkeley.

Requests for permission to quote for publication should be addressed to the Regional Oral History Office, The Bancroft Library, Mail Code 6000, University of California, Berkeley, 94720-6000, and should include identification of the specific passages to be quoted, anticipated use of the passages, and identification of the user.

It is recommended that this oral history be cited as follows:

Al Boeke, Oceanic Properties, Vice-President: The Sea Ranch, 1959-69, conducted by Kathryn Smith in 2008, Regional Oral History Office, The Bancroft Library, University of California, Berkeley, 2010.



Al Boeke, ca 1960s



Al Boeke, May 2008



- **TABLE OF CONTENTS**

Outline of Topics	vi
Interview History	vii
Oral History	1
Selected References	133
About the Interviewer	134
Appendix: Curriculum Vitae; Design Awards, 1965-2005, The Sea Ranch	135

## OUTLINE OF TOPICS

Session One [WS310009.WMA] May 7, 2008

Capsule Biography—Scandinavian Tour to Employment at Bechtel—Search for a Proper Site—Discovers the Del Mar Ranch

Session Two [WS310010.WMA] May 8, 2008

Meets with Owners—Investigation of Site—Option Period and Consultants

Session Three [WS310011.WMA] May 9, 2008

Supervisors Meeting—Unit One—Demonstration Houses—Condominium One—Halprin & Associates—Plan for Multiple Condominiums—Design Review Committee—Matthew Sylvia—Budget—Real Estate Sales—Economic Recession—Proposition 20

Session Four [WS310013.WMA] May 11, 2008

Department of Real Estate, State of California—CC&R'S—Roads—Budgets—Marker Building—Air Strip—Underground Cable

Session Five, part one [WS310014.WMA] May 12, 2008

Forest Clearing—Route #1 (State Involvement)—Hot Spot Road—Trails—Marion Conrad—Corporation Yard—Barn—Phase Two

Session Five, part two [WS310015.WMA] May 12, 2008

North Recreation Center—Binker Barns—Halprin Terminated—Halprin's Replacement—Rob Roy McCloud—Lou McClain—Richard Moore—Chinese Wall—Store/Restaurant Expansion into Lodge—Independent Coastal Observer—Boeke's House on The Ranch

Session Six, part one [WS310016.WMA] May 13, 2008

After the Bane Bill—Richardson Ranch and Abalone Divers—Proposition 20—Moratorium on Permits—Coastal Commission—Bane Bill—Park—Campground—Low-Cost Housing

Session Six, part two [WS310017.WMA] May 13, 2008

Reservoir—Boeke Leaves and Returns—Reflections on History and Future of The Sea Ranch—The Sea Ranch Association Employees—Design Review Committee Evolution—Concerns for Future of The Sea Ranch

**Interview History**

Al Boeke was Vice-President, Oceanic Properties Inc., in charge of the creation, development, and implementation of The Sea Ranch, Sonoma County, California. This interview was conducted between May 7 and May 13, 2008 at his home, The Sea Ranch by Kathryn Smith. Smith is an architectural historian, whose specialization is Frank Lloyd Wright and California modern architects including R.M. Schindler, Richard Neutra, and Lloyd Wright. She has written numerous books and articles, lectured widely, and had been an employee of the Oral History Program, University of California, Los Angeles in the 1970s.

Session One [WS310009.WMA] May 7, 2008

SMITH: This is Kathryn Smith. Today I will be interviewing Al Boeke. This is May 7, 2008, and we are at his home in Unit 20, The Sea Ranch, Sonoma County, California.

BOEKE: Would you like a drink of water?

SMITH: I don't need any water, thank you.

BOEKE: Okay.

SMITH: I know that you had a long and varied career before you started at Castle & Cooke, but I'd like to take up with when you joined that organization.

BOEKE: Okay. Well, tell me when you . . . I'll tell you when I'm ready to have you turn it on.

SMITH: Oh, I already turned it on.

BOEKE: Oh, you have? Okay. Okay, then I won't tell the joke I was going to tell.

SMITH: Oh.

BOEKE: You want me to speak to the things that I did prior to Castle & Cooke that were a buildup to the New Town notion that I carried then to Castle & Cooke and Oceanic and applied to The Sea Ranch?

SMITH: Okay.

BOEKE: Okay. In the beginning I have read and thought a lot about the New Town idea, especially in Scandinavia, Finland, Sweden, some in Scotland and a dash other places. Some of them in England. And just before the Castle & Cooke thing started, we – my wife and I – took a trip to Scandinavia and it was this trip that followed the path of about four or five professors from Penn State and they did a trip to those countries as a warm-up for taking a group of people who wanted to go – lay people – to the University. Mostly architects, planners and their wives and one teenage girl. There were about 19 of us and about five professors. They had gone there – gone to Sweden especially, and talked to local government, state government, who does all the planning and all the construction and had an incredible background and an itinerary that was really wonderful. So, the 19 of us, mostly from New England, with one Hawaiian, went to those countries and we were gone three weeks or more – four maybe -- at which time we visited each New Town and, in order, talked to the government arms to get their philosophy and their thoughts. And their government arms there are not people whose job it is to look at something that the private community brings to them and they say “yea” or “nay,” but to join private community and investors in the organized creation of a New Town idea. So it starts with the person with the deep pockets and the desire and coordinates with the government – the federal government – and the federal government does the planning and they march forward together and they start building and they build the – everything we saw was an extraordinary high level of



quality of building – you can rationalize it by the cold climate, but just the same, very high level of quality and inspiring planning and architecture. Community design in the sense of an urban plan of designs that use – creates the views and plans with those views in the process and integrates the landscape – especially winter landscape – in enormous pots – the size of which you’ve never seen. No one has ever seen, except there – and they have gardens in pots and I don’t know what they look like in the winter time in the snow and the real cold, but in the summer they are just a variety of blooming things and they march along for a half a mile from the shopping center to the high school and from the high school to the grammar school and so forth, and so forth, all in an organized community. So, I came home from that with a conviction that my notion of trying to do New Towns, rather than design big and small buildings in the wilds of southern California and Metropolitan Los Angeles, even then, pretty chaotic, I felt was a valid idea and, so I kept that in mind and somehow the word spread. I spoke to a couple of chapters of AIA at different times and somehow the word spread and one day in the office in Studio City in Southern California, two men came to the door of my office and said we have just talked to your partner in the other room, Mr. Kinsey, and they authorized us to speak to you and make a proposal. And I said, “Welcome” to them and it turns out that one of them was the former Planning Director of the City and County of Honolulu, George Hofftailling, a man much younger than I am today but an older man and Don Rittow, a pineapple man from Dole Corporation and the Executive Secretary of Dole Corporation – the business guy. And we talked for about an hour about a variety of things and nothing specific and no proposals or anything and after about an hour they looked at each other and said, “Well, why don’t we take a break,” and they stood up and said, “We’d like to talk – we would like to talk to you again.” And I said, “okay” and “where, again, are you from? And what is your association?” and they described just what I described to you, briefly, identifying them. And I said, “Well,” with a smile on my face, I said, “I’ve never been to Hawaii and I wouldn’t turn down the opportunity to visit Hawaii,” – you know, chuckle, chuckle, chuckle. And they smiled and chuckled also and made no comment and out the door they marched and the whole thing was kind of fantastic and strange because it took them an hour to really get to the identification of the subject. They were clearly throwing things at me and listening to my feedback. So, to make a much longer story much shorter, I was asked to come to Honolulu and I visited with the officers of Dole Corporation, that had like a 150 or 200,000 acres on Oahu and even more on outer islands in agriculture – pineapple and sugar mainly. And they were the people that were wanting to hire someone, and it turns out that they wanted to hire someone to advise them what to do with 3,000 acres on Oahu half way up the slope between Pearl Harbor and a town in the center of the Island called Waipahu, where much of the military from Pearl Harbor lived and was housed. And at the same time I talked to some of the Directors of Oceanic Properties and Castle & Cooke and at that time Oceanic Properties was about two weeks old or something and they became – they were – the idea was to go into real estate with the surplus land, with access to pineapple and sugar and where urbanization, where it is valid, and not a soul in the two companies numbering hundreds and hundreds of people knew the first thing about it.

SMITH: Do you remember approximately what year that was? ‘40’s, ‘50’s? [Silence] Oh, okay. Well, it’s not terribly important.

BOEKE: Sometime in the early ‘60’s.

SMITH: Okay.

BOEKE: And, what had emerged is that the two of them had come to Los Angeles and talked to Charlie Bennett, the head of the Los Angeles Department of Planning, asking for names of people that might be able to help them in Honolulu, and they said the only name that he really forcefully recommended was Al Boeke out in Studio City, an SC professor, so forth. And so that's why they came.

SMITH: Um.

BOEKE: After going there and talking with the brass and determining that, yes, they had deep pockets and they were motivated and they weren't shocked by the idea of excellence and a lot of other ideas of mine – which is a separate conversation, I guess -- they made an offer to me to come there, bring my family and visit and see how my wife and two children felt about it and, if all was well, then I would move to Honolulu and they would help with the sale of the house – our home that I had built in Pasadena -- if needed, and they would help at that end and blah, blah, blah, blah, blah, blah. And so that was exciting and I decided to do it.

SMITH: Oh.

BOEKE: And the family and I went over there – my wife went into shock at all of the strange colors and nationalities in Honolulu which she had no experience with but we prevailed and we did it and we were there and they were there for about 10 years. So I came back and was given an office about twice the size of this office on the Executive Floor of Dole Corporation. Introduced to the Controller of the company – a very cold, young, not very interesting man, and he said this man will be able to help you with any economic studies you want to do and I thought “Oh boy,” and several others. The President of Dole was Herb Cornell who was 36 or 38. He had just become President like a month or two before -- it turns out that all of this was at his instigation, when he became President. He had been the Director of Advertising and Public Relations. A graduate of the college in Eagle Rock.

SMITH: Occidental?

BOEKE: Occidental. He had an important position there and way above his age. About 6' 6" tall, white hair, very handsome, striking man, turned out to be a very quiet, very articulate, strong man. And so, behind the scenes, my wife stayed there and my evolution from what I'd been doing to get ready for what we would do at Waipio. And I should have said during the whole process in Studio City and in Honolulu on the first visit, the second visit and then when we moved there, I kept talking about urban development at Waipio, given what I saw on the Island and the few interviews that I had with the Planning Director there, and someone else that I forget, it was clear that there was housing boom and it would continue and what was needed was someone with an idea instead of building the cracker boxes that they were building as new houses for all income levels. And, so – and I – am I going into this too far?

SMITH: No.

BOEKE: Okay. And I developed a new enthusiasm for Herb Cornell and Castle & Cooke. At the same time that this was going on, Castle & Cooke had engineered a sale of the company to Castle & Cooke – Dole to Castle & Cooke -- Castle & Cooke being the senior company.

Within a month or six weeks of the time that I arrived, Herb Cornell had a meeting of what they call “Supervisors,” this is

SMITH: [Inaudible] Now it’s working fine. It’s working

BOEKE: Okay. Supervisors of Dole Corporation and they had an auditorium with a stage and a sloping floor that seated about 250 or 300 people. And that was about – that was the number of Supervisors that Dole had dealing with pineapple and sugar and a little – variety of other – of the other agricultural products. And so I was christened a Supervisor and I was told about the meeting and saved that day, and so Herb Cornell came – walked in my office about the time of the meeting and he took me by the hand or shoulder, symbolically, and he walked me down the long halls and around the corners into the auditorium and walked me down to the front of the auditorium at the stage. And we didn’t get up on the stage – but he – someone moved the mic from the center of the stage over the edge and he stood there and he said, “I want you all to meet Al Boeke who’s an architect from Southern California,” and he described why I was there. And that I would be the first person hired by Dole or their – perhaps to become soon, parent, Castle & Cooke, that know anything about the subject of urbanization, and so don’t just look at him like he’s weird and know that he has something in his head and it will be startling for all of us to hear about. A speech sort of like that. And then he said, “And I saved that seat for you down there.” And I was in the second row on the end or something. And so he made a speech to his Agricultural Managers, and the men varied from 25 or 30 to some of them that looked like they were 112 -- I mean people who had been there a long, long time. They were old and wrinkled; the majority though was at an age maybe averaging 45 to 55. [Chuckles] And so, I, at that stage of the game, having been in the war for three and a half years and growing up in the war and so forth, wasn’t intimidated by any of this, but I was very gentlemanly and civil and non-aggressive and so forth. So he, Herb, stands this tall, tall, slim, very handsome, white haired young man, who had only been an officer in Dole for three years – having – anyway, for three years and which was an important job but it was not agriculture, really. It was the marketing of it and it was – and – rather quickly, it turns out, the administration of a new kind; an up-to-date administration. And, so he spoke for 30 minutes, max. And at the microphone he talked like this – he talked steadily and slowly. He didn’t hurry anybody that might be older and slower in the audience and the acoustics were wonderful so the hard of hearing could hear, but he spoke softly. And when he reached a place in a paragraph – verbal paragraph – that was a conclusion, he would speak even softer, so the pin drops – you could hear the pin drop – was the most wonderful example of it I’ve ever seen. Well, the people were absolutely dumb-founded because he said to them – I’ll abbreviate very much -- “You guys have been here a long time. I’ve watched you for three years. The principal Supervisors here have established their own little kingdoms in Dole and in the Islands and they run it the way they want to – and you run it the way you want to. That’s going to change. Some of you will survive the change, many of you will choose to retire, some of you will be fired, if that’s necessary. But there is going to be a major reorganization of Dole, so that this company can become not asleep but profitable.” And then, he stopped. [Chuckles] He didn’t say are there any questions, he just stopped. And we all sat there. [Chuckles] It was extraordinary. Never since seen anything like it. It was just magic. [Clears throat] And they were all glued to their chair and finally he said, “We’re not going to spend a lot of time here because I think you all should go back to your desks and tables and field jobs and whatever – some on outer Islands, Lanai, and so forth, and think about this and then we’ll all get together again a week from today, at the same time, in the same place. But I will take a few

questions.” And two or three clearly bright, young, eager beavers asked some very good questions and then two or three much older veterans of Dole Corporation asked some questions that – in a way that they were shocked; they felt he was pretentious; he shouldn’t have gone into this. He shouldn’t have even proposed it and there needed to be no change; that Dole was running just like a

SMITH: Swiss watch?

BOEKE: Right, like a Swiss watch, right – or that little gadget there. And we quietly went back to our desks. And in the weeks that I had been there, two or three before this transition from my Day One to the end of this meeting, the carpentry shop in the basement of Dole’s big building, which produced and canned and packaged pineapple for delivery all over the world, they had made me two – they said they were gonna make me a couple new desks and they made all their own furniture there. They produced two desks for me. The two desks were 50% larger than this table. Four feet wide, eight or more – must have been only eight feet long, of mahogany with two legs and blah, blah, blah, blah, blah, and this – with these two tables side-by-side, set up in an office about the size of this one – maybe more square. And that was where I was to work.

SMITH: Great. Well, could I ask you how many New Towns you worked on before you discovered this property?

BOEKE: Yeah, I can tell you exactly. It doesn’t amount to a hill of beans.

SMITH: Oh.

BOEKE: The real New Towns I worked on were the ones I read about, wrote some letters and asked questions about, mostly to Scandinavia, and then visited in that more or less one month of visits at an extraordinary level which was the government level -- that is the client, the planner, the decision-maker, and coordinator of the building.

SMITH: I see.

BOEKE: And in those towns and those countries, especially Sweden, the value of land is \$1, regardless of the size, regardless of the location, in the middle of the city with a 90-story building on it or a little shack – farm shack out 10 or 20 miles from downtown, land is worth \$1, hence you can do anything, anyplace that makes sense. And the people in the Planning and Architectural and Economic Departments of Sweden’s federal government, were unbelievable and they had this “joie de vivre” of people who knew that they had responsibility and they had an opportunity to make the decisions themselves, test them out in the whole organization, but not publicly, go ahead and create the New Town as fast as possible. All of the architecture was clean and modern, and . . . anyway, landscaped galore.

SMITH: So, was The Sea Ranch one of the first projects you worked on?

BOEKE: No, Mililani Town in Honolulu was. So, I worked on some smaller things leading up to this, but Mililani Town was the first New Town and it is now a town with 30 to 40 thousand people in it and they’ve been there for 10 or 15 years. It was built starting then and --

within two years at that point – and very successful --changed the architecture of housing in Honolulu and a whole bunch of stuff.

SMITH: What kind of – did it have – what kind – were the components of it complex with retail and as well as housing and . . .

BOEKE: Yes.

SMITH: and civic buildings were planned into it?

BOEKE: It had a town centre on the highest point. It had a circular collector around it with continuous access points with no signals and etc., etc. A real New Town.

SMITH: Oh.

BOEKE: An up-to-date concept. And, so, when I went to work and I had an office in Honolulu and I had another office as Mililani Town – that's the plan of the central area and you can look at that if you would like and I have the rest of it in small scale. We got going, and I had the same position, only better, than the guys in Sweden, who made all the decisions. I was a one-man weirdo [Chuckles] in the Islands and in Dole because I had this unique, unheard of, crazy charter to build something called a New Town – whatever in the blankety blank that was, out at Waipio, which was 3,000 acres and being taken out of agriculture and it was on a main freeway, which had just been built, pass that land to Wahiawa in the center of the Island and going over to the other side of the Island, and down the hill in full view is what was left of Pearl Harbor and the hulks that had been destroyed sticking out of the water were there and they were now museum pieces and so forth and so forth. Um . . .

SMITH: Did you have complete authority?

BOEKE: I had complete authority to agree to by the Board of Oceanic Properties, of which I was a member; not in the first year, but at the end of the first year, approximately, when everybody really got to know me and understood my language and so forth; although I am a person who avoids professional vocabularies. I don't use, if you'll pardon the expression, the cutsie-pie invented phrases and words that are invented in architectural and planning schools across the country. I just won't use them. I talk plain English and however good.

SMITH: So you were able to balance the introduction of your innovative ideas with the profit-making motive of the corporation?

BOEKE: Yes. And they understood, going in, the ones that had talked to me in Honolulu and then right now, they knew that urban development [clears throat] was something that worked differently from the growing and sale of food, that you invest -- you buy land, you put the infrastructure in the land, you decide and go through all the government offices which takes eons, years and years, and then you build something that is excellent, wonderful, for people, beautiful to look at, efficient and all of those words, but is profitable – and is profitable – not but, but and is profitable. And I said profit on Mililani Town will probably take like seven or eight to ten years because if we're going to do it and we want to make a splash and have it really sell –

and if it really sells, the volume builds up and everyone wants to move out to Mililani Town, which is in the country, but only 20 minutes from Honolulu, or something like that – with jobs in between – it’s going to take that amount of time for your investment to be profitable. And we talked about how you buy land and – not buy land – how you value land and shelter the \$500 an acre that Dole paid for it many years before – the 3,000 acres – from the \$500 an acre and we were going to value it at \$7,000 an acre going into the investments in the land for urban uses. And the tax people got into the act very soon after I got there and said, “Hey, whoa. You can’t do this big New Town, Castle & Cooke.” Then it was part of – Dole was part of Castle & Cooke. “You can’t do that because you’ll have – the taxes will wipe out the whole investment. So we have to create an arms length, separate development corporation to do Mililani Town. Castle & Cooke can own it, it can be a subsidiary, but it’s gotta be arms length. Castle & Cooke doesn’t tell the subsidiary what to do. They can be on the Board but they – its gotta run its own business. And that’s what Mililani Town has to be.” Well, there was about a one week to 10-day hiccup because Dole and Castle & Cooke were guilty – obviously guilty, that they hadn’t thought of this before. That this came out of Castle & Cooke’s office. The boss of Reverdy Johnson – and Reverdy Johnson was then very new in the Islands and in Castle & Cooke and was there as a real estate expert; young, educated, with some experienced real estate expert that Castle & Cooke needed. And someone, maybe Herb Cornell, was looking down the line and knowing what they were now finding out.

SMITH: So Reverdy Johnson had started out with you earlier than here?

BOEKE: Yes, Oh yes.

SMITH: I see. I see.

BOEKE: Yes.

SMITH: He was with some kind of a legal firm that was involved with Castle & Cooke?

BOEKE: Yes.

SMITH: I see.

BOEKE: and -- in San Francisco

SMITH: Okay.

BOEKE: and I used to spit out the three or four names but I find that I haven’t thought of it for so many years I’m not spitting them out now, but it is the company that had that disaster I told you about last night.

SMITH: Right, where a couple of years ago, someone came into the law firm and shot some of the attorneys – one attorney.

BOEKE: Uh huh.

SMITH: That can be researched by someone else.

BOEKE: Yeah, yeah, yeah.

SMITH: Hum. So, that's interesting. You had experience with Reverdy Johnson earlier?

BOEKE: Yeah, oh yeah, years. Yeah, well, not years before, but leading up to and during the creative process. I have a list of the 15 consultants; their names, for the most part, and what their experience was and what their charter was for the planning that we did, that took up to a year to do. Everything from economics to construction.

SMITH: So, this position you had is now very different that the traditional role of the architect . . .

BOEKE: Oh yes.

SMITH: which you had been trained for and worked at because you are now an owner, which is not the traditional role of the architect?

BOEKE: I was representing the owner as an employee – right. And if we leapfrog for just a moment, when it came to The Sea Ranch – I located the land and made the recommendation to Castle & Cooke that we should develop this land

SMITH: Um huh.

BOEKE: that it wouldn't be a New Town, it would be a retirement community, which if it was valid, as I thought it would be, and of the quality that I would make it, would quickly begin to convert to a "first home" community and wouldn't stay a second home community forever. That the transition might take 20, probably more likely, 30 to 40 years

SMITH: Um huh.

BOEKE: and that's where we are

SMITH: Right.

BOEKE: we're at 45, or whatever.

SMITH: Right.

BOEKE: And we've long since stopped selling land and developing – it manages itself.

SMITH: Well, just back to Hawaii for a moment. So the first project was different than ultimately what The Sea Ranch . . . but were you happy? Did you feel that the Hawaiian project was successful?

BOEKE: It was conceptually successful. I'm just coming out of something, and my voice is obviously a little better today than I was yesterday. It was financially – very financially successful. And it was an example for Honolulu and all of Honolulu's parks and the Islands of what we should be building, rather than what we are building, which I can describe, if it's important. And what happened, is that after this work was done, I took one or two from this group and I created a, what we call, the Central Staff, in Oceanic Properties – the subsidiary owned by Castle & Cooke, to do the real estate work. I built a Central Staff with urban designers, architects, planners

SMITH: Um.

BOEKE: economists, with two or three different specialties, and marketing people, and we were like a development corporation, with all the talent in-house, rather than borrowing from consultants. We brought the consultants in and created our own Central Staff.

SMITH: Um.

BOEKE: And we created Mililani Town that way. We started Mililani Town that way. After, give or take, a year – nine to 10 years, we were at the place where I had a landscape architect planner – a real one – an architect urban designer; an urban economist and a couple of others that are just as important, but . . . and Reverdy Johnson, the attorney knowledgeable in real estate, the young godfather, or whatever you want to call him – had those people in-house. And after 10 years they were just itching and going crazy to be able to run the show themselves. And Al Boeke was still sitting over there in the corner office with the door always open [Chuckling] enjoying what was going on – enjoying what he was doing, but realizing that the younger – I started at around 40ish – and so then I was 50ish, and there were people 35 and 40 that could carry on. And at that psychological moment, Bechtel Corporation came along. The largest design and build company in the world. A private company that was profit-oriented; has had a flock of attorneys in the company; a flock of public relations and advertising people – all there with the charter of keeping everything that Bechtel does, a secret. We want no publicity, never, ever about anything, no matter how good. We don't want anyone who doesn't know about us to know about us. And this is the son talking with the – the 40 or 50 year old son talking – with the father who started the company, listening. And there were sons of the son who had just graduated from the University, sitting also; and working, and they were in that transition.

SMITH: And what did they have to do with the work you were doing?

BOEKE: The work that I was doing?

SMITH: Um huh.

BOEKE: They wanted to build New Towns.

SMITH: So, were they competition?

BOEKE: Well, they didn't become competition. Bechtel, when I joined it, had twelve hundred executives in a 10 or 12-story building in Honolulu – excuse me – in San Francisco, in



San Francisco, and about 300 in Los Angeles, which was the office that I joined, temporarily, and in other large cities, a few. Big, big company.

SMITH: So, you left your previous job and you took a job with this company?

BOEKE: And I left Castle & Cooke to provide an opportunity for the staff that I had built and to take a job with a pay two and a half times what I was getting with Castle & Cooke, with very, very slow raises. The economy was different in those days. The people had worked on the Islands for years; it was their homes and they worked at those salaries. Presidents of companies were making maybe \$100,000.

SMITH: Um huh.

BOEKE: So I moved to Bechtel and I was made a Senior Vice President of Bechtel International, a company they created at the same time to concentrate on real estate rather than just toy with it. So I was the new head guy and I reported to four Executive Presidents who had spent a short lifetime in Bechtel. They were the decision-makers of the company and below them were all of these thousands of technical workers, and those of us that were at the level that I was put in, but which was a new job – no one else in it – would report to Steve Bechtel, Jr., at his desk, at the same time, on the same day, every month. And we would be asked questions and we would have things to say and ideas to present to do our job. And Steve Bechtel had two secretaries – legal secretaries – each typing everything we said and a month later, Steve would have what we said, word for word, in a book and what we promised on a blue sheet in that book and you'd sit down in front of his desk and he'd flip and talk and find out – you know – what you'd done and whether you'd done it, and if you hadn't done it, why hadn't you done it and man it was bloody. [Chuckles]

SMITH: Um.

BOEKE: You had to be awfully good to survive.

SMITH: What kind of projects did you work on there?

BOEKE: Bechtel? They had a department with a staff of 200 and – no 450, which I inherited the day I entered there. They were doing regional planning all across the United States and in several foreign, mainly Arab, countries. And in the Arab countries, they were designing the towns that have been built since in Saudi Arabia and they were competing with private planners, with a small and capital "P", all over the United States, in planning jobs for governments – local, and state and federal government all over the country. And a planner, Larry Livingston, that I had worked on some of these projects with me, a man in San Francisco, I respected enormously, when I went to Bechtel, he – I called him and talked to him about it and he said, "well, let me tell you something I wouldn't advertise in public, but I'll tell you that they probably do the best planning work in the United States. They have an incredibly good staff, and it makes all the private planners just mad as hell that Bechtel Corporation is doing this level of planning with the – with these deep pockets they have from profit from oil lines, electrical lines, putting a nuclear electrical plant in Labrador currently for 10 billion dollars – a bid to be built at cost and at a fixed profit – cost plus." Everything they did was cost plus.

SMITH: Um huh.

BOEKE: They had in that twelve hundred – that sea of twelve hundred technical people of everything you can imagine, the most relaxed, private, civil service, I could ever imagine. And starting on about the second or third week when I walked through it, to get to my department of 350 or 400, I would see them working and the pace that they were working at, I couldn't stand for a day and yet they were a very profitable company. So,

SMITH: But you didn't stay there?

BOEKE: No. Six months later, at the monthly meeting of the four Executive Vice Presidents and Steve Bechtel, the President and CEO, I mean this was the top of the top of the top in the company, I made my report and everything was going fine and I said, something like, "I need to change the subject, Steve. I have some rather disquieting news. I have decided to leave Bechtel Corporation already and I'd be happy to talk – I'd be comfortable talking about it now with the four of you – the five of you, but I don't know if that's necessary – you're all extraordinarily busy men. Just tell me when you want to hear it." And there was a dead silence. One of the Executive Vice Presidents, probably the youngest one, said, "Well, I'm really sorry to hear this." He said, "You're the kind of blood we need in this company. I like the way you act and" blah, blah, blah, blah, blah, blah. "Can you -- would you reconsider?" I said, "Not for any raise that you could give me. I don't belong here, you do not belong in the Urban business because you are a private company, you row your own boat, you answer to no one, you can do anything you wish with the profits – throw them away or spend them profitably or anything." I said, "and your competition in the United States are all public companies that have to report cents per share on everything going on once a month and you wouldn't be able to stand that. So I – and that's the way the business is run. I don't think it's a good fit for you and we need to talk about that first, and I needed to pass that along to you to the degree that you can believe it and accept it and check it out and so forth; that's far more important than whether Al Boeke comes or goes." So, what happened from that is that younger one of the Senior Vice Presidents, whose job was not electrical transmissions – those were the really dirty guys – pipelines, oil pipelines, you know, Alaska to someplace – that sort of thing.

SMITH: Um huh.

BOEKE: And he really took an interest in it and this – I don't think is off the subject – he is the one who six months to a year later went with me to see P.K. Wrigley, the President of Wrigley Gum, in Chicago,

SMITH: Um huh.

BOEKE: who had given Bechtel four years to design a resort town on Catalina Island and this was now three years and six to nine months when I arrived and they had done some very good work – but for a variety of reasons I only partly know and isn't important, I guess – they hadn't made much progress, and I think management just didn't know how to make the transition from oil and electrical and all of the infrastructure work that Bechtel is in the business to do, to conceive a community. So anyway, the five men decided that they were not going to go ahead and develop the Isthmus on Catalina and Mr. Wrigley had to be told. And someone said, "Well,

your Dad is the one that went to Chicago and talked Mr. Wrigley into it. I'm not going. So one of you has gotta volunteer to go and take Al with you and Al will tell the story and answer the questions and whatever else; and you as the top man in this country, will make whatever decisions or deal with whatever comes up." And so, this very nice man who built the Island in the San Francisco Bay for the World's Fair or whatever it was called – he was the head of the construction of that whole thing -- the buildings, the whole shooting match, he was about 25 or 30 and he was the Chief of the Building Department that did that, and then he went to Bechtel. So we went to Chicago and we got there for a meeting with Mr. Wrigley, and Mr. Wrigley had called the meeting in his private conference room, which seated about 20, and, don't know who, but someone had advised him on the phone, what was – something of what was coming. So he had his entire Urban – whatever you would call it, not development – Urban something staff, at that table. And they turned out to be all very "suede shoe" people. Great talkers, but they hadn't done anything, and they had not made any money for the company. So we sat down and Mr. Wrigley said to us – he looked at us and he said, "I'm going to talk to my staff here and I am gonna talk to them in a way I wouldn't normally with visitors present, but they need to hear what you're – I'm gonna say and you need to know how I feel at this point, that you no longer want to do the development on Catalina Island that you promised to do." And he proceeded to – and he was then 75 to 80 – a small, not impressive man, except when he talked, and who he was – head of Wrigley –

SMITH: Um huh.

BOEKE: a wonderful man. He proceeded to quietly read all these men out throwing in the names of the heads of the various divisions within that that tried to build shopping centers – that tried to do this, tried to do that and none, very successfully. He said, "You all have worked for" whatever number of years it was – it was many years – he said, "You have – you've altogether have been totally unsuccessful. You've successfully spent profits from the company, but you've not been successful at the jobs that you were chartered to do. And you've all lived very well, you've all had very shiny shoes and tailor-made suits . . ." and he did this little 10-minute dissertation – or five minute dissertation. Everyone in that room, except the two of us, turned absolutely pale. And he said, "You've heard about the Isthmus in Catalina and you knew some planning was being done on it in Bechtel Corporation." He said, "The reason for this meeting today is because Bechtel has decided not to go on with it and Mr. Boeke is someone – who is expert," or whatever he said, exaggerating for clarity, "in the Urban field and an architect. It's too bad we didn't have him here. Maybe we would have gotten something done. But anyway," he said, "He's with Bechtel now and he has explained – is going to explain their problem and we will take questions, if you want, but there will be major changes in your departments and elimination of departments as a result of this discussion today. You know, I've had these wild

SMITH: Yeah.

BOEKE: wild experiences that you know, you can make a movie out of them.

SMITH: Right, right.

BOEKE: A whole bunch of 'em.

SMITH: Well, do you mind if I ask you how you got back to Castle & Cooke?

BOEKE: How I got back to Castle & Cooke? Um

SMITH: Oceanic Properties?

BOEKE: Right. Um, I stayed two years at Bechtel. I spent a year and a half writing management kind of papers for things that could be ongoing and firing 375 people, except for 35, on behalf of Bechtel Corporation. And many people have listened to that that knew about it and said, "And you lived through it?" I said, "Yes. I did that in Mexico also where I worked for a company for three years and fired about the same proportion of people and I was escorted out of Mexico by a long line of cars of my former associates who were protecting me against anyone else down there." [Chuckles] Anyway, that's another thing – another story to tell. So anyway, at Castle & Cooke we did Mililani Town. It went very well. We hired San Francisco consultants, including Larry Halprin – that's the first time I had known him and worked with him.

SMITH: Oh, so you had worked with him on that project?

BOEKE: On that project.

SMITH: Uh huh. Did you hire him?

BOEKE: As a consultant?

SMITH: Uh huh.

BOEKE: Yes. And halfway through that process – two or three years through that process, we worked again on an even larger New Town to be called, "Hamilton,"

SMITH: Okay.

BOEKE: and that was at the lake just southeast of San Jose – Lake Anderson – 10,000 acres.

SMITH: And was his role in that as the landscape . . .

BOEKE: Landscape architect.

SMITH: architect?

BOEKE: overlapping into planning, because he had good ideas in the planning area. Are you uncomfortable in that chair?

SMITH: No, I'm fine. No, I'm not. Thank you.

BOEKE: Okay. He had good ideas and made good contributions, asked good questions and he and I, for the period that we worked on those two things, became very intimate. Not by choice, it just turned out that way.

SMITH: You worked closely together?

BOEKE: Very closely together. And there is a card up there on the wall, underneath a Greene & Greene house rendering

SMITH: Uh huh.

BOEKE: With a list of things and on the back there is another list and when I retired from Castle & Cooke, or whatever you wanna – however you wanna put it – and turned things over to others, Larry and some others got together in his office and they got – there's some heavy colored paper that schools use – thick colored paper of all colors and they had made a card of about six layers of those and that was in the middle of it, saying goodbye to me. And that calls me, talks – calls me every good and bad name in the books. Describing Al Boeke. [Chuckles].

SMITH: So, I'm a little unclear. You worked for Oceanic Properties and then you left and you went and worked with Bechtel? And then did you come back to Oceanic Properties which then led into The Sea Ranch project?

BOEKE: Let me think. Um, I went to Dole, Dole became Castle & Cooke,

SMITH: Uh huh.

BOEKE: Castle & Cooke and created Oceanic Properties,

SMITH: Uh huh.

BOEKE: taking it away from as three people, leaving one of them one technical person -- to create Oceanic Properties – Oceanic Properties did Mililani Town, did The Sea Ranch and so forth. And when I left Oceanic Properties after, in round numbers, 10 years,

SMITH: Okay.

BOEKE: I became a private consultant. And during that period I did a detour to Bechtel.

SMITH: Okay.

BOEKE: [Silence] [Thinking out loud] Who did they call?

SMITH: So, did Bechtel . . .

BOEKE: And when I left Castle & Cooke and Oceanic, it was because the President of Bechtel, Steve Bechtel, Jr., had called the President of Castle & Cooke and said [inaudible] Sam, or whatever his name is – it's not important at the moment –

SMITH: Uh huh.

BOEKE: “We’ve known each other a long time. I haven’t tried to do this before, but I’m gonna try to take one of your employees away from you. We want to become the biggest New Town – quality New Town builder in the world and we’d like to hire Al Boeke away from you. Do I have your approval to do that?”

SMITH: And that’s after you had worked on Sea Ranch?

BOEKE: Yes.

SMITH: Okay.

BOEKE: Yes. I did that for the two years that I could stand it and then I was a private consultant, briefly – but not too briefly. And during that period, and with the permission of Castle & Cooke, briefer periods during the two years that I was there, Bechtel, during -- Well, anyway, two years in there I came back a couple of times and then Manager of The Sea Ranch, Mary Allen, was disturbed by what was happening with roofs of different colors and shapes and forms on The Sea Ranch and I congratulated her on the quality of her eyes and I said, “Let’s do a roof-scape plan and try to cluster houses that are facing in the same direction and require in the future that when you do a cluster – and they were trying to do clusters of different shapes – the clusters would have uniform roof slopes – they all had to have slopes because of the winds and the amount of rain and aesthetically and so forth. I did that and they also wanted a – they wanted a study of the lodge property, which then just had the first lodge on it before we had added the 20 rooms somewhere in there – the 20-room addition and enlarging the facilities which I designed in two weeks and got architects to draw up and we built. They wanted me to do a development plan schematic for the 52-acre lodge property.

SMITH: Uh huh. Okay.

BOEKE: If the lodge didn’t fly, what would fly?

SMITH: Okay. Going back to the chronology

BOEKE: Right.

SMITH: then, I’d like to start at the beginning of your Sea Ranch experience.

BOEKE: Okay.

SMITH: and how you first discovered the property.

BOEKE: Okay. Okay. I am at Oceanic. Oceanic has been – and Castle & Cooke has been told by their legal eagle that we had to shelter the change in property value paid from \$500 to a desirable \$7,000 an acre, so we had to create a company to do that. Oceanic, in large, became that company and what was the question?

SMITH: Well, how you discovered the Ohlsen Ranch.

BOEKE: Okay. And so we had to then find land, other than land owned by Castle & Cooke, which was the land Mililani Town was on.

SMITH: Uh huh.

BOEKE: Which was the problem. We had to find land to build something else on. So, I convinced them that we should – we're starting a New Town, we like the idea, it seems to be working, why don't we look for land for a New Town, of properties of 5,000 acres or 4,000 acres and down. And where shall we start? and one of – this was the Board -- at a Board meeting, and one of the Board Members of Castle & Cooke, all of them out of company people, in different walks of life, was in real estate and said, "Well, Los Angeles is booming. Why not look in Los Angeles?" And I didn't much like that, but I didn't say anything and we – Fred Simpich, the runner-up for President of Castle & Cooke, who became the – knowing nothing about real estate – President of Oceanic Properties, when it was taken over by Castle & -- of sort --from Dole. Fred Simpich, a wonderful man, wrote dozens of articles for National Geographic, became President to report to Castle & Cooke. And he and I got on airplanes and I made appointments in different places and we looked at large parcels of land. We probably spent two weeks doing that in Los Angeles and what we – turning the rocks over --found, is that the Savings & Loan industry quietly, in loaning money to developers, had become part of developers and they themselves were now with the ownerships and partnerships they had, were pretty much a development organization, not just a Savings & Loan and there seemed to be some question about whether that was even legal. And I learned this because I kept running into people who had the property, would like the property to be developed, but were now – had a responsibility before they did anything else, to a Savings & Loan. I couldn't understand that at first – we couldn't understand that at first. Finally we realized that the Savings & Loan industry had really tied up major properties, 5,000 to 10,000 acres, whatever, in the San Fernando Valley, in Simi Valley and in other places that were in urban growth and development in Los Angeles. And we were having people who liked what we had to say when we went to our appointment with them, had to say, "Well, I'm sorry. We're beholden to someone else. We can't do that." So, what – when we – to make a long story short, and there are plenty of examples that I can give you, but we – I said, "Let's go to Northern California. I said, "That's where I wanted to go anyway. I think they understand quality up there. They're willing to invest in quality. I'm not sure if Los Angeles is willing to invest in quality

SMITH: Uh huh.

BOEKE: because what's being built, if sold, it houses people but it isn't really quality.

SMITH: Right.

BOEKE: It's not even planning with a small 'p.' So we did that and we spent – oh, and one of the Castle & Cooke Board Members knew a realtor who was a VIP in the social circles of San Francisco, who turned out to be a very nice guy with a Twin Cessna and we ended up frustrated in something less than a full week of looking at property – one in the morning, one in the afternoon – just lickety-split – and there was always something wrong. No access, no water,

wrong location, didn't have visual and aesthetic control of the region. All of the wrong stuff. And then this Board Member called Fred, and said, "I'd like to have you call so-and-so, the realtor, my friend, fine person, knows Northern California, that's where he works. He has a plane. He could fly you around looking at things and you'd save a lot of time and money. He'd host you to do it." And Fred said, "Fine." He said, "I find that I have nothing to contribute to these searches but Al will call and make an appointment." So, the next day, I met this man at LAX, having driven in from a hotel in San Francisco, and his plane was on the runway and he was ready to go. And we talked before taking off – he said, "Now, I've heard, but you tell me what you're looking for." "We're looking for several thousand acres for a first home, New Town that we can develop into something of high quality, that's competitive, that will sell, but of which we will be proud, that – it'll be a breakthrough. And I'm not interested in the breakthrough just to have a breakthrough, but it's time we have a breakthrough in Los Angeles and San Francisco and" blah, blah, blah. He said, "Okay." And I said, "Do you have anything you can think of offhand?" He said, "No." He said, "I will think about it as we fly." And I said, "Do you wanna do – Do I want you to do that?" [Chuckles] or something. And he said, "Alright. It's okay." He said, "I have one property that you should see. It was listed yesterday. No one else has looked at it. It's 10,000 acres and it's at \$500 an acre. That's the lowest price I have heard per acre since our two week trips in Los Angeles." And I said, "Well, that sounds interesting. Where is it?" He said – he told me where it was. And I said, "Well, that's what – three or four hours from the center of San Francisco and two and half hours from the edge of the suburbs?" And he said, "Well, something like that." And I said, "Well, that isn't the first home New Town site. It's not even close to one." I said, "I'm willing to risk breaking the ice and doing something that is – that's new and so forth, but would be foolhardy for us to try that." He said, "You're in the plane, Al." He said, "May I call you Al?" "Yes." [Chuckles] "Now you're in the plane, Al. I can be up there in less than 45 minutes and we can fly around it as many times as you want and you can make a decision and say 'forget it, let's fly elsewhere,' while I'm flying up there I'll think of other places to go." I said, "Okay." So we flew up there. It was a beautiful sunny day and as we were approaching – and we flew up the last part over the ocean, just offshore, maybe half a mile or something. We had a beautiful perspective of the shoreline. He said, "How do you want to approach this?" And I said, "It's 10 miles long?" And he said, "Yes." "And it's a half mile to a mile wide and it's to a ridge and then dropping down to the San Andreas Fault, which is the north arm of a river, the Gualala River." I said, "Well that's far enough from it that I can look out the window of the plane as you bank, and do whatever – well, you can't bank for 10 miles, so we fly around – I can look out the window on my side. I was in the co-pilot's seat. And just see what I see. He said, "Okay. Do you care which way we go?" "No, just fly." So we went around it and I see this barren piece of land and little funny things and "what are those?" "Those are all sheep." I said, "There must be thousands." He said, "Yeah, it must be." And we got over to the backside and here is this river and it goes along for miles and it is two or three miles then turns in that I can see and then it disappears in the forest and, "that's fresh water?" "Yes, it" blah, blah, "is." So we end up flying around in the circle one way two or three times and the other way another time and I said -- sorry, I no longer remember his name – very nice man. I said, "I'm gonna just halt right here. I don't want to look at anything else. Let's fly back to the airport," and he immediately started turning and going back to the airport, "and I'm going to call Honolulu and then I'm gonna come home," – I had just arrived the day before, whatever. "And I'll probably go right back to Honolulu and talk to them about this." And then I said to myself. "No, I won't. I want to talk to you more, and there might be someone else I want to talk to." By the



time we'd landed I decided I wanted to talk to the City Super – "what county is this?" "Sonoma." I want to talk to the Supervisor for this area and ask a bunch of questions?

SMITH: Right. Okay. Now I have to stop and ask you, while you're in the airplane, what was it about what you saw that impressed you so much and led you to these definite conclusions almost immediately?

BOEKE: Because it was an extraordinarily flat, but with contours in it, extraordinarily beautiful piece of property leading to a narrow highway and then a soft slope going up the hill to a ridge and then a backside of a half a mile or whatever – dropping down to this river. And this total complex was a wonderful, unique thing. And the 10 miles of land was stopped at the south by the Gualala River turning out to the Ocean.

SMITH: The north, actually.

BOEKE: On the north. And on the south side, a mountainous topography defined the south end of The Sea Ranch, so here was a – what became The Sea Ranch – here was this piece of property with identity. And identity is one of the key words in trying to build a quality New Town or new anything because you can see it, you can feel it, you can taste it, it isn't corrupted by the wrong – the mistakes of others. So that was one of the things that was near the top of my list in looking at property. Would we have visual and a sense of control of the property and know that we're here, not just in the middle of L.A.?

SMITH: Uh huh.

BOEKE: By that time, I was so sick of L.A. I could hardly stand it. Even to work, and I haven't been back for 15 years, not once.

SMITH: Wow! So were you convinced that this was the place you wanted?

BOEKE: I was convinced that it was – from what I could see – and there were a multitude of things I didn't know. And an endless list of questions were developed, but it looked like it had the one ingredient that no other place I'd seen had. And this certainly isn't a New Town site,

SMITH: Uh huh.

BOEKE: but I worked for a large company, they're on the Fortune 500, why not a slower development? Why a rush development to build a New Town? We could do that next someplace – we were already doing Mililani Town – why not do a slower thing?

SMITH: Okay.

BOEKE: So that's what I decided to – to the board when I got out of the airplane.

SMITH: Did you meet with some official in Sonoma, that you wanted to ask questions?

BOEKE: Yes. I made an – actually, I then decided to go to Honolulu and just touch base and tell the President of each of the companies what I was doing and I wasn't away on a lark, but what I thought might be quite an opportunity. What did they think about a slow project? And they were fine with it. And so I came back and I telephoned -- I talked to the real estate man, and I said, "Who is the – Who is the largest civil engineer in Sonoma County?" Sarles, Brelje & Race. "Are they a quality company, I mean are they good civil engineers?" "Yep." "They're politically oriented?" "Yes, they wouldn't be a big company if they weren't," kind of comment. I said, "Well, I would like to ask them who I should talk to – whether it's the local Supervisor, or someone else, and talk to them about developing in Sonoma County. And he returned and said the Supervisors name is, his phone number is that. That's the one you can talk to. And I said, "Do you know him?" "Oh, I know him very well." "Could you make an appointment for me for anytime in the next couple of days – three days, whatever?"

SMITH: Uh huh.

BOEKE: Not a week, not two weeks, not a month?" And he did. And the other person I wanted to talk to is the owner of the property. And so I said, "I also want to talk to the owner of the property, tell him or her or they what it is that I have in mind and" – I was never "we." I had to say "I" always, and I became sensitive about that. People misunderstanding that it was always "I". There weren't two of us. And so he did that and I immediately had those two appointments and that's in the beginning of this dissertation here.

SMITH: Um. Okay.

BOEKE: And I just had a couple of things before that.

SMITH: Okay. Um. This would be a good time to stop today

BOEKE: Okay.

SMITH: unless you wanted to add a couple of these names or any other points that you wanted to add?

BOEKE: [Silence] I've talked about Southern California; I've talked about developers' tax problems, briefly; I've talked about Northern California; Savings & Loans; the real estate man I was up with in the airplane; [Silence] and I'm right at the point of getting ready to the next day to talk to the Supervisor – no, first the owner of the property and then the Supervisor.

SMITH: Okay. We can.

BOEKE: So that's a good place to stop.

SMITH: That's a good place to stop. So, today is May 7<sup>th</sup>, and this is the end of Session Number One.

## Session Two [WS310010.WMA] May 8, 2008

Today is May 8, 2008. This is Kathryn Smith and I'm interviewing today, Al Boeke, at his home, Unit 20, The Sea Ranch, Sonoma County, California. This is Session Number Two.

SMITH: Now, Al, you said that you wanted to review some principles and design ideas that you followed throughout your career?

BOEKE: Yeah. Or that I evolved through my career and with the influence of others as I will mention as I go along. If one wants to work at a large scale, which as an architect in Los Angeles, I already mentioned, I was frustrated by the property line scale. If you want to work at large scale then you have a completely different set of disciplines that you have to develop so you don't wander or work in a premature way and then leave out things and have to go back and insert them, which is what I'm doing today. This is an example of it. Some of the things I've learned that – is that excellence counts and excellence lowers the budget in the end and saves money. And that notion was developed in Hawaii and became very, very apparent in the evolution of Mililani Town. That's architectural excellence of all the ingredients. There is always a tendency to want to save money, have a lower budget – it turns out that that isn't the most efficient or economic idea.

SMITH: Um.

BOEKE: Architecture is a product of inspired building know-how. But that's just a few words and it's an over simplification, but if an architect is going to do a job and just be a designer and make the mistake of being superficial – designing superficial things, like William Pereira's tall building in San Francisco – he was really a stage designer and movie designer and I worked with him as a visiting critic in fifth year design at USC. We were both critics and we fought like cats and dogs, but we enjoyed each other. [Chuckles] And I was very, very concerned that we were educating architects to realize that they were designing something – and Design was the main 5-unit class in architecture – were designing something that has to be built, it has to make sense, it has to deal with codes and so forth and it isn't just a pretty picture. And there are schools of architecture that don't even talk about that. And, that's what Bill and I would argue about. I was for more practical detail in the process and he was for less. A third one is, find the environmental good fit. What is the good fit for this project for the client, for the city, for the region, for whatever? Respect the site. And this was driven home by the whole evolution of The Sea Ranch. Respect what is there; modify it; in context, if possible; don't start with the bulldozer and change the site. We said no grading on The Sea Ranch, initially, then we got into more contours and there had to be some grading, but, so we invented – when you put a road on the land and you have to cut and fill – you don't cut and fill – you make soft hills and all off-roads edges are softened, between the road and the natural landscape – and integrate the road into the landscape. That had – to our knowledge – has never been practiced before. But, in subsequent years, the cities and counties have picked it up and you do see it happening more often. I learned working for Neutra, Neutra & Alexander as designer, and, at my insistence, cost estimator, because all their projects were going crazy because the cost estimating was not included or not correct. I changed that at Neutra & Alexander and we were always within two or three percent of every bid. [Silence] The thing I learned from Richard was that before you put a design – before you have a design idea in your mind, and before you put a design pencil to paper,

find out all of the things that you're stuck with. All the requirements from government, the mandatory requirements of budget, all of the things that you will have to include, no matter what, Day One, and then sit down with a list of those and, yes you can continue and design and produce architecture that's uninhibited, if that's what you want, and if you don't have the discipline or the head that makes that possible, Richard says you can't work in my shop.

SMITH: I just want to point out that's Richard J. Neutra.

BOEKE: Okay.

SMITH: Right?

BOEKE: He never used that.

SMITH: Well, Richard Neutra.

BOEKE: It isn't Dion, it's the father,

SMITH: Right.

BOEKE: Yes? To a great extent; architecture, especially in single family housing, is fifty percent architect and fifty percent client. And if the job turns out to be a bummer, the chances are it involves both of those entities. And without respecting the owner, the architect is making a fundamental mistake and without the client respecting – after gaining understanding of the potential contribution of the architect – the owner is losing something in the process. And the last one is never depend upon government for understanding, caring or continuity. They don't care whether you make your budget; they don't care when its to be finished – unless they're the client – and they are totally irresponsible in saying “yes” on the things that they have to review or “no” and then changing their mind later. And, a case in point, The Sea Ranch – after 10 years of building, with all of the approvals of the county government, the Coastal Commission came along and shut us down – and shut us down for 10 years of interest-running, lost opportunities, costs, all of the technical people that we had here – the architects and everyone leaving and going inland because they couldn't afford to stay. We were the only act on the coast. It changed The Sea Ranch fundamentally for our goal of building for a variety of middle and middle upper income people to after 10 years – two 10 years – when we start again in the 20<sup>th</sup> year, we were inevitably – due to inflation and the cost of construction and so forth – building for wealthy people and then success, which sometimes spoils things, we gradually shifted gears to the really rich. And that's where we are today. I have a list of all of the consultants. Would you like me to insert that here ?

SMITH: Okay. Why don't you do that?

BOEKE: Okay.

SMITH: It could be useful.

BOEKE: Name them and make a few comments and then more will be coming along later.

SMITH: Right.

BOEKE: I also left out this because – well, I can pick that up later. I, as I guess I’ve hinted or said, was hired to do this work, by Oceanic Properties, which was created around my knowledge – limited knowledge – but evolving, and I was given sole responsibility and that sole responsibility continued for my whole life at Castle & Cooke and Oceanic Properties. I was the only decision-maker. The Board of Directors of each of those would listen when a meeting was called for reasons; otherwise I would just go and as long as I kept my financial and other promises, a list that was very – no more than that – we just went. And that is unique, as far as I know, and certainly unique by an architect having that position. And since that time, in appropriate places, I have spoken to groups, architects and others and explained what kind of a contribution an architect could make creatively to land development that would not occur to any other technical discipline. And why our cities evolved chaotically is because the architectural mind is not an integral part of the process. And it’s the difference in urban environment in the United States and urban environment in Sweden. If you want the other perfect and opposite example. Okay, we’ve talked about flying around. Then I had a talk with Ed Ohlsen, here on The Ranch – he and his brother, Elmer, were the two caretaker/owners and principal owners of The Ranch. There were —it turns out— there were a lot of relatives who had some kind of promise of an interest in whatever happened with the land that had evolved over the years. But they were never were participants. Ed was the sole participant. And he was a tall man, very disciplined, always was well dressed for a farmer. He spoke – he used very few words, very succinctly and was subtly emotionally involved in what he was talking about in relation to the Del Mar Ohlsen to become The Sea Ranch lands.

SMITH: Was it an emotional experience for him to let go of the property?

BOEKE: It didn’t seem to be, but I believe it was. And in the five days that I walked the land, he came along in his pickup on the second day, bouncing along over – on a field road over the land, and pulled up beside me and said, “I’m Ed Ohlsen,” and I said, “I’m Al Boeke,” and we shook hands – a very firm handshake, and talked and road around. He said, “There are a few things I want to show you. The bridges that we’ve built, which I am proud of,” and we continued the design of bridges over swales using his method. Just wonderful. Three-inch plat T&G or three-inch butting – plank decks with a raised plank ridge at the edge and wide enough for any car or truck. Anyway, did that and in the process there were beautiful flowers blooming on The Ranch and I said, “Ed, stop, please.” And I jumped out of the truck and I ran to a bunch of these flowers that turned out to be Spencer Iris. And I was down on my knee looking at this plant and he got out of the truck and appeared beside me and I said, “They’re just beautiful! Do you cover the field with them? What – are they gonna do that?” And he said, in his voice he said, “No,” he said, “the sheep don’t like to eat them and they prevent the ground from being covered with grass and I pour oil, pour oil in them and burn the darn things.” And I looked up in shock, still on my knee, and then he grinned a little bit and I started laughing and then he laughed a little bit, which is quite something for him, I realized. When we realized here were two different points of view, miles apart, each valid. [Chuckles] And I subsequently talked to Ed Ohlsen [ed. Note: Perhaps Elmer Ohlsen] who drove along the following day or two days in a truck with a sheep in the, lying, sitting up in the back of the truck and he got out and said, “I’m Ed Ohlsen and you’re Al Boeke,” and I said, “Yes.” And we shook hands and we – he talked about something, I forget what it was. And, but, and, so I quickly noticed that he was wearing

leather gauntlets, or whatever you call a leather glove to well up on the bicep – way over the elbow, and I said, “It’s not my business, but what are those for?” And he said, “Well,” he said, “I just hate sheep. I can’t stand touching them.” And I said, “But I understand you have been here your whole life.” He said, “Yes, that’s right.” I was silent for a moment and I said, “Well, but you do have vacations – I know that Ed has – goes moose hunting every year. Do you go moose hunting with him?” “No, never.” “Do you take vacations and get off of The Ranch?” “No, never.” “You mean never?” He said, “Well, I’ll tell you of one time.” I said, “But excuse me for interrupting, but, Yosemite, one of the most beautiful places and applauded places in the world is maybe five hours away by drive – by driving.” I said, “If you jumped in your car right now – your pickup truck and followed the right roads, you’d be there in five years.

SMITH: Five hours.

BOEKE: Huh?

SMITH: Five hours.

BOEKE: Five hours. And I said, “But you’ve never done that?” He said, “No.” I said, “Do you think you ever will do that?” He said, “No.” [Chuckles] I said, “Well, you said you did get away once.” He said, “yes.” He said, “A relative of mine moved from Sonoma County to Australia and he was in sheep in Sonoma County, not here on this ranch, but he was with sheep and he created a sheep ranch there. And in the first year he had a lot of questions he couldn’t answer, so he got in touch with us here and said, “Would you and your wife please come to Australia, at my expense, and give me a hand for a week or two? And so, we talked, and talked and we didn’t want to go, we didn’t want to leave, but finally we felt that we must. So, we flew to Australia,” and he said, “I went to my relative’s house and we stayed overnight and we talked and walked the next day and he said that night at dinner that he wanted us to stay the next day at least, but they felt they would have to go home. They just couldn’t deal with being away and the third day, they did go to the airport and they did fly back and they never stopped, they came right back to their home in this County.” So those were the two brothers that I was working with here. After talking with them and with Ed, I wanted to talk to a supervisor of the county. But first I discussed everything I had in mind, in general, with Ed. I explained to him my concept for developing the land, the dominance of the landscape over the buildings, the respect for the land and all of the landscape that we inherited. And because of the sheep, an ecologist – that was one of the consultants had said that there will be an evolution of different stages of landscape change after we take the sheep off and that we will take the sheep off, of course. He said, “I anticipate that.” And we’ve talked about these things. And, [Silence] Then he said, “Well, I have two or three things to say.” He said, “I love this Ranch. I’ve spent the better part of my adult life here. I would like to stay here until I die, if that’s possible, but I don’t want to inhibit blah, blah, blah, what you’re doing.” He said, “I would like to see – this seems impossible, but I would like to see this land kept in one place – one ownership and in one use. It would just kill me to see it broken into small parcels and houses and gas stations and restaurants and other things happening, scattered across the land.” He said, “You know that we have to sell for Estate reasons. I’m getting to be a pretty old man and that when I die, Elmer will go away and the Ohlsen Family Tree will not be able to afford the inheritance taxes, so we have to sell and that’s why its for sale – starting two, three days ago – and that’s why you’re here.” And that’s as much as I remember at the moment.

SMITH: Could I go back

BOEKE: Yes.

SMITH: and ask you when you set foot on the property, you said that you walked back and forth and examined it for about five days.

BOEKE: I did.

SMITH: And so you were the first person

BOEKE: Yes.

SMITH: of the Oceanic/Sea Ranch group to do that?

BOEKE: That's right.

SMITH: Could you tell me what your impressions were because other people had written about, you know, the bluffs, the meadows, the oceans and

BOEKE: Right.

SMITH: how that evolved the concept, so I'd like to know what your first impressions were.

BOEKE: Well, it was late spring, or mid-spring. The lambs were dropping all over the place and that was my first experience with that. Otherwise this was a barren piece of land with grass about – dry grass —about a quarter of inch high in most places, with many swales dividing the land running from the highway region and the uphill to the sea. These swales were populated by trees and shrubs, wild native rhododendrons and several varieties of trees. Otherwise, it was a barren place. But it had an incredible and startling continuous 10-miles long by air, 14-miles long by foot along the bluff, view and intimacy with the ocean. And most of the ocean had a bluff, but the bluff varied from high – 100 feet would be high, 50 feet would be average – and a few feet moving onto a sandy beach would be the other category. And, as I walked, the sheep were dropping and they would look at me, in their way and I learned a lot about sheep in that process. When Ed Ohlsen came along during that period with the pickup truck and he had the sheep in the back of it, I walked over and looked at the sheep and the sheep had bloody pecked holes through its fur. And I asked what was going on. He said, "Oh the birds come down and sit on the sheep and they'll just peck right down to the area where the blood is flowing." And so he was carrying the sheep back to put him – to medicate – him and put him in a corral where this wouldn't happen. And so he lifted the sheep in and out and so forth, and this is what bothered him. I was – the longer I walked, the more excited I became. The view from my walk continuously, was across a highway to a gently rising hillside, to a ridge. And I knew by that point that property line of The Sea Ranch – if you start calling it that, The Ohlsen Ranch – was at the top of that ridge. And I was later to see what happened on the other side, which was equally exciting. A beautiful, beautiful walk. A tremendous variety of detail along the shore and along the beaches. Trees six, eight feet in diameter that had been cut on lands to the north and in a

storm had been washed into the ocean and washed down and dumped on the beaches here. They became furniture. They became toys for children to play with, and wonderful. The swales were various and they were, for the most part, not taken care of in any way – not managed, using the Planner’s expression. And after acquiring the land, one of the consultants knew a man in his sixties who was a landscape gardener. He dealt only with redoing natural landscapes that had been ruthlessly eroded and he would make them into something natural and workable and beautiful. We immediately called upon him and he came and we talked and we hired him and he worked here for many months creating, at the crossings, over swales for foot traffic – worked with us on continuing the bridges and then nursing all of the changes in contours on those in a natural way, and they, 40 years later, still exist today. He did a magnificent job of moving contours, using rocks, using plants in a natural way. But I no longer remember his name.

SMITH: In the first five days that you were walking on the property . . .

BOEKE: Yes.

SMITH: Did you begin to have ideas about how you would think of using the property, or . . .?

BOEKE: Definitely. It was clear that what we did not want to do – what we subsequently – we, the planning committee of consultants – we, of course, would not want to build a Chinese Wall of houses along the bluff and hide all of the rest of the land from people who would live there. So, for sure, we would not line development along the bluff anymore than was mandatory. And we started that way. There were 27 hedgerows of Cypress, which I think I mentioned yesterday, and they were right down to the ground. And they divided the land into various widths, quite various, but divided the land below the highway to the ocean into what would ultimately be called neighborhoods. And so I would walk and as I would walk I would come to a hedgerow and I would have to find a way through the hedgerow. And that was generally in the vicinity of the ocean and I would walk and find a place that I could, without a machete, and if a machete wouldn’t work, it would take a bulldozer, I would find a place to go through. So, I variously went in and out and that meant that the Ocean Terrace, as we called it, was of various widths from an eighth of a mile to a half a mile in one or two places, wide, between the bluff and the road. So, in walking, I was walking in a zigzag pattern because I wanted to cover the land but I had to cover the width of it. I couldn’t just look and understand it. So I was zigzagging back and forth, perpendicular to the ocean and the bluff, and visiting and learning what was there. And there were rock outcroppings that were like giant animals or creatures that were voluptuously going along the shore and bumping up against the bluff. They exist about two-thirds to three-quarters of the way from south to north on The Ranch. And flat table land where all of the ocean edge creatures, star fish, etc., etc., were visible. And, in two places were seals – were living and living on the rocks and then crawling into the ocean and then crawling out, I learned later, for sunlight. And they still exist today and we made Reserves for them and dedicated those Reserves as we developed The Ranch. I became emotionally involved with The Ranch in those five days and as anyone with ears can detect in what’s going on right now, I am having an emotional time talking about it. And that’s never left me in 25 years and I’ve had to escape a few times from the strain of that. Hedgerows, rocks, ocean – there was some variety in the tide during those five days and we had large waves and medium-sized waves, but it wasn’t until we had optioned the property and started working on it that we found that there were days



that the ocean was like a lake -- not a ripple in it. And there were days when the wind blew so hard that, as Larry Halprin always was happy to say, "I walked along the Ocean Terrace and I could hardly stand up in the wind and walk." Well, that's pretty much an exaggeration. Maybe there's three days a year like that, but half that windy. And other days, absolutely calm. And calm in the morning and increasing through the day until 5ish in the afternoon when it starts falling off and it's a rare night that is windy. It has to be a storm condition. And I determined and confirmed with Ed Ohlsen that storms come from the southwest and they come with horizontally wind-driven rain that will find its way into your house no matter what. And then the prevailing wind or breeze is from the northwest and if a storm ever comes from there, it will be long in days, but it won't be violent. It will be off and on, softer rain. Without trying to talk about ecology, though the remnants of all of that is visible on the land when you get to know it. Like the trees are bent from the northwest in the area its exposed, but otherwise they are bent from the south, subtly but persistently, whatever that means. The hedgerows were full of broken large and small branches in their midst. You fight your way through, or come to a place where Ed has made an opening for a truck to drive through, you can look perpendicular to the ocean, down the hedgerow and, in most cases, they were straight, to the full width of the Ocean Terrace. A wonderful cathedral-like columns and cover environment.

One day Ed came along in his truck and said, "Tomorrow, could you come and have lunch with my wife and myself?" And I said, "Yes. I could do that." And so, we agreed that in the morning, the next day, I'd be walking on a certain location and he said, "I'll come and pick you up." And he did. And went to the house, which we had remodeled to a community building, went to the house and parked at the back door and walked up the steps to the -- the wooden steps that came in the kitchen door, with a screen door and the other door open and the screen door banged behind us as we came in and it was a real ranch house. And we came into the kitchen. The kitchen was generous in size. It had an eight-burner, wood burning stove. It had a six or eight burner gas stove. Each were burning. There was a real fire going in the wood burning stove. And it turns out that with the exception of one thing, the cooking was being done on the wood burning stove. Mrs. Ohlsen had on a silk dress with huge rows like red and pink and white flowers on it. By huge, I mean six, to eight, to 10 inches across. She had on medium-heeled dress shoes. She had on silk stockings. Her hair was fixed beautifully and she was a 60 to 65 year old lady. And her face was pink because she's cooking on this wood burning stove [Chuckles] and we had abalone and potatoes and vegetables. She served up the largest dinner I guess I'd ever eaten -- what I could eat. And I had to stop because it was just too much. Ed was about 6' 2", he was 175 lbs, maybe. He had a flat stomach from working on The Ranch and he was straight as a board. And his dear wife was as round as a balloon [Chuckles] and much shorter. And side-by-side, they looked quite wonderful and they exhibited quite some respect. It was clear that Ed was the man of the house. So we sat down at a table in the kitchen. There was a dining room with a lot of chairs and a table and so forth, but I was treated like a friend and a neighbor-to-be and we sat down and had dinner. I was given an abalone the size of a salad dish, between that and the size of smallish dinner plate, and about a half an inch thick. So, I proceeded to eat this abalone and I was offered a second one by Ed, who got up without saying anything, and came with a plate of them. And I said, "I really can't eat any" and he says, "Well sure you can, Al. You have to learn eat abalone if you're going to live here at all. And you're gonna have to live here at all in order to develop it." So I took that abalone and I guess I finished about a half of it, I don't remember exactly. And I was increasingly becoming uncomfortable. About that time, we were through and -- I want to call her Alice, but it turns out that that wasn't

her name. That was the name of another wife who had died, and I don't remember her name now. Anyway, she served up a plate to each of us, with a strawberry shortcake on it. I have never in my life seen a piece of strawberry shortcake that size. From nose to rear, pardon the expression, it had to be four to five inches. The wide end had to be three to four inches and it had to be not less than four to five inches high. And it was covered with strawberries and natural, not artificial, whipped cream. So, I finished that off [Chuckles] and I somehow got Ed to release me so I could walk – like I had a deadline to meet someone. I invented some story. And I walked as hard as I could walk for the next five hours and finally walked off the biggest stomach ache I've ever had in my life. [Chuckles] And I have not eaten any abalone since!

SMITH: [Laughing]

BOEKE: It was an amazing and wonderful experience for a mostly, you know, City Slicker boy. Not a boy – but not quite 40.

SMITH: Well, I'd like to ask you about this next period in history . . .

BOEKE: Alright

SMITH: It seems to me to fall into three segments. One is, you're alone and you see the property.

BOEKE: Right.

SMITH: The next is, there is a period when I presume you look at it as an option to buy, but you are not yet buying as a purchaser.

BOEKE: Right. I was ready to talk about that.

SMITH: And then the next part is when you actually decide to – and move ahead in purchasing the land. So, in that segment, I'm curious when the consultants come on board.

BOEKE: The consultants were the next people that I talked to after the Supervisor and the owners of the land. By then – and I had already called and made appointments with those that I knew and had been directed to.

SMITH: And could you fill us in on who they were?

BOEKE: Yes, okay. Why consultants? Why, how many, what kind? I had been thinking of that ever since the first time I flew over The Sea Ranch and made recommendations in Honolulu to buy the land and have a slow project. Excuse me. And I decided that I wanted to have a consultant in every discipline that would touch the land during the planning period, which I anticipated would be quite lengthy. And so, I had been introduced to Larry Halprin and I had read about Larry Halprin in magazines. He, a landscape architect, and seemed to not do gardens, but tried to do larger projects. So I had an appointment with him.

SMITH: You had worked with him previously?

BOEKE: I had not worked with him ever.

SMITH: Oh.

BOEKE: I only knew of him.

SMITH: He had not been involved in Hawaii or Hamilton?

BOEKE: They came later.

SMITH: Okay.

BOEKE: No, that's incorrect. That's incorrect. Larry worked on Mililani Town, a New Town in Hawaii, conceived as a real New Town, but not eventually built as a New Town. Tremendously successful – 40,000 people there now, blah, blah. Yes, he worked with us there.

SMITH: So he was one of the first people you thought to call on.

BOEKE: Yes. And it turns out that he had camped on the north coast of California as well as in the Sierras and so forth – was an outdoor person, and he immediately – in Honolulu, when we were talking – he immediately warmed to the idea and thought the notion – my basic notion – was wonderful. And it would work.

SMITH: And what was your basic notion?

BOEKE: And the basic notion is that we would respect the land. We would put people on the land in a way that they were inconspicuous. We would build architecture that was not architectonic, that seemed natural in this place. Contemporary architecture, but urban architecture, and not destination architecture. And we weren't going to build a recreational community for destination and play, but a meditative – a quiet, meditative community for “just folks,” as I called them. Not special folks, just folks.

SMITH: I see. You explained that to Mr. Halprin?

BOEKE: Pardon me?

SMITH: You explained that to Mr. Halprin?

BOEKE: Yes, I did, and he thought that was wonderful and he added to it and made comments and enriched it in our minds. And with that, the next person I talked to was Reverdy Johnson, an attorney in San Francisco, in – I used to be able to name the office – but a large legal office with hundreds of people in it, and Reverdy was a specialist in real estate and he was – he, too, was a young man, even a little younger than I. And together we talked about the notion. He liked the notion. He also was an outdoor person and he confirmed what Larry and I had talked about. Was familiar with CC&Rs and was the specialist in the office in San Francisco in development of CC&Rs and the other legal documents for land conversion from urban or rural to urban. And so he came on board and was a part of the developing planning committee. The next

office I went to was Joe Esherick, an architect that I had met and knew of from the publication of his work. I knew I wanted him as one of the architects and I went to his office and we talked in the middle of a forest of drawing boards that were vertical with machines that worked to draw – that were vertical, which I had not experienced before and we talked about it and confirmed it in more detail and a little bit later. I then visited an office that Larry recommended, MLTW – Moore, Lyndon, Turnbull, Whitaker – four young men, youngish men, in their 30s, who were educated at Harvard and at Berkeley and if anywhere else I forget; but, at least that collection. And they had an office in a former church or former chapel, or former something in Berkeley and it was a single room, which was quite large – at least 2,000 to 3,000 sq. ft., and long and narrow, and the walls were covered with cardboard models – white cardboard models – of houses they had conceived. And there must have been 30 or 40 of them. So we talked. I looked at the models and the plans for houses and a few buildings. Was tremendously impressed with them and with those. Actually, I was only talking to Moore and Turnbull, and the other two gentlemen were sitting in the distance in the office and I noticed as we had our interview, that they were listening like crazy, but they were never invited in. And, as it turns out, when we operated as consultants in doing The Sea Ranch, it was Moore and Turnbull and I started calling them Moore and Turnbull because the other two had soon disappeared and became Deans of Architecture at schools away from California. And then they all got together years later when they were over their Deanships, which was Moore and Turnbull and Whitaker and – not Turnbull. Anyway, all of them except Turnbull and he didn't do that and I have a story when I come to him?

SMITH: Al, I have to interrupt you.

BOEKE: Okay. Am I going too much in detail?

SMITH: No, not at all. I have to ask you more detail actually.

BOEKE: Okay.

SMITH: Lawrence Halprin has written about his experience with The Sea Ranch on more than one occasion.

BOEKE: Yes.

SMITH: In Progressive Architecture in 1993, and then in a book called, The Diary of The Sea Ranch, An Idea.

BOEKE: Yeah.

SMITH: And then recently an essay has been printed in a recent book called, The Sea Ranch, author is Donlyn Lyndon, with photographs by Jim Alinder, and he says in each of these recollections, that you called him up early in the process, asked him to execute a master plan for The Sea Ranch and that he is the person who chose Joseph Esherick and MLTW and made those recommendations to you. It seems that you already knew about Esherick and approached Esherick before he had mentioned all this. Is that correct?

BOEKE: Well, I certainly knew of Joe Esherick before and I made the appointment with him, and Larry may, in our talks, have confirmed that or recommended that in addition, but he was known to me. I did not know of MLTW, a four-man firm in Berkeley, and he introduced me there.

SMITH: Okay.

BOEKE: He didn't go to the interview. I interviewed everyone alone.

SMITH: Right.

BOEKE: Were those the only questions?

SMITH: Well, would you say that when you called Mr. Halprin that you called with the intention of asking him to execute a master plan for The Sea Ranch?

BOEKE: No. I talked to him as a landscape architect and land planner and in the conversations realized he had a depth of knowledge about ecological matters and that also was part of what I was looking for and I hired him for that.

SMITH: So, were there more consultants that were brought in at that same time?

BOEKE: Yes. A woman, Marion Conrad, to do public relations and she was the most charming and toughest Master Sergeant I've ever met and I spent three years in the Army Infantry in World War II. Marion was absolutely wonderful and she tackled public relations which means get publicity and get everything needed for the selling and knowledge of publicity of this activity – of developing The Sea Ranch. And she did that.

SMITH: And I understand that she was actually quite important in this whole early period and she's been very little mentioned at all in any of the other publications, so how did you find her? Do you recall?

BOEKE: [Thinking out loud] How did I find her?

SMITH: Did she have a good reputation in the area?

BOEKE: Oh yeah. In public relations, yes.

SMITH: Did she specialize in real estate or she did other types of clients?

BOEKE: She did other types of things too. I don't remember exactly when she died, but compared to most of the rest of us, she died young. So most of the time that The Sea Ranch was being publicized, she wasn't around, but she did carry us into the development and sales period and I would credit her with putting The Sea Ranch on the map worldwide. She single-handedly, and with her office, did that job?

SMITH: Did she initiate stories in publications and newspapers or ads, or how?

BOEKE: Yes, she did.

SMITH: All of those things?

BOEKE: She'd interview and always touch base with me, but she just went at it and the 17 pages in Progressive Architecture and the Japanese magazines and the two big French magazines in the first few years publicized The Sea Ranch. Those were all people that she dug out.

SMITH: Did she – was she instrumental in having some of the early buildings nominated for awards in PA, which they ultimately won?

BOEKE: Not to my knowledge. I can say no. And, while I was here selecting consultants, I took us – on a Sunday – I went to the Museum of Modern Art or whatever it was then called, in San Francisco and I saw an exhibit of graphics there. And was so taken with it that I went out and had the name and started chasing this person whose name was Barbara Stauffacher, on the telephone on Sunday. And I ended up in her – in the office of the large advertising firm that she was working at – must have been 30 or 40 people in it. Big place. And so I made an appointment with her and she came out to meet me and we went to a conference room and I told her about The Sea Ranch and what I wanted to do and the consultants that I had talked to and I was going to get a group together and that I'd seen her work and she brought out some more of her work and ended up saying that, "If you are excited by this, what I will do is I will have so much to do that I don't know whether you could do this from this office or what . . ." She said, "I would like to get out of this office." So we talked about the risks of that and so forth, and I said, "Well, I will give you six months to a year of full-time work." And so we made a deal and she started to work and she subsequently did all of the graphic work for us. From then on, she did Mililani Town also, which was a change of graphic designers. And I then talked to Bill Matthews at Foote, Cone & Belding, a nationwide advertising firm, with a proviso on the telephone, making an appointment, that he could work with a graphic person and she would do the graphics – the advertising company wouldn't. And that was like breaking ice. But, to make a long story short, Bill finally agreed, talking to brass about him, and that's what we did.

SMITH: Did she design the main logo?

BOEKE: Yes. That's the first thing she did.

SMITH: The rams horn?

BOEKE: Yes.

SMITH: And she did that and chose the fonts and so forth, fonts, the typography?

BOEKE: Yes.

SMITH: So, she did that in terms . . . I never knew this, before. She did that in terms of graphics? Did she also – was involved in the signage?

BOEKE: Yes. She did everything that communicates in writing for Oceanic Properties at The Sea Ranch. Not a single thing was done other than Bobbie.

SMITH: But, on the property, the posts that have the street names, the little logos, the trails?

BOEKE: Yes, yes. All of that. Yes. The concept of the vertical sign for the road names. She selected "Helvetica" and, here I go. This is all about me and I don't like to talk about "I," but I was the client and there wasn't anyone else. So I sat down with Barbara and we worked together and conceived everything. I approved and rarely disapproved something as not being a good fit. The first logo was the sheep drawing – no, no, the whole sheep . . .

SMITH: The whole sheep?

BOEKE: And it's just beautiful. I said, "It's just beautiful and we will use it but I think it's too complex for the logo and we evolved down to the present logo. That was a very exciting time. That went on for a bunch of weeks and I was in the process of – I was living and working in Oceanic's office in Honolulu and flying back and forth to San Francisco.

SMITH: But wouldn't she have come on after you more or less decided to buy the property?

BOEKE: No.

SMITH: No?

BOEKE: No. She was one of the 15 consultants.

SMITH: And you had those right at the beginning?

BOEKE: Yes. And leap frog for the moment, there were 15 of us and we worked together for one year. And evolved everything about The Sea Ranch, the CC&Rs, we wrote the CC&Rs, with Reverdy Johnson, the attorney, refining them and having meetings. We had meetings every three to four weeks for a year. Everyone went away with an assignment and came back with the results. And I was the client and I was the decision-maker and I "yeahed" and "noed," said yes or no. It became a very, very close, friendly professional love affair is what I've called it. But no normal innuendos.

SMITH: I'm gonna let you continue with your list, but I just want to ask you, this was when you had an option to buy? A firm decision had not been made to buy the property at that point?

BOEKE: That's right. When I talked with Ed . . . shall I talk about that here?

SMITH: Maybe you want to finish your list.

BOEKE: Hello???

SMITH: Okay. We were interrupted by a gentleman at the door and we're coming back now. Let's see. Okay. You're going down the list of consultants.

BOEKE: Right. We did Bill Matthews, We did . . .

SMITH: No, we didn't do Bill Matthews.

BOEKE: That was for Cone & Belding.

SMITH: Oh. Okay.

BOEKE: And all I said was I convinced him that he and Barbara Stauffacher would have to work together to do what I wanted, otherwise I would find another advertising company.

SMITH: Okay. Al, you're way ahead of me.

BOEKE: Okay.

SMITH: I'm behind you. Okay. The next one is?

BOEKE: The next one was civil engineering.

SMITH: Okay.

BOEKE: And I had done some research and talked to people and Sarles, Brelje & Race seemed to be – in fact there was another name in front of Sarles, but it went away within a year. It was the largest civil engineer in Santa Rosa, which it was the nearest large town to – the only large town near The Sea Ranch. And a man named Jim Dougherty (Sp?) became the project manager for Sarles, Brelje & Race, and Sarles, Brelje & Race were the people that I called and they identified the Supervisor that I had a meeting with and I've not talked about the meeting with the Supervisor and that is one of the most important things of all. So, we'll finish these and go back to that.

SMITH: Okay.

BOEKE: And Sarles, Brelje & Race variously worked on The Sea Ranch, I guess all the way till the end. Certainly till after the Coastal Commission closed us down for 10 years, and then I, as well as others, went away. And then other names, not Dougherty, but other names and Sarles, Brelje & Race, continued doing Sea Ranch subdivision work. As civil engineers, they were hired for engineering. Not for planning. They didn't pretend to be planners, I didn't look to them to be planners. I suspect that civil engineers generally aren't planners because they haven't had the education and their heads don't work that way.

The next was a hydrologist whose name I no longer remember. The hydrologist was to see how much water we had on The Sea Ranch. And he investigated during this one year period and he



wrote a thick report and said that there is water all over the 5,200 acre Sea Ranch, the 10 miles of shelf. That the water is held in rock dikes, that are titled up to the west and down to the east, which means they were dams of water facing the highway and facing the inland. And he is probably the one that originated the 5,200 unit notion. He said, "There's enough water there for 5,200 units, if you want to build that many." That would be one per acre – and wrote a thick report to approve it. And we went on and continued with that assumption but I think I'll interrupt here and say, about a year later when the initial building on The Sea Ranch was completed, we were in sales and everything was going wonderfully. One day, in my office in Honolulu, I decided everything's perfect. What have we missed? And I closed the door to my office and told the secretary I'm not to be interrupted except by my wife, and started writing on a yellow pad everything I could think of that had happened and could happen on The Sea Ranch to affect the viability of where we were going. And just wrote them down without giving them any analysis at all and I finally had a tablet with maybe 20, 30 names on it – names and professions, businesses, whatever. So then I went back and started at the top of that list and went through and crossed out everyone that couldn't possibly be a problem. When I was all through, there was only one thing left and that was the hydrology report. What if that was wrong and we didn't have any domestic water? The Sea Ranch would be destroyed. Nothing could be done. I immediately started an analysis of what in the world my options were. By a miracle coincidence I was called to the phone and the identification of the person caused me to take the call. This was about two days later and this was a man who was the owner of 30,000 acres of timber over the hill and down to the Gualala River, a half a mile or quarter of a mile, to the east of The Sea Ranch, and he said, "I'm calling to see if you, on behalf of your company, doing that development over there, could cooperate with me on an analysis of the Gualala River, that branch of the Gualala River just east of you, and the value of it in relation to how far from the River bottom the land is." And I said, "Well, yes, of course." And we agreed on three appraisers to appraise it and come up with a report. He, happily, was in a hurry and as I recall, it didn't take more than 10 days or something for them to arrive at conclusions and they took the first 100 feet, then the next 250 feet, the next 500 feet, the next 1,000 feet, and moved eastward for three or four miles in terms of land value. And in the process, they looked uphill to our east ridge and identified the extent to which this was the same thing or similar. So we each had this report and I had asked him on that first day, if we found interest in any of his land beyond the Gualala River, would he have any problem with our buying some of it from him or them, whatever it was, it was a company, as long as it was in one piece and it wasn't destroying the rest of the land. He said, "Sure. No problem. We have so much land, we'd be happy to sell some of it." And the short story is, I acquired for Oceanic – I acquired a 40-acre piece, which was approximately square, on the east side of the River and the moment – and we had a fast escrow – and the moment that the escrow was recorded, I had a driller here and we drilled in the Gualala River for water. And we went down to 72 feet and found that there was a heavy, fast underground river moving in that swale – in that river bed. To make a long story short, we created two wells and that's the water that is used on The Sea Ranch today. So, an enormous avoidance of a broken heart and we went ahead and continued with The Sea Ranch.

SMITH: Did we get through your list of consultants?

BOEKE: Not quite.

SMITH: Oh, we're still on a point. Okay.

BOEKE: And the part of the story that I missed there is that after we closed escrow and before the wells were drilled, Bud Lafferty(Sp?), an uneducated, incredible civil engineer, in our Mililani Town staff in Hawaii – had impressed me always – I called him and I brought him to The Sea Ranch without telling anybody. Don't talk to anybody but me – we're in my office at The Sea Ranch. I said I want you to pump – drill a well on the Ranch and I want to get to this diked water. And I want you to pump it and pump it and pump it and see if it sustains and refills, and there's a word for it that I don't have in my mind at the moment – recharges – see if it recharges and take the time to do it, whatever time it takes and then come back and talk to me. Make sure that the drilling company does not talk about it, don't tell anyone what they're doing, not a soul and I will only tell Mr. Ohlsen because he now has a life-interest in his house – a life title to his house in The Sea Ranch, which is another one of the first things we did. And Bud Lafferty pumped it for 10 days, he flew back and came into my office and I said, "Close the door." He closed the door and he walked up to my desk and he said, "Al, there isn't any water there. There isn't enough water – rechargeable water to recharge a hundred houses. And two days later, the man in the timber company across the river called me, we made the deal to examine it and as soon as the deal closed and the escrow closed, I drilled the wells. I didn't tell that story in a very understandable order but that's what happened. That's one of the miracles of The Sea Ranch. And no one knows this. I have never advertised this. I don't know even if any of the Board people know it. For some reason, I just felt that it didn't need to become common knowledge, but that's what happened.

SMITH: Well, that's a very important part of the story, or it wouldn't be here.

BOEKE: We wouldn't be here. We wouldn't be here at all. That's the hydrologist and the hydrologist report has disappeared from the files of The Sea Ranch. I don't know how. Never seen again. Not by me. Not by anyone knowledgeable about this because no one was. So we can't even look at it and make fun of it and throw darts at it or anything. We also hired a geologist to tell us about the nature of the soil and the under burden of the soil and we came up with a figure every 10 acres or something, drill or test hole to a depth that relates to building houses and buildings and adding a domestic sewer, and so forth. And they did that geology . . .

SMITH: Do you remember that person's name?

BOEKE: I do not remember his name. And that report, also, disappeared.

SMITH: And Richard Reynolds?

BOEKE: Richard, okay.

SMITH: Richard Reynolds has been a . . .

BOEKE: Let me do two other things and . . .

SMITH: Okay, we're not at that point yet?

BOEKE: No. Oh, it's okay. Let's do it at this point. Richard Reynolds was an employee in Larry Halprin's office and he was a forester. And he also taught at Davis or had taught at

Davis or went back to teaching at Davis – one of those. So he was giving us advice on what to do about The Sea Ranch to the east of Highway 1, which was solid forest practically. The difficulty of talking about The Sea Ranch is everything relates to everything else. So he looked at the trees and made recommendations on the trees and recommended to us that we thin the forest because it was full of something called, “tips”, all the tops of the trees were yellow and diseased and some of them were really sick and so we had a process, which I shouldn’t talk about here, of cleaning the forest and making a healthy forest and we did that. We spent four or five years, spending hundreds of thousands of dollars, many hundreds of thousands of dollars – I don’t remember the millions – cleaning the forest, east of the highway. To his credit, he gave us the right information, right recommendations and so forth. Then he said, “There are places on The Sea Ranch where there was forest, but over the years, the cattle person who was here for a bunch of years prior to the Ohlsens, and they were here 30 years, all of those people did different things to the land and there is a lot of removal of forest for grazing.” And he said the Ohlsens really cleared most of the land on the Ocean Terrace to make land for grass. That sometimes doesn’t work – it doesn’t work in Brazil, but it worked here because the sheep are still here today. The new sheep – the new generation. So he said, “Well what do you want us to do?” He said, “Why don’t we do ‘A-forestation.’” A word I was not familiar with and I don’t think anyone else was. A-forestation is the planting of forest-type trees where there had been a forest but had been burned off or cleared years and years before. But presumably, it was a perfect place for trees. And so we said, “Gee, that’s a good idea to get some more trees on this barren Ocean Terrace.” And, without going into detail, we started a program to do that. So he started a program of buying 2.5 to 3 inch cubes of soil with a 3 inch evergreen tree in it and to plant them on The Ranch. We planted 400,000 because, and confirmed by the fact that he says, “We have to plant them close together, like six feet on center, because the deer are gonna come – you want the deer to come back – you don’t want to keep them off The Ranch.” We had decided that. “The deer are going to eat them – those little seedlings.” So, we planted 400,000 and the story is – the honest story is that the sheep did not eat a single tree . . .

SMITH: The deer.

BOEKE: Excuse me. The deer did not eat a single tree, that we knew of, but somehow or other they deposited additional seeds. So, obviously they must have, here and there.

SMITH: Was this planting on the west and east side of the highway?

BOEKE: Ninety percent on the west and ten percent or less on the east. But there were some bare places in the forest on the east where the government had an ammunition depot on the run up to World War II. And they were worried about the Japanese landing on the coast and they built facilities related to that. So there was a dirt road up from the highway and then going along the east which is now Timber Ridge Road. That’s where the munition depot was. Okay.

SMITH: Can I get back here to Dick Reynolds?

BOEKE: Yes.

SMITH: Lawrence Halprin wrote in Progressive Architecture, the article, February 1993. It says Halprin’s recollections. “To begin the process we needed to understand The Sea Ranch

resources. With the help of our geographer-ecologist, Dick Reynolds, we began by analyzing soils and wind patterns, drainages and forest conditions.” So, this is standard sort of language in the architectural world when a team works together, they use the word “We.” We, we.

BOEKE: “We?”

SMITH: Yes, “We began by analyzing the soils, wind patterns, drainages . . .”

BOEKE: Yes. So what we did is . . .

SMITH: I just want to ask you, but because he has written several times and you really have not published ever,

BOEKE: Right.

SMITH: The general understanding is that once Halprin was in charge of all these consultants and studies and the master plan. I just wanted to ask you about that, because, in general, the team meets together.

BOEKE: Yes, it always met together, and yes, Larry was in charge of the forestry thing and he introduced Dick Reynolds into the group but not one of the 15, but he was there anytime that we wanted to or he wanted to. A very nice man, very knowledgeable. He just made one mistake and that was about the trees. As a result, he is *persona non grata*.

SMITH: Too many trees?

BOEKE: Oh, too many trees by a million times a million. Six-feet on center, 3,000 acres. How many trees is that? I never counted it and I never encouraged anyone else to do it. Anyway, Larry was the supervisor of that. Larry is the one that employed Dick Reynolds directly and Larry is the one that recommended to the group of 15, that we plant these trees, and we did.

SMITH: Okay.

BOEKE: And Larry, to my knowledge, has never taken public credit for it.

SMITH: I see [Laughing]. Well, we’ll give him credit for that part.

BOEKE: And I, as the client, and the Chairman of the committee of 15 and the decision-maker, chose not to advertise any of that. I didn’t advertise anybody who had made a mistake. I didn’t advertise that the hydrologist, who was an absolute idiot. Okay.

SMITH: I interrupted you. Back to the list.

BOEKE: That’s all right. So what is left is marketing. We hired a consultant in marketing. That is a broad knowledge of the Bay Area and environs and the marketing of real estate, including unusual real estate. He was one of the larger firms, for whatever that’s worth, in San

Francisco, it turned out. He was a man of 60 years to 65. He wore a vest and a suit no matter whether we were going out and looking at the land or not. I no longer recall his name. So he was at the first meeting of the group of 15 and he listened and he didn't add anything – and I'll talk about the group of 15 – he listened, did not have much to say until the second meeting. At the second meeting, when his turn came, we would go around the circle and not in any consistent order. But that comes later. He said, "I have an announcement to make, which I am sure will startle all of you, hearing your enthusiasm and where you want to go." In old-fashion, businessman, conservative, reactionary language – terribly, terribly, terribly conservative man, but with a bunch of people who were mostly liberals, and he said, "I have to say that I do not think that you will be able to market this land, in the wonderful," or whatever words he used, "way you want to do it because its too far from San Francisco and too far from population and the roads aren't good enough." They weren't as good as they are today, but they got you here, over gravel at this end. "And it just won't work." Well, what do we have to do to make it work? And this is probably an exact quote. "You'll have to build an 18-hole golf course, and during the development period when you're putting in the utilities, the infrastructure and buildings and products for sale, and doing the first work, you'll have to start building an 18-hole golf course, a 75-room hotel, 75 model houses, a landing strip, the hotel will have to have all of the elaborate," whatever word he used, "dining rooms and bars and all of the things a 75-room hotels has to have to survive." And at this point, everybody – you know – we didn't turn white, but everybody was looking at each other and just thinking, "You have got to be kidding." And so I let him make his speech and at the end of the speech the client and decision-maker [chuckling] stood up and asked right over to him and said, Sam or whatever – Mr. Jones, or whatever his name was. He was a "Mr." The only one that wanted to be called "Mr." And I said, can we go out into the hall and talk? And we went out there and I said as crisply, but as civilly as I could, "There is no way that we're going to do that. There's no way that anyone in their right mind would ask Castle & Cooke to finance that. So we really don't have anything to talk about other than that we'll have to go back to a group of 14 and decide where to go from here."

SMITH: Well, when you said that to him, "No one in their right mind would do that," why not?

BOEKE: They wouldn't risk that much money and that much construction in this location. I didn't say that, "You're crazy." I said, "That no one would risk that."

SMITH: It's not that you were opposed to it. It's just that it was a risky investment?

BOEKE: We just couldn't possibly do it. And he said, "I'm not surprised at your reaction and I agree with you. That's why I brought it up today before we went further." And I said, "Well Mr. Jones, let's shake hands and I appreciate your candor, your timing and your honesty and all that good stuff, but you might as well go home." And he said, "Thank you very much." And I said, "I will pay you for your time as promised in your agreement and so forth." And he went home. Never saw him again.

In addition to that, we talked about this marketing and we had a more active real estate person in specifically residential real estate; that was maybe in Santa Rosa, which is not as urban but it is in San Francisco. And we developed, rather quickly, the notion that we would have to start our own – create our own real estate office in which turned out to be the beginning of the Lodge,

here, and hire our own people. And we would advertise in San Francisco and every place else that Marion Conrad said we should advertise, and Foote, Cone & Belding and Barbara Stauffacher would create that stuff, but we're gonna have to do this for ourselves because what we're trying to do or wanting to do is something that – as far as all the consultants are concerned – they'd never heard of it before. No one's ever done it in this kind of a location.

SMITH: And what was unusual about it? Was it so remote from a metropolitan area?

BOEKE: Right, with such weak road access and no facilities within a two-hour drive. It was longer than two hours then to Santa Rosa and it was three to four hours to San Francisco.

SMITH: Well, since I've lived here off and on over the years as a visitor, was there any discussion about how you were gonna build these dwelling units and where people were gonna go to the grocery store?

BOEKE: Well, this is a good place to put that. We decided that we would not be building a shopping center. We would not be building a store. We would wait for this period of study to be over because we weren't sure that this idea was going to fly. We might just hand all of our studies to Mr. Ohlsen and then say, "Sorry, but thanks." In Gualala, there was a grocery store. There was a gas station, there was the big – not yellow then – white hotel that is still there.

SMITH: The Gualala Hotel?

BOEKE: The Gualala Hotel. And there was a five-room motel – "L" shaped motel, which is still there. And if there was anything else, there had to be one or two other minor things, I don't remember. It was a very, very small town. And in the evolution of The Sea Ranch in this group of what amounted to 13, finally, we decided we didn't want to compete with Gualala and all of the people in the Gualala area and in the regional community and be the big deal destination builder, whose gonna put all of them out of business, by building some magnificent thing, in stages, because you couldn't build it all at once and it makes viable sense. So we were going to encourage Gualala to continue to expand and provide services for us. About this time, the Honolulu people wanting to build and pave The Ohlsen Ranch with asphalt was a front-page article in the ICO.

SMITH: ICO -- The Independent Coastal Observer, which is the local newspaper.

BOEKE: Right. The whole front page and photographs of sheep and all sorts of things, and it took us some months before that all quieted down as we leaked what we were intending to do and the character, quality of it, and the desire to be a part of – anyway we could – that Gualala people would agree to, help them make Gualala grow. And that the commercial was going to be their ballgame. It wasn't going to be ours. That we would have a tiny convenience store in an evolving Lodge and hotel, like any hotel has for a local whiskey, and a local beer, local milk, local whatever for overnight guests and that's all. And they gradually began to believe that, until finally, we didn't hear it anymore.

SMITH: Was there any thought that you were building a community of many, many units in Sonoma County and then providing a great deal of revenue for Mendocino County because that's where Gualala is located?

BOEKE: That was implicit.

SMITH: And so . . .

BOEKE: We said, in other words than this, we will in fact be putting you on the map. If you don't want to grow as a community and if you don't want to grow in this region and just stay trees, then you ought to – you know – go to Santa Rosa and talk to the Planning Department and fight this creation of what became named, The Sea Ranch. I said that. I said that. I said you should go and tell them that you don't want us. But if you want it to happen, if you want to grow, and have more residents and so forth and so on, I said, you know, please listen to us and please believe us. We are people of this character and this is what we want to do and we are not gonna lie to you. We're gonna tell it to you straight; just as straight as we're telling you today. And it all went away. And members of the consultants and the then project manager, joined the Rotary Club in wherever it was.

Could you turn that off because I think I missed a couple . . .

SMITH: Picking back up with the consultants, Al?

BOEKE: I engaged a marketing company, different from the one that we just talked about, that is an active seller of real estate on a project merchant builder, etc., basis, to counsel us on their expertise in creating a staff of real estate people that would be necessarily increasingly living here, working here in an office that we would create to market this, because if all is as successful as I and we hope, this will go on for 20, 30, 40 years. And we want to lay the right foundation. So we need that talent and we also need professional market study people. People who are in the business of telling you whether or not something, whatever, urban thing, will survive in that location. And they blanket the whole country. And market studies at that point in history were very, very popular. And they're far less popular and quite different now and it was a slow change, because they became too unbelievable, too exhaustive, too expensive and rather unbelievable. So I got one of those kinds of people and I don't have the name any longer, and these two people came to a couple of meetings and one of them – one of the companies – well-known company, lots of clients and branches in different cities in the United States, did a market study and that market study has disappeared, like all the stuff. And they essentially said – I had to coach them a bit – “now I don't want to tell you what to say, you tell what you believe, but if you don't believe this is going to fly, tell us so. Don't play games. And if you have ideas about how to make it fly, tell us so.” And the bottom line that I remember is that there is no precedence for this. We'd like to do a market study for our own sakes, but we think you should have one and we'll only put in it what we had with all of our expertise calling on other branches of the company who have more information, we'll only put it in what we truly believe. And they essentially said, “We don't know anything. These are the things you should worry about. You should be concerned about where the real estate people are going to live. They can't commute from San Francisco or Santa Barbara. You can set up an office to sell real estate in San Francisco and in Santa Rosa and use the local people, but then you'll have to move people who

are interested in looking at the property. And you can do that with buses, you can do that with airplanes, you can do that with private cars;" and they talked about the pluses and minuses of each way. At the end, we thanked them for the report and we had the report and I had it as a reference. I no longer have it as a history, because we libraried things here, because here is where you talked about it. Not in Honolulu.

SMITH: Here is . . .

BOEKE: Here at The Ohlsen Ranch evolved into The Sea Ranch.

SMITH: Right, and then became The Sea Ranch archives? Is that correct?

BOEKE: Yes, yes, a whole bunch of years later. But everybody collected things. And I gradually put the things – my copy of all of these reports into The Sea Ranch office. It wasn't archived for 10 or 15 years. I and others made an archive. But The Sea Ranch office had them and they were disappearing from that office. And I might as well insert here that in the development of The Sea Ranch, we had a good dozen or more project managers because we couldn't find anybody with the experience to do this. And we would give people a try and it wouldn't work. Give 'em a try and it wouldn't work. And I had to sever the relationship with a whole bunch of people. They also didn't have a place to live. They would all be from Santa Rosa or someplace. Finally, we found someone in the Bay Area by the name of Bill Pouchelle and Bill Pouchelle was a very handsome, well-dressed, urban realtor with a very understandable, but slight German accent and I ended up hiring him in lieu of the few people I had in the office here. We built the first stage of the Lodge very quickly. We had a sales office in it. Within six months there was a staff there. And it took another year and a half to two years to find Pouchelle and then Pouchelle knew how to inspire, how to discipline, how to create sales teams that worked together as well as separately. You sell this special kind of real estate in this special kind of place. He was about 40, at the most, which, of course, made me happy. [Chuckles] And he was a person who didn't say, "that won't work, that won't fly." He would put his mind to work to try to make it work and fly without wasting time and money, and he created something that did work and did sell real estate and we were finally selling real estate faster than any cash flow that I had had then required. When I, essentially, left after seven years, I don't know whether this should be on the tape. Yeah, its okay. Makes no difference. It's for all the reasons we've talked. In about seven years, I essentially left with lots of call backs for consultation. We had sold enough real estate to meet our goal. We had an option from Ed Ohlsen for seven years after the first year for study. We had a free option to study for a year and decide whether to buy or not and, in exchange we paid no money but we would give him all of the studies that we did and all of the conclusions which would tell him everything he would need to know about the potential for this land and how he would have to sell it, if he could sell it at all. And we shook hands and that was in the first week and he said, "Let's do it." That was part of my first visit. And very soon, he established \$2.7 million for 5,200 acres. That's \$500 an acre, and we had a schedule of draw downs. We drew down smaller pieces of land at the beginning, gradually enlarging it in order that we would gain experience and he was satisfied for the smaller releases of capital at the beginning, getting to larger, at the end. He didn't mind that, didn't care. And that's the way we did it. At the end of seven years, when I stopped being the Czar of The Sea Ranch – for Honolulu and The Sea Ranch – we had all of the money back. We had a world famous destination in being. We had a viable staff. We had excited, loving members of The Sea Ranch,



numbering – I don't remember – 250 or 300. Half of them with the houses already built. We had a going enterprise.

SMITH: Have we named all the consultants yet?

BOEKE: We have named or identified all the consultants except, Matt Sylvia, who built most of The Sea Ranch.

SMITH: Was he brought in at that early stage of the game?

BOEKE: He was brought in at that early stage. There was a man, a loose cannon kind of wonderful man that someone knew and he was the first manager of The Sea Ranch and he was the manager during the construction period and there were no sales. And he left when we got to the sales period. There's a house in Gualala that they lived in. It was once painted red that I can identify. He knew Matt Sylvia, who was in Los Angeles and was the one who built the last seven or eight, all Neutra houses. By coincidence, I worked one block away from the house office in the Neutra home. I worked for three years, a block away from Neutra and I resented it.

SMITH: In the Silverlake area?

BOEKE: One block from his house in the Silverlake area and a commercial building that he built for the purpose, and Garrett Eckbo and whole lot of wonderful people worked in that office.

SMITH: Wow! Had you met Matt Sylvia in Los Angeles?

BOEKE: And I had heard of this man, but since I was not associated with the residential office, that had its own staff, and both, especially Dion Neutra, the son, we have to talk about him sometime. He's still alive. And Richard didn't want any back and forth between the offices, because what we were doing was totally different. One was a commercial office and the other was designing schools and large things – a building in Downtown Los Angeles, and so forth. So there was no contact and so I stayed away, but I heard it was Matt Sylvia. So when the man, whose name I can't think of at the moment, but it will come to me, mentioned the name, I knew who he was and then there was that funny non-connection, connection. And so Matt Sylvia came up here and met with his friend and then was introduced to me and I talked with Matt and was tremendously impressed. He became excited about living in the country; getting out of Los Angeles. And I listened to and looked at pictures and so forth of what he had done and I was impressed that he was a country bumpkin and a bum-looking guy, but he built all these houses in West Los Angeles, in the ocean-front towns – in neighborhoods I can't even mention any longer. I forget them. And he could satisfy Richard, the most critical person alive, who had to have everything more than perfect, and totally in control. I said to myself, if Matt Sylvia can do that he can do this. And I like his style and like his talk and I don't care that he had no education and went into the Navy and turned his cigarettes into his tee shirt – that's the kind of guy he is. Some days he doesn't shave. I don't care and hired him and he was here until he died. And he made intelligent, thoughtful, real world suggestions all along the way about everything that we built and I'm sure his relationship with his clients here was similar.

SMITH: Had he moved up here with his family?

BOEKE: He moved up here with his family.

SMITH: Where did he live?

BOEKE: He lived in a series of places between here and the river. Old country houses with – and very quickly built an office building.

SMITH: Was that here on the property at Sea Ranch?

BOEKE: Yes. In a building that became a commercial building.

SMITH: Is that the one William Turnbull designed?

BOEKE: Yes, and Matt had his office in the building – and the reason I'm hesitating is I'm visualizing the one elsewhere; oh, where the building materials yard was. Matt finally moved into that. He had a toilet and he had a bed beside his desk and that's the way he operated forever. In the beginning, he had to move around for a variety of reasons, but his family, for the most part, came up quite early.

SMITH: Okay. Did he sit in on any of the meetings of the committee or the Team of 15?

BOEKE: No, he didn't. And that sounds like that was a mistake but I don't think it was. Because we were talking at a level that he would not have been ready for or had any experience in. He grew into someone who would have been good.

SMITH: Yeah, yeah, when it came time. Did we get through your list?

BOEKE: Yes.

SMITH: Davis and Moreau have not been discussed yet.

BOEKE: They were clients . . .

SMITH: They were structural engineers.

BOEKE: Yes, and they were hired by Sarles, Brelje & Race for one of the – I have the feeling that one of the two architects; well, one of the two architects that had a long term – Esherick, I think, -- yeah, Esherick had had a long term relationship with them and used them. They were his structural engineers and all they did, I believe, is help MLTW with Condominium One.

SMITH: Right. Apparently Patrick Moreau was involved – he offered an article in World Architecture II, which is an English publication, Studio Vista, London, 1965, on Condominium Number One and apparently, his structural expertise came in very valuable.

BOEKE: Oh, very, very, valuable in Condominium One.

SMITH: Right, in fact, here he lists Moore, Lyndon, Turnbull, Whitaker with Patrick Moreau, Edward Allen, Marvin Buchanan and Frasier Watts. Those are names we don't often hear. So there were a number of people who were involved in all that.

Well, you said to me in conversation the other day that the first year of investigation and study was one of the highlights of your career. So, I wonder if you want to elaborate and talk more about what happened during that period?

BOEKE: Well, this group of 15 going quickly to 13, met at 8:00 or 9:00 in the morning in a giant room in a warehouse that Larry Halprin had as an office and we had a room . . .

SMITH: In San Francisco?

BOEKE: Yes. In San Francisco – had a room that was pretty exclusively for us and a large table when we wanted to use it and plenty of chairs for all of us, plus coming and going visitors that called in for special purposes. We would work, and we would have lunches brought in for everyone and we would work all day and sometimes, especially with the architects, into the night and go out for dinner. Not always, but many times and . . . Pardon me?

SMITH: Were you present for any of the tests for climate, sea spray, soils, wind, etc., on the site?

BOEKE: I was aware of them and I was very much aware of the wind studies and those are the ones that really amounted to something. We can take them by one at a time and talk about them, but I'm not sure that some of those other studies ever mattered at all. And there were no reports. The wind studies were the continuing big deal, which is reflected in this.

SMITH: Right. There was an article – some of the early articles at the very beginning in the early 60s, provide a great deal of information. Progressive Architecture, May 1966.

BOEKE: Yeah, that was the best one ever.

SMITH: Right. And I'm just – for our audience I'm reading this – “Ecological Architecture, Planning the Organic Environment.” And so that was probably the thorough one that's ever been done and in it, they had color illustrations of climate studies and hedgerow housing, radiation impact chart, table of bioclimatic needs and wind studies. So these were all special professional studies that were done prior to the purchase of the land?

BOEKE: Yes. Some of the drawings, like the two that you are showing me, are drawings done probably in Halprin's office, and probably happened after that when we were deep in the . . .

SMITH: I see.

BOEKE: Yeah. Did you say purchase of land?

SMITH: Before the land was purchased?

BOEKE: Yeah. Well, we concluded the one year of study and to my satisfaction and the two Boards that I reported to, to their satisfaction, it was a go.

SMITH: And you discovered something unusual about the climate. That this had a banana belt was the phrase that was used?

BOEKE: Yes, yes. We found that local people called this the banana belt and that was confirmed by the man who was a United Airlines pilot who was flying back and forth across the country and decided he didn't like that anymore – he was getting older – and he took a furlough and then he came back and he flew the California/Oregon/Washington coast. And in the process, he looked down at a spot, in the fog, that was always open and sunny and he said to the co-pilot, "I'm going to build a house and live there, if it's possible." And he immediately went to work and discovered that it was the evolving Sea Ranch. And he did build a house and he brought to us a book that was somewhat larger than this piece of paper.

SMITH: Yeah, that's 11 x 14.

BOEKE: It was larger than that. It was leather-bound in beautiful leather and it was sewn together with leather – instead of any other kind of device – and he had photographs of the coast for week after month after year for long enough to really prove that this was a banana belt. And he brought that to a meeting when he heard what we were doing and that confirmed it.

SMITH: Was that during the option period?

BOEKE: I honestly don't remember. I doubt it. I doubt it.

SMITH: Did some of these other studies contribute to that conclusion?

BOEKE: Those two studies, I'm looking at, I no longer even . . .

SMITH: Well, the studies by Lawrence Halprin, his office and so forth.

BOEKE: Yeah, they contributed to making a decision. Yes. They were produced during that period. If not in the final publishable stage, in stages that we understood. For example, all of the group and I, many times walked the wind studies on The Ranch and so I know that when you have the end of the hedgerow that you have wind blowing one and a half times field. And if you have a hole in the hedgerow, it's more like two times field. And the wind that goes over the hedgerow lands five times the height of the trees and descends at a certain rate down to that. So you don't really want to make holes in hedgerows because the wind blows so fast through them. This kind of information and that very poor cross section is run by someone that's always been published showing it.

SMITH: This is page 123 of the May 1996 article in PA. It shows some drawings of wind directions.

BOEKE: Yeah. Most of the published material came after we acquired the land and we were in the construction period.

SMITH: There's a gentleman named Richard Chylinski who is credited as doing wind tunnel studies.

BOEKE: He was probably working for Larry and supervised that and I probably paid for them.

SMITH: Apparently . . .

BOEKE: I know I paid for everything, but Larry supervised some things because he was expert in it and wished to and reported to me on it.

SMITH: I think he was consultant to Moore, Lyndon, Turnbull & Whitaker.

BOEKE: Okay.

SMITH: He worked on Condominium Number One.

BOEKE: Okay. Okay. Only Condominium Number One. Okay, that was a separate assignment.

SMITH: As far as I know. That's what he worked on.

BOEKE: Okay. That could very well be.

SMITH: I think he was a close associate of Charles Moore.

BOEKE: Okay. So we ended with Matt Sylvia. [Silence]

Let me talk about Reverdy Johnson, the attorney. He was a full-time active member of this group and very creatively involved as a knowledgeable person and he was the assigned person by the large office in San Francisco, and he reported to Whit Budge. Whit Budge was an attorney in the office and his father, Mr. Budge, almost no one knew his first name, Mr. Budge was a Honolulu man and at the time that we were doing this, he was well into his 60s. He created the five companies that were the big five corporations that built Hawaii. An absolutely wonderful man. And he was the Chairman of the Board of Castle & Cooke. He was on the Board of the Dole Corporation, and so from almost the first day I was working there, what to do with Waipio, I became acquainted with Mr. Budge and he was listening to me make presentations and make comments in meetings and so forth, and was a huge supporter of everything we set out to do. And he was joyful when we flunked in Los Angeles and came to Northern California. And about a third of the Castle & Cooke Board, or more at that time, were Northern California people and they were all thrilled that this is where were gonna do our work. Reverdy Johnson, worked as a member, as I just said, and he provided the legal thoughts and "No, that idea wouldn't fly because there wouldn't be any way that the Department of Real Estate in Sacramento would approve that, but if we modified it to this, that would probably fly."

And he was very helpful in the stage when we were doing the CC&Rs and explaining to the Department of Real Estate that I was – I talked to and before a number of times in the process, and he's the man that really refined and produced the CC&Rs and the other three or four documents that were a part of the process. He was one of the first three or four people to build a house at The Sea Ranch. So I wanted the tie with the Budes to be known.

Okay, I'm ready to talk about the first stage of construction.

SMITH: Oh. Well, I would like to ask you after the first year of the studies and investigation and consultation with your professionals, you then decided that it was feasible to go ahead with purchase?

BOEKE: That's right, and did. At that time we gave a lifetime tenancy in the house – his house there . . .

SMITH: To Mr. Ohlsen and his family.

BOEKE: To Ed Ohlsen and family, but we offered it to Elmer Ohlsen and said, "No, I'm tired of sheep, I'm tired of the coast, I want to move inland with other parts of the family. And so it was just that one house.

SMITH: So what would be the next step after you entered into the purchase?

BOEKE: Well, I severed working relationships with those consultants who no longer had an active role and maintained relationships with those that were part of the development team.

SMITH: Was MLTW part of that first year of investigation?

BOEKE: Yes, yes they were. They and Joe Esherick were selected as two architects to be in that group and I had known quite a few architects in San Francisco prior to all of this and I interviewed at least a half a dozen or so before I decided on those two.

SMITH: Oh, you interviewed others?

BOEKE: Oh yeah. At least a half a dozen, maybe more.

SMITH: Oh, I didn't hear about that. Do you remember any of the other names – of the other firms that were considered?

BOEKE: They're mostly dead. They're mostly no longer in business. They weren't large firms, they were smaller firms. Oh, one of them – a large firm – was Skidmore, Owings & Merrill and I knew someone there who tried to romance me to join whatever the subway thing is in San Francisco . . .

SMITH: BART.

BOEKE: and make design and architect decisions. And I had interviewed him to see if there was any point in talking to Skidmore about this, as a favor to him, and quickly said, “No. This is nothing that we could deal with.”

SMITH: That would have made a very different Sea Ranch – Skidmore, Owings & Merrill.

BOEKE: Well, he said we couldn’t work in that kind of relationship. and we wouldn’t have the people that could even do that.

SMITH: Well, actually this brings us to the point where the land is purchased, and then the next phase, which I’m calling design construction. So this could be a good place to stop.

BOEKE: I guess it would and I guess I’m ready to.

SMITH: Unless you have any points you’d like to add about this part.

BOEKE: Well, what I will do is look at, if not this afternoon, I’ll look at it tomorrow morning before we get together and if there’s anything that belongs now, we’ll start with it.

SMITH: Okay. I just want to put on our audio here that I have a professional resume, so I wanted to put in some dates that applied to things we talked about yesterday. I just want to put in from 1951 until 1955, you were with Neutra and Alexander – that’s Richard Neutra and Robert Alexander in Los Angeles, California. 1953 to 1959, you were a visiting critic in Architectural Design and Planning at USC.

BOEKE: Right. I had my own practice. I was never there more than one day a week for four hours, lecturing and quitting and then staying on at night.

SMITH: Okay. Between 1955 and 1959, you had a firm Boeke, Kinsey & Associates?

BOEKE: Right.

SMITH: And between 1959 and 1969, you were with Oceanic Properties, Castle & Cooke.

BOEKE: Right.

SMITH: In 1969 to 1971, Bechtel International Corporation.

BOEKE: Right.

SMITH: So that applies to some of the things that we talked about yesterday.

BOEKE: Yeah. And for your information, I worked in and with at least a half a dozen other offices in Southern California interspersed with that and before.

SMITH: Okay. Well, these are some of the key dates.

So we will finish today, Session Number Two and today is May 8, 2008.

Session Three [WS310011.WMA] May 9, 2008

This is Kathryn Smith. Today is May 9, 2008, and this will be Session Number Three, The Oral History of Al Boeke. We are interviewing him today at his home, Unit 20, at The Sea Ranch, Sonoma County.

SMITH: So Al, would you like to make some amendments to things we talked about yesterday.

BOEKE: Yes, a couple. The first one is in way of an explanation to make sure that there's an understanding by whoever reads this in the future, about this kind of development. If you're doing a New Town or you're doing anything that is going to be a continuum and it has many land uses in it, then, of necessity, you start – do some planning – and ultimately, designing all the different uses at the same time. All the original uses at the same time. That means that you have consultants that are working simultaneously – hence the notion of meeting every three weeks to a month and compare the progress and crit each other openly and enthusiastically and evolve the project that way. So, what happens is that all these are going at the same time and it turns out that's the way building – in this case – a retirement community to become sort of a New Town, it's all happening, and if you're not careful, it can become chaos. And it's a real exercise in management and since I was "the manager," [Chuckles] and when I looked behind me there was no one there, it was quite an exercise. It's sort of like a controlled egg beater or something. I don't know what.

And the other thing I'd like to insert is when we were talking about the meeting with the member of Board of Supervisors for our district, I believe I said, I made a 30 minute approximately, no about a 20 minute presentation; no, I haven't covered this, that's the point. I came with my briefcase and my suit and my shirt and my tie because this was a very formal and important occasion. I arrived in a small auditorium meeting room in the County Offices of this Supervisor, and there were a lot of men there. One or two ladies, I think. So the Supervisor introduced me and briefly said – so they understood why I was here and this is a serious meeting and we'll listen carefully, if it becomes a continuum it will be going on for many, many, many, years in our County. Whereupon, he gave me the stage and I spent that 20 minutes explaining what it was we were wanting to do and how we would do it and why it was special. They listened very carefully and when it was over he said, "Well, before we have any questions, I want to say that I am tremendously impressed," or something like that "by what" – and because I was wearing a suit, I guess, "Mr. Boeke has had to say, and the confidence that we can take in the strong hands on the part of the developer and the conscientious and quality orientation of the developer," and blah, blah. And he said, "I am enthusiastic and if I am to make a decision right now, which I am not going to, but if I were, and I'd shoot from the belt and say, let's go." Whereupon, he whirled his chair around to the circle of the four men behind him and over there on the wall were four other men and he introduced me to the four men – to the main characters behind him. It was the Supervisor of Maintenance, the Planning Director, etc., etc., the main officials in the County. And then he sort of self-consciously turned, and he said, "and to my surprise, we have four members of State Government here. I won't struggle with introducing them. I'll let them introduce themselves." And one was the head of or the next in line of Fish & Game and another one was the State Planning and I forget what the other two were, but they were all of that character. And when they finished introducing themselves, he said, "Well, why are you here? I



don't mind that you weren't invited, but why are you here?" "Well, we're here representing the State, of course, and we have had our eye on this piece of property for many years and had anticipated that it would be sold for Estate Tax reasons" and the Supervisor interrupted – he was the strong man in the room – he interrupted and he said, "Well, but why are you here?" "Well, we would like to buy this land." And the Supervisor said, "Well, do you have the budget?" and they said, "No." "Do you anticipate having the money to buy this land?" "No." "Do you ever anticipate having the money to buy this land?" They looked at each other back and forth like this, feeling very uncomfortable, and a different man said, "No." [Chuckles] And the Supervisor said, rather roughly said, "Well. You're here. If you want to stay and listen, that's your privilege but since you can't buy it, and the Ohlsen's have to sell it, there really is no reason why you should stay." Again, they looked like this and they whispered and whispered and they stayed. So then he turned to his staff and he said, "Okay. Do any of you guys have any questions? Why don't we start with the Planning Director." And the Planning Director looked up and said, "Well, I certainly never anticipated having a meeting like this; of this scale or on a subject like this, but here we are. I've been trying to think what I should have to say." and he said, "There are a couple of things. This is a large and long property and it seems to me, I'm sure, what we will have to do is have a gravel or dirt driveway from the highway to the edge of the bluff at, if not a quarter of a mile, not further than half a mile on center. Which would be about 18 or 20 of them, at the end of which there would be a gravel turn-around, a port-a-potty, and a 55-gallon trash can for someone to come and empty every week or as is required." And I'm sitting there and I had my briefcase open, and it was open like a laptop desk or something, and I slammed it – I closed it, but it was almost a slam – like that and I put it on the floor and started to stand up and in the standing up, the Supervisor said, "What are you doing?" I said, "Having heard the Planning Director, I'm out of here." I said, "18 or 20 port-a-potties" – he called them parklettes – "18 or 20 parklettes, a name I've never heard before, but as we understand it by the explanation, that would ruin the Ohlsen Ranch for me and for our use. And for whatever its worth, in my opinion, it would ruin it for park use at whatever stage of the children yet unborn," which is a planning phrase. "And, so I might as well just go." And he said, "Mr. Boeke will you sit down again?" And he swirled his revolving high back chair again to the Planning Director and he said, "Do you have anything else you want to say?" [Chuckles] And there were a couple of things that he said and then he invited the other members to ask questions and there were three or four and I answered them and they were not really problems or anything you wouldn't anticipate. And I wouldn't have been able to do this two or three weeks ago, before my artery fix. The Supervisor said, "Well, what about the fact that we are in Santa Rosa and it's about a 2-hour drive out to the location of this property? Mr. Boeke is assuming that he will dedicate the streets for ownership and maintenance to the County, which is the normal way. How do you feel about that?" And he looked at the Planning Director and he looked at the Public Works Director and he looked the Park Director and that was about it, and one or the other of them – the Public Works or the Planning Director said, "Well, there's just no financial way or management way that we can operate from Santa Rosa and take care of this property out there." And the Supervisor turned back to me and in his crisp way, and he said, "What do you have to say?" And I said, "Well, I'm not really surprised and shooting from the hip, I'm absolutely delighted. Then we will not dedicate the roads, we will own the roads; we, of course, would build the roads, as we would have anyway. We will build the roads, we'll maintain the roads, we'll own them, we'll take care of them and we will build a private community and we will take care of all the infrastructure,

including parks and whatever and we will literally have a private community that has some kind of operating relationship with the County.”

SMITH: And that included all the utilities as well?

BOEKE: Oh yeah. The whole shooting match. Yes. Some of those would be public agencies, like electricity and that sort of thing, but we would be the client, not the County. And so, the chair rotated again and he looked at the line of guys – six or eight guys and he said, “Well, does anyone have anything to say about this?” And there was not a word that was spoken. And he said, “Okay. My vote on the Board of Supervisors is that I approve this idea and we encourage Mr. Boeke and Oceanic Properties and Castle & Cooke to go ahead with this development in an orderly way and touching base with us along the way and, any comments?” They had no comments. And he looked at me and I said, “Well, may I bring up one other thing to clear the air?” I said, “If you’re a developer, whether you’re wanting to build something excellent, like I described, or just build for a profit, a developer is nervous about the relationship with Government who has a legal approval role.” And I said, “So, I would like to advance the notion that we consider that we have a partnership, not a partnership in the profits or the risks or anything, but we are evolving a community as partners. We have ideas, we talk with representatives of the County about the ideas, we then do schematic plans for the ideas and we talk to the County again, and we have a process in which, in an orderly way, both groups know what’s going on. We spend our monies to design and engineer and whatever comes along and it’s your role to approve or disapprove, but I would anticipate a relationship in which we knew where we were going because we were cooperating together and when it came to the formal occasions to approve Subdivision One or Subdivision 23, or whatever, we knew where we were going and you would approve. If we do the job the way I have said we will do it, we’ll have a partnership and it will not have any hitches in it.” And the Supervisor didn’t even look around this time. He said, “Well, I have a bunch of years yet as Supervisor, as long as I get re-elected,” and he said, “As long as I’m in this chair I guarantee you that’s the relationship that we will maintain.” He said, “If I disappear or I don’t get re-elected, it’s a new ball game. Do you realize that, Mr. Boeke?” And I paused, and I said, “Well, reluctantly, yes. I would hope that the other Supervisors by that time would have enough confidence and blah, blah, blah, blah, and it would continue to be the same relationship.” And he said, “I would hope so.” And that was the end of the meeting.

And I called and went back to Honolulu; went over this with the two Boards, and it sounded wonderful to them and they realized that there were the normal risks, but development has risks and so they said, “Okay. Go.” And I think they thought it was funny. I whirled in my chair – I turned back in my chair and looked behind me and I said, “There ain’t nobody back there. There’s just me sitting here.” And the Chairman of the Board, Mr. Budge, the grand old man, said, “Well, you’re the one we hired. You’re the one that has the know-how, if anybody does. No one else in this room knows how to do it. So, it’s your ball game. And if you get in trouble, call and we’ll sit down and deal with. If you don’t get in trouble, just go!” And that was the end of that meeting. And this is probably unique in history. I can’t imagine that this happens very often and not with the person in the client/driver’s seat, an architect.

SMITH: And I am curious, as you just said, “It’s unique,” how you can explain a corporation like that going forward on such an innovative project that wasn’t necessarily a guaranteed business proposition? Was it the individuals involved?

BOEKE: It was the strength of the individuals involved. I think the fact that their operation was simplistic, really, had it’s all the complications that large enterprises have, they were growing pineapple and sugar, as I said yesterday, some other odds and ends, on thousands of acres on Oahu and on Lanai and at that time, something on the Big Island of Hawaii. So they were experts in their business and they were mature men and had achieved their positions by performing and some of them had other businesses but they were the heads of other businesses and they felt that they could take it on. By the time that I had made this little speech, I had been there for two years and I had been doing some planning work, schematically considering doing what Mr. Neutra had taught me to do, checking everything, County, land, water, everything, to the point where I was satisfied for us to go ahead and spend money by hiring consultants and doing the real process of finding out and I had two or three meetings with all those men at a Board level and explained as I went along. So they had two years of confidence in me.

SMITH: And another question I have – when you met with the County Supervisors was the Ohlsen Ranch zoned? What was the zoning? Was it zoned agricultural or was there any zoning whatsoever?

BOEKE: I don’t think there was any zoning. It was just 30 years of the Ohlsens running sheep on it and before that, it was 20 years of cattle being run on it and before that, it was something else and something else and before that, it was a Spanish land grant.

SMITH: So, they didn’t have the specific kind of zoning that we have today?

BOEKE: No. So . . .

SMITH: So, you’re given the go ahead, you exercised your option, your year of investigation has led to certain information, you have your consultants . . .

BOEKE: Yes, and I then drafted – maybe they were already drafted – I finalized contracts with each of the consultants and sent them out to be signed. If there were problems, call. And there weren’t problems. The consultants were so eager they could hardly stand it. I mean the whole thing just thrilled them.

SMITH: I can imagine.

BOEKE: If that’s a good word to use for us rough, tough old men. [Chuckles]

SMITH: So your agreement with the owners were that you had – you were buying the property in phases as you as you’re moving down?

BOEKE: Yes, we had agreed and we’d shaken hands and I then authorized Reverdy Johnson and Whit Budge to start providing the agreement. We had an agreement for seven years to buy the property over seven years, with seven annual releases, starting with small pieces at the

beginning to big pieces at the end and little money at the beginning and the rest of the money at the end. There were other management considerations, but that was the main thing. And that we would almost immediately start the process and complete the process very quickly of removing 3,000 head of sheep. And that was not a shock to anyone because everyone knew that that's where we were going. So we would immediately start that and then when I'd start talking from my paper here, here are the other things that we would do immediately and in order.

SMITH: I don't know if you want to talk about this now, but the map that is very well known is the map that has been used for many years and in 2008 is the current map based on the unit numbers and so the first phase, I just wanted to verify with you, I know, obviously that Condominium Number Two and the hedgerow houses were included, but this map starts with Unit 15. And then we would carry it over here to what's called Unit 1.

BOEKE: Right. And that's where we started.

SMITH: So it included Unit 15 and then these parcels which are 631 and then on the east side of the highway, or Route 1, was 31 part of the first phase?

BOEKE: No.

SMITH: So, it's Unit 1. Is 4 and 3 included there?

BOEKE: The Unit numbers are County unit numbers and we were going to name the Units, originally, and had a number and a name and the County objected to that and they said we will name the Units in the order that you come in for approval. And so, if you go along the map, as you have, the location of the Units makes no sense at all. And it makes no sense when you look at the – can see the development pattern. So we started with Unit 1, period.

SMITH: Period?

BOEKE: Right. And you had a question about the number of lots. There were 63 lots in Unit 1.

SMITH: So Condominium Number One came somewhere later during this . . .

BOEKE: Well, I erred. Condominium One wasn't a Unit number. That's our name for it.

SMITH: Okay. So Unit No. 1 . . .

BOEKE: Let me look at the map again. What Unit is Condominium One in?

SMITH: It's called Number 2.

BOEKE: Right. It's Unit 2. That's right. So we started in 1 and 2.

SMITH: 1 and 2. Okay. So 1, including land on the east side of Highway 1?

BOEKE: That's right.

SMITH: Okay. I think you have some points that you wanted to pick up with.

BOEKE: I was going to do the DRE thing, but maybe this isn't the best time.

SMITH: Okay. Well, I'm interested in the idea of the Master Plan, because one of the things that has been written about quite frequently is the basic principles that were utilized from the beginning and this comes about because of articles that include material that was provided by Lawrence Halprin, who discusses this early on. And, the early articles are actually more interesting than the later articles, because the early articles have the most facts. The later articles are more skewed to what people remember. But, here in Architectural Record, November 1965, they say the first phase of the Master Plan included three kinds of residential areas – the condominium apartment units, the Ocean Terrace lots and the Hillside lots also for individual houses. So that obviously includes Condominium Number One, Joseph Esherick's hedgerow houses and then Hillside lots that were planned on the east side of the highway. They also provide a drawing, which I think is the one which we have here, and I don't know how many Master Plans there were, but there's only a couple of drawings that have been published. And that drawing which they credit to Barbara Stauffacher says includes commons, golf fairways, ocean terrace sites, golf course lots, forest lots, condominium village, shopping facilities, recreation area, a commercial zone . . .

BOEKE: That's 5,200 acres.

SMITH: Stable compound and airport.

BOEKE: That's 5,200 acres, and that would be the end. And that's what this is.

SMITH: So that would be for the whole original . . .

BOEKE: Larry couldn't resist wanting to map the whole property and I allowed some of that even though it cost money and you know in your heart it'll never come true because you evolve a community depending upon how sales go and how the relationship with Government goes, but in an orderly way it evolves. In my eyes that beautiful drawing that Barbara did is a sales material. This is telling a prospective buyer, this is where we're going and there were statements on it and so forth saying, this is a sketch of where we're going. It won't be exactly like this, but this is where our minds are – this is our mindset.

SMITH: So, in this drawing, apparently Lawrence Halprin was in charge of this. The Condominium was there. The hedgerow houses are placed where they are presently today.

BOEKE: Right. Because we made go-ahead decisions in those locations by that time when this was drawn.

SMITH: And he has on this drawing, golf course – an 18-hole golf course, fairways and ocean-view houses in what looks like, on this drawing, would be presently Unit 3. So, it would be adjacent to Mr. Esherick's hedgerow houses.

BOEKE: Well, that was not something that should have been in the plan because that made no development sense at all and everyone in the 13 consultants group knew that, but he drew this and Barbara copied it. He made a drawing. So, and to give you the history of the golf course is that the golf course was moved about four times during the process of the first ten years of development until it was off of the map. And then later it came back onto the map at the opposite end of The Sea Ranch here, except for the 150 plus or minus acre park that we gave to the County, not years along, but in the first two or three years. And it was our idea and we appreciated their saying, "Okay. The County will be patient and if you want to build with no curbs and gutters and no street lighting and the grass is gonna stay green enough to hold the edges of the pavement and so forth, if you want to take that risk, we'll agree with you but we'll put a proviso stamped on every subdivision that is approved saying that if that idea doesn't work, you will come back in and you'll do curbs and gutters and street lights." And the latter, happily, never happened.

SMITH: And this drawing, which actually appears in one of the first articles – an excellent article – which appeared in Progressive Architecture, May 1966, and that article was entitled, "Ecological Architecture, Planning the Organic Environment," Mr. Halprin states here that the Master Plan for 5,000 acres called for condominium sites, single family house lots, a restaurant, recreation area, airport, golf course, village centre and hotel.

SMITH: And on this drawing, interestingly enough, he designates the area at the north end of the property, which is approximately where the current golf course is, calling it "Village Development."

BOEKE: Right. And that, in early discussions and wanting for DRE reasons, not as a commitment but showing where we were going so they could organize their heads around it, the State approval group and for the County to see where we're headed, we did this. And everyone knew that everything on it that hadn't been filed for subdivision approval was subject to being moved. Early on, we agreed if there is ever a commercial village, it will be there at the other end of the property, the north end of the property, across the river from the existing tiny evolving commercial area, in Gualala. So that that land use is in one place, we would be cooperative as a profit venture, of whatever the venture is, we're not gonna be a half mile apart or four miles apart and be in competition. So that's a concept is the strongest word I could put on it. Larry did not know that there would be a hotel. There would never be a hotel by itself. One of the things that I haven't gotten to yet, is that we wanted a rural passive community, a meditative community. A community in which the structures would be in intimate sympathy with the land. My word, and someone invented "lightly on the land," and I don't even know what that means today, 40-some years later. And that's where we were going.

SMITH: Can I say . . .? You know, it's very typical in an architectural and planning parlance to say "we," everybody does that. It's part of the collaborative process. But, when Mr. Halprin writes about this he has sort of a different view. Which is understandable, because he comes at it from his own personal point of view. But he talks about developing a community from – he says, "In the beginning our motivation of The Sea Ranch was primarily recreational."

BOEKE: Wrong.

SMITH: And this is from an article . . .

BOEKE: We didn't want any recreation at all other than a couple of pools and tennis courts.

SMITH: Okay. I just want – for our audience I want to point out this is in Progressive Architecture, February 1993, so it's very much a retrospective view on his part, "But we hoped that gradually it could become more oriented to full-time residents with a wide variety of interests and occupations. We intended a wide diversity of people – not a human monoculture where everyone was similar in age, background and income. For this reason, we included a golf course, two swimming and tennis clubs, we thought of river swimming and boating. This was not a suburban country club but a response to the coastline." So, he seems to think this involved more active. And in planning, there definitely is the distinction between the passive community and the active community.

BOEKE: Well, this was to be a totally passive community, and in the first unit of development, in Unit 1, there is a swimming pool and a tennis court. And then more pools and more courts were added as time went by as there was the need demonstrated by the percentage of people buying and living, not just visiting regularly, which were needed. So, recreation evolved and it evolved very slowly, because the demand was very slow and in the end of the game, when all of the lots that were subdivided and approved, post-Coastal Commission, were completed, were built and sold, there was limited recreation in three locations on The Sea Ranch. Both ends and the middle. And Larry has a way of – bless his soul – dreaming, and he has a way of; and he loves publicity. He can't wait for publicity. And he has a way of just going on and having press releases and giving out plans and so forth, that haven't been processed, approved and, in some cases, I had never even seen. So, when Larry stopped being a consultant and a part of our team developed The Sea Ranch, about three years later, that was one of the reasons. Not the fundamental reason.

SMITH: Well, would you agree or disagree with the statement, "Lawrence Halprin & Associates did the Master Plan or land planning for the original first phase of The Sea Ranch?"

BOEKE: In other words, in Unit 1?

SMITH: Yes, and apparently he was involved in Unit 2, which is Condominium One.

BOEKE: Unit 2 being the Condominium? Yeah, well he talked with Moore-Turnbull about the Condominium, but there was no landscape at the Condominium and there isn't any landscape there today. He was a consultant that was lending ideas to everything we did and there were 12 others, plus Al Boeke, the client, that also were lending ideas. And he tended to want them to be his ideas, especially the ones that worked.

SMITH: So, some of these ideas such as cluster housing, the idea of a condominium as a group living – condense living unit, plus the idea of clustering the houses along hedgerows, he claims those as original ideas although he uses the term "we." Did that emerge out of the whole group of consultants, then?

BOEKE: It emerged with the silence or acquiescence or approval of all of the consultants. And if they happened, they had my approval and my budget approval from Castle & Cooke and Oceanic Properties.

SMITH: Okay. But these were Mr. Halprin's original ideas.

BOEKE: Yeah, and he called it planning. It's planning at a rather intimate scale, and it's not urban planning. It's an other kind of planning. He had the planning assignment in the absence of any landscape assignments on The Sea Ranch just as Bill Matthews at Foote, Cone & Belding had the advertising assignment, and Barbara Stauffacher had the graphics assignment, and Sarles, Brelje & Race had the civil engineering. None of them were authorized to ever go off on their own publicly or in any other way and just do their part of the evolving plan with a huge capital "P" for The Sea Ranch. And we did planning, and with a capital "P," of all their expertise, a unit at a time with an 1,800 acre concise plan and a 5,200 acre evolving and constantly changing Master Plan.

SMITH: Are there some things on your outline that you would like to move to now? Or would you like me to ask you more questions?

BOEKE: If we don't go to your questions, I will be going to the construction things that we did at the first stage of the building of The Sea Ranch.

SMITH: Construction?

BOEKE: The uses, one at a time. The Plans for construction.

SMITH: Okay. But I'd like to ask you a preliminary question, which is, you had Esherick's firm and MLTW. How did the notion of planning and building a condominium come about since that seemed to be quite an unusual . . .

BOEKE: Bold!

SMITH: idea for this type of community and especially in this type of location?

BOEKE: Right. It was a very risky, bold idea.

SMITH: And not only one, the idea was multiple.

BOEKE: Right. If we could do it, multiples.

SMITH: Right. How did that come about?

BOEKE: And I am so sorry that that plan of the multiple condominiums at the south end was never fully developed.

SMITH: Well, I wanted to show you this. I don't know if this is the moment, but there is this drawing, which I don't think is very well known.



BOEKE: No. It's not been publicized, really.

SMITH: This appeared in World Architecture II Magazine, 1965. Charles Moore also includes it in The Place Of Houses, but it has about seven to nine condominiums all grouped together and quite close to the ocean bluff, I would say.

BOEKE: Much too . . .

SMITH: And, I don't know if this is the moment for you to provide information on that?

BOEKE: Okay. Sure. I'm happy to.

SMITH: I don't know where that came in the chronology.

BOEKE: That came out of the discussions during the first year with the again, as it evolved, 13-member planning group. And someone, MLTW or Larry Halprin, chose to release these for publication in journals and the paper and to talk about them. But the only sure thing that was going to happen after the one year of planning and making all the decisions for the evolution of The Sea Ranch, was Condominium One. That was the only one that was a go and none of them became a go after that. There in my absence, a condominium was built just south of Condominium One and that's still there, and that was the last one.

SMITH: So, was there any serious consideration of building this many condominium units so close together?

BOEKE: No serious consideration. That was a dream and I wasn't about to discourage the creative enthusiasm of the people that were working for me, so I let it happen and I was enthusiastic about the notion. Did I walk the land of the other nine? No. Would I ever commit to anything without walking it umpty umph times and talking it to death? No. So, this was an expression of enthusiasm.

SMITH: I can't actually even determine where on the Ranch that's located. Do you recognize any of these?

BOEKE: Yes, this is – it doesn't look like it but this is the site of Condominium One, and these are the . . . Excuse me.

SMITH: Really?

BOEKE: May I turn it around?

SMITH: Of course.

BOEKE: [Paper shuffling, then silence] Well, this is clearly Black and Bihler's Point and this is going south, so the right most condominium would be Condominium One, and it doesn't even look like that because it hadn't been gone into the real design yet.

SMITH: Well that would have been quite unusual to have those structures.

BOEKE: Yes, it would have been. And I'm not at all sure that it wouldn't have been feasible given the history of The Sea Ranch and the desire for small units at the beginning and as we went along, the size of marketable units grew, slowly, until today, people would build castles, if we would let them. But it is unlikely that that would have evolved because as you say, it was awfully close to the bluff and by that time, we began to know that there was potentially sloughing off and the engineering investigation of the substrata for a building close, whatever that means, within 50 feet of the bluff, became a real science as we went along.

SMITH: Right. But it also contradicts the basic principles that Halprin Associates laid out, which is not to build a wall along the ocean bluff area.

BOEKE: You're absolutely right.

SMITH: And, also not to have units directly on the ocean so it's a little puzzling to me what that drawing is. Perhaps we could call it a drawing that was made in the conceptual process that was just a working out of an idea that didn't go any further and didn't have your approval or Oceanic's approval.

BOEKE: Nobody's approval. Mine comes first and anyone else comes next, and I never approved it. I didn't tell him not to draw it.

SMITH: How did the idea of the condominium come about? That's pretty unusual.

BOEKE: Well, we wanted to have a community that had a variety of kinds of people in it. And one of the really unusual things is that we did not require any minimum size or price of a dwelling, a house or condominium or whatever. If you want to build something that's only 300 sq. ft. and the design committee reviews it and they find it is environmentally fine, and its relation to the land that it's on is fine, it is not obnoxious or out of context with what has already happened near it, you can build anything as long as it's not shouting or trying to be something self-centering.

SMITH: Okay. Do you know how the location was chosen for Condominium Number One?

BOEKE: Yes. We decided to build it there as a part of the first stage of construction and we had a policy of starting at that point and going north in an orderly way, extending the road or becoming roads, and all of the utilities, because if you leap frog, you'll go broke. So we built from south to north until the Coastal Commission shut us down for 10 years and when the State finally released us, the then Chairman of Castle & Cooke, who had been frustrated for 10 years, the golfer, said, "There shall be a golf course and it shall be there." And he put his finger on the map and I was no longer there and the sense of it was "Al Boeke, the Czar of what we do is gone. I'm dictating that you'll build the golf course there," and they did. And they built the smallish lots – relatively smallish lots – not at the average of an acre for every Unit and had a terrible time selling them. Finally, it matured in the first couple of years and started selling.

SMITH: Condominium Number One is sited quite close to the edge of the bluff and right on the ocean. In fact, it's one of the few structures that's directly on the ocean bluff in the whole area.

BOEKE: It's back about 30 feet or 40 feet, something like that.

SMITH: Did MLTW have any choice, or was that a Halprin or your decision?

BOEKE: No. That was the choice of MLTW. Whenever there was a discussion about it, Larry would be there. I don't know what his participation in that dimension was, if any, probably none because he doesn't like details. He avoids details. He likes to think generally and broadly and those are the commitments he, in my experience, wishes to make. And, for sure, I am very familiar with the engineering study of the subsurface there and if pylons were necessary of concrete, steel, whatever, they would have been built for it. And it has very substantial foundations and there has been zero sloughing off of the ocean in that place, which is what the geologist thought would be the case. That there wouldn't be a problem.

SMITH: Well, you had two architectural firms on board, Esherick & Associates and MLTW. So it seemed to be an obvious choice that Esherick would do single-family houses. He had a history of that, and a distinguished career. MLTW, however, had only done small houses up to that point, so it seemed unusual that they would be chosen to do this type of structure. So you were kind of taking a chance there.

BOEKE: Over the years of history of The Sea Ranch, many bright people have come along and have considered and purchased property on The Sea Ranch. Some of them are attorneys, some of them are doctors of physics, some of them are nuclear physicist, some of them are all sorts of things. And in the collection there have been people with giant, giant, giant egos. And we're delighted that we have a broad variety of people. That's what we were hoping to get. So the first step in that direction was to build single-family lots or allow owners, with our approval, to build specific houses on lots in that Unit 163 lot development, and we wanted smaller than that. So how do you have smaller than that? You build a condominium. And so I have talked over the years and when people get their dander up and they don't like something we have done and they object to it and say it was stupid or whatever, I am quick to say that," you know, if this had been your project you wouldn't have had the guts to build anything. You wouldn't have the knowledge to deal with this piece of land. And really, if you don't like The Sea Ranch, don't build your house. Go north or go south on Highway 1 and go where you'll be happier." And we – I especially – have said that 20 or 30 times over the years. And people, some of them, listened and did exactly that. And a few thumbed their nose or whatever they did and they'd built a house anyway and then finally realize that they weren't a good fit for the wind on the Ocean Terrace. They hadn't listened to the research. They hadn't asked the questions and they sold. And after the first few years – the first lot on The Sea Ranch, the first anything on The Sea Ranch, that had a For Sale sign on it, it wasn't our real estate company selling new things that we were developing. The first existing thing that had a For Sale sign on it was in 1970 during the U.S. wide housing real estate recession, which didn't really affect The Sea Ranch. But, up until that point, there were no sales. Not everyone is a good fit for The Sea Ranch. I would say rather rare people are a good fit for The Sea Ranch. And if anyone is interested I'll hazard to describe them. And we talk about that. And whenever I was making presentations in the early years as the head

of the outfit, I emphasized, always, that The Sea Ranch is not a good fit for everybody. It's a special place with a special climate and within it there are numerous and close together micro-climates and you have to pick a micro-climate that you will be pleased with. If you don't have experience in these matters you should be very, very cautious about building or buying at The Sea Ranch. And that bothered the real estate people at the beginning. It bothered a lot of people. A couple of the Board Members, it bothered. But within a year or two our sales were taking off and they accelerated, as I said to you, I believe, far beyond our first cash flow and our cash flow and sales were made.

SMITH: Well, back to 1963, '64, Unit Number 1 is laid out and one of the most interesting, innovative principles was the creation of the Commons.

BOEKE: Right, and we promised from the beginning, that 50% of the land, the 5,200 acres, would be committed to Commons and developed as Commons. That is, we would manage it and take care of it. You build a park in nature and nature will blow the trees down. The grass won't grow, because the sun's too hot and that was not the thing to put there. You have to manage nature. So our goal was to have the indigenous landscape materials evolve naturally. We would plant nothing. And we experimented with that and the indigenous plant material that the sheep had long since cut down to a quarter of an inch, evolved in about three stages, from prickly ground-hugging vines to bunch grass to a variety of larger plants and more livable, usable variety of grasses, until it – what we call – matured and maximize.

SMITH: Somewhere in my background, I have picked up the information which is apparently erroneous, that Halprin's office studied the native vegetation in this area and actually seeded some of those grasses and wild flowers to bring them back. Is that incorrect?

BOEKE: Well, let's say that if they did it, they did it behind my back and I was here in the first half a dozen years, 72 times from a round-trip from the office in Honolulu.

SMITH: So, that all happened by just removing the sheep?

BOEKE: That all happened by removing the sheep. Right.

SMITH: At this time, Esherick's office is doing conceptual and development drawings of the model houses and MLTW is meeting within their office working out, apparently with a box of sugar cubes, the design of Condominium Number One . . .

BOEKE: Simultaneously.

SMITH: and how much meeting with these two offices did you participate in?

BOEKE: Not farther apart than once a month.

SMITH: Oh. Okay. Because you are credited with some of the articles as someone who provided very important guidance.

BOEKE: I'd like to think that's true.

SMITH: Well, the early articles which I think are more – not necessarily accurate – but closer to the facts, refer to this. Oh, this is Progressive Architecture, May 1966, again so it's within one or two years of the events. "Boeke's success has in large part been due to his choice of planner and architects – Halprin, Esherick and Moore. Boeke's sensitive direction and balance between the necessities of the market, the personal direction of each architect and the project's goal." So you are credited with participating in . . .

BOEKE: I got to be known as an informed client, meaning that I brought to the table the knowledge and experience in what we were doing. Not the scale of it, but the pieces of it. And I was a very firm and strong client. And I gave credit where credit was due and gave it wholly.

SMITH: In this case, because the hedgerow houses were being designed for clients who were not specifically known at that time, they were demonstration houses. You were the client for these houses?

BOEKE: That's right. I was. Exactly.

SMITH: Do you want to elaborate on your collaboration or your experience with Joseph Esherick and his office?

BOEKE: Well, on those houses it was the collaboration was wonderful. Couldn't have been any better. We had done the wind tunnel and then staked flags in the field and done wind tests. We know about the wind, we knew that storms came from the south and came hard and horizontal – parallel with the ground from the northwest. The prevailing was gentler and was the normal breeze and when the current comes up, how much it blows and whether it's blowing through – what happens when it's blowing through a hole in the hedgerow and around the end of the hedgerow and what happens beyond the hedgerow and so the early houses turned their back to the view, but had the windows there looking 15 miles or whatever down the coast, and we developed the houses with gardens on the south side and fences around those gardens as the entrances to the houses. And because they were going to be built at one time, we connected all of the fences in a sensitive way, I think. Anyway, it didn't look like a project; it didn't look like one building. It was several houses of the same material connected and if we could have continued that way for the whole bloody Sea Ranch, adding a lot more architects, equally good, but for variety, we would have done that. But for a bunch of reasons, that was the only one that was built in that formal way. And they weren't put on the market for sale for something . . . around a year or so. And by that time we had enough of other things and the salesmen were showing people around in automobiles and that cluster was never off limits for people driving by, but going through the houses stopped after about a year or so.

SMITH: So they were model houses as in a typical real estate . . .

BOEKE: They were model houses. We called them demonstration. They demonstrated what the wind suggests you do, what the salt spray suggests you do, what everything suggests you do. And early on, people took that as a bible and they religiously followed it. As the years went by, people acted more like people and so in the last 20 years, maybe 30 years, people don't care. They're not interested. They know it's a good investment to buy at The Sea Ranch because everything sells for more than was put into it, except for a few quiet recession periods.

SMITH: Speaking of economics, which was part of your province . . .

BOEKE: I had to always have my one eye on economics.

SMITH: Right. Most of – in fact, I think all the articles always talk about the artistic side of the hedgerow houses and condominiums, but you always seemed to focus on giving the architect a budget, building to that budget and then pricing the houses at a certain price so that it would be directed to the audience. Did those houses come in on budget?

BOEKE: Yeah. At that point, you know, I don't remember what it cost to build the houses but it cost no more than we sold them for and we probably just broke even and I don't remember the houses but the condominiums – the two bedrooms sold for \$25,000 and the three bedrooms for \$30,000 and they're now the same numbers only there's millions after them – hundreds of thousands after them, rather.

SMITH: Right. I think they're about \$800,000 right now. Well, then shifting to Condominium Number One.

BOEKE: I didn't really answer your question about the hedgerow houses.

SMITH: Okay.

BOEKE: I had the two architectural groups work separately and I said, "You're friends but please don't talk together. Take the ecological material and digest it and use it as you will but come up with your own thing so that maybe there is some variety between the two of you." Well, it ended up that the disciplines of the wind and other things here, that the work they did was very much alike and the only reason it was different is because one was a condominium, which became a small mountain, and the other was a row of houses. Natural materials, no paint, stains between white and black but no bright colors and that's in the CC&Rs. So everything is grayed, is muted so that nature dominates. And we had at the beginning particularly – we divided the lot between restricted and private restricted. The restricted portion is where you build the house and [Silence] – maybe my nomenclature is too strong – there was a place for the house and then there was a zone, which was private to you but you couldn't build on it, and then there was the lot. And that varied to create and preserve views and allow the maximum freedom for everybody and people not getting in each other's way and having problems. So, those concepts all evolved during that first year and especially applied in Unit 1.

SMITH: I have a question. Maybe this is the moment. The principles that were laid out in Unit Number 1, obviously had legal implications for the CC&Rs. So, did Reverdy Johnson work out some of these things on a legal basis at this time?

BOEKE: Before we started building. Yes. And he was one of the most effective and busy and serious and emotionally involved members of the group. He was absolutely terrific!

SMITH: Well, obviously the land planning ideas here are major breakthroughs, which have been written about quite often. Because the land was not divided up into lots, which are

individually owned, you had this group membership and legal implications for the common lands. That had to be written into people's deeds.

BOEKE: Yeah. Everyone who bought or now owns land at The Sea Ranch has an undivided interest in all of the common at The Sea Ranch. So if you own a house at The Sea Ranch, you are an owner of 2800 acres of common, or whatever the number is. And you belong to an Association that provides stewardship over that common that you pay for. And as long as we've mentioned it, The Sea Ranch has had the lowest Association Fees of any development, condominium or single family that anyone has ever heard of. It's known as the best buy there is in terms of the relationship of open space and maintenance in open space and so forth. So when you buy, you would own your lot, but you might have a limitation on where to build, not a serious one and not a frustrating one, but for example, these people all get a view of the ocean at an angle and someone didn't build here and in front of them – these houses so they couldn't see the ocean.

SMITH: Right. Al is referring to the commons in Unit Number 1. So Reverdy Johnson was a very important part of the team.

BOEKE: Absolutely. You know, if you had to get rid of everybody for some reason, he'd be the last one you'd want to lose, because you had already on the land after Unit 1, a visual proof of what we were about and what we were wanting to do and we really kept doing it. We weren't looking for every house being different than the neighbor. Exactly the opposite. Unity without sterilization, and that's not easy to do. It takes a good architect.

SMITH: It was particularly noteworthy in 1963, '64, because Miesian architecture and the International Style was so prominent. So this took a lot of people by surprise.

BOEKE: Right. And the style of The Sea Ranch houses that evolved was the product of the wind and the inheritance of the kind of things that were built in the region. Not copies, but same materials, some of the same ideas, modification of the ideas. We were looking for good fit, not flashy style or newness, modern buildings of quality, but not the International Style. No flat roofs on the ceilings.

SMITH: Right. And also not Cape Cod, Colonial . . .

BOEKE: No Cape Cod, Colonial.

SMITH: French Provincial?

BOEKE: Although, if you drive around and look at houses, one right across the street from our home, is a very poor Cape Cod.

SMITH: Well, would you mind if we switch to the design of Condominium Number One?

BOEKE: No.

SMITH: Again, in this early article, World Architecture II, Patrick Moreau was the editor for this. He publishes several early schemes for Condominium Number One, which were designed by sugar cubes. [Chuckles]

BOEKE: Yes, this was Bill Turnbull and Charles Moore working with sugar cubes.

SMITH: So you met with them as they were developing this?

BOEKE: Very, very often.

SMITH: And in terms of the budget for Condominium Number One, did they meet the budget for that?

BOEKE: To the degree that we had a budget, yes. There wasn't any enormous surprise. The surprise was that when they reached the point of final preliminary plans, and it was actually a little way into working drawings, I backed off one day and looked at the drawings for the umpteenth time and said, "This has been simplified to the point where it's approaching being sterile and even industrial," and I called from Honolulu and got Bill or Charles on the telephone and said, "I'm coming up this weekend. Are you available?" And, yes. I said, "I want to meet and talk about probably some modifications." And we added the glass boxes and some fenced gardens and added some three-dimension, and we called it "enrichment of the building." And all three of us sat around the table with a pencil and we worked on the weekend and made the changes and by Monday they were changing the working drawings.

SMITH: Right. One of the articles mentions that one of their early schemes was called "The Prison," because it was too severe looking. In this article, 1965, I don't know who wrote this text, but it was under Patrick Moreau, who was the structural engineer, he said, "The strong interior patterns of the wall structure made possible the eventual transformation of the outer wall into bay windows and greenhouses. By clearly marking the limits of the main space, they allowed the outside to come inside. These final changes owe much to Al Boeke and his participation in an 11<sup>th</sup> hour charette to bring costs into line and soften a scheme which had become too big and too hard. With these, the project became even more particular and real, yet not substantially different from the initial diagrams."

BOEKE: I think there were more three bedrooms than two bedrooms and did a shuffling.

SMITH: So, as client, this early article recognizes your important participation.

BOEKE: Well, if I believe in ego as something that everyone should have, I don't exhibit it normally; and I'm not sure I even believe in it and Larry and I have spent many days arguing it, originally. I wasn't looking for credit. I was the client and I was a heavily participating client, because I'm an architect, but I wasn't going to design the units for them. When I taught 4<sup>th</sup> and 5<sup>th</sup> year design at USC in the Architectural School, I asked questions to get reactions and get people to think. And that's the way I was as a client. I didn't pick up the pencil and draw things. Wherever that fits.



SMITH: Actually, one of the articles I read and I have to admit I don't remember which one, said that Condominium Number One came in about \$300,000 over budget.

BOEKE: I don't remember that. I'm not interested in denying it, but I don't remember that it did.

SMITH: Okay. I wanted to ask you questions . . .

BOEKE: Let me react as a businessman. If the unit sold at or for more than cost, and they sold at \$25,000 and \$30,000 a piece, being over budget surely is was not a serious problem because nobody was building nor could they buy houses, even back in 1963 for \$25,000 and \$30,000.

SMITH: Yeah. I just wanted to get your reaction to that.

BOEKE: Yeah. Well, that's part of my reaction that we didn't change very much to save \$300,000 wherever that came from. I can't imagine that that figure is out loose of that size, and my defensive answer is we sold the houses at a very low price and as soon as the world got used to the notion, said, "Gee, it's kind of nice to have a condominium on the edge of the bluff looking at the Pacific Ocean and listening to the crashing waves. By golly, I'd like to buy one of these." It took quite a while for them to start to sell, but as soon as they started to sell, they all went bang, because the price was more than right. And those judgments didn't ever come out of the Committee of 13 or 15. They weren't involved in business and cash flow decisions. There was no one who was. That was part of my job. And if I needed analytical help I got it and I could get it in Honolulu or from a different consultant.

SMITH: There has been something mentioned along in these articles that the original projection for, and I will call them dwelling units, because we were talking about single-family dwellings as well as condominiums – dwelling units projected originally was 5,200.

BOEKE: For a dwelling unit?

SMITH: For the entire Ohlsen Ranch. Originally projected somewhere around 5,000 for the entire . . . does that sound right to you? You said yesterday, that that figure came up because the hydrologist said there's enough water here for about that many.

BOEKE: Oh, he said there's enough water for one unit per acre and the Ohlsen Ranch was 5,200 units.

SMITH: Okay. So was it seriously considered at the onset to build 5,200 units on the 10 mile . . . ?

BOEKE: No. We never had a destination number. The philosophy was to create little livable, architecturally satisfying, ecologically sound units integrated with indigenous material and they evolved. Everything on The Sea Ranch evolved and we reacted to what the Market in the real world – not in a study – but in the real world happened. You could say we were growing a Sea Ranch and we were taking some risks, like Condominium Number One – a gigantic one.

We were taking some risks, but when we were rolling along with our successes – and that's people buying lots and building houses that were desirable on them, that just kept rolling along.

SMITH: Right. Because when you look at the first phase, which is Unit Number 1, if you project that across the entire 10 miles, the density would be far less than what we have today.

BOEKE: That's right. That's right. And that didn't bother us at all because we had had a plan within the first five years or so that identified the fact that we would have some larger lots. I hate to call them lots, but they would be condominium sites and some of them would have 10 condominiums, and they might have 8, and they might have 12 or 16 and you would want them to be different. So there is no exact number for having to do with any of that. I never had it in my mind and no one ever asked me about it. Everybody knew the size and the cost of the land and we just went ahead. Once in a while I took a rough look at how we were doing on density and we were always way below the size required to meet the 5,200 acres and one unit per acre. We were always well below it and that's no problem.

SMITH: Okay. That's for the record.

BOEKE: I guess I'm stimulated to say in the history of The Sea Ranch everybody that touched it from the looker to a buyer to a owner, called a member because they automatically became and were required to be a member of the Association, that would inherit all the Common after the developer went away, ownership of the Common, and the responsibility to take care of it. Everyone that touched The Sea Ranch had ideas about what The Sea Ranch was and they loved to guess what the developer was thinking and what the developer had done and why the developer had done it. And probably it was one of the favorite things, I gathered after a long time by the members of the 15 member consulting committee, not all of them, but some of them. And they were very busy telling stories that were just plain poppycock.

SMITH: Poppycock?

BOEKE: And the next stage was the ownership syndrome. Everybody wanted to take credit for The Sea Ranch and that not only caused smiles, but it caused jealousies and gossip and it caused people to get angry because, so often it was so untrue. No, you did not do all of that at The Sea Ranch; and no, you did not really do that at The Sea Ranch. You and 12 others did that at The Sea Ranch. And that's always been a problem. In publicity, if you worked on The Sea Ranch, you took credit for doing The Sea Ranch. You didn't name all the people.

SMITH: How did the name "The Sea Ranch" come about?

BOEKE: Sitting around in a group of – probably at that point – 14 and throwing names around, saying that we are people who live in houses and apartments and whatever and our lives are involved in urban areas and we're as good a client as anyone to do that. So, there were fancy names and simpler names and when we finally got to Sea Ranch, there was probably a whole day of argument about "The" should go in front of it or not.

SMITH: I was going to ask you about that. [Chuckles]

BOEKE: And I was on the side that this was unique and distinctive enough that, gosh darn it, let's put "The" in front of it. And for the first 10, 15 years it was always The Sea Ranch, no matter who you were or whether you were writing or talking, but by this point in time, or at this point, at this time, the "The" has just about disappeared. And officialdom like telephone books and so forth, of course, took it out.

SMITH: Do you remember some of the names that were rejected?

BOEKE: I gave the assignment to pick names for roads, not the original name. What names for the original name were rejected? [Silence] No. They were pretty much in the same area. They were the products of the ocean and products of lumber and the open country.

SMITH: Who had the assignment for naming the roads?

BOEKE: Foote, Cone & Belding – specifically Bill Matthews – and when we gave them the assignment we already had identified the place down in the Gualala River where we had purchased 40 acres from the timber company across the river to look for water. And we named that "The Hot Spot," because we noticed that when there was fog on the coast here, which was not very often, it was inevitably sunny along the Gualala River and we wanted a place for people to go, not swim, because the water wasn't that deep, but to thrash around in the water and throw rocks and have them skip and have a picnic and so forth. So that was the first thing we named at the Ranch. And so, I said, "I'm sure, that's an example of what has the right name." But, Foote, Cone & Belding came up with a hundred or two names as examples of what they were thinking of and they were very pretty names, flowery names, romantic names. And they presented that at a meeting of the group and I waited for someone to say something and everyone at the same time said, "Oh no, that's not The Sea Ranch. That's not this location." And so the names are nautical, they're timber process-related, more male than female, I guess a critic could say. And I don't know what the count is any longer but it's many hundreds of names.

SMITH: I don't know if you have points. I would like to move to – we're in design, conceptual and development. Now we're in construction and Matthew Sylvia is a very key player at this point in the construction. Do you have any comments about Matt Sylvia in the construction of Condominium One or the hedgerow houses?

BOEKE: Actually, Matt Sylvia didn't build Condominium Number One and the hedgerow houses; Ned Westover did.

SMITH: Oh?

BOEKE: And that's about all Ned Westover did. He was the first construction person on The Sea Ranch. He was a long-time friend of Matt Sylvia and Ned didn't take the job to stay forever. So, in the first two years, for sure, not longer, Ned got in touch with his friend in Southern California, Matt Sylvia, who was at that time exclusively building Neutra houses, because he was the only one Neutra would let build them, and Matt Sylvia came up here for a visit and I met with him and talked with him and decided he was the man we needed to build at The Sea Ranch and hired him and he preferred to work as a general contractor but only for Oceanic and he worked here until he died.

SMITH: But Ned Westover built the hedgerow houses and Condominium Number One?

BOEKE: Right. He was a supervisor of them. Condominium Number One had very close supervision by the structural engineer and his firm.

SMITH: Right. Apparently that was Moreau.

BOEKE: Yes, and Bill Turnbull practically lived at Condominium Number One. He was all over that building all of the time. Walking out on boards that he shouldn't be walking out on. So it had all kinds of supervision and no one was arguing with anyone. It flowed beautifully.

SMITH: I have to say that in the book by Donlyn Lyndon of The Sea Ranch recent publication, he does credit Matthew Sylvia as the builder of the hedgerow houses.

BOEKE: Okay. Right. Ned Westover started, because I can see him in his car racing around and skidding to a stop and going out the door with his fancy camera and running – he ran all the time. So, that's right. At some point, . . .

SMITH: He was a local person to the Northern California area?

BOEKE: He moved here and rented a house or bought a house, whatever, in Gualala. That's right. He took over from Ned.

SMITH: Matt Sylvia.

BOEKE: because he designed some of the big circular connectors of large timbers that there were no commercial connectors. Condominium One was a very brave and very original structural concept.

SMITH: Structural.

BOEKE: Yeah. That's right. Matt did take over.

Smith; Well, speaking of Ned Westover, in Unit 1, there is one lot – I believe it's the only one on The Sea Ranch – that has a direct connection off of Route 1, and that's this lot here which is on the present map as the large one. I've been told that was Ned Westover's house.

BOEKE: No, that was the doctor's house.

SMITH: The doctor's house.

BOEKE: When we were here working and starting The Sea Ranch we found that there was only one doctor in Gualala for this whole coastline and he didn't seem to be very good, and maybe he was old. I no longer truly remember other than the fact of it. And there wasn't a dentist, although when we started working a dentist did appear. He did some work on me early on. And we decided that we would have to find a general physician, a surgeon, family doctor and see if we could bring him to the coast. Maybe the other guy was leaving or retiring or something

and we did find a doctor and we built that house for the doctor and the house had the offices in it. Joseph Esherick designed it and I approved it and Oceanic built it. Subsequently, the doctor and more than one moved to a building down the coast and about then we lost our participation in it. We no longer had to financially support the doctor.

SMITH: Would this be a good time to talk about the creation of the design committee?

BOEKE: Yes. The design committee is a creature of The Sea Ranch. In our original discussions and for the entire year, we agreed – and I enjoy a process where someone has in a group ... has the assignment for being the visiting critic and carry the bucket of cold water. Without being, you know, trite or childish or vicious, spends more time thinking up good questions as we go along. They encourage him or her. And so we had that process and on the question of the design committee, we talked it to death. I can't imagine how much time and money we spent talking about that notion. There were people in the group who were dead against it. And there were people who said, "There is no other way to do it." And there were some of us that said, "Okay. Well, let's select the members of the design committee and let's keep them and work them for years and years and years." And others that said, "Oh no, oh no. Maximum, a year or two and have constant turnover for enrichment and variety and so forth and so forth. But as the approach to the architecture of The Sea Ranch became more and more unified for limited material vocabulary and when dominance of wind discipline reasons, especially on the Ocean Terrace, it's not so windy or at all upstairs, both architects working separately evolved the same ideas. And so, a limited vocabulary developed and many years later, 15, 18 years later, the then manager decided that it was getting too sterile – too much the same – there should be some variety. And he called back about a third of the original group, the design-related ones plus Reverdy Johnson, and we met for several days to a limited budget of \$53,000 that the Board had approved – I remember the number – and we talked about what we could do to enrich the vocabulary at The Sea Ranch. And that was about the end of the time when the unity was pretty consistent. Then it started changing a bit and, if I may be publicly quoted, "Now, it's blown to hell."

SMITH: Do you remember . . .

BOEKE: We felt that there had to be some yardstick and what kind of yardstick would be valid – could be intellectually honest and consistent and we decided that one landscape architect and one lay person with special talents could be a viable design committee and it quickly turned out that three people were too busy with the work and there needed to be more people. So, it went to five and then it went to seven and then a Board member of The Sea Ranch, who was on the two terms for eight years or six years, whatever it was, a real bad guy who didn't belong on The Sea Ranch —mean, vicious, so private that if you go to his door, he would stand in the door so you couldn't look in and talk to you. No one ever got in that house and to this day, I'm not sure he's still alive, he's probably very sick, no one's ever gotten in that house. He went to Honolulu and talked to a Board member that was a friend of and on the Board of Castle & Cooke and he convinced that man to call here and force the design committee to approve his cracker-box house. And that was just after I had moved out of full-time administration of The Sea Ranch. A bad guy. Very busy being a Board member and he was Chairman of the Board for four years, if not eight years or something. How did I get started on him?

SMITH: Well, we were talking about the design

BOEKE: Oh. He took the position that it was an impossible conflict of interest for any architect working on The Sea Ranch – doing houses on The Sea Ranch to be on the Design Committee and if an architect even lived on The Sea Ranch, it became a conflict of interest and any architect doing houses regularly – Don Jacobs, for example, has done the best work on The Sea Ranch and the largest amount, probably – couldn't qualify. So it ended up being a committee of seven architects and immediately, the budget skyrocketed for the Design Committee and fees had to change for the Design Committee, whose salaries were being paid for by the Association, at that point. The developer had previously paid all those salaries for years – had covered all costs for years. And then we slowly let the Association evolve and take over and we stopped paying the assessment for sold lots and let the Association gradually take it over. This Design Committee is a very, very controversial idea and it's a tough job, because everybody wants to build their own house. I own the property, I have the Constitutional right to design and build my own house. And we were having to say, "No, you don't. And these are the good reasons." And I invented the word "Protections," and for a while we were not calling them CC&Rs, but "Protections" but the attorney got in the act and said, "Well, CC&Rs is a legal term and you really have to use it." So now you wouldn't find "Protections" on anything. But the concept was that the rules of the Design Committee and the CC&Rs for The Sea Ranch are protections of you against each other. It's a protection for the Joneses from some other owner on the 2,300 acres – not 2,300 acres, whatever it is – doing something that is really awful – something obnoxious and living in it in an obnoxious way. We want The Sea Ranch to be quiet visually and quiet audibly and be a passive living environment. And part of that is the quiet of the houses and the unity of the houses. Hence, the Design Committee. And it's been a hard job and I don't know whether it's harder today than it used to be. It's probably so well organized by our huge private civil service association staff that it's working relatively smoothly. But the concept was to have a limit to the variety of houses and the ability to eliminate those at the preliminary design stage that are just plain obnoxious.

SMITH: Still in phase number 1 or Unit number 1. Would you mind if we talked about the real estate division at this point?

BOEKE: Okay.

SMITH: The construction of the model houses and the condominium had been completed and so now we would be involved in the real purpose of all this, which is starting to sell them. Was the original Esherick store there at that point for the real estate people to work out of?

BOEKE: Yes. The first buildings built were Condominium One, the store-office building – didn't have food, but it had a bar and it had a sales office and a small shop where you'd buy stamps and milk and so forth.

SMITH: Okay. And the real estate division was something you created within Oceanic. Is that correct?

BOEKE: No. The Department of Real Estate is a department in the State Government of California and they oversee all construction. They oversee all residential construction, if you're

going to sell it. If you're going to sell housing on The Sea Ranch beyond what number, I don't remember, but it's a fairly low number, then you have to go to the Department of Real Estate, show them your plans and if you're going to have Covenants, show them the Covenants. If you're going to have a design committee, talk about the design committee and they have to approve all your documents and what you're doing as a protection of the consumers.

SMITH: But what I meant was sales agents.

BOEKE: Sales agents. No, they sold nothing. They just processed

SMITH: No. What Oceanic sold.

BOEKE: Oh, you want to talk about our sales staff. Okay. We created a sales staff of – starting with one and probably going to five – male and female, experienced real estate people who had shown themselves during the evolution of the construction of The Sea Ranch and were interested in – and, “Oh, by the way, I'm a realtor” – well, we're going to have to have some realtors, so we collected a bunch of guys and gals. Mostly guys. And they had an office here and they worked in that office which went into that building.

SMITH: The Esherick store?

BOEKE: It was the fundamental reason for building it, along with, when you go to The Sea Ranch to see what's there and you've driven three to four hours, in those days, from San Francisco, where do you arrive? Where are you? So we had to build a place where you arrive. And so we attempted to sell our own real estate, with the cooperation of Foote, Cone & Belding, doing advertising. Marion Conrad doing publicity and all the magazines and papers of the world, it seemed like. And, as I said, the best master sergeant I ever met and I was in World War II for over three years! [Chuckles] She was a wonder. A beauty and a wonder. And so they went at this. And it didn't work well. So people would drop out because they weren't earning a living and someone would replace them, and I – without talking about it in enormous detail, which I don't think is important – it just didn't work and had real turnover. Finally, after a lot of looking, we found a man by the name of Bill Pouchelle, who was handsome, terse, strict, had a slight German accent, less than 40 and well dressed, I guess I said disciplined, and he put together a staff of real estate people and it worked like a watch mechanism. He had the ability to do what was required and he understood it and he loved it and he did it in good spirit and in a consistent way. As soon as he took over we started selling things at The Sea Ranch like hot dogs.

SMITH: Hot cakes. [Chuckles]

BOEKE: Yeah, hot cakes, or whatever. Within a year or so we had far exceeded our cash flow needs.

SMITH: So at that point they were selling 10 units of condominium

BOEKE: They only had 10 units to sell.

SMITH: Ten units of condominium, but what about all these vacant lots?

BOEKE: And they sold vacant lots to build on yourself and, originally, we were wanting to build houses ourselves, Oceanic, and do it for a long time, not forever, but until there was a real small village. And we wanted to keep building condominiums but a recession came along and I think what triggered change was the fact that the condominiums didn't sell quickly. That disturbed the sales staff and it disturbed the Board of Directors of Oceanic, which overlapped with the Board of Castle & Cooke. They had a meeting with me and they said – they practically begged me – I didn't fight too hard, "Let's stop building condominiums. Let's let the economy clean its act up and then we can start again." And for a variety of reasons that I would struggle to put back together, we never started again. One of my expressions, "when my back was turned one month," the then manager of The Sea Ranch – and that was a job, as I have said to you, but that's the job that turned over rapidly because people just didn't get it. And they just couldn't do it. No matter what their experience was, they just couldn't do it. So, on one of those occasions, the current manager made a deal with someone to build – I think it's five condominiums, just south of Condominium Number One and hired a San Francisco architect who put chimneys on the houses in his design, that were like 15 feet tall. So, I was then in Los Angeles and I was called up to look at these drawings and make comments and I said, "What's with all those tall chimneys?" And more than one on some of the houses. "Well, what's the problem?" says the architect. I said, "Why are they there?" And we went back and forth like that for a bit and we were making no progress. He said, "You obviously have a sexual problem. You think they are phallic symbols and they aren't phallic symbols. They're just chimneys." I said, "No. I don't think I have a problem. I haven't had it up to this day and I'm in my 40s at least. [Chuckles] And he wouldn't give up. And I came darn close to paying him off and disappearing him, but he, while my back was turned, compromised and changed them to maybe three- or four-foot high chimneys and sent a change drawing through, and I said, "Oh, what the heck. They're not that bad. They're okay." And we let it go on. So that became the second and last condominium.

[Silence]

SMITH: Well, unless you have some points to add we could either then move to Moonraker Recreation Center, which is in Unit Number 1, or we could stop for today.

BOEKE: Well, before we do either one of those, why don't we, at least, lay on the table the first buildings and facilities that were built at The Sea Ranch. For the most part, in first year some of them lasting longer to be finished.

SMITH: Okay.

BOEKE: If we haven't already said it, the roads on The Sea Ranch, because of the attitude of the County, which I loved, were private roads. We had taken off the sheep. We had stopped the Rohnert Park abalone poaching, which caused The Sea Ranch to become the enemy of the people in Rohnert Park who created the Coastal Commission. They started the idea.

SMITH: We never talked about this abalone poaching.

BOEKE: Well, I'm mentioning it now and . . .

SMITH: That's interesting – abalone poaching.



BOEKE: Since I mentioned it, why don't we do it? There was one man, particularly, and then more people joined in and in the early part of The Sea Ranch they felt that this Ranch of the Ohlsens' should be left to "children not as yet born." They couldn't care less about the Ohlsens' estate problems. If they sold, they would have to sell it to a lot of little people, because they couldn't imagine that there would be one buyer and one reason the Ohlsens loved me and the strong hands of Castle & Cooke was that we were going to be one buyer and we weren't going to subdivide it into all of the stuff that goes into a city. We were going to build one kind of thing. So, rumors of all of this got to Rohnert Park and they formed a committee and they started lobbying and getting articles in papers and the long and short of it is they got a ballot Measure . .

SMITH: We just need to explain what is Rohnert Park. It's a neighborhood?

BOEKE: Oh, it's a city.

SMITH: Near Santa Rosa. Is that correct?

BOEKE: South of Santa Rosa. Then, not that big.

SMITH: Okay. Go ahead.

BOEKE: So they worked and worked and they convinced The Sierra Club and the something Defense Council, there's another word in front of it that escapes me, and a couple of minor organizations. Those were U.S.A.-wide organizations. And they all lobbied for the Coastal Initiative and it became a ballot Measure and it was written like motherhood – if that's chauvinistic, I'm sorry, but that's a well used or much used expression – and they sold all of this in California to vote and it was voted in. And the notion on the Coastal Initiative was that the coast should be controlled for a depth of five miles in terms of land use and construction; and then a lot of nice words. What resulted from it is the Legislature and whatever staff in the State created seven zones and each had a Commission and each Commission had something like seven to nine members. And they came from private life and they had a bias against the urbanization of the coast for the most part, some with open minds that listened and some with locked minds. And The Sea Ranch and beyond was in number seven, if I recall correctly. And it became the toughest one of all. The man that became the Chairman of it was a person who was a graduate of Cal Berkeley and he was in – he was in a – I can't call it an ecological, but he was in a major, whatever it was called in those days – that was sent out to control development. I'm sorry it slips my mind completely. And he was a tough young man. And, within the first year because The Sea Ranch was known as a place that was doing wonderful things and because we had extensive zoning and we had some hundreds of houses and because Sonoma County had zoned us and was cooperating with us, they decided the way to do their job was to tackle The Sea Ranch and quoting them in their articles in the paper and their speeches and they had speakers bureau in the Bay Area like crazy, that, "The Ohlsen Ranch should not have been developed at all. It should not be developed any further. It should be kept for 'the children not yet born.'" And they collected a lot of money and they worked real hard and I mentioned Rohnert Park because that's where it was born and that's where the leaders lived for quite a long time.

SMITH: And that had something to do with abalone collecting?

BOEKE: They were called and I believed that they were substantially initiated by the people that loved to go abalone fishing and they felt it was their right to climb over the fence on The Sea Ranch and any other fence and farm abalone. And when we took over the Ohlsen Ranch, we stopped the abalone fishing because they poached and the State that controls the size of abalone that you can pick out of the ocean had such a small staff and spread so thin and so weak that if you just looked over your shoulder you could avoid them. And so, in self-defense we took them off. They would come and take pickets out of the fence and walk through and drive through onto The Ohlsen Ranch. And there was an occasion when a Japanese ship ran ashore on the Ranch and we have, in the archive, pictures of it, and they couldn't get off the ship. It was in deep enough water and they were there for many days and had trouble getting food and so forth and the whole Northern California came in cars and trailers and trucks and airplanes to see this incredible ship on the shore at The Ohlsen Ranch. And they just tore the redwood fence down and took the pickets and made bonfires and roasted weenies and made dinner and had picnics and it went on and on and on and the police weren't much help. Anyway, that put us on the map and then we became the hostage for the Coastal Act and the Coastal Commission said, "If we can stop The Sea Ranch, who we admit is doing a job so good and so much better than anyone else has ever done, and the State couldn't even do their job that good – if it could get its park use there that its wanted all this time, if we can stop The Sea Ranch, we can stop everybody." This expanded over time and finally their goal was to have planning control taken away from the cities and counties who, "had done a bad job," and they wanted control from the Mexican border to the Canadian border and from Nevada to the ocean and they would do the planning. And we were the one that had done a perfect job and if we could stop the perfect job, by golly, we could stop the rest of them. And they held us hostage for officially seven or eight years, but in fact for The Sea Ranch, we were dead for 10 years until the Legislature that had created the Coastal Commission, realized that what they were doing was unfair, if not, unconstitutional. And as a reaction to our having had the developer put up a million dollars and the Association \$800,000 to fight them legally at two court levels and unsuccessfully for eight years or so, they finally passed the Bane Bill which released The Sea Ranch and identified eight places that the public could go down to the shore, on a pathway, having parked near the highway and a port-a-potty in a small rest place that would be part of that. The wonder of it is, that when I was on the negotiating committee for The Sea Ranch in the first year, I proposed a compromise of seven access points to the coast and building a facility for guests who have an appointment with a State Administration of this destination where there would be generous toilet facilities and other comfort accommodations, not just a gravel path and a port-a-potty and a turnaround, which is what that planning director wanted to build. And, so we were held for that eight year period and it deserves a lot more conversation because there are not only papers and magazines that would pile five feet in the air, probably, if not more, but books written about how God-like that was and how wonderful that was and we were the bad guys and so forth. And the inequity is that that example was never used by any of the other seven and practiced elsewhere in California. They did control use and building of things in that sense five mile zone, but nothing like The Sea Ranch. And the hostage crisis, and then I'll shut up, lasted that long because they kept delaying making a decision because, quoting Margaret Azevedo in newspaper articles about one to two years after the hostage thing was lifted, admitting that for all those years they didn't know what to do at The Sea Ranch so they just kept putting its solution off and, in the meantime, inflation, and frustration and the increased cost of building and living at any place, and the cost of the lots that people had held and paid fees on for 10 years and so forth had doubled to tripled. When that

happened, she wrote the article apologizing to The Sea Ranch and its members for ever allowing such a farce to happen. And we have two copies of that in the Archive – that newspaper article in the Bay Area and other Northern California papers.

SMITH: Well, I actually planned to have an entire one of our sessions be on that topic.

BOEKE: Okay. And I started talking about this for what reason? [Chuckles]

SMITH: You started talking about abalone. But could we take a break now and start again?

BOEKE: Okay. Let's take a break. What time is it?

SMITH: It's 1:30.

BOEKE: 1:30. Okay and

SMITH: You put in a good 2.5 hours.

BOEKE: Okay. And then start again on Monday?

SMITH: Start again on Sunday. How do you feel about that?

BOEKE: Oh, that's fine.

SMITH: Okay. This is the end of Session Number Three. It's May 9, 2008.

## Session Four [WS310013.WMA] May 11, 2008

This is Kathryn Smith. Today is May 11, 2008, and I am with Al Boeke. We are starting now Session Number Four.

SMITH: And Al, I think you'd like to talk about the DRE.

BOEKE: Well, there is a state agency popularly known as the DRE, the Department of Real Estate. The DRE was created by the Legislature many years ago as an agency to protect owners and to a lesser extent, builders, who are supposed to be streetwise, against predatory architects, developers and others. In the history of California, there have been some pretty raunchy developers and one can say that perhaps it wasn't that bad an idea.

SMITH: Did you say what DRE stands for?

BOEKE: Department of Real Estate. Yes, I did say that. And this is a tough —well, in my experience —a tough, but efficient agency that reviews everything that is built, that is going to be placed on the market for sale. Single-family house people wanting to build a house don't have to go to it. And before you can go through the County to get your approvals you have to get not only the approval of The Sea Ranch Design Committee, but of the DRE if you're building – and I said at some point already, I don't remember the number but we'll call it 10 or 15 houses or more for sale. And what does the DRE do? The DRE, in the case of The Sea Ranch, which is perhaps one of the most exotic approvals sought because of the size and the continuity to happen over 20, 30, 40 years, it was viewed by not only us, but the DRE, as extremely important. So they really rattled our cage, is an expression. And I didn't really ever object. In fact, we learned some things in the process.

The first thing the DRE wanted to look at were the CC&Rs, or as I liked to call them, the protections, which is what, in fact, they are. They read every word that we wrote and the protections are 30 and 40 pages long. And they had many criticisms in the existing California developer context and it took quite a while for them to get to understand the notion that we were trying to do something different for very excellent reasons, in our minds and environmentally and debatable reasons. So the sessions tended to be large. Sometimes, usually we were – and finally, when they digested where we were trying to go and started agreeing with it and did finally agree with it – we were then assigned to one man. He was the top of the Department. They would read the CC&Rs word-for-word and have a thousand questions [Chuckles] and I started out being the person that went to see them and I ended up continuing for all of the approvals of The Sea Ranch. And since we are at this time no longer subdividing and selling, but reselling, the DRE is something of the past. Although they aren't completely. One of the things DRE requires is that the developer put aside monies on a continuing basis for the life of the construction of the project. Not a name I like, but let's say the community – for the construction life of the community. You put away monies to maintain and replace the infrastructure. All of the utilities, all of a building, all of the facilities like roads that are fundamental to a cluster of houses that have been sold. And they have people who technically are trained and have experience in all of those things and they brought them to the first meeting and the 10<sup>th</sup> meeting, in front of me, and I talked and I had to satisfy all of them with what we were doing. After which they made their own assessments and their own budgets for the replacement of everything. The replacement

of the streets, the replacement of the buildings in detail; they even got into the interior of the houses until we said, “That’s not public business. That’s private business.” And we’ve had for the 40 years plus of The Sea Ranch, a battle sometimes with DRE and the Design Committee, that the interior of the house, unless it reflects outside into the commons in an obnoxious way, is none of your bloody business. And I don’t know how it’s going today. Well, Mr. Whitaker is the head of the Design Committee. He’s the “W” at the end of MLTW, but it’s been a rough road. And they just can’t keep their hands off the notion and he can’t keep his hands off of the notion of “It can be done better.” Well, the history isn’t that he has caused them to be better – just different. He sort of expanded the vocabulary some. As a result of all of this, one of the main things that the Board of Directors of The Sea Ranch Association looks at, at an annual budget, is the replacement and repair of all facilities. Occasionally, there will be a new facility, a new trail, a new water line or something. But basically, it’s watching and financing the maintenance. And we have dollars in the bank or banks – tens of millions of dollars that are being spent or waiting to be spent in some of the next 20, 30, 40 years for replacement of pieces.

SMITH: So, if I understand this clearly, because I’m not a government official, but Oceanic put monies aside in a fund and when they withdrew the monies stayed in that fund in perpetuity? Is that correct?

BOEKE: That’s right.

SMITH: And I assume it’s an investment in some safe . . . ?

BOEKE: That’s right – to earn money. And when Oceanic left, Oceanic dedicated all of the commons, buildings, land, etc., etc., to the Association, which is what we always intended to do. We can bail out. We no longer were in business. So that applies in this case. And then the Association continued using its fees, to a great extent, to continue this replacement policy and the DRE requires them to do it and every once in a while it reviews the adequacy of it in light of inflation.

SMITH: But it still had the money turned over from Oceanic that was in this account? Is that correct?

BOEKE: Well, by this time, by the year 40, I’m sure all that money has been spent, but has been replaced and continued by the Association.

SMITH: Oh, I see. That’s interesting.

BOEKE: That’s quite a worthwhile thing.

SMITH: I guess. I didn’t know about that.

BOEKE: So, quickly, what did the DRE look at? They looked at the protections, as I said, and they looked very hard at the sales documents – the documents that the developer uses as hopefully honest information to customers about what they’re buying, and probably the most important assignment they had. On the original work, they approve the street names. The County also had to approve the street names because they don’t allow any two streets with the same

name in the County. The Design Committee rules, which was a CC&R document that we wrote with our attorney and I did most of that. I drafted it, gave it to Reverdy Johnson and he went on – he and Whit Budge went on – and, at The Sea Ranch you can't change the CC&Rs or protections without a 75-member vote of the Association. That's 75 of the ownerships.

SMITH: Is that 75%?

BOEKE: Percent, 75% of the ownerships. And the point of that – right, wrong, or indifferent – is to protect the good guys and the good work from the potential of the bad guys and the bad work, or the good ideas and the bad ideas. We had a goal, writing these, that they would be good that they'd stand up in court, an expression, "Stand up in court." And as a matter of fact, they've only been challenged once by an attorney in the early years who lost. And otherwise, no one even tries.

In about year five or six of the developing and sales part of The Sea Ranch, the Chairman of the Association at that time, Don Carlos Heinz (sp?), a wonderful gentleman, a scholar and a gentleman, at the urging, privately – I didn't know about it for a bit – created an ad hoc committee of members – all men – [Chuckles] who had pains, they were feeling painful about the – and they used that expression – the CC&Rs, Boeke's protections, pained them. They felt they intruded too much on what your right of doing what you want to do on your own property. So they met, and apparently met a half a dozen or 10 times for some hours and they ended up with one 8.5 x 11 piece of paper, double spaced, with things to talk to Al Boeke about. Otherwise, they couldn't find – with all their pains – they couldn't find anything that they could honestly change. And so we have this – Don told me what this was about and we met almost like someone before a court, as I recall, and went through this and I explained, in each case, why the rule, and how it was effective, and what could happen to the memberships' investment in The Sea Ranch if it wasn't followed and they ended up with only one that they were still nervous about, but not nervous enough to say, "We should try and change it and get a 75% vote." Which then, wouldn't perhaps have been too hard because The Sea Ranch maybe only had 50 to 75 members. Now it has 2,300 members as the result of the generosity of the Coastal Commission – sarcasm. And so, they stood a test of the membership of the clients themselves. The DRE checked the buildings, they checked the infrastructure, the roads and utilities and since we went through the County and got the County approval, the DRE also approved the not building curbs and gutters and street lights on the basis that we were living in the country. If you have street lights, you can't see the stars and the stars out here used to be – not so great anymore with the growth of Santa Rosa and so forth – were just magnificent! And there are nights when I look out the window going to bed and they are still magnificent. And the main issue was the roads. And we said that what we wanted is a painted black/gray line on the grass and that's what the road would look like and it would be flush with the grass and the road would be built on the land, ungraded to the natural grade of the land flowing on the Ocean Terrace from the highway to the sea – the natural slope of the land. And 99-2/10<sup>th</sup> percent of the roads on The Sea Ranch and, more importantly, on the Ocean Terrace below the highway and upstairs, they are without any grading at all. And, yes, the natural slope and the natural drainage does work. No, it does not erode the – there's enough rain that between years the grasses that naturally dry don't blow away and disappear. They are there to come again. And the new grasses underneath them return and it goes from gray to green and gray to green and gray to green and gold to green, year after year after year.

We wanted to have a post office and wanted to have a destination on the highway, so we built a building which we called the Marker Building and with Bobbie Stauffacher graphics, defines The Sea Ranch as you come along. At the beginning, we used this building, which was about 10 to 12 feet wide and about 15 to 20 feet long and in the shed roof design as an icon or cartoon of The Sea Ranch building and that became the post office. And then when we built one of the first buildings, the store, sales, bar, daily needs shop, the post office was built there and 40-some years later, it still is the post office.

SMITH: The original building was by Esherick – Joseph Esherick?

BOEKE: And that building was by Esherick, yes.

SMITH: And the extension was designed by yourself?

BOEKE: The extension was designed by myself. Right. And before we go on with that, let me just complete the list. We had community rules. If you have a fireplace and most did, out in the country, you would have a bucket and you would put your ashes in the bucket and you would leave them outside to cool in order to prevent fires on The Sea Ranch. And that still is done today. And a lot of other rules which were positive things, not socially restrictive or inhibiting things, but things that make sense. Said differently, depending on opinions, there is a leash law. If you have a dog, the dog is on a leash and you don't let the dog run wild on the Common. The first practical reason for that is they ran the sheep off of the bluff and sheep were dying by the hundreds until we caught onto the problem and took those dogs off -- the two or three first dogs off, and somehow housed them until we could get people to understand the reason for that.

SMITH: The sheep ran down the meadow and fell off the cliff?

BOEKE: Fell off the cliff, by a civilian dog, not a sheep dog. It was really scary for a while. [Chuckles]

SMITH: Interesting story. [Chuckles]

BOEKE: Anyway, the black painted roads has worked all these years, as I said. The Association's structure, the timing of things in the Association, the budgets of the Association for the work that they did to replace the developer as the developer left over a period of something under 10 years, and the budgets for each building were all reviewed and changes suggested by the DRE. They even had remarks to make about the building design concept, which were ecological and I had a private meeting with them early on, making a trip from Honolulu, where I was half-time officed and I, with some passion and firmness, I explained to them that that was none of their bloody business. And they didn't do it for other developments and they can't do it for us. And they did accept that. And that's something that the Coastal Commission some years later never accepted and we'll get to that.

And we haven't said anything about the Commons yet. We've just said there are Commons. The concept of the Commons was that this is the country and with the sheep coming off, the original indigenous landscape will come back in different forms but finally maximize in some stable form. And that was to be a landscape of The Sea Ranch – natural, not artificial, under the control

of the Association, not members. That's the biggest budget item in the annual budget of The Sea Ranch and, today, we have about 45 to 50 members of the Association. The majority of them working on Commons. Some administering the rules. We have that and we're like a private small city. And because, as I talked day before yesterday, because the County wouldn't accept the dedication – in fact required the dedication and maintenance of the County by the County, and we went for a private community, we are the maintenance people so that we have fees for that. No, the County does not deduct those from their fee requirements for The Sea Ranch – we're paying double actually. They talk about we keep the fees to The Sea Ranch as low as we possibly can since we're not charging double for anything else, but when we look at them, they aren't doing that. Why do we rationalize it rather than continuing to fight – we started to fight about it – is because the Association assessments are so low – historically have been so low, starting with \$100 per year per property and now it's, due to inflation and building things, it's \$150 or something like that.

SMITH: It's \$180, they told me.

BOEKE: \$180 this year. That's right. And the original Sea Ranchers who built modest houses on fixed income, over the years have felt that they had a problem with the size of the annual budget and were passionate in Board meetings trying to keep them down. And various members running for the Board of Directors and elected to the Board of Directors were elected because they passionately were going to fight for not allowing the assessment to go up any further. Well, that was naïve and kind of dumb because the whole world has costs that go up because the cost of living goes up. Everything goes up. And today, California is a different place than it was when The Sea Ranch began. It has almost no relation to it. California today isn't the California of yesteryear.

So, we still have no curbs and gutters to speak of. We have a few places where the road is having to climb a hill, which is steep enough that it has been valid to put a gutter on one side to direct the flow of rain. And I'll just say quickly that, when it rains at The Sea Ranch, and it used to rain five and six inches at a time in the wintertime at The Sea Ranch, but I haven't seen it in the 10 years I've been back, there was never any erosion. The grasses prevented erosion and the gullies that are here with native trees in them and native grasses, was the erosion that was caused by the presence of cattle and sheep. As soon as they were taken off, the erosion stopped. And there were critical places at the beginning where the erosion created difficulties for maintaining the roads, bridges across swales and trails and pathways and we hired a man about 60, 65 years old, who is known to the Halprin office and the architects and known as the Grand Old Man who knew how to naturally take care of critical drainage places with the natural materials – rocks, sand, plants – on the site. And he worked on The Sea Ranch on his hands and knees, his choice, with a little truck, for a year or two correcting all of those places in the 10 miles of The Sea Ranch.

SMITH: Do you remember his name?

BOEKE: No.

SMITH: It wasn't Dick Reynolds, right? It was somebody else?

BOEKE: No, Dick Reynolds was half the man's age.



SMITH: I see. But you don't remember his name?

BOEKE: No. Larry would remember, if we could get it. So that was the repair of those things and the maintenance and it turned out he was going to continue to maintain and train someone to continue to maintain, but that hasn't been necessary, because it really wasn't necessary. The DRE went over the seven demonstration houses that were used as samples to sell the houses on The Sea Ranch and describe what the ecological studies had told us. The wind patterns and you rest outdoors on the sunny side, the south side of the house; you don't rest on the windy north side on the Ocean Terrace because it just doesn't work. And we designed many houses that we actually dug down two feet and tucked them in as a sort of visual symbol of the idea and some of the demonstration houses are that way and they still are the most beautiful houses on The Sea Ranch, in many of our opinions.

We built, what we called, the Rec Facility; a small swim/tennis facility, in the first Unit. And because it was on the Ocean Terrace and it was necessarily in the windy area, we dug some 15 feet into the ground and made a hole and put the pool in the hole and took the material and made a mountain on the downhill lee side of the mountain is the tennis court. And it's beautiful; it's sculpture and it works.

SMITH: Whose choice was that? Was it a Halprin decision, or MLTW?

BOEKE: Halprin worked on it and so did Esherick, who had the assignment.

SMITH: No. That was actually Moore, Lyndon, Turnbull. . .

BOEKE: MLTW did it. You're right. You're right. And since then we have built two other centers for swimming and tennis and so forth. We built a sales destination. There had to be one, inevitably, with bodies in it to talk, and it had a store, a very small folksy bar with a cast-iron round stove and comfortable chairs; and, as I said, what became the post office. We built a landing field – not an airport with a building – but a landing field with tie downs. And several years later, some of the people who saw themselves as permanent members of The Sea Ranch, wanted to build hangars. So there was a small wave of discontent and lack of understanding and fear and so forth on The Sea Ranch among membership, but ultimately it was approved by the Board and then a cluster of hangars were built. And, in my mind and in the minds of many, I think, they are absolutely beautiful. They're some of the most beautiful buildings on The Sea Ranch.

SMITH: And those were Don Jacobs buildings?

BOEKE: Don Jacobs was the architect.

SMITH: So he was new architect on the scene?

BOEKE: He was among the first architects on the scene and he's probably the architect who stayed the longest on The Sea Ranch and did hundreds of buildings and would have spent his life here, but his wife developed a health problem that caused them to have to move south. And a year or so later, she died and he remarried and is employed down there. Has his own firm.

The Marker Building, I talked about. I've talked about bridges earlier. [Silence] And they very carefully went over the first Unit of Lot development – Unit 1. The DRE were still on them like water (inaudible). But I want to say, after thinking about this process for three days, that I wander around and that's the way creativity happened on The Sea Ranch. And I believe in a design process and the landscape architect involved in the beginning of The Sea Ranch believed in a process of design that we call a circular process, where you look at something on the schematic basis, with a program in your hand and you satisfy that and you take the design a certain distance and then the next is to go farther into the beginning of schematic details and then you go through that period and then you finally are doing preliminary plans and then you're doing final plans. You don't do the final plans on Day One. If you do, in most cases, you get a superficial solution and/or you make terrible mistakes. It's a learning process by doing in the design process. And in fact to get the Design Committee approval on The Sea Ranch, you go through three stages of design – a schematic stage, preliminary stage, and a final stage – and your most important stage of approval is at the schematic stage. So the schematics have to be pretty thorough. Materials are mentioned, the design of the building is in a preliminary stage and it evolves that way. And after taking care of the commons, operating the Design Committee and making it work and make sense, is the next largest budget item. It was, at least, and I'm sure it still is.

DRE. We're through with DRE. We gave it short shift. [Chuckles] So the first stage, we built the utilities, the underground utilities, and the standards for those underground utilities for Unit 1, which was 63 lots. We did the work of repairing and preparing for absence of erosion. We did the demonstration houses. We did the small swim/rec. We dug a well, finally two wells on the Ocean Terrace to develop the water that the hydrologist told us was there. And I mentioned Bud Lafferty who came from our Honolulu office and pumped those wells and found that the water really wasn't there and that was very early in The Sea Ranch. At least in the next unit of development, if not Unit 1, and that caused us – and I think I've already talked about digging two wells in the Gualala River and that has been the source of the domestic water ever since. And I might as well say here that after seven or eight or 10 or 12 years, more like 10 or 12 years, the State division that controls the digging of wells and the pumping of water out of the land has a State agency. I used to spit out the name, but I'm not spitting it out this morning. So in our continuing association with them as we built a water line along the ridge, from the wells in the River, we pumped up to the Ridge and then distributed along the generally level continuing ridge and built large steel tanks on the ridge for water storage with round, not square, edges per Boeke's insistence [Chuckles]. Everything was quiet until we started being more concerned about the potential of fire and the result of that was we started a conversation with the DRE and they decided, whether some of us liked it or not, that we would have to develop a reservoir. And so we built a very large lake in controlled bottom and design style at the north end of The Sea Ranch. I don't think it's on there.

SMITH:       Where is it, I've never seen this?

BOEKE:       It's in the last Unit of the development on the hillside on The Ranch and it, for gravity flow reasons, is on top of the ridge.

SMITH:       Wow! Would it be up near the employee housing, which today is ...?

BOEKE: Way up above it. The access to it is in that area

SMITH: East of that?

BOEKE: Yes, east of that.

SMITH: Al is pointing to east of Unit 35D. Wow! Didn't know that. Okay.

BOEKE: And we have a pumping and filtering – and all the things you have to purify, if necessary and test control distribution of water for domestic use up there.

SMITH: Wow! Is that owned and operated by . . .

BOEKE: The Sea Ranch. And the water company didn't start out owned by The Sea Ranch, but for many years has been owned by The Sea Ranch and we have our own staff. And it is approved by the County and it's a legal district and we're a water company – it's a legal water company under the laws of the State and the County.

SMITH: Okay.

[Silence]

BOEKE: The other wrinkle that we had, which is interesting is that very early on, I quickly drew a design for a building for the landing field and a parking lot for airplanes and so forth and a building for a fire department – a truck and overnight housing on the second floor and so forth. And we built that and operated it. It exists today as an office building because the FAA came along and changed the rules on the landing patterns to a landing field and caused our building to be a hundred feet, or something like that, into the normal landing pattern from the south. And said we could no longer use that building for assembly. There's always been a code restriction for how big any assembly building – that's the term in the code – can be in the landing pattern. So we had to stop that and it is now the water company and two or three other things.

SMITH: So, it was originally in Unit ... what is called Unit 26?

BOEKE: Yes, it was in Unit 26.

SMITH: And now, of course, it's been moved north.

BOEKE: Yes.

SMITH: Okay. Thank you.

BOEKE: Otherwise, we had no changing problems that are worth talking about. In the continuing process of The Sea Ranch, I mentioned the other day that we had had a variety of Sea Ranch managers and for private reasons their family doesn't live this far from their relatives or something, the managers have changed over the years. And we quickly learned they can't live in Santa Rosa or the Bay Area and be a manager. It just doesn't work. You really have to live on

the Ranch and over the years, that became a little more complicated because after the Coastal Commission hostage crisis and the stopping of Sea Ranch construction for 10 years, as I have said before, inflation happened, lost opportunities happened, and the cost of building doubled or tripled and there was a period when the managers could no longer afford a Sea Ranch house. And that continued until not long ago. The last two or three or four managers were able to buy or otherwise build houses.

[Silence]

TV was one of the utilities that we were required and to sell property – you would have to include. And we built a TV system, a cable system, and an experienced man, of about 65 or so, came to us when he heard about this at the beginning of the Ranch. He said, “I’d like to build the cable system for you. I own a cable company and I’ve done that before.” And we talked with him and in due course, we said to ourselves, it makes a great deal of sense. Nice man, named Joe something [Chuckles] and his name became a cartoon rapidly, as the membership was casually walking and watching the installation of the cable. And finally, we had to call a halt and investigate and this man was putting in used cable that he had pulled out of some other project that had gone to satellite cable without asking us, just putting it in the ground. And it started because some of the equipment that is scattered across the country for cable television wasn’t working well and the maintenance was severed when the man putting it in, finally, and that exposed the fact that we were using a used, partly worn out product. So we had to go back and happily, we had put the cable television cable in the street legal right of way, but not under the pavement in the 10 to 15 foot right of way. So we had to retrench the right of way and replace it with a different contractor. So he was called Joe something and the male Sea Ranchers, especially, just loved to call him Joe so and so and darn it, I just can’t come up with the other name. And in the process of doing this, he got away with it long enough that he built a large house on the knoll up above the developing Lodge and he and his wife lived there and when it was discovered he not only had the problem of being fired, and facing a potential serious suit, which was settled out of court if I remember correctly, but he built this house and he’d overbuilt for that stage of things on The Sea Ranch. So, it took a while for him to sell the house, partly because it was eccentric, because he wasn’t the best client in the world and anyway.

SMITH: Laughing.

BOEKE: So that was one of the exciting dramas on the early part of the Ranch.

In what I’m calling the Second Stage of The Sea Ranch, without attaching any date to it, it was in the first two to four years.

SMITH: Are you about to talk about the second stage?

BOEKE: Yeah.

SMITH: I need to stop. This is the end of Session Number 4, Part 1.

This is Kathryn Smith. Today is Session Number Five. I'm interviewing Al Boeke at his home in Unit #20. Today is May 12, 2008, and we are at The Sea Ranch, Sonoma County.

SMITH: Well Al, we finished yesterday – we talked about the installation of the television cable, which had to be redone and now you were going to take up with forest clearing.

BOEKE: Right. If this has ever been done anywhere, we do not know where, we realized that we had from the highway, up and over the hill, our property ending at the top of the hill and this was a linear hill going the 10 miles of The Sea Ranch, that we had a density of trees, mostly Douglas Fir with some other things thrown in. The redwoods were off our property, starting from the top of the hill and going down the hill where there was moisture and more rain for all of the normal reasons. So what do we do about this dense forest if we want to put properties in it and encourage people to build houses? Are we placing them at risk? And we decided that we not only were placing them at risk but we would have a terrible time building any of the facilities, the roads, the utilities, the houses themselves. So we came up with the notion of cleaning and clearing the forest. And, by happy coincidence, the timing, regionally, was that as we were at this point in The Sea Ranch, the very beginning, the five lumber mills that were along the coast in this area, all within five miles, some much less, of the Ohlsen Ranch. And there new laws passed at the Federal level and implementation at the local level and essentially they just closed four of the five mills down, different owners, all within the same month or two, and something like a hundred men were thrown out of work. The big mills, with their large saws to cut lumber of every pattern and for every need and so forth, were all of a sudden silent. So, we stepped forward and interviewed some of those people and most of them were Native Americans from a local tribe near The Sea Ranch – inland – who had high school educations in this area and so, to make a long story short, we hired enough people to make about five or six crews that would go into the forest in a linear way, starting at the highway and at the south end and cutting down and piling up with dozer and backhoe equipment, diseased trees, that were diseased from the ground up or the middle up. And some of those trees were 50, 60, not quite 70 feet high, cutting them down with chainsaws and piling them, ready for burning, and the burn piles would be in the vicinity that was being cleaned and cleared enough so that the way we cartooned it, two people on horses could ride through most of it without bumping their head or breaking a knee or something. Which means trees are 16 to 20 feet on center, not in a pattern, but that would be kind of an average. And, in case of fire, the fire engines would be able to get in on the roads we were building – as we were building them – and the firemen would be able to work comfortably within the new forest. That worked. We realized that was going to cost us a couple, three million dollars, or who in the world knows, because it stretched on the uphill side of The Sea Ranch above the highway for most of the length of the Ranch, as I said, which is 10 miles. The depth of the forest that was to be cleared varied from a quarter to a half a mile; even to a mile, at the north end – which is something I mentioned yesterday – the dimensions. So we were working here with supervisors of these people and a forester, who sort of had an overview, but didn't have the authority without really creating a crisis of "Stop. You're not doing it right." We very quickly learned how to do this and continued the process for like three or four years. And the number of employees changed over time, depending on density and the ability to have one crew versus five crews and so forth. And this really changed the whole character of half of The Sea Ranch – the uphill portion. Does it mean that it wasn't a forested area? No, it was still a forested area and when you looked at it from the Ocean Terrace or the edge of the ocean or at the highway, there was a forest up there. It was changed from one that you couldn't drive a vehicle into and for the

most part, couldn't walk into because of the fuels – the fallen needles; the fallen, broken large and small branches that was like 10 to 12 feet deep as a solid mass created by gravity over many, many years – tens of years. And, so that was a very important step at The Sea Ranch and we really arrived at twice as much land to consider developing by that.

At the same time, we were trying to clean up some of the State's act and Highway 1— which was the road that was our access from the south and the north, regionally—was in not very good shape. To get to The Sea Ranch you had to take a gravel road for the last five miles or so and Highway 1, which is not comfortable for most people today, because it's narrow and there are drop offs to the ocean and so forth – scares some people to death and they won't come back anymore, they should have seen it on Day One. So, gradually the State agreed that they should update the road by widening the road a little bit so that the two lanes on the road would be safer. They really didn't meet any national standards at all. And while that sounds like a big deal, it wasn't really a big deal because they weren't widening the roads that much and they, for the most part, weren't repaving them. That was a task they would take, linearly, over the years – patching the bad places and driving over the not so bad places. So, it was a catch-as-catch-can for a while. And there were some really dangerous places in it where the views along the road as you drive, vertically and horizontally were not adequate. So you'd suddenly come to a turn that you didn't even know was going to happen and we did a study of it with civil engineers and our planning group, two or three of us, drove it and walked where necessary, and identified the places that we felt absolutely had to be changed. The State of California, Department of Transportation, or whatever it was called all those many years ago, disagreed and I then went to meet the head of the Department and we wrote letters and we had said from the beginning, “we will make the changes. We will pay for them. All you have to do is agree and supervise them, which you should do anyway.” And they said, no. So those widening of the danger places still exist today. They were never changed. And in the 40-some years that have gone by, the State has regularly, at five and 10-year intervals, improved the quality of the highway, not necessarily the width. And in the past five years or less, they've paved the whole thing in a uniform kind of way. Some sections are bumpy because they accepted the bid of the wrong contractor and others are as smooth as glass, you might say. Otherwise we have a good highway and the highway hasn't done any other work in all of those 40 years.

On the subject of roads, we created a road to what we then called the Hotspot. And that was where we acquired 40 acres from the redwood company next door that I talked about before. And we built these two dirt roads that were well graded and well taken care of. And at the Hotspot, we put picnic tables and drilled the two wells and have the house with the wells in it, so forth – did a little bulldozing annually in the river to make places that will fill with water from the “stream” that the river was most of the year – as recreation for The Sea Ranchers and their guests and so forth. And that's been a wonderful thing enjoyed by everyone. People put their kayaks in the river in Gualala – 10 miles away or eight miles away and they will go east for a mile or two and then turn to the southern portion, which is our eastern boundary line and go as far as their energy allows realizing that they have to go back. [Chuckles] So that really has been neat. And that gets the people out into the real nature here and getting the feel of it and the quality of it and all of the time knowing, and from many places in the forest where it isn't even open, hearing the waves crashing in the distance, a mile away. You can't hear the waves crashing along the bluff. It bounces high and you can't hear it, but where we live, for example, that it's

maybe a hundred yards from the ocean, it's a booming surf up here and they put you to sleep at night. Marvelous amenity.

SMITH: Are you going to be talking about the hiking trails and the trails?

BOEKE: Yep.

SMITH: Okay. I won't interrupt.

BOEKE: And along with that, at the same time we started building bridal trails. We stopped that for reasons I'll get to later; but foot trails in the forest and we had a volunteer committee which was the Trails Committee and they are 40-some years old now and they still exist and this volunteer group, which changes over time, are Sea Ranchers who used to be doctors and lawyers and scientists and they got out there and they work with a pick and shovel and hoe and they build trails and open new trails and maintain them. The last time I looked we had between 40 and 50 miles of trails. And that is a real amenity and some of them since have been broadened and identified for horses. We have realized by experience, that we can't put horses on the trail along the ocean and the ocean bluff because they will chew up the land so badly, that it will not only blow, but it will start the old erosion cycle again. So that's a bit of a frustration to members but they understand why. It's their guests that fight the rule and ride their horses onto places they shouldn't be. So we have some signs down there in Helvetica, very disciplined signs on the Barbara Stauffacher model. So it's not untidy, but it's more than we would have liked.

SMITH: It's a personal remark about the hiking trails. Janann Strand is a very good friend of mine, who is an active Sea Ranch person for a long time. She loved the trails and actively went out on them everyday for years and years and she called them rambles and scrambles. Rambles was slow and easy going walk. Scrambles was in the tougher terrain, steep hillside and gullies, I guess. Things like that.

BOEKE: And we have a series of books that have been written over the years, paid for by the developers and then the Association. Most of them during the Association period. And Janann Strand did one of those about the trails. And there are others on wild flowers and when they're out and all of those sorts of things. And they're for sale here. And guests really like those. And we have the trails map that shows the roads and major facilities and other important places and where the trails are, wandering in between off roads and that is a guide for the guests as well as the newcomers.

[Silence]

BOEKE: Along with this kind of work we built a, what we called a Corporation Building and that was a two-story, low-ish, long hip-roofed barn at the east edge of The Sea Ranch, in the middle, on a road that becomes a regional road through 30 miles of forest to Highway 101.

SMITH: Is that Annapolis Road?

BOEKE: Annapolis Road.

SMITH: Okay.

BOEKE: And an extension of Annapolis Road and an improvement of Annapolis Road.

SMITH: Who designed the Corporation . . . ?

BOEKE: The Corporation Building was designed by, probably, Al Boeke.

SMITH: Okay. Did Matt Sylvia build that?

BOEKE: And Matt Sylvia built it. You can almost say that Matt Sylvia built everything. And the confusion about the Condominium builder that we had a couple of days ago, I rethought that 40-some years in the last two or three days, and what happened is Matt's mentor brought Matt on. Matt was so enthusiastic after his visit, he said "I want to go to work right now. I have a crew that can finish up the Neutra houses we're working on and let's do it." And he came in a matter of weeks. And so he was a part of the final construction of Condominium One that Ned Westover had started. And both he and Ned had plenty of work to do because of the size and dynamic of the construction of Condo One. And that's the way that worked.

SMITH: I see. Were you up here during all that time? I mean, were you supervising things?

BOEKE: No, I came and went. I think I mentioned the other day that I was officed in San Francisco and Honolulu and in a period of six years I made 72 round trips from Honolulu to San Francisco and The Sea Ranch and Hamilton in planning and so forth. And I was surprised when I heard that number. That was just the working way and I would come for three or four, and sometimes longer, days because of the more than one project; and visit and play the role of an informed owner, because that's what I was. Everyone else was employed and that worked very well. And it was wonderful and there were high spots in it that I remember like Marion Conrad having an appointment with me at the store/sales office in the third and fourth year – fifth year – and she said I'll meet you there at 9:00 in the morning and that will give you time to drive from San Francisco [Chuckles] which meant I got up at 6:00 or whatever, which is perfectly alright, and it started to rain when I arrived close to The Sea Ranch, and it was raining pretty hard and I pulled up in my rental car and here was Marion Conrad tapping her foot and looking nervous and waiting – I wasn't late – she was standing in rain, waiting for me in her silk blouse and her skirt, casual city clothes, soaking wet, hair streaming and I said, "Let's get you out of the rain." She said, "Oh no. We have things to talk about real fast and then we're gonna go out and look around at two or three things and I have another meeting and she held me sitting in the car at that building and she stood outside in the window and we probably had a half hour talk. And this was Marion Conrad in terms of public relations who put The Sea Ranch on the world map. And if anyone was the sales manager, really, she was, because she created, with the help of Bobbie Stauffacher on graphics, she created pamphlets and all sorts of things, advertising in Bay area papers and so forth, that was so compelling and so original and not a con act. The facts were present, the picture was present. It was a new kind of advertising that really wiped out Foote, Cone & Belding, our advertising agency, that I took the graphics away from. They said these things that you're having us do and the way they're being done is entirely new kind of



advertising. It's informative, it's beautiful, it's honest and compelling. You know, words like that.

SMITH: How old was Marion Conrad when she was standing in the pouring rain?

BOEKE: In her athletic 40s. She was a great tennis player and in the second or third year, I think – not the first year, for sure – we had a ground breaking, frankly for sales purposes, but it was a public relations event. It got a lot of publicity in the newspapers in San Francisco. We put a huge rented purple tent on the Ocean Terrace, near where the destination building and the bar and the sales office was and within walking distance of the first swim/rec and we invited like a hundred people from San Francisco. And due to her influence as an influential San Franciscan family herself, she made the invite list realizing that the object was to sell property and so there were at least a hundred guests there that day. And the most memorable anecdote is that the end owner and editor, a title like that, of the third largest newspaper company in the country who owned and ran the *Mercury* in San Jose was invited. And he came and instead of coming up from the Bay area from the south, he and his friend had gone up the regional highway way past The Sea Ranch to look at something else and spend the night and then they came south to The Sea Ranch, which means that he had never been on the road south of The Sea Ranch until you get to the major highway inland. And so they came and – marvelous guys – they were full of life and telling jokes and even in their suit and tie and when it was warm, they took their coats off like everyone did and anyway, the point of the story is, they went then south at the end of the day and six months later, or four months later, in San Jose, when I was touring the Board of Directors on our plans for Hamilton, New Town around Lake Anderson, low and behold he had heard about it and he and a reporter and photographer came and horned in on our tour, which was perfectly alright, and he took me aside at the very beginning, he said, "I want to tell you, Al, that you haven't seen me at The Sea Ranch since your opening. I loved it. I've talked to everybody about it. You should give me a fee for the sales I've made in San Francisco." He said, "But I'll tell you what happened." He said, "I was driving the Rolls Royce when the two of us left The Sea Ranch." And he said, "When we got down the road a few miles we got to the place where there was a drop off into the ocean and as a surprise to him and me, I froze at the steering wheel, I had never been – I had never driven in a place where there was a huge drop off of hundreds of feet. I froze at the wheel. He stepped across in front of me, grabbed the steering wheel, pried my foot off of the accelerator and brought us to a stop in the middle of the two lane highway and in case you wondered I got out of the car. It took about 15 minutes for me to relax enough to get out of the car and walk around and get in the passenger side and he drove us home and I've never been up the road since. And I don't go in the mountains in any roads anywhere since."

So we built the Corp Building. It exists today and it's remodeled to the offices of the Association and the Executives of the Association and beyond it, the yards for the trucks and equipment for the maintenance.

SMITH: That's in Unit 26?

BOEKE: Yes. And I think I mentioned the other day that we have 45 going on 50 people that work for the Association. We're not that small a town. It takes all of those to maintain some reasonable control of the commons for 8 to 9 miles, maintaining the roads, which the Association will inherit and have long since inherited from the developer and the recreation facilities as they

grew from one to two then three larger tennis and swimming pool locations, and an auditorium for 150 or 200, besides the existing barn, which is an auditorium for not quite 400, legally. I mentioned that volunteers, men and women, remodeled the barn. They stripped off the roof that – it had been a barn for animals and there were – what do you call the little boxes in . . .

SMITH: The stalls.

BOEKE: The stalls. They had finished the hinging and hanging of some doors that had been removed and the stalls were all cleaned up and the floor, which was three-inch thick planks, not T&G, was sandblasted. The building inside was greenish and white and it's the same green and white today. No one will let anyone who wishes to repaint the inside. So it's a real barney looking place and that's our major auditorium.

SMITH: And this what we call or is called the Knipp Stengel Barn in Unit 36A.

BOEKE: That's right.

SMITH: I thought of something the other day I want to tell you. It's off the subject but, when I first met Charles Moore, in 1977, the first time I had dinner with him, we were alone – just the two of us – and of course, the major thing I wanted to talk about was The Sea Ranch and Condominium Number One. And so I asked him a lot of questions, but the one thing that he said to me that I remember to this day because it was so unusual was he told me, I said "Was there anything about the Condominium that you wanted that you weren't able to execute with the building?" and he said, "Oh yes." I said, "What was that?" He said, "I wanted that building to be white." I said, "White?" And of course 1964, '65 would have been at the period of the great admiration for the International Style and this was the building that turned everything around. So for the idea of it to be white, which is very surprising to me. So I said, "White?" And he said, "Yes. White washed, like a barn. The barns that I had seen driving up the coast before I got there." That made a little more sense and then he said, "but I was voted down."

BOEKE: Yeah, yeah. And the barn that we're talking about has been completely redone in 10 years by the volunteers on their backs, underneath the floor of this barn, which is like a 150 x 60 with a very high ceiling, trusses and a roof. They replaced all of the footings, all of the foundations and the way they did it is they – each of these workers – and these are Sea Ranch members and lot owners and house owners – well, they're all house owners, got on their backs, crawled under the floor of the barn, which was about three to four feet off the floor and on their backs. They brought their car jack and used their car jack to jack up the floor, increment-by-increment, and relating to the construction of the floor. And they lifted that whole 150 x 60 foot floor over 10 years and replaced all of that as well as the sheathing on the roof and the shingles on the roof and other things that were out of repair on the building. Just for the joy of it. And they are called the Barnies and they still meet every Saturday morning in year 40-something and they started it in the first five to 10 years of The Sea Ranch.

SMITH: Would this be an okay time to ask you about moving into the sections or Units called 3, 4, 5, 7 – because you mentioned to me the other day why the layout of these differs from 1 and I found that a very interesting explanation.

BOEKE: These Units are across the highway to the east and climbing the hill to the ridge. And they make their way up, variously, depending on the local topography. So, these lots, which were for sale and sold and people, with the approval of the Design Committee, built houses. The lots are small as compared to the notion of an overall density of one unit per acre.

SMITH: And when you compare it to the hillside lots in Unit 1— and this is where Reverdy Johnson built his house— these are of different character.

BOEKE: Yeah, completely different character.

SMITH: And that's due to the topography, is that correct?

BOEKE: Yeah.

SMITH: And then down here on the Ocean Terrace, we talked about the so-called "T" formation and then when it moves into 17 and 18, it again develops a different pattern. You made some comments about that the other day.

BOEKE: The initial idea that Larry Halprin was passionate about and everyone in the planning group in the first year, thought it was a great idea. And that was that with the hedgerows, that were quite close together, a matter of hundreds of feet, not a thousand feet, as they are later, and the hedgerows being perpendicular from the collector road in The Sea Ranch, paralleling the highway. The pattern of lots is in the wind shelter of the hedgerow on the south side and then tips its cap – the bib of its cap, as we call it – the roof down to the north on the other side of the hedgerow to deflect the wind over the hedgerow and over the lot on the other side and the gardens in both rows of houses with the wind landing five times the height of the trees. And the trees at that time were 40 to 50 feet high. And I might as well say here that over the last five years and it will continue for another 10 or 15, we are planting hedgerows parallel to the existing ones, the full length of the Ranch – 27 of them. And we're not intermingling with the old which the wind has variously broken and torn up the old hedgerows and they are reaching the age that they begin to die. And so we're paralleling all of those and doing it separately so that the sun can get to them, the small plants, and get them growing and that's been a very successful thing. And a party of Sea Ranchers gets out there and surveys, gets the approval of the landscape architect person and they lay out the hedgerows and dig the holes and plant the plants and drives to the nearest nursery, 60 miles away, until we started growing some ourselves.

SMITH: And some of the articles about The Sea Ranch subsequently made the point that when you move into 17 or across into 18, that the different pattern . . .

BOEKE: It all changed.

SMITH: was due to pressure from the Real Estate division and salesmen who felt this was a better pattern in order to sell lots. Is that incorrect?

BOEKE: That's incorrect. The sales people didn't mind. That wasn't really the factor. What happened is that the existing hedgerows, which slices The Sea Ranch into different size pieces, perpendicular to the sea, were much farther apart and there was no way that that idea could

continue to work because the hedgerows were too far apart, and if we planted trees, we would wait 20 years for the hedgerow really to exist and so we changed the pattern. And, coincidentally, for the most part, where that continued in The Sea Ranch, northerly, the Ocean Terrace which had been flat to the south, almost table-like, was beginning to roll and the rolling of it allowed us to have an inland side road parallel to the ocean that was looking over the top of the road and the houses at the ocean edge.

SMITH: So the topography dictated here.

BOEKE: Yes, and if you drive it or walk it or whatever, you quickly find out just how different it is starting in 17, slightly more in 18, and then after that it increases. And that hasn't really been acknowledged as the reason for the change in planning by some of the original people who were doing the old planning. They just won't acknowledge that that was the reason and the developer and Al Boeke had been severely censored in architectural publications and otherwise off Sea Ranch, not on Sea Ranch. And in there someplace, in the early years, I mentioned Bill Pouchelle

SMITH: Yes, you did.

BOEKE: And Pouchelle was a salesman that we somehow located inland and brought to The Sea Ranch to take the second and third and fourth and continuing years of The Sea Ranch and manage sales in a very straight-forward way and in the sales process, verbally implementing all The Sea Ranch ideas rather than fighting them and ignoring them the way our first batch of hired salesmen were. They just couldn't get their head around it and didn't want to bother with it. "If we tell them about the CC&Rs and that there's a Design Committee, and so forth, they're not going to want to buy. That's the way it is all over the country." And I said, "No. They will buy and we're taking the risk. You are also, but if you don't want to take the risk of earning your fees this way, then go on up the highway or down the highway. We don't want you." So we developed a five or six sales people who were willing to take the risk of selling this unique document and land notion, and that didn't settle down very quickly and we found Bill Pouchelle and he made science of it. And a positive CC&Rs, the protections that are positive, not negative in relation to the impact from potential owners, works. And after the Coastal Commission came along, which we'll talk about further, and plateaued The Sea Ranch for eight to 10 years – closed the doors – we couldn't sell. When it started again, by that time there were more real estate offices in Gualala and when we were released with the publicity, quite a few people came up and opened offices and at one point there were 75 salespersons on The Sea Ranch at one time – all of them making money selling Sea Ranch products post-Coastal Commission. There are not that many now because we've gone through a recession or two and we are in one, nationally, but it doesn't affect us as much as it does normally elsewhere.

SMITH: Would you mind at this point if I asked you about something that's always been curious to me, which are these properties here on the current 2008 map, they're called, 11B1, 11B2, 6, and even 15? I don't really understand how they came about and what they are.

BOEKE: Well, they came about after the beginning. They are south of the destination building that we built by something less than a mile. At that location is the only place on the Ranch where the highway dips very, very close to the edge of the bluff, and in some places, it's

six feet and some places it's 10, 15, 20, 30, as much as 50 and in one area 100 feet or so in Unit 15 at the south end of the south end. And so these were gradually admired by individuals and wanting to buy the property there because of the proximity to the steep, almost vertical cliff and the blowing ocean and the rocks as islands in the sea. And so there are 1, 2, 3, 4, 5, there are something less than 10 of those in that not quite a mile. And then there's a group of approximately 10 or 12 at the south end that have more normal widths, but a real depth on them.

SMITH: And that's Unit 15?

BOEKE: Yes, Unit 15. And they were all sold to individuals. Unit 6, if I'm not mistaken, is the Unit that Mr. Halprin, early in his mission here, decided he would like to live, not on The Sea Ranch, but by himself there, close to the southern border. And without my knowledge, as the one-man Sea Ranch owner/builder/decision-maker, he visited the President of Sea Ranch . . .

SMITH: The President of Sea Ranch?

BOEKE: Yeah. Excuse me.

SMITH: The President of Oceanic?

BOEKE: The President of Oceanic, right. Fred Simpich, beautiful man whose avocation was writing articles for the National Geographic and other magazines, and he obtained Fred's okay to subdivide a lot there, which is long and narrow and close to the highway, but right on top of the bluff and almost a vertical drop to the ocean. And Fred said he had told Mr. Halprin that, "yes, he could buy that if he wanted it, but it wouldn't be subdivided otherwise as far as he could look ahead," and I considered this and I walked around in a circle and I didn't like it and finally I said, "Yes." And Mr. Simpich had suggested a price and it's a price that's so shockingly low that I won't even mention it. And that was a die cast. What that did to the stretch of land below the store/restaurant etc., to the south border, is change it to single-family for large lots that would be very, very expensive. And they are very private, very hot items, very highly gated and set back.

SMITH: They're gated? Definitely gated. Closed off.

BOEKE: Gated up here and then the row down here are less so.

SMITH: Yeah, I have to make a personal remark here which I normally don't do but, I started staying in Condominium Number One in 1977 and we used to walk from Condominium Number One throughout this 11B1. It was free to walk down there and we used to walk along there with trails and look out at the sea. And after the Proposition 20, fences started coming up there and "No Trespassing" signs. So from that point on, we weren't allowed – we just did not go south any longer but at the beginning we did walk into part of the property.

BOEKE: Well, these were larger lots. They were unique lots and with the terrible financial shape that Castle & Cooke and Oceanic were in as a result of the 10 years of no business and the interest running and no sales and so forth, the then manager of The Sea Ranch, in my absence, because I had long since left knowing, or feeling that the 10-year hiatus wouldn't be that long, but it was going to be a long one, and so I went elsewhere. They made these lots very expensive

and built special driveway roads to them and built fences and gates and did everything they could to take these unique things and make a profit in the situation of them. The Sea Ranch and Castle & Cooke after the Coastal Commission, and we'll talk more about it, were simply desperate to get some income because they were so far in debt that I don't even want to talk about it and, in fact, I hardly knew about it because they refused to talk about it to anybody. And I was gone by then.

SMITH: Well, this is another point that's very small but curious, and only you may know the answer; and that's why I'm going to ask you, but .... Okay. Your map is different than my map. You have a different – okay, on my map right here where it says Unit 12, just below that, mine says, "Private Lot," and yours says, "Future . . ." I have to read this upside down

BOEKE: Put your finger on it.

SMITH: Right here. What does this say?

BOEKE: That was a church site.

SMITH: On mine it says "Private Lot."

BOEKE: It became a private lot when we determined after 20, 30 years that no one was interested in it being a church or a chapel or anything. The then manager decided to sell it and someone bought it and it changed from a sort of commercial zoning that the church designation had in this County and he changed it to a private lot. And everyone was shocked, couldn't believe that he'd thrown this more expensive zoning away, but it's right at the intersection of the highway and the one going to the east . . .

SMITH: And Annapolis Road?

BOEKE: Annapolis Road. And, it's not a desirable place for a house all by itself right on the highway and as the traffic on Highway 1 has built up, not as much as everyone in the County expected, in fact, 10% of what they expected when we were going through the County for approvals, no one would want to build there.

SMITH: As far as I know, my memory driving it everyday, there is no structure there now.

BOEKE: No, there's no structure at all.

SMITH: Okay. I interrupted you. Back to your list. I think the last point you were talking about was the barn. So do you have another topic?

[Silence]

SMITH: Okay. While you're looking at your notes – "Al's looking at his notes. This is the end of Session Number Five, Part 1.

This is Kathryn Smith. Today is May 12, 2008. This is Session Number Five, Part 2.

SMITH: So we have been talking about the Barn and Phase 2 settlement pattern, subdivision and – next.

BOEKE: So in the ensuing years, and after the Coastal Commission, we built what we called, “The Big Swim/Rec” as compared to “The Small Swim/Rec” in Unit 1. And it is essentially a billboard without signs, if you will, which breaks the wind from three tennis courts on the lee side. And has showers and lockers, and a slide in the Olympic-size swimming pool, and used to have a slide – I will say – Mothers began to complain about the children going down the slide into a branch of the added on to the Olympic-size pool, and fearful of their getting hurt, and in my long absence, the Board decided to take the slide out.

SMITH: Right. I just want to add here that that which was known as the North Rec Center for many years was done in 1970. So that’s before the Coastal Commission . . . but it might have been after your departure. Did you commission that building? It’s also Moore, Lyndon, Turnbull & Whitaker.

BOEKE: I know that. Right. I started it, I remember critting it, I remember coming back during the process from wherever I was down south, and participating in critiques on it. And it has worked very well. It had some wonderful geometry and fun when the slide was on it, but that disappeared and, in the women’s shower and locker room of that building, there was a second floor. On the second floor there was a sauna. And the sauna looked out over the ocean, above the Ocean Terrace, in that place, and was a favorite place and I don’t know, but in my absence, that was walled off, closed off, doesn’t exist. And, as a matter of fact, the sauna at the south smaller swim/rec that is in Unit 1, had its sauna walled off. And I don’t know whether this is desirable for public consumption, but the reason that was given when I later visited The Sea Ranch, was that they established – not the owners, but the owners’ guest would go to the sauna and they would do what, in Charles Moore’s unique language was, they would do unspeakable things to and in the saunas. And the hand of The Sea Ranch was forced to close those the first two saunas.

SMITH: Oh, okay.

BOEKE: Walled off, done. And in that first swim/rec building Barbara Stauffacher did some magnificent supergraphics, she invented supergraphics at The Sea Ranch. Wonderful supergraphics. We have pictures of it in color. Just marvelous. And, again some project manager came along and noted that the paint needed repainting and darned if he didn’t have someone come and repaint the whole thing white. And it turns out that that breaks a California law. You cannot paint over an original public piece of art without the permission of the artist and, of course, the owner – whoever the owner is — or corporation, individual, or whatever. And that has never been repainted exactly the way it was. The cost of doing it is too high and no board has come along that will pay the bill. I worked very hard as a Sea Rancher to get that to happen, but it hasn’t happened.

SMITH: I’m sure it will be one day. I wanted to ask you chronologically here. In terms of – we’ve talked about the first phase – which is Unit Number 1, Condominium Number One, Mr. Esherick’s Demonstration Hedgerow Houses. After those were completed, they actually didn’t

follow through with any of those. Those were demonstration projects that stood as sort of all on their own – they weren't copied. However, as The Sea Ranch went forward in the next phase, there were a couple of other building-types that were designed. William Turnbull was responsible for, according to the literature, three separate speculation house designs – Spec 1, Spec 2 and Spec 3. Spec 2 is commonly known the Binker Barn. And my understanding is that this gentleman, whose name is Snap Binker, began as a salesperson on the sales staff and then, correct me if I'm wrong, went into a collaboration with Matt Sylvia and Mr. Turnbull to design this prototype building called the Binker Barn, which seems to be in phase 2, because the dates for those are commonly 1967 to 1969.

BOEKE: Yeah. Actually, they built 17 Binker Barns, scattered around the Ranch so that they are individual houses, not a collection of the same houses and they have subtle changes in them. They sold very well and their resale values are very high because they are very, very pleasant, heavy timber, houses. Very much The Sea Ranch...

SMITH: Idiom. Single-wall construction.

BOEKE: Single-wall, two-inch thick, construction. By this time we were also adding plywood for shear to all of its two-inch T&G houses, which wasn't the case at the beginning where this was tried. Mr. Binker is still alive. I'm not sure where he lives, but occasionally he is seen on The Ranch and the partnership, which I have no personal knowledge of, apparently broke up financially and uncomfortably or whatever. And so it's sort of been something you didn't talk about on The Sea Ranch and I really can't explain it.

And there was a group of five or six houses built inland of the Demonstration Houses and they built very soon after the Demonstration Houses were finished and so forth and that person was trying to imitate the very successful houses, but had the wrong architect and really didn't, but got approval of them – they weren't all that bad – and a true story is that one day Mr. Halprin came on the Ranch and he heard what sounded like gun shots from wherever he was. And he followed the gun shots and he came to one of those houses and – this is impossible. It had to be one of the original Demonstration Houses close to the ocean – and this individual was standing on the bluff with a rifle and was shooting seals. And Larry enthusiastically admits that he walked up to the man – behind him – and the man didn't know he was advancing and Larry grabbed the rifle, ripped it out of his hands and flung it into the ocean as far as he could fling it. [Chuckles] And that man was not seen again.

SMITH: Wow! I hadn't heard before about this story you just described about somebody on the other side of the highway with these houses.

BOEKE: No, it's a continuation of the . . .

SMITH: Oh, it's part of the Hedgerows?

BOEKE: Demonstration Houses.

SMITH: Part of the Hedgerows?



BOEKE: Yeah. Hedgerow Houses, and it goes down and turns the corner – I’m looking upside down now. Here’s this. It’s right here.

SMITH: And you don’t remember the name?

BOEKE: These are the Demonstration Houses, top to seven, and the houses I’m talking about are from there to the end of the road.

SMITH: Oh, really. And you don’t remember the name of . . .

BOEKE: Of the developer?

SMITH: Right.

BOEKE: Nope.

SMITH: Okay. I have a book called, A Guide to Architecture in San Francisco and the Bay Area.

BOEKE: Yes, I’ve seen that.

SMITH: Which is Sally Woodbridge and other authors. She has an early list here. 1968 she names a group called, “AGORA,” A-G-O-R-A.

BOEKE: They were architects.

SMITH: They seemed to have done a couple of buildings . . .

BOEKE: As a matter of fact, they were the architects that did the working drawings for my designed addition to the . . .

SMITH: The Marker Building.

BOEKE: No, not the Marker Building – the store/restaurant – we never knew what .... Destination/sale – we never knew what to call it and as soon as we were adding 20 rooms to it, we called it The Lodge. And that’s The Lodge that exists today.

SMITH: Now also on Sally Woodbridge’s list, you may not know the answer to this question, but you were still employed here at the time. She lists a house of 1967 that she credits to Esherick Homsey Dodge and Davis, and she says, “a Mini-Mod Number One Prototype House.” Do you know anything about that?

BOEKE: I think I know where the house is, but there’s only one of them, the one I’m thinking of.

SMITH: So, it appears that Esherick had designed another type or prototype or speculative house that could be bought. I had never heard of this.

BOEKE: They had the idea, if they built the three houses, I was long gone.

SMITH: This says 1967. Okay.

BOEKE: If they built the other two, I don't know it. I can drive you to the one that I think is here.

SMITH: I guess that requires further research.

BOEKE: Okay. As the sales continued they accelerated far beyond our cash flow needs and at the end of the first year sales had been 100 lots and we didn't have many houses for sale then, but the 100 lots and they – many of the people who bought those 100 lots and then in the second unit of construction and so forth— people started building houses quite rapidly. And the Design Committee had to be expanded and recreated in its original image. And The Sea Ranch was really hopping.

SMITH: Is it correct to say that you were the head of the Design Committee at that time?

BOEKE: That's right. I was the "doer of all things." I was on the Board of Directors and so forth, simply because I was here and had the information and we were desperately wanting to succeed and why not? And so we did original things for developers like, we created the Association from the beginning and had a covenant and legal documents that as The Sea Ranch built out and the developer, to the benefit of The Sea Ranch, would gradually leave, all of the Commons would be turned over to the Association. So, the workings of the Association, from the beginning, was very important to us. And what we did to assure that we weren't just misunderstood is we paid the assessment for all of the lots that people bought that hadn't yet built a house on them and we paid the assessment, rather than their paying the assessment, to assure the early people that we had a continuing interest in this. We weren't just going to walk away. And in any group and in any community there are the unbelievers, the cynics and so forth, and there were those at the beginning, among the other people that were just loving the Ranch, and so we did volunteer things of that kind in the Castle & Cooke, Oceanic Properties cash flow to keep peace in the family and gradually worked out at that time – that kind of problem.

SMITH: Now, we're probably – 1963 to 1965 involves the first Demonstration Buildings and then from 1965 to '69, you are still working on The Sea Ranch as a project. Was Mr. Halprin still employed during that period?

BOEKE: No. He stopped employment in year three or four. And I brought up an architect from the Victor Gruen large firm in Los Angeles and interviewed him. He was recommended to me – interviewed him, and subsequently hired him and we had lunch in the Lodge, as I was still calling it the Lodge, and that was the first enlargement of the Lodge to a restaurant and a larger dining room. And we were in the dining room and looking out northerly on the shore and a deer comes along. Hoppity, hoppity, hop. Stops – he's about 50 feet away – stops, looks us in the eye and as deer do, they catch someone's eye and they hold it for 30 seconds, a minute, a long time, and he held our eyes and then he hopped on down towards the shore. And Lou McClain said, "I don't know whether this is not politic, but did you box that deer and did you release him just to convince me I should come up here?" And later a bird that lives in the southern hemisphere of

the world – albatross – an albatross appeared on the Ocean Terrace, this is in like year seven or eight, appeared on the Ocean Terrace in the grass and it sat there for three to four years and it was a bird whose territory is normally south of the equator. So we put an armed guard – not an armed – but a guard on it, day and night, out of sight of the bird pretty much, to make sure it wasn't abused and people heard about it and came from all over and the local newspaper and even San Francisco papers had a picture of this and no one believed that we didn't, you know, capture it and let it loose. We, the selfish developer. But we didn't and one day two or three people were down looking for the bird and that bird went hopping along for 50 feet and slowly took off and started climbing at a two or three degree angle – took a long time to get in the air and disappeared over the horizon. Great publicity about it.

SMITH: Do you remember the name of the man from Victor Greun?

BOEKE: Lou McClain. And he was here for 10 years or so as an onsite assistant to me while I was still commuting from Honolulu, where I was heading up other projects. Then, not too many months after I left and the Coastal Commission was rearing its ugly head, he left also. And he went to Pereira & Luckman into their Denver office – their Arizona office in Phoenix where he worked on multi-story buildings. And we were very close friends for the subsequent years and at age 45 to 50 he was doing the interiors for the airport in Phoenix – the new airport and there was wonderful furniture and interiors and graphic design and all of those “non-architectural” things that enriches architecture, and he went to the men's room – he excused himself from the meeting with the officials from the County who were making the decision to go ahead with the work he was doing, and he didn't come back and he didn't come back and he was found in the men's room and he had an aneurism and was dead. Actually, he was 49, I think.

SMITH: That's what happened to Lou Kahn.

BOEKE: I really miss the man. He was wonderful.

SMITH: Did he take over certain duties that Mr. Halprin had been performing?

BOEKE: Yes. He and I together. We actually walked in the fields and laid out the lots in the next three or four units by walking them and carrying the 12-inch high or whatever the height is – maybe 18-inch wire with little plastic-colored flags on them and we would push the flags in close together and make a line of where the roads would go and where they would turn . . .

SMITH: Like in [Unit] 17 and 18?

BOEKE: Yes. Yes. And we then got into the contours.

SMITH: May I ask if there's some reason Mr. Halprin was not continued?

BOEKE: He laid out a unit, which I felt was laid out superficially and wrong and his office had grown from a handful to 20, 30, finally 40 or so and I felt that he just wasn't paying attention and other people were taking the lot layout assignment without ever having been a part of the evolution of The Sea Ranch, unless they were learning about it in the office. But he didn't ever say that was the case. During that early period of The Sea Ranch, I put together what I call the

central staff – my central staff, yes – in Honolulu and in the end we had 19 architects and landscape architects on that staff, working on all of the projects, under my supervision. An urban designer architect, Zeidner, from Berkeley; Moore, from the south, the Charlotte area cluster of colleges; and top people. And that was unfortunate, but it was necessary.

SMITH: Would it be correct to say that Mr. Halprin was terminated?

BOEKE: Yes. He was. That was about the time we decided that we needed bedrooms on The Sea Ranch. So I hired Joe Esherick to design a 20-room lodge with a large dining room, large lounges, a good-sized bar, necessarily, a large kitchen. The porch that exists there today that goes along for not quite a 100 feet and managers offices upstairs. And that was really unfortunate. At this point, like Halprin's office, Joe Esherick suffered from the fame, in a large part Marion Conrad gave them as well as Sea Ranch, part of The Sea Ranch, and their offices really grew.

SMITH: Well, also they were winning quite a number of awards and citations in all the major trade publications, PA, Architectural Record.

BOEKE: That's right. And so that was an extension of The Sea Ranch – a spin off from the Sea Ranch. They were doing wonderful work. They had little work before, but all of a sudden, with our publicity,

SMITH: Well known in Japan.

BOEKE: they had a lot more. The first award was an award from the State for planning. The planning was hardly even built, but they looked at the plans and I remember thinking at one stage that we must have 20 or more awards in the first five to six or seven years. I can't show you those awards because the managers that were employed and several in a row – six months apart, or whatever, not working out because they didn't get the picture – apparently walked off with them. They all disappeared. And our two-foot high or 18-inch high stack of consultants reports on hydrology, geology, wind, this, that and the other thing, all disappeared also. There was one left, I remember, when I was working with others to put the archive together. I think there's only one report in there from those beginning years.

Rob McCloud came to The Sea Ranch as a carpenter. It turns out he had three years of college, or something. Bright, pipe smoking, softly speaking, Renaissance man. And he moved from carpenter to supervisor to manager of construction to Sea Ranch manager over a period of perhaps four years. And as Sea Ranch manager, he did a wonderful job. He had a Machiavellian streak. He would do things on his own when he started, and he needed to build a pathway to the shore from the road because the Coastal Commission – this is a long bit – the Coastal Commission was going to build port-a-potties, a parking lot and pathways – which were the pathways that came as a product of the Coastal Commission to the shore, and I came to the then manager one day for a visit and she said, "Let's go out and take a walk." And we took a walk and Machiavellian dear Rob had dug a ditch deeper than head height and about three to four feet wide in the bottom, that was designed to fill with – not fill with water but the water, wet and muddy, during rain, and that was his idea of a pathway for the visitors to The Ranch on one of the beach accesses to the ocean. I just couldn't believe it! [Chuckles] Mary Allen was the

manager then and she said, “What shall we do?” I said, “Get the bulldozer immediately and fill it in and compact it and seed it and disappear it.” And there was one other experience like that that I guess I don’t recall at the moment.

SMITH: Well, could I interrupt you again?

BOEKE: Yeah.

SMITH: Oh, this is after your period of employment here. The Walk-In Cabins by Obie Bowman. Was that a project of Oceanic or a private . . .?

BOEKE: Yes. It was Oceanic.

SMITH: So that was rather innovative as well.

BOEKE: Yes, it was.

SMITH: The separation of pedestrian and vehicular traffic.

BOEKE: Right, there was a parking lot for the cars just across the highway from the white barn and just north, a baseball throw. And then inland from there and hidden in the trees are the Walk-In Cabins – six or eight of them, I forget.

SMITH: Oh no. There’s a lot more than that.

BOEKE: Really?

SMITH: Yeah, a lot more -- couple dozen. But were you in any way involved in that?

BOEKE: No.

SMITH: No. After your departure?

BOEKE: Yeah, right. And they had a parking lot half way from the highway to the Walk-In cabins and you parked there overnight – a member – you drive in to the cabins to deposit your baggage and then in again to pick it up when you are leaving. And they were one bedroom and I think, two bedrooms and rather small, raised above the ground for views through the trees – not above the trees – but into the trees. The forest had been thinned quite a bit there and it was a logical thing to do. And then Oceanic hired the contractor that we were in partnership on the New Town, Hamilton, which we did not go ahead after many hundreds of thousands of dollars of planning and researching and even overall architecture. And they built a cluster on the highway side of the Walk-In Cabins and they were townhouse-like structures, not quite touching each other, in a U-form with a barn garage in the middle. And they were two and mostly three bedrooms. And on one occasion I was called from Southern California to come up and look at them in the latter stages of construction by Donlyn Lyndon, which means they had been designed by that group, and they had a two-story high wall which would connect each of those in different places, cutting off the drive entrance and the circular drive and the car barn which faced one way

and the other side was grass landscape – cutting them off from entrance views. And they were to have a gate through them on what would normally be at the first floor height, but in a two-story wall, and we had quite a set-to about those because Oceanic really refused to build them and called me in as a well timed guy and I agreed with them, that it was a negative thing and they should not do them. That was sort of a low point and I only insert these because not everything went perfectly in the construction of The Sea Ranch. Human nature was a part of The Sea Ranch process. And, increasingly, Castle & Cooke was suffering losses and feeling the pinch of money, but on the other hand, to their credit, they hung in there during the whole 10 years of the Coastal Commission process when they couldn't build and sell anything. They supported the Association, they supported the Design Committee, they did wonderful things for the members of The Sea Ranch – the owners that were here – and they hung around for another five, six, seven years and did the development of the north end of the Ranch, which were smaller lots, with different architects, to a different formula. And again I was called from Los Angeles to look at the plans and that was Moore and McCloud, the manager, and Charles Moore, the landscape architect, who was originally in the central planning group in Honolulu.

SMITH: Charles Moore?

BOEKE: No, not Charles Moore – something else Moore.

SMITH: Okay.

BOEKE: Very fine landscape architect. So they got an assignment from the then manager and Oceanic Properties and the people in Honolulu – a Controller and others who had been the managers of the work left behind by the developer during the 10-year hiatus of the Coastal Commission and they were making decisions. So they had a program for building out the north end and building it out in a different way. Building large, high-end houses, closer together and apparently totally ignoring the landscape. And they were built, sold rather rapidly – a slow start but then rather rapidly – and built out and there's a division on The Sea Ranch, visually. There's the north end and the sound end and you're not supposed to use it because it's a negative connotation, but nevertheless it does exist. That's the place where an investor from Southern California, that was a friend of Lou McClain's in Phoenix, ultimately bought five lots in a row on the golf course at The Sea Ranch and it had a popular name as the Chinese Wall as it was built out. And that was because they were in a row, but not any closer together than the ultimate build-out of that area. Actually better, and better in design, with innovative double garages facing each other and one entrance, which is an economic use of land. And present Sea Ranchers today, owned those – many of them.

SMITH: Do you know what Unit that's in?

BOEKE: Not offhand. If I could research and find it for you.

SMITH: Is it near the golf course?

BOEKE: It's on the golf course, facing north, on the south side of the golf course.

SMITH: I see. Okay. Thanks.

BOEKE: And they're in a row perpendicular to the highway.

SMITH: I see. Okay.

BOEKE: It's famous because I, again, was called out to look at the plans of these and there were larger than usual models of each house and they had been arranged on the floor of a meeting room, next to each other as they would be on the land, and they invited Al Boeke and Larry Halprin and Charles Moore and Bill Turnbull, Reverdy Johnson – about seven or eight of us from the original planning group – to look at them and make a comment. So we started out and the man who did that was the then Design Manager – we had Design Managers at that point in time – very fine guy. And so we got together and they had a budget of \$55,000 for us to look at these and to make comments and make suggestions for expanding the aesthetic variety of the then Sea Ranch for that north end. And we met for three days or four days and we broke our heads working on it. And, regarding the Chinese Wall, we had a meeting where the models were and Charles Moore, who at that point, wasn't too active – never taken an athletic step in his life – which he lived to regret and apologized to all of us for losing his health by that at that time at that meeting. And he got down without any help – he wouldn't accept any help – he got down on his belly on the floor, because he wanted to look at these as they would look by a person walking. And he oozed himself down the floor, we couldn't believe it, on his tummy from one house to the other looking at them from different angles from the golf course side, with the distant views some blue water and the access side. Finally, when he was all through, everyone was trying to help him get up. He said, "No. I'm going to get up by myself. This is my ballgame. I'm going to make a decision here." [Chuckles] Something like that in his usual wistful self. Wonderful sense of humor. We all loved him. He finally got to his feet, and he's tall – 6' 2" or so. So he stretched himself out and raised his arms and looked from one end of the six or seven of us standing in a line by these models, went down the line looking each one of us in the eye. He got to the end and someone said, "Well, Charles, come on. We can't stand this. How do you feel about them?" He said, "They are pure excrement." [Chuckles] After a while and since, the houses have been some of the best sellers on the Ranch, but they were a Chinese Wall for that short piece of The Sea Ranch. None of us have ever forgotten that. But he's gone and we can't hold it over him anymore.

Somewhere in here, I've not talked about the addition to the Lodge, right?

SMITH: Well, you did talk about Mr. Esherick's addition to the Lodge, but then you also participated.

BOEKE: Yes, and my participation – well, the addition of 200 rooms – I got off the subject. Two hundred rooms at the Lodge and the other things that I named and we were in a rush because sales were kind of slow. It was a recession period and the first slow sales we had had, I believe, it was that time. And so I went to Joe Esherick and I said, "I want you to do preliminaries for this and instead of giving you six months to do schematics and preliminaries, do you think you could do them in three months?" And he said, "Oh sure." And so I said, "I'm going back and forth once a month or closer and will come – you'll see me every month – and I'll come here and look at your progress and be as of much help as I used to be." And I did that. And the second time that I was here, there was nothing to look at. The first time I was here, there were some 45-degree angle additions, free hand sketched. Came, the second time, there was

nothing more. And I went to Joe and I said, “Hey, you’re not getting this done. You’re not meeting the promise. You haven’t even started. You essentially have nothing because I wouldn’t agree with this as an addition to the Lodge anyway.” So, he got the job captain and the job captain came in. “Sorry, but I was just too busy and I just couldn’t get around to it.” And, I said, “Well, we have a sales deadline. And I told Joe and I assumed you, about the deadline and for cash flow and promises to a lot of people, I’m going to keep that deadline. So I’m sorry. I’m taking you off the job and I’m going to dash out a 20-room Lodge as fast as I can and get it approved and in construction.” And that was on a weekday and I stayed for the weekend and I spent very long Saturday and Sunday in an office that Lou McClain had and started sketching the addition. I couldn’t stay and I wasn’t finished and I went away and came back for a second weekend. And at the end of the second weekend, Lou and I had schematics that were close to final preliminaries. Materials – I did a rough estimate and I said, “I’ll be back in two weeks” or one week, I forget what happened at that point. “But you go ahead and polish this as designed and I won’t blame you for it and you won’t be blamed for it. If there’s blame to be, I will take the blame for it. But I don’t think it’s all that bad, actually,” I said. Something like that. And so he did and I participated in the progress and when the preliminaries were finished to our satisfaction and we had Design Committee approval and I’d gone over it in Santa Rosa. I said, “Okay. Do the working drawings.” And he found a new, youngish company in San Francisco, that was doing wonderful work. And might have been AGORA. I think it was AGORA. There were two firms interviewed. Anyway, they did the working drawings in about three months. And I met the schedule that was absolutely mandatory. We built it and it exists today. Not very well maintained, I’m afraid, but it’s the place people go to dine. We hugely expanded the dining room. Completely changed the bar and enlarged it. Built a solarium or whatever you want to call it with a glass roof as you enter and you go straight ahead to the dining room or you turn right to maybe eight or so tables and look out at the ocean. And the new addition looks broadly out at the ocean and a big professional kitchen and solved the sewer problem and so forth, and so forth, and so forth. And I’ve always regretted it. The older gone members of the planning group like Halprin and others, were just horrified. And he’s written about how terrible it is ever since. Joe Esherick, on the other hand, was a real gentleman and did not take that position. He understood. He said, “It was our fault. We promised to perform and we didn’t really try.” I guess I expanded that three months by a month or so and it still was not going anyplace.

So, this is more humanizing of The Sea Ranch. There is a paper called ICO.

SMITH: Yeah, Independent Coastal Observer.

BOEKE: Independent Coastal Observer. And a mature woman had started it up here on the coast before The Sea Ranch even started, and she had news of the whole coast north of Jenner and as far as Fort Bragg. More emphasis on the Gualala area which, as a result of The Sea Ranch, it was becoming a real community. And I have never made a speech to the Gualalans who criticized the upper end quality of The Sea Ranch in their eyes, although it didn’t start that way, and for many years it wasn’t that way. You know, human jealousy. They didn’t try to emulate, they just criticized us. And we, early on, started a policy of doing everything humanly possible, without being obnoxious, to become a part of the Gualala community and have us side-by-side shopping together, doing things together. When it came to building the Gualala Art Center, a rather large destination building, there were more Sea Ranchers volunteering their time to build it than there were Gualalans, etc., etc.



Anyway, the ICO grew from almost nothing to quite a local paper. During that period, under the Mother's administration and during this period a son was growing and going to a good Eastern university and graduating and quite an intellectual. He took over from his mother when her health was disappearing and finally she died. The ICO was quite a favorite of many Sea Ranchers, always. The young man had trouble being accepted because he was an intellectual snob and I would say, with a funny smile, he still is. And it's the same kind of paper it was. It hasn't really expanded all that much. It emphasizes high school athletics, number one, and then local news of who has passed through on Highway 1 in a special car or racing car or pushing a cart or pulling a cart, has walked all the way from San Diego and is headed for Seattle and that kind of news. And if I sound acid about it, I am acid about it.

SMITH: What would you expect it to be?

BOEKE: I can't imagine anything else, if there is no incentive or commercial reason for it to be anything else. So they are full of advertising of local things and they are very much a part of the community and they cooperate in an annual art festival and that sort of thing.

SMITH: Did you hope that it could be something else?

BOEKE: I hoped that it could be something else and under the Mother it was growing to be something other than . . .

SMITH: Along what lines?

BOEKE: Just of a more serious newspaper. Not necessarily covering the news of the world, but not covering the women's athletics and men's athletics at the high school on more pages than anything else. Totally different style.

And so that was a human thing that happened that I think is noteworthy.

I'm at the stage now when rumors of the Coastal initiative are taking place, and I don't have to talk about that here because there are other things, but that's where we are.

SMITH: Well, are we nearing the time when your employment is ending?

BOEKE: Yes, we're a little past that.

SMITH: And you departed about 1969, I understand.

BOEKE: Yes.

SMITH: And we talked before about your next job. So, from that point on, you were no longer . . . During this period when you were employed here, did you ever live on The Sea Ranch at any time?

BOEKE: Yes, we built a large house up on the hill . . .

SMITH: In the first phase?

BOEKE: In the first phase, on the south end.

SMITH: Before 1969?

BOEKE: Yeah. On a five-acre lot. There were a few big lots. I can point it out to you. Big lots out there.

SMITH: What Unit was it in?

BOEKE: The most southern unit. The one at the end of the road. You can't drive south farther.

SMITH: 31?

BOEKE: Yes.

SMITH: That was in 31?

BOEKE: Yes.

SMITH: Was it out on a . . .

BOEKE: No, no. 10A. Right here.

SMITH: Oh, you were in 10A? Okay. And so you lived there.

BOEKE: Yes, we lived there.

SMITH: Do you remember how many years you lived there?

BOEKE: Enough years that the Christmas Parties with the architect, planner, landscape-type people and their wives were at our home for several years in a row and everyone would gather in the kitchen, which was long, sitting on the floor and leaning against the cabinets with their legs interlaced, beyond which there was a small balcony that was cantilevered out and you looked from there down the coast for well over 15 miles. Way down the coast.

SMITH: Who designed your house?

BOEKE: I did. It's a heavy timber house with 8 x 8 columns and 4 x 10 beams and floor-girts three-stories high. A wonderful house to live in.

SMITH: Did Matt Sylvia . . .

BOEKE: And Matt Sylvia built it. Right. I designed one house for there in the loft in the McCloud's house in Unit 1. Went home, one night, pretty much all night. Went home, did the working drawings, came back a week later, gave it to Matt. He did a takeoff – a detailed careful

takeoff and I came back – we came back the next weekend and I said, “How much?” And he said, “\$75,000. And I said, that’s too much. And I said, “I want to pay you for your time, Matt.” He said, “No. You’re going to do something, aren’t you?” I said, “Yes, I’ll design another house, totally different, and you’ll do it.” He said, “Okay.” And I stayed another weekend—two nights—because all of this was critical. My wife didn’t come along. And I stayed in their loft at their house for two nights and I produced another design and this was the heavy timber house that was built and exists there today. And he built it. And it cost exactly \$75,000. [Both chuckling] Poetic justice at it’s best.

SMITH: Did you ever live to Condominium Number One?

BOEKE: No. No. I haven’t actually lived in any condominium. I should have bought condominiums, but I didn’t do that because I felt, as the head of the operation for Castle & Cooke and Oceanic Properties and very visible at The Sea Ranch, that I shouldn’t be seen as someone buying one of the best lots or swiping the best lot or known for anything. Others did it, but I didn’t do it. And so I didn’t take advantage of the appreciation of The Sea Ranch, other than the house I built to live in.

SMITH: When you were living in 10A in your own home, did you ever have any time off to walk on the beach, or . . .

BOEKE: I did.

SMITH: Did you ever do those things that other people did?

BOEKE: Yes. From 10A down to the south end of the Ranch was where the most wonderful collection of mushrooms were.

SMITH: Oh. You mean the north end?

BOEKE: South end.

SMITH: Okay, alright, we’re going the opposite direction.

BOEKE: Okay. Sorry.

SMITH: Okay, on your map you’re at 10A.

BOEKE: No, right here. It’s this land here, which was part of The Sea Ranch and it’s not shown there because it was sold to Mr. McCoy or someone with a name like that.

SMITH: Oh, right, right. Now this was property that we need to talk about that later, but . . .

BOEKE: Too steep.

SMITH: Right, it was subsequent . . .

BOEKE: Two hundred and fifty acres.

SMITH: Yeah. This was subsequently sold off and it's not part of the property today, but directly south of 10A, great mushrooms.

BOEKE: Right. Oh, wonderful mushrooms. At this point, many years later and the building of that house is there, which was – in many ways – a site rip-off and a tree rip-off. I doubt that the mushrooms are still there, but they could be. Could be, because he's never seen. He has several houses around the world and he's never seen here.

SMITH: That's the property where there's a very large single-family dwelling, I understand.

BOEKE: Yeah, when you're coming out the highway from the south and coming to The Sea Ranch, you see what we call the Mausoleum up there.

SMITH: I think we're ending a certain phase unless there were some points you wanted to bring up.

BOEKE: I will throw in that Mr. McCloud is the one that collected broken-down trees along the edge of the bluff on The Sea Ranch and carved them up and did what you do with them, but dug up the roots – the partly exposed roots, and he went along without discussing it with Halprin or me or anyone and planted these roots along the bluff for wind erosion reasons. And they are at the part of The Sea Ranch which is south of the big swim/rec. None above it. And it didn't go too far.

SMITH: Did these roots subsequently become trees?

BOEKE: Yes. They're solid trees and in our home we look out and we have them right in the view.

SMITH: When you mean the large rec center, are you talking about the North Rec Center?

BOEKE: Yes.

SMITH: There are redwood trees down there.

BOEKE: They're not redwood, they're Douglas Fir.

SMITH: Oh, Douglas Fir. Okay.

BOEKE: And they took root and then there are short Hedgerows going the wrong direction. And they've been chewed up quite a bit for years from houses with the agreement of the Design Committee.

SMITH: Were you in favor of this or are you against this?

BOEKE: I think that it was really unfortunate walking through them. There are places where they're a tunnel and others weren't shaded. It's a wonderful walk. It's one of our favorite walks, but it ignored view to the ocean from the houses built uphill of that area.

I've mentioned the disappearance of the U.S., State, and professional awards.

SMITH: Yes, you did.

BOEKE: I passed over, quickly, the expansion of real estate offices centered in Gualala.

SMITH: Okay.

BOEKE: And our putting Gualala on the map, which we don't talk about and they don't recognize.

The Barnies things I mentioned and the Binker Barns, we have talked about. Okay. We can continue toward the end of the early Sea Ranch before I left and into my leaving here, or if you have something else you'd like to jump to.

SMITH: No. Should we take up with that tomorrow?

BOEKE: Okay. What time is it?

SMITH: It's 1:30.

BOEKE: Okay. Good idea.

SMITH: This is the end of Session Number Five, Part 2. May 12, 2008 and this Al Boeke and Kathryn Smith.

Session Six [WS310016.WMA] May 13, 2008

This is Kathryn Smith. Today is May 13, 2008. This is the Oral History of Al Boeke. We are at his home in Unit 20, The Sea Ranch, Sonoma County.

SMITH: And Al, we were reviewing yesterday's discussion. In your comments you were reminding me about Dick Moore and some . . .

BOEKE: And Rob McCloud

SMITH: Rob McCloud. Okay.

BOEKE: Rob Roy McCloud. The Renaissance man.

SMITH: And what part of The Sea Ranch were they working on?

BOEKE: After the Coastal Commission and the Bane Bill and after the hostage crisis and The Sea Ranch was released, a few years later – it all got – we, no longer we, I wasn't here, The Sea Ranch got its act together and started building again. And that building was north of the Barn – the north end of the Ranch – and those two gentlemen were the clients for it. And Richard Moore did the plan, just the way some of the rest of them did it at Halprin, etc., did it in the beginning. And Dick Moore, very competent, did the plan, but he did the plan with a program from Castle & Cooke that required higher density and because of inflation, upper end houses, an original goal of Sea Ranch of attracting just folks and no minimum size house as long as the quality was there and the sensitivity and so forth. Immediately, a new kind of person came to The Sea Ranch and for publicity, because we'd done a lot of publicity because of the Coastal Commission thing, and we were their victim. The horse that they beat. And when the Bane Bill happened and the Coastal Commission's goal of becoming the planner for the entire State of California, that failed. The Coastal Commission was not able to sell that to the government of California and the government of the cities and counties and the Association. So things went back to normal. Cities had their own planning commission and counties had their own planners and supervisors and planning groups.

SMITH: Could we actually go back because we've talked about the Coastal Commission and Proposition 20, in passing. Right now we're chronologically at that point. So I wonder if you could give your remarks on what led up to it, what occurred and then the period you call the hostage period and elaborate on that.

BOEKE: Okay. The Coastal Commission began as the creature of several gentlemen in Rohnert Park. One, two or all of them, and it was only a handful, were frequent visitors to the Ohlsen Ranch. They'd climb the fence and walk across the meadow to the shore and go abalone fishing. A favorite sport in California and in other ranches north and south – they did the same thing. They trespassed and felt it was their right and in the trespassing process, they had talked with the owners and in meetings I had with owners, especially the other Richardsons, south of the Ranch, who are still there – the children – uncles and cousins and so forth, had violent confrontations when these people would come up the highway and park right in front of their Ranch and start climbing the fences and tearing them down and going across. And they would

cuss out the owners, the Richardsons, for objecting because they were just filthy rich people that were owning this land and keeping it away from the citizens of California.

Well, actually, the Richardsons started out as two poor newly wedded people that somehow inherited the land and it was barren and nothing was on it and so they decided – and they were city people – they decided to do something about it. And quoting them, “They made hundreds of trips in their old pickup truck to the chicken coops of Petaluma. Petaluma was once the chicken and egg capital of the world – I mean it was for California and other markets. It’s still going on slightly and some of the chicken coops are still there. It was a huge, huge, huge, farm operation of many families. So they went back and forth in their pickup with the manure cleaned out of the chicken coops, which had accumulated for years and was in piles outside and so forth. And they covered the highway to the ocean, probably 2,000 acres, maybe not quite that much – 1,500 to 2,000 acres – now for sale for fifteen millions dollars, and covered it with chicken manure and did other things that they learned to do by talking with other farmers on the coast and they developed an ocean terrace with grass up to the chest. These two people working alone and distributing this stuff. And they spent a lifetime and died on the property, one way or another and they weren’t filthy rich. They were the hardest working people that ever got married, I guess.

So anyway, the Coastal Commission came along. The Rohnert people, whose names are in our archives someplace – appropriate place – were the leaders of a movement to save the coast for children yet unborn; a quote that they used in their press releases.

SMITH: Did they single out The Sea Ranch as a number one . . .

BOEKE: They were spreading their shots around very quickly. They became conscious of The Sea Ranch and 10 miles of coast and they decided, in their group wisdom to not tackle the world but to tackle The Sea Ranch and if they could stop The Sea Ranch, that, in their words publicized, was perfect in every way except that it should be left for children not yet born, yet unborn. And that was their mantra. So they went about stopping us via a coastal initiative over Proposition 20, which they put together with help from the Sierra Club and the something Defense Council, over a couple of years and it became an initiative – Proposition 20 – and Proposition 20 received enormous publicity, of course, and it caught the attention of all of the people who were “green” at a time when “green” didn’t mean anything. It was a color. And sincere, fine people that were bulldozed along by this group, that started out selfishly as stealers of abalone – not stealers – but trespassers through the State’s abalone below mean high tide. The initiative became a motherhood issue and people donated money to it to get it to pass and it was passed. Very, overwhelmingly, it was passed. It just sounded wonderful. And it was to address the coast.

From that, after it was passed, the States – it was the State’s responsibility to implement it – so they created something that they called The Coastal Commission and they decided that no one group could deal with the whole coast of California, even if only five miles deep, which they decided upon – so they created, if I remember correctly, seven subcommissions – 1, 2, 3, 4, 5, 6, 7 – going from south, San Diego to north, Eureka. And The Sea Ranch was in number 6 or number 7 and that Commission of more than a half dozen to 12 Commissioners. People from education, people from ecological disciplines, Cal people, became the Commissioners and they were of ages from 35 to 60, or something like that. And they were really armed to take on The

Sea Ranch. We had 350 houses or something like that at that time and we had a map of 1800 lots and 650 condominiums for smaller units for lower income, less rich people. We never even used the concept of money or rich. It was just folks, which I mentioned before. So, the Coastal Commissions, at the local level, the half dozen of them – as contrasted to the State Commission – the State Commission met with the heads of the local Commissions but the State Commission didn't become a lobbying vehicle, as I recall. The local ones did. And, as fate would have it, the one that we got were the most rabid, if I may use that expression, because if you look at the details of their history and the ethics and morality of how they operated, you have to conclude that they really were fanatics. So, The Sea Ranch Association and The Sea Ranch developer, were two separate organizations, one slowly bowing out over the years and the other taking over at the same pace. Preconceived by developers of The Sea Ranch – Castle & Cooke.

SMITH: Was there a moratorium at this point now?

BOEKE: We're talking about a moratorium that was created.

SMITH: No building . . .

BOEKE: No building permits for The Sea Ranch.

SMITH: Was there any selling of lots going on at that time?

BOEKE: Sale of lots died at that point, just by the nature of the thing. And if you were a lot owner at The Sea Ranch, but you hadn't poured a foundation for the house, then you could not get a building permit. You just had to live with it until it was over. And people thought it would be a year or two. Two years at the very most process. So this was all settled, and the whole coast and naughty County and City planning commissioners were re-educated and blah, blah, blah, blah. So, a group of us met with the number 6 or 7 Coastal Commission. The Chair was a young man of 30-something. A business administration, or something like that, not planning or architecture or anything of a creative nature, graduate of Cal. And he collected, as a staff, people from Cal. And some of the other Board members were Cal people because it was Northern California and Northern California is what it was populated with. The Commissions – before I forget – as they had started having meetings with local people, not counties, but local Coastal Commissions, they had them all over the state and they evolved their agendas and their points of view and their philosophy for the change of California before those meetings. So, if you lived in someplace in California, in Fresno, and you wanted to know what the Coastal Commission that you were reading about in the newspaper and all of the controversy and so forth, you would have to go to the next meeting of the State Coastal Commission. And it could be anyplace in the State, from San Diego to Eureka. And they practiced the policy of moving around without any planning or published, "This is where they're going to be three months from now and six months from now." They would announce the next meeting was going to be Santa Barbara. All of the meetings were in very nice places and they stayed at very nice hotels and they all had stipends, whatever they were. And, the more they worked the bigger their heads grew. And it was terrible for all of us on the other side looking at them carefully and realizing anything can happen. That this was the biggest organized loose cannon that had come along in California history. And they essentially were saying things that meant that they were going to take planning on for the whole state, because everyone else had failed. And they weren't timid about saying so.



SMITH: I just want to make a comment here. For the audience listening, you weren't employed with Oceanic at that time?

BOEKE: I had just left.

SMITH: But you were following all the activity?

BOEKE: Yes, and because I had been the Oceanic/Castle & Cooke show for six, seven years, at that point, I was called upon frequently to help and I, of course, did. I came from Southern California or wherever I was living and working and did help with advice and so forth.

Finally, after not too long – a year or less than a year – of frustrating meetings between whoever was the project manager at The Sea Ranch at the time. Someone from Honolulu. It could well have been a controller or almost anyone, and a new manager that had been found here that might have been a civil engineer. I remember one of the first ones was an accountant – retired people. So, it was chaos and no one knew what was going to happen. And that was communicated properly by the developer to land owners at The Sea Ranch and to people who had built here and were in the process of Design Committee approvals and so forth, so that they wouldn't be blindsided anymore than the whole process blindsided a community in the building process.

So, in about a year, the Coastal Commission realized that they were going to target The Sea Ranch. They advertised it. Not in that – we're using those words – more mother-like words, but language that even the newspapers didn't really understand. And so they asked for a meeting with The Sea Ranch to explain to them what we wanted to do with The Sea Ranch – the remaining portion of the Sea Ranch, which was 95% of it, give or take. So I was asked by both the developer and separately, The Sea Ranch Association, if I would organize a presentation and make a speech. And the local Coastal Commission had dictated 30 minutes; no more, less would be fine, but no more. Tell us what you want to do in the future so we know where you're going so we can think about where we're going.

We went to Santa Rosa and the meeting was held by the Coastal Commission for this meeting and it was a Board of Supervisors auditorium, which seated 75 to 100 people and 20 or 30 standing along the wall under windows and about 75 to 80 people from The Sea Ranch got excited and were organized and we all went down in our cars and we went there for this meeting. The meeting hall was like a supervisors or commission kind of meeting hall with a proper number of very large – in this case – very large chairs, executive chairs on the stage and all of us plain people were out in the audience in theater-type chairs. At least not folding chairs. And the supervisors' chairs that the Coastal Commissioners were using were higher than the top of your head when you're seated. And so, there was a microphone and I was introduced and the room became silent and I started making my outlined, off-of-the-hip speech about where we had come from and where we were and where we were wanting to go. It was honest. It was positively biased to what we were doing because we all believed in it wholly in our hearts and within less than five minutes into my presentation – and I wouldn't be so good today at 85, but then at 41 or 42, I was a very good speaker. I was compelling and – I didn't create that; that was the opinions of people laid up me. So, they weren't going to sleep. They were listening like crazy. Five minutes or under, the Chair of the Commission leaned over to a chair to the left or right of him, he was in the middle, and they put their heads together and started chatting. And they chatted

briefly, not listening to me and we weren't more than 30 feet on center, probably, their row and where my mic was. And low and behold they got up and turned their chairs – that rotated rather than having to lift the chair – they rotated their chairs so that their backs were to the audience. And they then sat down and continued to talk to each other and their chair arms were about a foot or 15 inches apart and their arms were going back and forth in this speech making emphasis on what they were seeing behind these tall backs of the supervisors' chairs. Well, after about less than a minute of that, I stopped talking and the whole place was as silent as a – you could drop a pin – as the saying goes. And I turned around and I looked at the then Chair of the Association and the then Manager of The Sea Ranch and I just lifted my shoulders, you know. "What do you want me to do?" I was appointed by them and a lot of other people but they were the representatives. "What do you want me to do?" And they leaned over in their chairs – they weren't sitting next to each other – and they looked down the line and looked at each other and shook their heads. They didn't get together and meet. We didn't know what to do.

SMITH: What did you interpret the meaning of these peoples' behavior was? They were for you or against you?

BOEKE: The most uncivil thing I've ever experienced or seen in my entire life.

SMITH: They were turning their back on what you had to say?

BOEKE: They turned their backs and continued to talk and wave their arms between the chairs so that there'd be some motion, not just their posture. Their posture, you couldn't see. So, when no one could decide what to do, I just put my two thumbs up to the two groups' heads and said, "I'm going to go on." And so I did and I made the last 28 or 26 or whatever minutes of my presentation. And during that period there were some back and forth of the other Commissioners who were facing us in their chairs. . .

SMITH: Oh, there were some? Okay.

BOEKE: And there was a little whispering and a couple of them would get up occasionally and walk over and talk to another and you could tell by their body language that they were just as shocked as we were. Because they were left out of the private circle of the Commission. These two guys were doing this by themselves. And, anyway, it stayed quiet except for the motion of these people and I kept making my presentation. I didn't change it, I didn't change my tone of voice, I didn't yell or dictate or anything, I just went on.

SMITH: And the remarks you were making in your presentation were they basically the principles that you presented in the early part of your oral history?

BOEKE: Far more extensive.

SMITH: Right. But that was the general idea. What The Sea Ranch was and what it was about?

BOEKE: Yes. What we were going to build. The quality of the design and planning that we would do. The excellence that we evolved. The kind of people that might be attracted to The Sea

Ranch to live. I couldn't say, the "green" people, because that phrase wasn't prevalent. You know, teachers, professors, houses would be built for them. Condominiums would be built for them. There would be lots that they could build on and all of this would be at the lowest possible price. And we had a program in which we would build out The Sea Ranch 20 or 30 years because it was large.

SMITH: Was there ever a number of units mentioned, because the literature keeps referring to this controversial 5,200 dwellings?

BOEKE: Yes. And I'm sure it was mentioned because by that point I was getting defensive about it because we never ever intended to build 5,200 dwelling units. But the Coastal Commission people grabbed that, which was the number that the planning commission in the county, Sonoma County, decided upon – one unit per acre could be the density. And everybody grabbed that and that became the developers' target. Hence, the notion that we were going to pave the land with asphalt and cracker boxes. You know, language like that.

So, I finished and there was silence and I don't recall whether the 75 or 80 Sea Ranchers in the audience clapped. I don't think they did. Everyone was so shocked and gradually the people in the audience got up out of their chairs. The two men didn't immediately spin their chairs back so that they would be facing the audience. A Commissioner or two came over and leaned over and talked to them and one, I remember very well, was waving his arms and he was clearly madder than a hoot owl and talking to them and then finally all of the Commissioners got up and they ended up talking two together and three together and the bashful one, not talking. And it was just an enormously unprecedented event that no one had ever experienced or imagined before in their life. And I've asked since when people wanted me to talk about it, "have you ever experienced anything like that before?" And it was always, "no, no, no, no. That's never happened."

SMITH: Did you leave there baffled about what the outcome of this was?

BOEKE: We had no idea what the outcome was. So we went away and they had asked to be told about our plans. They were told about our plans and maybe someone standing up thanked us as we were walking out of the auditorium, after minutes of silence and group talking.

So, then, the Coastal Commission said, "Okay. We're going to do some planning now and we're going to put our ideas together. And they built a staff. They had a staff and they got some planning experienced people on their staff and I think at that time the head of the staff was a planner, and stayed in that role for as long as I was on The Sea Ranch. And so, by osmosis, we learned that they wanted to negotiate with The Sea Ranch a solution to the conflict between what we wanted to do and what they wanted to do and the real world fact that there were 350 families owning completed houses already on The Sea Ranch and all of this stuff. Because, how do you approve that and carryout your responsibility to participate in the continuum of it and not let other people who owned land do the same thing? So, finally they created a date for a negotiation. They, being the local Coastal Commission. And I was named to be on that group and I agreed to be on that group and there were several others who were strong members of the Sea Ranch community and the then Manager of The Sea Ranch – and we stopped that because that was not very effective, because we had not yet achieved a manager who really understood The Sea Ranch. And, in the years since, that's been repeated many, many times. The Board picking a new

manager who knew nothing because they, themselves might be 50% new buyers and they knew nothing.

SMITH: Were you a homeowner? Did you still own property here at that time? You were in Unit 10A. Did you still have that property?

BOEKE: Yes, I believe so, but I won't say absolutely.

So, we sat down at some public place that they chose and had a negotiating meeting and my mind is pretty much closed on that, which is a psychological thing that I have. If something is really terrible, even though my memory is marvelous, until I reached the age of – yesterday's memory isn't too good. It's better than it was. We had meetings which started out civilly then, in the second or third meeting – they were rather frequent – second or third meeting, we began to feel that we were being toyed with. That they were sounding like they were coming halfway to where we were, but their demeanor and the demeanor at that first auditorium thing where I presented The Sea Ranch, it all didn't look like it was honest. To make a long story short, it took about two years for Sea Ranchers to be convinced by me and one or two others, that this was a put-up thing. They were letting out rope of time – they were letting time run and we were the victim. And as this got into The Sea Ranch and into the paper, The Sea Ranch divided into two camps. One camp was the people that wanted to immediately continue the negotiations and the camp that suspected that we were being had, and didn't want to. But, in any case, we continued the negotiations for half a dozen meetings, I forget, until the time between each successive meeting had stretched out and future meetings were now months away, and their choice. We didn't have any rights to choose. We were the accused. And then finally, like a tsunami, most of us realized, no question about it, we were being had.

SMITH: And what did that mean? That the Coastal Commission was trying to drag things out to make your side give up?

BOEKE: Yes, and giving them time to do their homework, which they had not done. They were acting not very professionally and not very brilliantly and we learned they were having battles in their Commission.

Sometime in the first two years at the most, maybe the first year, I was sort of the titular head of the group that wanted to find a compromise. Not continue the process that we were on because I felt that we were looking at not months, but years. That this group, statewide, didn't have their act together and it would take a long time for it to happen. After which, doing the staff work to decide who to add to the list of defenders would take a long time, and so forth.

SMITH: And Oceanic must be losing a great deal of money at this point?

BOEKE: Oh! Oceanic had some millions of dollars invested in land improvement and had a budget going for planning and all of the things that precede building of anything – consultants. You know, hundreds of thousands of dollars out and rolling over every month. And the Board of Oceanic and the Board of Castle & Cooke were, of course, getting angry. The developer by this time had hired an attorney on behalf of both the developer and the Association. And within some period of time, that I no longer remember, the Association said, "This isn't fair. We'll get our

own attorney.” So, there were two fancy real estate attorneys working. And during the next six, eight years, those attorneys changed a couple three times on both sides, because the attorneys couldn’t take it and they weren’t really making any progress and there was the total realization that we were being had.

SMITH: Could I ask about the Ohlsen family? You had a seven year agreement to purchase the entire property . . .

BOEKE: We did purchase the entire property in the seven years. So we were out that \$2.7 million.

SMITH: So, the Ohlsen family was no longer involved at this point?

BOEKE: No.

SMITH: They had sold their entire property and it’s now Oceanic?

BOEKE: Yes. Ed Ohlsen was still living in his house with his life tenancy.

SMITH: Okay. Sorry I interrupted.

BOEKE: So, I went away. I was called back quite often and there continued to be meetings between the Commission and the developer and the Association, trying to find some solution. So, at the beginning of that part of the donnybrook I proposed five places on The Ranch for public access and conceived the notion that we would own them, because they would be on Common, and we don’t sell the Common. Our CC&Rs and our other legal documents don’t allow us to sell that property. And said that we would improve it with toilet facilities, water, parking, we probably said paved lots because we wouldn’t want it any other way for that situation, and we wouldn’t build them close to the bluff because of erosion. We would build it accessible off of the highway and really spelled out exactly what they, years later, essentially did, even the same number of them. I don’t remember if the places were all the same but there was an overlap. And so this just stretched on. You can’t imagine that there could be a total stalemate year after year after year after year.

And in 1970, as I said the other day, there was a national real estate recession and it didn’t immediately touch The Sea Ranch, we were in the middle of this process then, and it wasn’t all clear; the first Sea Ranch “For Sale” sign appeared on a lot at The Sea Ranch. And that occasioned the design of a standard “For Sale” sign and we already had a rule that you couldn’t have any signs on The Sea Ranch other than a “For Sale” sign. So a standard sign was created with everyone selling was respected in the years after that. Part of the neat and tidy philosophy. And the two attorneys, subsequent attorneys, were saying, “But the State has a statute” or a law, whatever; I’m not an attorney, law or whatever it was. “And it says that, like developments like actions in California for different entities will be treated the same way.” And we thought that this “club,” if you will, would be the way to get at the Coastal Commission, because they had stopped certain others down the coast but others, in commercial and so forth, all kinds of land developed and otherwise. They didn’t attack the whole coast at one time and there’s no way they could ever do that. So they were being picky. And we thought that was a way to get at them.

Well, for reasons that I was never able to get out of an attorney, they never used that vehicle. They said something like, “We don’t think it will work.” But they never tried it and I forget – it’s not important here what things they did try – but they were totally unsuccessful.

So finally, we went to our representatives in the Legislature in Sacramento. Our local representatives and that got representatives not involved in Sonoma County or The Sea Ranch or the coastal strip at all; just interested parties and the Legislature. And finally, the Legislature started debating it. And what flowed from that is a member of the Legislature from Los Angeles, as I recall, certainly Southern California, whose name was Bane, he authored a Bill and it passed the Legislature and with that, a compromise was created with the Coastal Commission for the relief of the hostage thing at The Sea Ranch and the compromise included the statement that, “Given the change in The Sea Ranch, and the presence of an operating design committee at The Sea Ranch, it will not be necessary in the future for owners on The Sea Ranch to come and get their plans approved by the Coastal Commission. The responsibility that they build within the building permit is held at the County level anyway, so that’s sufficient. It was always sufficient in past years, it’ll be sufficient now. The community will look and approve and the County will look and approve.” So that’s the way it’s been. So that relieved some red tape for Sea Ranchers.

SMITH:           Apparently, part of the Bane Bill was a reduction. Lots were reduced to 2,429.

BOEKE:           That’s right. Approximately half. They talked about that at the Coastal Commission level. We didn’t ever hear about it. I can say honestly that what our local Commission and the State Commission were really thinking pretty much disappeared from the newspapers. And we didn’t know what they were really conceding until finally they said this is going to be the way it is in the negotiations with the Bane Bill. And there were some negotiations then and some lobbying by us, which as I recall wasn’t too effective. It did create some things, but wasn’t too effective.

And so, Castle & Cooke, who had – as the deep pockets – and Oceanic Properties, the vehicle had conceived The Sea Ranch and were well along in carrying it out, especially in the sale of lots and the commitment of land – the Commons and so forth – you could say that Castle & Cooke was out a couple thousand dollars or whatever it was, for just that. It was necessary for them to meet their obligations to their stockholders financially, because they’d not been paying any dividends flowing from The Sea Ranch, for sure. They were spending money to keep The Sea Ranch alive. And I discussed yesterday, some of the things that they were paying for.

And so, the President and the Chairman of the Board and many of the corporate officers and staff members of those two companies had changed during this – before we got going again – 10-year time period. And the new people that came on smoked cigars and were, in some cases, ruthless and had had real estate experience and were incensed by all of this and so the decision was made, “Since we can’t build Boeke’s condominiums for those size families, we’ll just sell lots for single-family houses. We’ve been zoned a single-family only by the Coastal Commission. We tried to fight it. We talked about building community and diversification with the people living here one day, it didn’t fly. So now just shut up and allow single-family houses and that’s all. That’s all the Design Committee will look at.” And that’s the way it went.

SMITH: Apparently – I read the Bane Bill and it said that part of that was the creation of a park at the north end of the property. That was part of the Bane Bill. Is that correct? You said the other day that that had happened much earlier.

BOEKE: It had happened in the second or third year with the County – at County level. So they simply adopted that and took it over and joined in with that. We took the north end of The Sea Ranch where the river flows to the shore and typical in California, it flows perpendicular to the ocean until it gets closer to shore and it turns in some erosion swale 90 degrees and then turns to the shore. So that existed here and we selected 150 acres that had one hedgerow in it and it went from the next hedgerow south and it included all of the shoreline of the ocean and the two parts of the river adjacent to the north end.

SMITH: And that's on the 2008 map called, "Gualala Point Regional Park."

BOEKE: Right. And we gave that, lock, stock and barrel, to the County and then it was embraced by the Coastal Commission and it didn't change then, that I recall, but someplace in those years, there was pressure to have on the inland portion of the river, have a trailer park or a place where there could be overnights – tents and whatever on a rotating basis with the public. And so we cooperated in 45 acres of that, and it ended up being a part of The Sea Ranch.

SMITH: Where is that? A campground?

BOEKE: Yes.

SMITH: Oh, right. Is it around here somewhere?

BOEKE: It's on – here it is here – Gualala Point County Park. And there's a road that starts here and goes along the edge and goes down this steep slope and here's the highway. So, it's right here.

SMITH: Right. Adjacent to what's called Unit 35D.

BOEKE: Yeah, and there wasn't any 35D then, because we weren't even . . .

SMITH: Well on the present map, for the people who are listening, so that they can look at this.

BOEKE: Yeah, it's shoulder-to-shoulder with it. And you can go over there and drive and drive down the hill and look at this campground and turn around and come back. You can stay overnight if you want to. There's some administration of it that I don't any longer know about.

SMITH: And what about this issue of low cost housing?

BOEKE: That was a product of the Coastal Commission. They said, "There are poor people in the world and the poor people need housing. After watching us suffer with inflation and the cost of housing and real estate and everything doubled to tripled, that they had caused by their action, that was ignored. No credit given. And so they selected a number of acres and a site at the

north end was selected for what was to be called, “Employee Housing.” And the developer even had – or the Association – one or the other, had a competition among selected architects. Five or six selected architects made a presentation, a professional architectural schematic and preliminary design and philosophy presentation of what to do there. And by coincidence, Bill Turnbull ended up winning that competition.

SMITH: Oh, it was a competition?

BOEKE: Yeah. And the planning and the housing that was built there was designed by Bill.

SMITH: Award winning, as well, I understand.

BOEKE: Right. Award winning and it got some awards from professional groups and so forth. That it was a very hearty, straight-forward concept that seemed appropriate for the clientele that had been selected by the Coastal Commission. Whether you believed in putting low-cost housing next to other kinds of housing, or in the neighborhood or not, it didn’t make any difference. It was dictated.

SMITH: Or right on the golf course?

BOEKE: And right on the golf course. Right.

SMITH: Overlooking the 12<sup>th</sup> hole.

BOEKE: Yeah. And I will say that even though The Sea Ranch Association over the years has cooperated with the ... Oh, before I say that, a private, philanthropic organization of some kind dealing with housing for the needy bought that and took over the management and it still manages it to this day. They’re in deep financial trouble. They have been before and we helped bail them out at least once that I know of, and what’s happening now, I don’t know. I just know they are in real trouble. And the problem is managing the thing. It’s at the end of The Sea Ranch and across the river from Gualala and the clientele that it houses are people who have never lived in private housing before, for the most part. They are not highly educated. Their tastes and habits to say it in the kindest way, are different from the neighbors. Even the neighbors in Gualala, whose habits are traditionally quite different than the growing Sea Ranch because they were pioneering living on the coast and taking Gualala, which was tiny when we first came, adjoining us and helping it grow and become a living community. So anyway, it has always been a sore thumb. It was not a good fit and my philosophy and the philosophy of The Sea Ranch and the New Towns we’ve done, has always been about good fit. Find out what will work for the people that are going to live in what you’re doing. That there will be a friendly relationship. That it will make sense and it will be stable economically because of the good fit. It won’t be the wrong thing in the wrong place. And this was. And the Coastal Commission didn’t have the foggiest interest in our talking about that or saying to them, you know, “That is going to be a mistake. You’re going to walk away, like an owner building something and before finishing it, walking away – you’re walking away and leaving an unfinished thing. And you’re wanting us to pick up the baton for you.”

SMITH: Let me just stop this because it needs to be a certain length for format processes.



This is Kathryn Smith. Today is May 13, 2008. This is the Oral History of Al Boeke, The Sea Ranch, Session 6, Part 2.

SMITH: We're still talking about the aftermath of the Bane Bill.

BOEKE: Were we on the tape when we talked about the employee housing?

SMITH: Yes.

BOEKE: Okay. Another thing developed between the State of California, The Sea Ranch and Castle & Cooke some years after the expansion of The Sea Ranch to the northern area for residential purposes. The Water something Control Board, which I used to dream about let alone be able to give you the name, Water Resources something Board of the State of California who reviews and approves the collection and compounding or whatever of water. Were there other things? I do not know. And so, they determined that we needed a major reservoir at the north end of The Sea Ranch. Not simply the pumping of water from the Gualala River to a series of storage tanks along the ridge which the developer had built, but we needed to impound water in a lake-like way so that if there was a major fire, there would be the water to flow to the ousting of that fire as well as continuing the domestic flow to the residents of The Sea Ranch and it's more complicated than that, but that's the basic issue. And that charge came to The Sea Ranch Association. And The Sea Ranch Association said, "Well, Castle & Cooke, you and Oceanic Properties should have built that in the first place." And while the developer – the two corporations – didn't argue too seriously about the right of that, they were different people of a different generation from the originators of The Sea Ranch. The concept of The Sea Ranch, the rules and CC&Rs and all of the operating things on The Sea Ranch, this was a different collection of people. And they really didn't give a darn about The Sea Ranch anyway, at this point. They weren't interested in the quality or the continuum and they only were involved in the continuum as they must. It was not a total walk away but it was in process. And so, they said to The Association, "No, no, not us." And we said, "Yes, yes you." And we both got attorneys busy and the months went by and there was quite an argument, which I know very little about. I was far away by then. And subsequently, Castle & Cooke took over the negotiations with the State agency; I'm sure and finally reached an agreement on the size, the location and the improvement of this reservoir. And it was built by contractors. And I entered the picture in relation to that and I said, "You shouldn't just let the contractors build this. You should have a –

what the architects of the world call – a clerk of the works to supervise this on behalf of us, the owners and Castle & Cooke and make sure that it is soundly built and completed as required by the law," blah, blah, blah. Well, they did that, but they said, "Well, here's a volunteer member of The Sea Ranch who knows about this stuff and he or they have volunteered to be the clerk of the works, informally." And so the then management of The Sea Ranch and Castle & Cooke said, "Okay. We accept that. They'll do it without pay?" "Yes, they will." And so that happened and the reservoir was built and within months, not years, it started leaking. And the long and short story of that is it had to be drained, almost completely, and rebuilt. And the cost for doing that fell to Castle & Cooke. The engineer for the company, that was satisfying the State agency about construction, because it was experienced, wanted to wash their hands of it and I don't really

remember how it came out. But anyway, it was clearly an unprofessional thing on everyone's part. Absence of experience. Absence of experience. The Sea Ranch has been haunted by people volunteering, being employed, that just didn't have the experience and the people on The Ranch making the co-decision weren't altogether intellectually honest about, you know, what it takes to do the job. The cannon misfired many times.

SMITH: Okay. At the conclusion of the compromise with the Bane Bill, the northern part of The Ranch was laid out and you mentioned earlier that Dick Moore might have had something to do with this?

BOEKE: Yes, Dick Moore and Rob McCloud, who was then the manager of The Sea Ranch, became the two clients on behalf of Castle & Cooke, reporting to the Controller of Castle & Cooke, at one time, whether for the whole time, I don't know – who didn't know or care anything about The Sea Ranch. He was just a man who controlled the flow of funds. And I believe, but I don't know this, I believe the names that are in some of your work are names of subsequent engineers in Sarles, Brelje & Race.

SMITH: Right. Carlisle, Daugherty, Carson, Carlazone.

BOEKE: Not Daugherty. He was at the beginning.

SMITH: He was at the beginning?

BOEKE: But there might have been an overlap. I don't know. Yes, these were all new engineers. One of them built a house at The Sea Ranch, or bought one. And maybe still lives here today.

SMITH: And this resulted in the units, plus the golf course, finally materialized. And you told me somebody at Castle & Cooke was the spearhead of that.

BOEKE: That was the Chairman of the Board. He finally got his golf course. And as long as they were going to move from the Barn, which was about as far as we had gone in round numbers and going to jump way up to the north, we had to take water, roads, all the infrastructure across country to that place and build it. Well, that was a terrible mistake. They had been warned by me in writing and reports and in speeches and it was ignored.

SMITH: And what did they ignore? I missed that.

BOEKE: And what did they what?

SMITH: What did they ignore? I missed your point there?

BOEKE: That you don't build a half of a community at one end of a long, narrow piece of land, like The Sea Ranch is, and then decide to build a golf course and, in the process, a golf course subdivision since you're going broke at the behest of the Coastal Commission. You might as well build houses and try to make some of the money back. So the golf course decision became a golf course subdivision of grand size and . . .

SMITH: But much smaller lots.

BOEKE: Much smaller lots.

SMITH: In a different configuration.

BOEKE: And a denser pattern. And I will volunteer; good, bad or indifferent, that to my knowledge no one in government to this point has ever calculated whether the commons is really 50% of the developed land. That's probably because it looks like it is. It seems like it is. But who was that commitment made to? It was made to all the buyers as a part of the documentation of sale. So, if all of the buyers through the Association want to analyze it and rise up in arms if it isn't correct, great! But there's no way you can change the recorded Commons. The Coastal Commission did. They recorded their plan changes for . . .

SMITH: Well, chronologically, we're now moving into the late 1980's and early '90s and I'm not aware of your whereabouts. You had taken other job opportunities and you had left in 1969. You'd been called back as consultant over this Coastal Commission period. And I don't know when you come back to live here. Is there more than one time or just the one time till now?

BOEKE: There's more than one time.

SMITH: I was just thinking it must be.

BOEKE: We built a house at the south end of The Sea Ranch during the first years and then when we left we sold that and moved away and then we came back and built another house.

SMITH: Do you know where that was located?

BOEKE: That's located in Unit 20.

SMITH: Okay. Near where we are today?

BOEKE: Yeah. Not where we are today. Near where we are today.

SMITH: Then you had reason to sell that property and you left again for going to live elsewhere.

BOEKE: No.

SMITH: Oh.

BOEKE: No.

SMITH: Oh. So you came back

SMITH: and you moved in Unit 20?

BOEKE: Yeah.

SMITH: Do you remember what year that was? Well, you mentioned to me . . .

BOEKE: It was about three years ago, plus the five months it took to build, plus the five months, we'll say, to design it and work with Matt and I supervised it for him and we built it. So, it's been easily within the last four to five years.

SMITH: Oh really? Because in conversations with me you said that you've been here for 10 years now, and this is 2008.

BOEKE: Ten years now.

SMITH: Well, we can look that up later. But you've come back . . . Well, actually I think that's significant. All of this history of good, bad and fantastic had happened and at some point you decided this was the place for you to come back to.

BOEKE: Yes, my wife wanted very badly to come back to The Sea Ranch. And so we did. And during various times in the selling of real estate at The Sea Ranch, when I was employed here as the man in charge, as an extension of Castle & Cooke and Oceanic in Honolulu and San Francisco, this started early on. People buying property and having trouble with the Design Committee – one or the other or both – not getting satisfactory answers by the developer's person in the Design Committee or otherwise in the Design Committee or the Association's running of the Design Committee, would appear at my door up on the hill. Someone obviously told them that the man that knows lives up there. So, they'd come up and down the long driveway and pound on the sliding door and have questions to ask. And the number of times became so great and so close together that I just emotionally couldn't deal with it. I didn't have any breakdowns or anything, but I just decided that we've got to move away. And so, we sold that house and we did move away. And we lived elsewhere for a number of years. Coronado and . . . because I was working in Mexico, believe it or not, and building a new community, and elsewhere.

SMITH: So when you came back do you have any knowledge of these activities, which include The Sea Ranch Association buys timberlands back?

BOEKE: Yes, the Coastal Commission, when they stopped The Sea Ranch, and that economic problem emerged, Oceanic Properties and Castle & Cooke sold – did not sell – they only talked about. And a bus company in San Diego or Los Angeles, whose name is the name of all the two rich world class developers and newspaper owners – Muck –

he just took over the ownership of The Wall Street Journal.

SMITH: Murdoch?

BOEKE: Murdoch. This was a third Murdoch. And the third Murdoch, a creature of San Diego and owning a bus company, in due course, bought control of Castle & Cooke and all of its properties. It included the Island of Lanai and land on the Big Island, various places, and it included the unsubdivided, unsold portions of The Sea Ranch. And that included what we call the north end of – I forget the number of acres, maybe a thousand – a middle piece in The Sea

Ranch that we had bypassed to keep as Common and that's at the end of the, if you want me to identify it, I'll have to look it up now. I'm emotionally involved and that's when I forget names.

SMITH: Well, I'm sure it's recorded elsewhere.

BOEKE: And that was a hundred acres and the Association – it was sold, the north part was sold to Travelers. Travelers in turn sold it to Gualala Redwoods, the company that owns the land east of The Sea Ranch across the river and its some 30-miles deep, east and west. And the Association decided to keep the 100 acres and voted and collected a million dollars to buy that, if my number is correct. And they sold a very sort of rough mountainous piece of land of 250 acres upland on The Sea Ranch at the extreme south end. It was a garden of mushrooms . . .

SMITH: That was adjacent to Units 10 and 10A?

BOEKE: Yes.

SMITH: And they sold that to an individual, I understand.

BOEKE: McCoy, I believe his name was. And he proceeded to cut down trees because he didn't have to – he wasn't on The Sea Ranch; didn't have rights as a Sea Ranch product – and made a huge scar facing the highway down the hill, which is pretty much grown over now, when he heard from The Sea Ranch about it and was sorry. But he built a one bedroom house there of some thousands of square feet, which because of the design by a lady architect, it's ruggedness and it's scale and to some minds, crudeness – you can see it from the highway, it was nicknamed The Mausoleum. And he still owns it. He owns other houses around the world. Very seldom is here. It's perhaps of passing interest that he built in two parts, the one bedroom part for himself, and separately a redwood box with small windows for 10 bedrooms high in the wall and the rooms are perhaps 300 sq. ft. in size, 10 x 30; between 200 and 300 sq. ft. and they're finished in redwood outside and they're finished with redwood inside and they are dark. And everyone has speculated what they were to be used for by Mr. McCoy, if that was his name. It was Mc-something, like that. To our knowledge, he's never used them that way – whatever that was. But scandalous things have been suggested for their future. [Both laughing]

SMITH: And it was sometime around this time that the property, including the Lodge was sold, the golf course was sold and the low-cost housing was sold. These were all to private entities, I believe.

BOEKE: Right. And a collection of Sea Ranch owners got together and bought the Lodge and they have had their agreements and disagreements and their economic problems and some portion... Oh, and that was the Lodge and the golf course. And some portion of one or two or more, still own the golf course, but the Lodge was subsequently sold to a developer, who had restaurants along Highway 101 for some years. Three brothers, well known and they had an amusement section on them and he – in recent history, the last two or three years – has sold it to an individual, who clearly has a corporation; but an individual who builds destinations for overnights with room rentals of a thousand to three thousand or so per night.

SMITH: Right. Their best known property in California is the Post Ranch Inn in Big Sur and I understand they've been preparing for about two years to demolish the existing building, except for the Esherick store and build a new Lodge complex.

BOEKE: Is that right? At the same time they're going to be erasing the one that I designed here and remodeling it to 90 bedrooms, is what it is legally allowed by agreement with the public agencies which included the Coastal Commission.

SMITH: And we're speaking of the same thing.

BOEKE: Right. Yes.

SMITH: So now you're a Sea Rancher.

BOEKE: So now I'm a Sea Rancher again. And without going into detail, that has been a mixed bag for me because I continue, as anyone can tell by my voice who has heard my voice on a tape previously, I'm still very much emotionally involved. Do you think I should talk about it .

..

SMITH: Yes, I do. I mean . . .

BOEKE: in relation to the future of The Sea Ranch?

SMITH: One of my last questions was your hopes and concerns for the future of The Sea Ranch after your long involvement here.

BOEKE: Well, quickly, in my mind there have been four 10-year periods, in the history of The Sea Ranch. The first was the magical, wonderful time that we created everything that became Sea Ranch. We only developed part of it, but we created the rules and all of the philosophy that would determine the next stages of The Sea Ranch.

The second 10 years was the Coastal Commission. They locked the door. I will volunteer, however, that there were unexpected and un-understood exceptions made by the Coastal Commission. And a few houses were allowed to be built during that period. One of them by the retired President of the Bank of America and his wife on a lot that became – it evolved to be no more than about 10 feet from the edge of the bluff and a two-story house tucked into a beautiful end of a hedgerow. And within a year or two he, in love with it, had to sell it because his wife couldn't stand being at The Sea Ranch. She wanted to be back in the city. Which is some kind of poetic justice that I don't truly understand. Other houses were built – two in number perhaps and why they were allowed, if I was a party to, I don't remember it. And it isn't important, just that the Coastal Commission had the audacity to make exceptions when they shut the door. And these caused great anger among Sea Ranchers and lack of understanding and rumors and gossip. And by then, I was mostly gone and I don't know the end of that story, if there is an end.

Anyway, after the Coastal Commission's 10 years, the third was the beginning again on The Sea Ranch. Building houses at the north end. Subdividing lots that we have described here today, briefly. Tighter, smaller, but not small. And by this time, and in spite of the 10-year period, much

of the world, thanks to dear Marion Conrad, the wonderful, wonderful, as I call her, sergeant/public relations lady, much of the professional world in the arts, architecture, planning, etc., and whatever spinoffs from there, knew there was a place in California called The Sea Ranch, which was different than any other place. And so, the reputation caused people, when we were back in sales or they were back in sales after the Coastal Commission hiatus, people came and looked and wrote, and there wasn't any public relations, I don't believe; but there was a sales staff and sales were going on again, finally at The Sea Ranch and the people that came, were people of wealth. Modest wealth and the opposite – real wealth. And today, enormous wealth. And they came to The Sea Ranch and on the north end they built and are building very large houses of the size that the whole design sense of The Sea Ranch would never have allowed. Not only, disappointingly over 3,000 sq. ft., many more thousands of sq. ft. than that. And on empty lots, The Sea Ranch there then has been continuing pressure for this last – and I'm calling this period with the wealth arriving, the fourth 10 years of The Sea Ranch. And in time it has been.

And on leftover lots in the first half of The Sea Ranch, the south half, they want to build larger houses. And sometimes they've bought two lots and joined them into one, with the permission of the Association, apparently to save the \$100 and whatever dollar monthly assessment for the life of that lot and no one has decided that that's not fair to the other Sea Ranchers, so it goes on. But we have one house that is so long that it looks like two motels tied together and it's right on the shoreline on the bluff trail. And there's always been a restriction on height of houses. I'm just thinking to myself, out loud. And below the highway, the ocean side of the highway. That was 24 feet and from there, on the soft – next to the highway portion of the sloping ridge – it was 24 feet and at some portion, high up, it's 34 feet. And if there aren't 34-foot high houses on the Ocean Terraces of the north end, I'd be surprised. Because I haven't bothered looking. But maybe there aren't.

Anyway, the majority are two stories and there's been a pattern at The Sea Ranch where if you have a two-story lot and a two-story house and you want to see the ocean – what you do is reverse the house. You put the living room and perhaps the kitchen and the dining room on the top floor and you put the bedrooms on the bottom floor. And if this were a hot desert climate, that would be wonderful, because the bedrooms would all be cooled off by the second floor and it would be more comfortable sleeping at night, but that's not the weather of The Sea Ranch. So.

SMITH: Can we stop for a second?

Yes, you were talking about – we're now in the fourth period or the most recent period where the socio-economic Sea Ranchers had become more wealthy.

BOEKE: Okay.

SMITH: I was wondering if you had any hopes or concerns for the future. Things that you would hope would continue at The Sea Ranch or improvements, or preservation, protections that you hope would continue in the future?

BOEKE: A general statement would be everything is cast in concrete at The Sea Ranch by the developer, by the Coastal Commission, and as a result, by the clientele. This is a general

statement. Not much can happen except the houses will just keep getting bigger outside and more and more luxurious inside and the people will become less and less like Sea Ranchers.

SMITH: But you see a permanent community developing here, yes?

BOEKE: Excuse me?

SMITH: You see a permanent residential community growing here?

BOEKE: Oh yes. And it will gradually change, continue to change from second home to first home and that obviously includes people who have one, two, three, four and five homes someplace and this will just be one of them. We really haven't reached the stage, to my knowledge, beyond where people have a home in San Francisco or someplace in Northern California, or, as a matter of fact, someplace in the world and have another at The Sea Ranch. There are people with large houses, first homes elsewhere and second homes at The Sea Ranch, but the second homes at The Sea Ranch are now first homes in scale and facilities and in everything. And that has been the case for the whole fourth period post-Coastal Commission and it had started a little bit before, but not significantly. This fourth period of The Sea Ranch, for the most part, we're talking about human beings, so there are exceptions to everything, but for the most part, this period has been, and I guess I said, the wealthy to the rich. And there are people who are on the lower borderline than that who have struggled to be here, in spite of it, because they just couldn't resist it. How that has worked on the south end of The Ranch where the quality of the houses, aesthetically for the most part, is better and far more original and more the original Sea Ranch, although there are many exceptions, of course. Many, many exceptions. The north end of The Sea Ranch for some reason has been built out by owners of lots who have hired contractors, who have used pale gray stain to stain the wood – occasionally some crazy one has a pale tan one, but it doesn't happen often. They all have vertical boards, T&G boards. They could have been designed by one architect. And I'm just gonna go ahead and say, "Without very much talent." An architect who has been inhibited by the precedent of The Sea Ranch, its fame and trying to design and build Sea Ranch houses and failing at it. They really aren't Sea Ranch houses.

Something that I don't think I've mentioned that has happened on The Sea Ranch over the years is that Larry Halprin or one of our gang invented the expression, "Living lightly on the land." And if there are 5,000 people on The Sea Ranch, someday there will be 5,000 opinions of what that means. And I've avoided it. But I'm cartooning what has gone on. The people that have come along in the fourth period of the life of The Sea Ranch wouldn't know that there is a "living lightly on the land" expression. Their research, the realtor they used, the architect and the builder they used, but wouldn't know about it and if they knew about it, they would have forgotten it as meaningless to them. It's sort of a cartoon of The Sea Ranch and Sea Ranchers – one of the expressions.

So, the north end has a sameness. People living on the south end of The Sea Ranch that have discretionary monies have built houses on the north end for spec and sold them. But they, too, have kept them the same way. No one has broken out, hardly, and tried to unify The Sea Ranch more north and south and it's too bad to even use the expression "north and south." But there is a distinctive social-economic-taste culture, the whole business. And whose fault is it? It's the fault



of the Coastal Commission. The Coastal Commission stabbed us in the heart. More important, perhaps, than the 10 years that went by, but the 10 years was a part of it. The model of the Coastal Commission was that – hum – already I’ve forgotten what I was going to say. Doggone it. I’ve forgotten it, I’ve forgotten it.

The other thing that has changed is that, necessarily, because it’s the same people, the people in the affinity groups, hobby groups and the last time I counted them, there were sixty-five. Sixty-five different people that want to make quilts, want to expand their painting ability, want to work in the garden, want to work in the trails, etc., etc., but they have changed and they are inherently wealthy and their interests are necessarily different. They are absent from the – this is not everyone, but variously – they are absent from The Sea Ranch a lot because they have a house or houses elsewhere. The extreme is that there are people who own condominium units in the one condominium that we built – 10 of them, that only come – there’s one family that only comes once a year and they don’t rent. Bless their souls. And one that only comes twice and the rest are similar. When some work was being done on the Condominium in the last year or two and I would visit the Condominium to look at it, and were having some – my wife and I were doing a registration of it in the National Register of Historic Places – we were there for photography and a lot of reasons – there are days when there are no cars parked in the car barn. Weeks when there’s no car parked in the car barn. And in between, there’s only one family there or there’s two families this week, which is one of the few things that has really made me really sad. And the families that are there are changing somewhat but they’re pretty much all old folks. And they come from so far away they don’t even understand California, let alone The Sea Ranch. And they have wanted to change things on Sea Ranch – the Barn – and that’s been turned down. But the exterior has had to be refinished and when it came to paying for it, the 10 owners had to decide to participate and that was a great fight because the guy that lives in Germany and comes here once every two years or whatever it is and his friend don’t want to participate, but finally they were beaten into it, but it took a couple of years.

This isn’t any longer The Sea Ranch, as far as I’m concerned, and that’s a pretty rough statement. And if anyone heard me say it, many of them would be angry as can be. “Living lightly on the land” is a favorite statement of the people who worked doing good things on The Sea Ranch. And I’m not saying the people who do good things for doing good-things reasons, that they are bad, but it can become a social thing only. It could be a clique of this and a clique of that and that’s a phrase that they love to use, and that says to anyone that’s listening, “I am a long time Sea Rancher and I really understand it.” And the unfortunate thing is that they don’t realize they don’t even have a clue. They just don’t get it. And that is really the saddest thing, because you don’t know what to say to people on The Sea Ranch any longer. It isn’t a problem of you don’t want to say you’re Republican or you’re a Democrat. You don’t know, you can’t even – and people at The Sea Ranch talk about The Sea Ranch a lot. Somehow or other they can’t stay off of the subject. That has to be changing, but I don’t ... my breadth and my experience here with different families isn’t great enough to know that. But they don’t even know that they don’t know. So, when you decide to build a new community. This isn’t a town, but it is a social community, with many different social pieces in it, and do it over 40 years, at the moment 40-some years, and not finished yet. There’s still 500 or whatever the number is, lots here have not been built upon. I guess it should be expected and it’s natural that things would change. And so, there is a considerable change.

SMITH: Are there any other points that you would like to touch on?

BOEKE: Yes, I'd like to talk about the Association a little bit. The Association has enough people working for it to be a small town with a going on 50-salary people. They're in security. They are in maintaining the Commons, whether it be meadows or forests; maintaining the water system, which is owned by The Sea Ranch, and an executive cadre of up to 10 people or so and that is growing continuously. That's beyond the others. It's growing continuously and the people that come tend to be youngish as compared to oldish because it's exciting and they decided they love the ocean and love living in this place that's close to the ocean and they are not city people any longer. They've changed. And it, too, has changed. So, if I attempt to do some business at the building that the Association cadre is in, I feel like I'm almost imposing. Everyone knows who I am. I'm one of a kind and I'm 85, so I'm an old fart. I don't look like one, I don't think, but that's only when I look in the mirror. [Chuckles] I feel young and because I've replaced my knees there are things I can't do anymore, although I can walk just like I've never replaced them at all. So, physically, I know I'm not young, but other ways I feel young. And I certainly follow what's happening in the world and hope that it won't be mostly bad. That it will change to most everything good and even the media will be reporting on the good, which hasn't happened in decades.

I don't like our Association any longer. I'm fundamentally responsible for creating it as well as the Design Committee, with a few of the group of 15 agreeing at the very beginning. But it has gone through an evolution and many of those people that I've referred to in numbers are sincere, hard working, attractive, nice people with different levels of education, depending upon what they are doing and the lower the salary, the less interested they are in or curious about reading about The Sea Ranch's beginning and its philosophy and the different they are. The people that drive around late at night doing security in new SUVs of one nature or another, aren't a bit curious about The Sea Ranch. They have a job and they're doing it. And that is a fundamental change in what The Sea Ranch has been like because socially the people who worked on The Sea Ranch, the people who lived on The Sea Ranch, the people who were part of creating The Sea Ranch—whether they be contractors, carpenters, architects, former school teachers, all of the hundreds and hundreds of different professions and businesses and activities represented here—all socialized together. We weren't in separate camps, but we're in separate camps now. And that is a monumental change.

So, I guess it's a lesson for anyone who wants to try doing this. And I have encouraged architects to get together and talk to investors and try to repeat the notion of The Sea Ranch and there is a place called Reston and there's a place called Columbia. One side or the other of New England that tried doing the same thing, bigger and smaller, different, and they have generally just failed totally and have changed monumentally. Started out with philosophies of creating an environment in which sociologists watch you every day. If you're a neighbor or you're going to the store, they have things to say about you. You don't belong here. You're not raising your children properly. That, in Columbia. But it couldn't get off the ground. It was so horrible that it couldn't even get off the ground. So, some other experiences are out there. Not the lot sales thing that went on 20, 30 years ago by people who didn't care. They just built them quick, sold them cheap to people who wanted to get away for a few days or a year and it's called recreation communities by the professions that write books about things. Recreation Communities. And they're pretty much awful. And I know something about them, because once I was asked to buy

a large corporation that had gone into the business by buying up about 15 or 18 of them and building some more of them. And they reached a point where they were tired of the destruction and wanted to start selling them and asked me to fly around in planes and helicopters and look at them and suggest what they might do to make them saleable and better and so forth. And it was a shocking experience. The Sea Ranch really is one of a kind, I guess. People say that, and I can't in my modesty believe that, but I guess we are pretty much one of a kind and as I've just said, we are in radical change. And I'm not a good fit here anymore. And I can talk about things that I feel were a mistake on my part to leave the decision to do something and that isn't really very comfortable. I can blame myself for things and that isn't something in life that I started out to do. I was interested in not doing good, just doing excellence in the physical world – the landscape world. And we may not stay. I don't really know whether I can deal with it and that's a comment that I guess is directed by all of the artists and all of the architects and all of the people who creatively work in the environment and care about the environment. We're not a large group of people. I'm happy to be convinced by the green revolution that's its getting to be broader, but in the green revolution, I am willing to guess not 10% know what they're talking about or even understand.

The Sea Ranch is here. It's a going institution, being a part of the community and having part of the joint responsibility of maintenance and care and hiring and firing – it's a real bang for your buck. It's one of the finest places that you can live together with others and share the responsibilities for it, almost a private community. Even though we're in archives we're in the County and have joint responsibilities, we are a private community running ourselves. And I think this is a good idea and maybe we and those in the business and those involved have moved faster than the maturity of society can deal with it. And in the process we have made mistakes by omission and commission. Am I proud of it? That's not a word that I use much, but I'm not ashamed of it. I'm not even ashamed to what has happened to it because what has happened to it is vital and important and wonderful for the people who are doing it, and enjoying it and living in it. It isn't a mistake that billionaires and millionaires live here. I'm sure not many of the former, but one or two. All the professions, to professions so exotic you hardly know what they mean or what they're about, live here quietly in a house, in the forest, or on the meadow. So that's wonderful. And they mix and they talk and they do stuff. So to that degree The Sea Ranch is a success and I guess I should say I am proud of it.

SMITH: Great! Thank you so much for your time and I think this will be a very valuable document for people coming to study, to learn more about it in the future.

So, this is Kathryn Smith. Today is May 13, 2008, and this is the end of Session Number Six.

[End of Interview]

## SELECTED REFERENCES

Burns, Jim. "Sea Ranch, Resisting Suburbia: After 20 Years, a Famed Development in Turmoil," *Architecture: the AIA Journal* 73, no. 12 (December 1984), 56-63.

Canty, Donald. "The Sea Ranch," *Progressive Architecture* 74, no. 2 (February 1993), 84-91.

"Ecological Architecture: Planning the Organic Environment," *Progressive Architecture* 47, no. 5 (May 1966), 120-137.

Halprin, Lawrence. "Sea Ranch: Halprin's Recollections," *Progressive Architecture* 74, no. 2 (February 1993), 94-95.

Lyndon, Donlyn and Jim Alinder. *The Sea Ranch*. New York: Princeton Architectural Press, 2004.

Moore, Charles, Gerald Allen, and Donlyn Lyndon. *The Place of Houses*. New York: Holt, Rineholt, and Winston, 1974.

Moreau, Patrick, ed. "U.S.A. (1)" *World Architecture* 2 (1965), 30-39.

"Second-Home Communities," *Architectural Record* 138, no. 5, (November 1965), 152-55.

Woodbridge, Sally, ed. *Bay Area Houses*. New ed., Salt Lake City: Peregrine Smith, 1988.

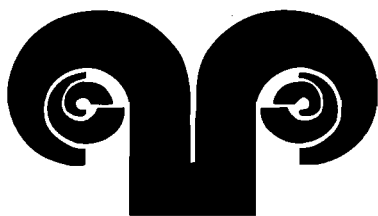
## ABOUT THE INTERVIEWER

Kathryn Smith is an architecture historian, preservation consultant, author, and lecturer. She is the author of numerous books on Frank Lloyd Wright including Frank Lloyd Wright, Hollyhock House, and Olive Hill (1992), Frank Lloyd Wright's Taliesin and Taliesin West (1997), and Frank Lloyd Wright: American Master (2009). She first lived at The Sea Ranch with her husband as a guest of Charles W. Moore at Condominium One in 1977. She became a frequent visitor thereafter for more than thirty years staying at Condominium One, the Walk-In Cabins, and Joseph Esherick House. In 1989, she and her husband, Randall Kenon, built the Smith-Kennon House, Santa Monica, California, which was designed by Charles W. Moore and William Turnbull Jr.

Professional Background  
Alfred A. Boeke

1922	Born, November 20th	Denver, Colorado
1942 - 1945	U.S. Army, Corporal	58th Armored Infantry Division
1948	Bachelor of Architecture, USC	
1950	Licensed as Architect in California.	
1950 - 1951	General Panel Corp. Burbank California Albert Wollstader	Site Planner. Site planning for 100 to 3000 unit membership destination and communities for large home manufacturer.
1951 - 1955	Neutra & Alexander Los Angeles, California	Associate in charge of design, contract document production and cost estimating. School, institutional and community design, as well as community planning.
1953 - 1959	USC	Visiting critic in Architectural Design & Planning
1955 - 1959	Boeke, Kinsey and Associates	Architectural partnership, doing commercial and industrial, and site planning.
1959 - 1969	Oceanic Properties (Castle & Cooke, Honolulu and San Francisco)	Vice President and Director in charge of Mililani Town (3,000 acres); conceived The Sea Ranch, California, hired and worked with Lawrence Halprin, Charles Moore, Donlyn Lyndon, William Turnbull and Dick Whitaker (MLTW) to design Condominium 1 and develop The Sea Ranch (5100 acres); the Financial Plaza of the Pacific; Wilshire Medical Building; Atiamano Resort, Tahiti.
1969 - 1971	Bechtel International Corporation	Vice President with a staff of 200, responsible for new town development and all facets of Calabasas Park, CA.
1971 - 1977	ALBOKICO	Incorporated a consulting practice, providing community development management to land owners and CEOs of private development organizations in California, Colorado, Hawaii,

	Massachusetts, Mexico, Minnesota, New Hampshire, Oregon and Tahiti.
1977 - 1979 Bajamar, Baja California	President and CEO for three Mexican/ American corporations to develop Bajamar, a resort community in Baja California.
1980 - 1990 ALBOKICO	Continuation of community development planning and management on a consulting basis. Association with Rapp & French. Landscape Architecture. Planning. Urban Design. on 650 acre town center at Midrand, South Africa; Urban Design Plan for Downtown Chandler, Arizona; Campus Plan, Ten Year Expansion Design for ASU, Tempe, Arizona; Bernardo Mountain residential community, Escondido, California.
1979 - 1998 Fallbrook Avocado Grove	Joint owner and manager of a 50-acre avocado grove in Fallbrook, California. Board member of the California Avocado Commission.
1998 - 2006	Retired and returned to The Sea Ranch, California.
1999	Designed and built the Boeke residence, 36066 Sea Ridge Road, The Sea Ranch.
1999 - 2006	Consultant to The Sea Ranch Archives Committee. Joanne Guenther, 707-785- 3443.
2004	Co-authored the nomination of Condominium 1 to the National Register of Historic Places. Condo 1 was placed on the National Register at the national level of significance July, 2005, one of only two buildings less than 50 years old with living architects to be placed on the Register. The other exception is Johnson's Glass House Compound. Contact: Steve Weingarten, President, Condominium 1 Homeowners Association. 707-961-1517.
2005	Compiled the Map and Index to the Sea Ranch Design Awards, 1965 to 2005



# Index to Design Awards at The Sea Ranch 1965 – 2005

Note: This index to The Sea Ranch Design Awards from 1965 to 2005 is read by Unit/Block/Lot. The Design Awards are listed by number for each property as indicated by the following Design Award key. This design key is compiled from sources listed below. This map is a work-in-progress. Please send any corrections and/or omissions to carlson3@mcn.org

---

## DESIGN AWARDS KEY

---

- L = Local Sea Ranch Design Award prior to 1986
- 1 = AIA National Honor Award
- 2 = AIA *Sunset* Western Homes Award
- 3 = AIA *House and Home*
- 4 = AIA Housing
- 5 = AIA Bay Region Award of Merit
- 6 = *Progressive Architecture*
- 7 = *Architectural Record*
- 8 = Governor's Design Award
- 9 = California Coastal Commission Design Award
- 10 = Jan Strand Architectural Tour Guide, 1983
- 11 = 1986 Sea Ranch Community Enhancement Award
- 12 = 1972 Sea Ranch Design Award
- 13 = 1998 Sea Ranch Design Award
- 14 = AIA *Sunset* Western Home Citation, 1996
- 15 = National Register of Historic Places nomination
- 16 = AIA 25-Year Award, 1991
- 17 = AIA California Council 25-Year Award
- 18 = AIA Redwood Empire Honor Award, 1988
- 19 = AIA San Francisco Chapter Award of Honor, 1991
- 20 = AIA Redwood Empire Chapter Award, 1994

---

## SOURCES

---

Map, *Design Awards at The Sea Ranch*, Date unrecorded

Jan Strand, *Self-Guided Architectural Design Tour*, 1983

*Community Enhancement Awards 1986, Report of the Jury*

*1998 Sea Ranch Design Award*, The Sea Ranch Design Committee

Donlyn Lyndon, Jim Alinder, *The Sea Ranch* (Princeton Architectural Press, 2004)



U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
15-2	33747 Yardarm	Bill Turnbull	1969 1998 addition	L
15-12	33663 Yardarm	J. Carson Bowler	1973 1981 addition	L
2-1 to 10 End of Sea Walk	Condo 1	MLTW	1965	L, 1, 6, 10, 15, 16, 17
North of 2	Sea Ranch Lodge 60 Sea Walk	Joseph Esherick Addition by Al Boeke	1965 1969	8
31-3	35084 Crow's Nest	Don Jacobs	1971	5
31-22	34988 Crow's Nest	Don Jacobs	1970	11
31-41	125 Larkspur	Don Jacobs	1976	L, 11
1-no lot	Moonraker Rec.	MLTW, Halprin	1966	1, 5, 6, 10, 12
1-5-3	195 Captain's Close	Don Jacobs	1977	2, 4
1-1-2	130 Brigantine	Bill Turnbull	1970	11
1-7-6/12 Lot 6 Lot 7 Lot 8 Lot 9 Lot 10 Lot 11 Lot 12	Hedgerow Houses 83 Black Point 75 Black Point 67 Black Point 59 Black Point 51 Black Point 52 Black Point 60 Black Point	Joseph Esherick	1966	L, 3
1-9-2	273 Moonraker	Turnbull & Associates	1966	2
1-9-6	241 Moonraker	Turnbull & Associates	1965	2
4-1-11	35216 Windsong	Don Jacobs	1972	L
4-3-7	307 Spinnaker	Don Jacobs	1976	2
4-4-3	346 Moonraker	Coast Construction	1974	L
4-4-9	315 Moonraker	Matheson Designs	1974	L

U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
19-45	388 Packet Close	Scott / Bradley	1972	L
18-03	37170 Albatross	Turnbull	1968	2, 7
18-08	37220 Albatross (Binker Barnacle Barn)	Turnbull	1968, 1996 addition	2, 7, 10
18-29	170 Cabrillo Close	Don Jacobs		L
18-37	37066 Albatross	Moore / Turnbull	1967	2, 7
18-45	112 Cabrillo	Bottorff	1981	11
18-49	116 Arch Rock	Moore / Turnbull		2, 7
18-60	36898 Mariners	Don Jacobs	1982	11
18-65	36860 Mariners	Don Jacobs	1976	11
18-66	36870 Mariners	Bryant	1972	11
18-67	36880 Mariners	Dmitri Vedenski	1971	11
18-68	36890 Mariners	Richard Perkins	1971	11
18-79	36881 Mariners	John S. Ffisher	1978	11
18-80	36869 Mariners	Don Jacobs	1971	11
18-81	36859 Mariners	Bradley	1979	11
18-86	36769 Green Cove	Abele & Forfar	1971	L
36A	North Recreation Center	Moore & Turnbill	1971	10
29A-45-59	Walk-in Cabins Redwood Rise	Obie Bowman	1972	1, 2, 3, 10
29A-1-44	The Clusters White Fir Road	Turnbull	1973-1980	L, 10
21-18	231 Vantage Road	J. Carson Bowler	1969	L

U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
21-47	39085 Hedgegate	George Sinnott	1971	11
21-107	286 Lands End Close	Obie Bowman	1985	11, 18
21-126	37711 Breakers Reach	Moore / Vedensky	1968/1977	L, 10
27A-16	382 Big Tree Close	Coast Construction	1976	L
27-32	38096 Foothill Close	Turnbull	1972	L
24-17	38379 Sea Watch Close	Michael Marsh	1987	13
24-49	408 Pipers Reach	Jorgen Elmer		L
24-55	336 Pipers Reach	Turnbull	1980	L
24-59	301 Pipers Reach	David Wright	1976	2
24-68	39331 Pacific Reach	Paul Hamilton/ Clinton Marr	1972	10
24-69	39319 Pacific Reach	Paul Hamilton/ Clinton Marr	1972	10, 11
24-74	39211 Pacific Reach	Dan Doyle, designer	1996	13
24-77	225 Whalebone Reach	Obie Bowman	1977	9
24-80	261 Whalebone Reach	Warren Radford	1970	13
24-88	Whalebone Reach	Bentley / Glassford	1976	11
24-90	199 Wild Moor Reach	Heft	1969	11
24-91	211 Wild Moor Reach	Bradley / Scott	1971	11
24-92	223 Wild Moor Reach	Manufactured Homes	1970	11
24-93	235 Wild Moor Reach	Bradley / Scott	1971	11
24-94	247 Wild Moor Reach	Don Jacobs	1976	2, 11
24-119	39101 Curlew Reach	Carson Bowler	1972	11

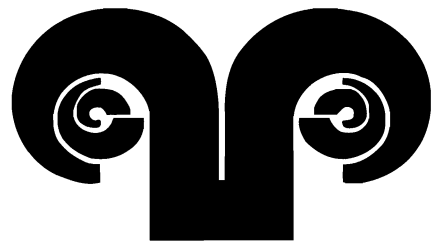
U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
4-5-3	35183 Harpoon Close	Joseph Esherick	1967	2
3-3-4	115 Shepherd's Close	Lyndon / Buchanan	1989	19
3-7-13	60 Compass Close	Turnbull Associates		L
3-7-22	111 Timber Close			11
3-6-15	35326 Ramsgate (Rush-Spine House)	Moore / Turnbull	1970	3
3-2-6	92 Smugglers Close			11
3-1-14	72 Galleon's Reach	Malcolm Davis		13
3-1-09	57 Galleon's Reach	McCue, Boone, & Tomsick		5
5-3-13	378 Indian Close	Don Jacobs	1975	2
5-3-16	366 Indian Close			11
5-4-01	35292 Timber Ridge	Turnbull Associates	1968	2, 7
5-5-15	311 Chinquapin	Agora Group	1967	L
5-5-14	307 Chinquapin (Park Barn House)	Turnbull	1967	2, 7
5-5-13	301 Chinquapin	Turnbull	1967	2
5-5-07	328 Chinquapin	Turnbull	1969	L
12-21	35380 Fly Cloud	Turnbull		2, 7
12-47	35405 Fly Cloud	Don Jacobs		3
12-53	35425 Fly Cloud	Turnbull		1, 2, 7
12-27	305 Constellation	Turnbull		2, 7
12-34	330 Constellation	Turnbull		2, 7
13-13	35479 Timber Ridge	Turnbull		L

U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
13-45	35556 Timber Ridge			11
7-4-01	88 Whaler's Reach	Donlyn Lyndon	1991	2, 13, 14
7-3-03	53 Fisherman's	Obie Bowman		4, 9
7-3-08	48 Whaler's Reach			11
20-53	35920 Seaward Reach	Don Jacobs	1972	11
17-19	42 Clippers Reach	Charles Miller	1989	13
17-24	36507 Sculpture Pt.	Turnbull		2, 7
17-59	36588 Sculpture Pt.	Turnbull		11
17-60	36584 Sculpture Pt.	Turnbull		11
17-61	36580 Sculpture Pt.	Turnbull		11
17-62	36574 Sculpture Pt.	Turnbull		11
14-2-04	36438 Deep Woods			11
14-1-13	36451 Deep Woods			11
30A-22	10082 Sorcerer Wood	Berle Pilsk	1975	11
30A-41	36778 Timber Ridge	Hornbeck, Schmatjen	1977	11
30-16	249 Headlands Close	Matheson Designs	1972	L, 10
30-24	36835 Greencroft	Don Jacobs	1977	L
30-25	36811 Greencroft	Dan Levin	1985	13
19-06	351 Westerly Close	Larry Routh	1968	L
19-13	360 Westerly Close	Dmitri Vedensky	1968	13
19-30	330 Sea Bird Reach	Carson Bowler	1967	11
19-36	37181 Schooner Drive	Turnbull	1970	L
19-42	366 Packet Close	Obie Bowman	1993	20

U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
28-32	39885 Leeward	Fred Linn Osman	1971	L
28-36	79 Seal Rock Reach	Dan Jacobs	1971	L, 11
28-46	82 Seal Rock Reach	Don Jacobs	1971	L
28-71	35 Masthead Reach	Don Jacobs	1976	2
28-83	271 Walk-on Beach	Don Jacobs	1979, 1980	11
28-91	209 Walk-on Beach	Turnbull / Griffin / Haesloop	1989, 1996 addition	13
28-122	185 Dune Drift Close	Matheson	1971	11
28-131	39584 Leeward	Matheson	1972	11
28-132	39592 Leeward	Matheson	1985	11
28-133	39610 Leeward	Finlayson	1986	11
28-134	39622 Leeward		1976	11
28-135	39632 Leeward		1977	11
28-136	39640 Leeward	Ubel		11
28-137	39654 Leeward	Matheson	1971	11
28-155	74 Bosun's Reach			11
28-156	64 Bosun's Reach			11
34A-26	40425 Leeward	Edward Taubold		13
34A-52	40044 Foremast	Pacific Post & Beam		13
34A-72	132 Pelican	Roland Lazzarotto		4
34C-21	40187 Backpack	Turnbull		4

U / B / L	ADDRESS	ARCHITECT/S	YEAR BUILT	AWARD/S
39A-1	41221 Ceanothus	Fiona O'Neill	1995	13
39A-2	41216 Ceanothus	Fiona O'Neil	1995	13
39A-3	41204 Ceanothus	Fiona O'Neil	1995	13
39A-4	41198 Cornlily	Fiona O'Neil	1995	13
39A-5	41210 Cornlily	Fiona O'Neil	1995	13
39A-6	41222 Cornlily	Fiona O'Neil	1995	13
39A-7	41234 Cornlily	Fiona O'Neil	1995	13
35A-92	371 Fish Hook	Turnbull Assocs.	1995	4
35A-94	359 Fish Hook	Obie Bowman	1982	L
35A-116	41453 Deer Trail	Don Jacobs	1976	2, 4
35A-112	41429 Deer Trail	Doug Thayer	1989	2, 4
35C-136	41205 Tall Grass	Carol Venolia		4
36	The White Barn		1868	15
North of Rec. Center				
Commons- The Chapel				
North of 27				
Employee Housing		Bill Turnbull	1985	

Note: This index to The Sea Ranch Design Awards from 1965 to 2005 is read by Unit/Block/Lot. The Design Awards are listed by number for each property as indicated by the following Design Award key. This design key is compiled from sources listed below. This map is a work-in-progress. Please send any corrections and/or omissions to [carlson3@mcn.org](mailto:carlson3@mcn.org)

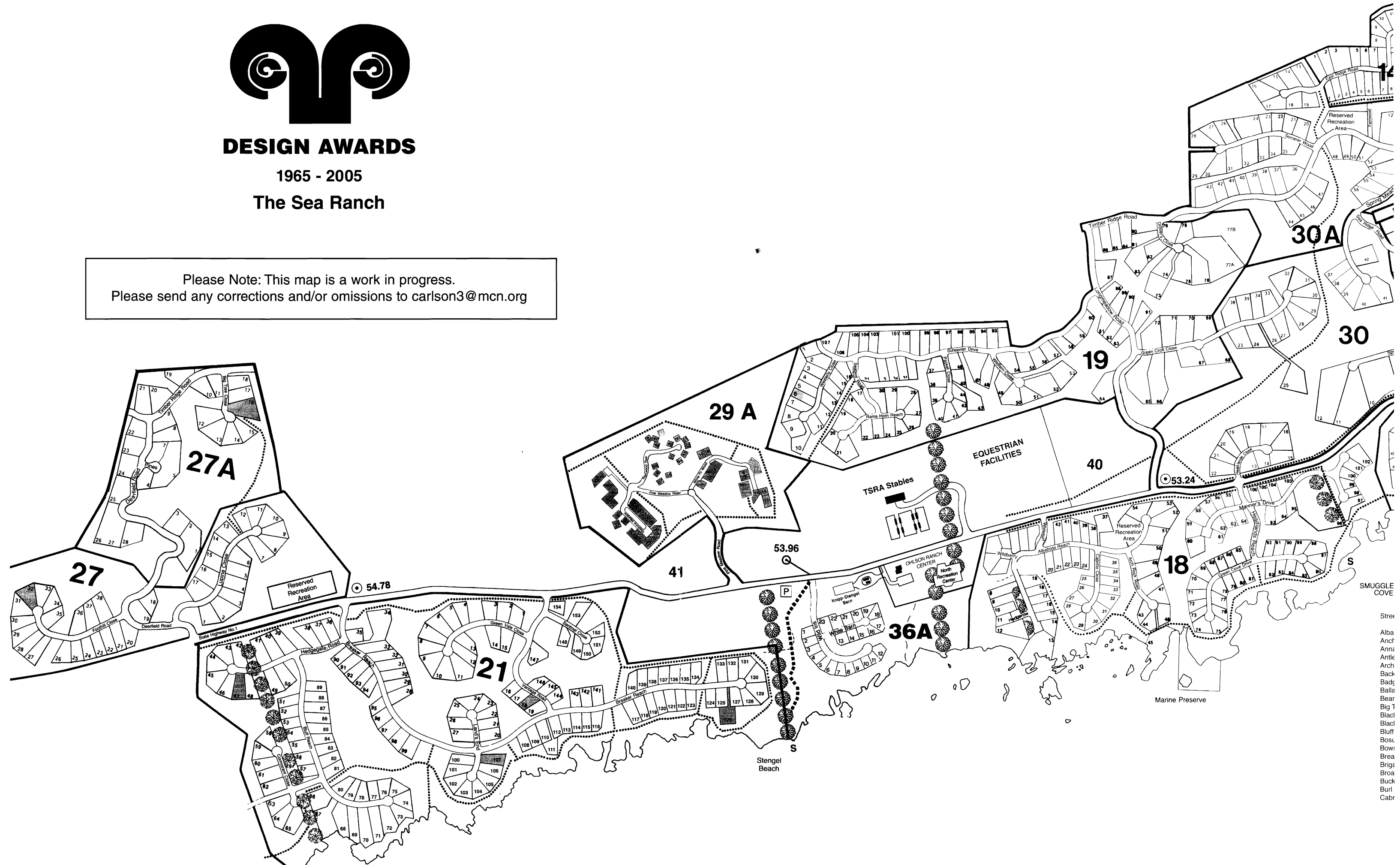


## DESIGN AWARDS

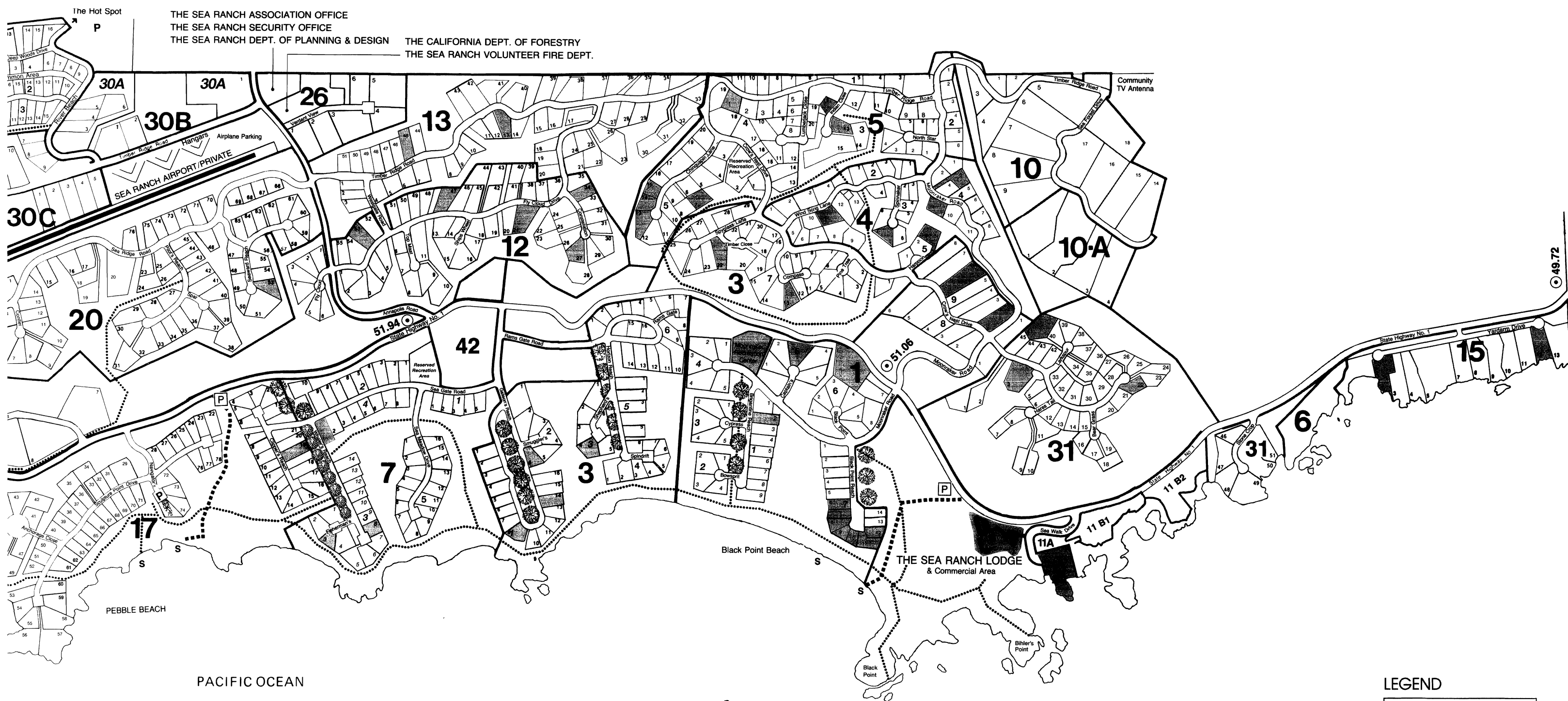
1965 - 2005

The Sea Ranch

Please Note: This map is a work in progress.  
Please send any corrections and/or omissions to [carlson3@mcn.org](mailto:carlson3@mcn.org)

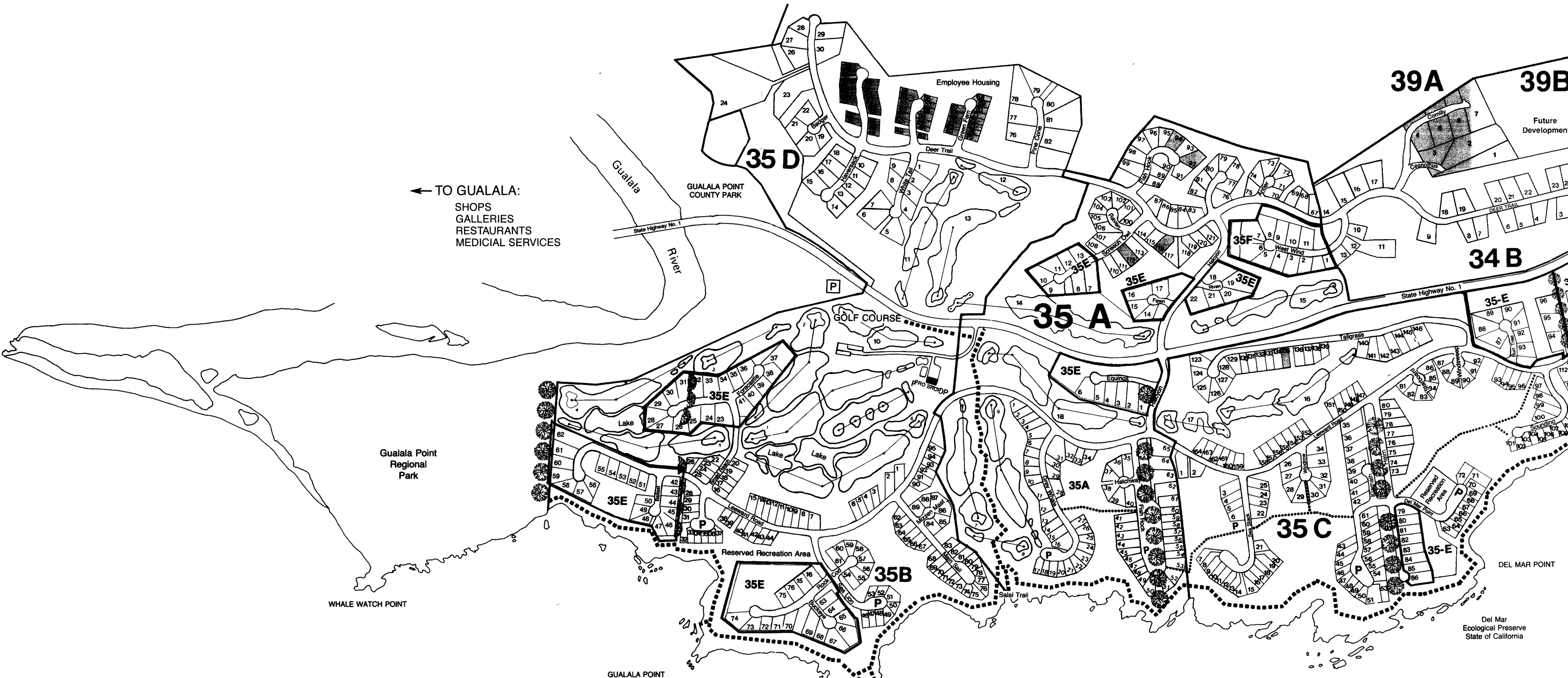


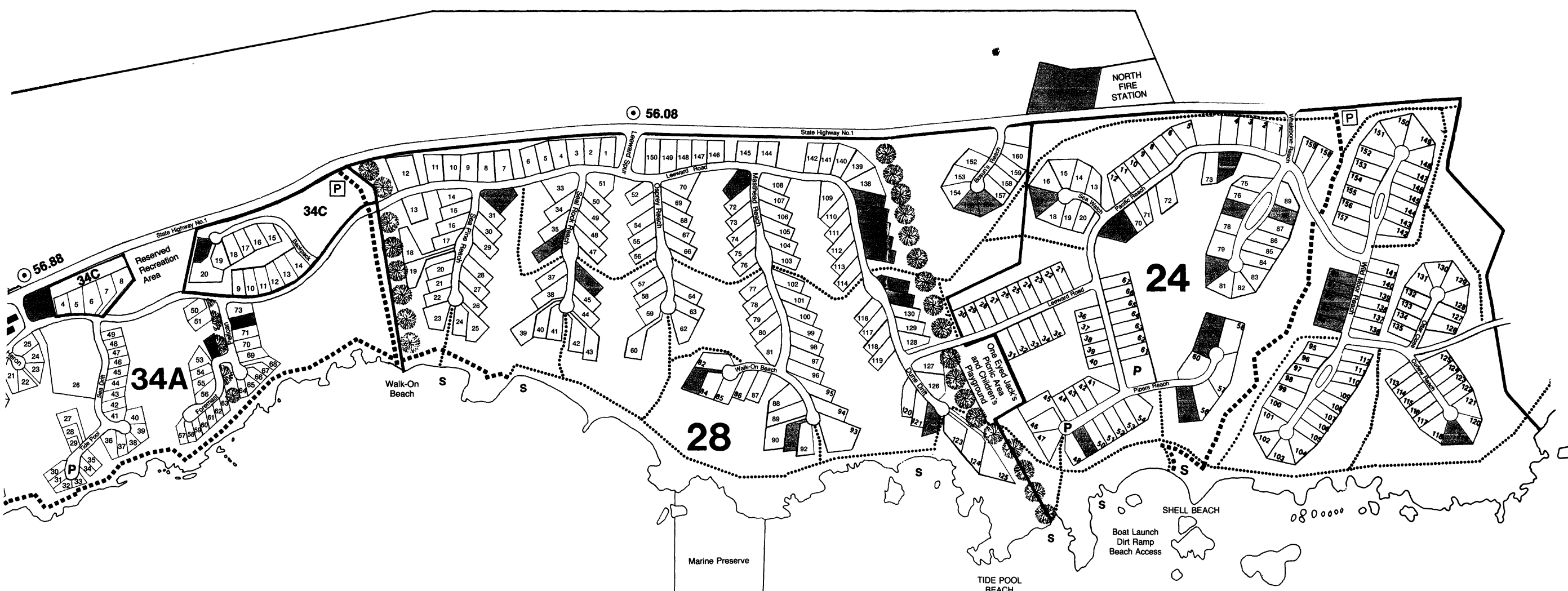




me	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location
Reach	Unit 18	Captain's Close	1	Fernwood	14	Headlands Reach	18	Navigator's Reach	17	Schooner Drive	19	Sorcerer Wood	30A	West Wind	34B-35F
e Close	17	Ceanothus	39A	Fish Hook	Unit 35A	Hedgegate Road	Unit 21	Screech Owl	Unit 5	Screech Owl	Unit 35A, 35A-E	Sounding	Unit 35C	Westerly Close	19
Road	12-12-20	Chinquapin Lane	5	Fish Rock	35A	Hedgerow Close	18	Osprey Reach	28	Sculpture Point Drive	17	South Wind	34A	Westgate Road	Unit 13
Road	35A	Clipper's Reach	17	Fisherman's Close	7	Helm	35C	Otter Close	24	Sea Drift	34A	Spar Close	20	Whalebone Reach	24
	18	Compass Close	3	Fly Cloud Close	30	Heron	34A	Pacific Reach	24	Sea Forest Drive	10-10A	Spindrift Close	3	Whaler's Reach	7
	34	Conifer Close	20	Fly Cloud Road	12-13	Horizon Reach	3	Packet Close	19	Sea Gate Road	7-17	Spinnaker Close	4	White Barn	36A
	35D	Constellation Close	12	Foothill Close	27	Indian Close	5	Pelican	34A	Sea Lion	35B	Spring Meadow	30-30A	White Fir Wood	29A
	35E	Cormorant Close	21	Forecastle	35E	Klamath	35C	Pilot's Reach	20	Sea Meadow Drive	7	Spur Close	30	White Tail	35D
ss Close	31	Cornlily	39A	Foremast	34A	Land's End Close	21	Pine Cone	35D	Sea Pine Reach	28	Spyglass Lane	3	Whitesurf Road	18
Close	27A	Crow's Nest Drive	3-5-31	Galleon's Reach	3	Larkspur Close	31	Pine Meadow Road	29A	Sea Ridge	20-30	Stable	18-21	Wildberry Close	18
it Close	1	Curlew Reach	24	Green Cove Drive	18	Leeward Road	24-28-35A-35C-35E	Pine Tree Close	3	Sea Stack	35C	Starboard	35C	Wildfern Close	19
it Reach	1	Cypress Close	1	Green Croft Close	19-30	Leeward Spur	28	Pines Close	27A	Sea Walk Drive	2-11	Stone Crop Reach	31	Wild Iris	36A
ch	21	Deep Woods Drive	14	Green Fern	35D	Longmeadow Road	19	Pipers Reach	24	Sea Watch Close	24	Tallgrass	35C	Wild Moor Reach	24
reach	28	Deer Trail	35A	Green Vale Close	21	Lumberjack Close	5	Rams Gate Close	3	Seabird Road	19	Tide Pool	34A	Wind Song Land	4
Close	1	Deerfield Road	27-27A	Grey Whale	35A	Lupin Close	27	Rams Gate Road	3	Seal Rock Reach	28	Timber Close	3	Windrow	35C
reach	21	Delmar Point	35C-35E	Halcyon	35A	Madrone Meadow	29A	Rams Horn Reach	19	Seaward Reach	20	Timber Ridge Road	5-10-13-19	Windsweep	35C
Reach	1	Drover's Close	19	Hares Trail Close	31	Main Sail	35B	Raven	35A	Sentinel Close	21		27A-30A	Yardarm Drive	15
ach	35B	Dune Drift Close	28	Harpoon Close	4	Mariner's Drive	18	Redwood Rise	29A	Shepherd's Close	3	Top Mast Close	12		
	35E	East Ridge Road	30A	Hatchway	35A	Masthead Reach	28	Riven	35E	Ships Wheel close	12	Vantage Road	21		
	35E	Equinox	35E	Haversack	35D	Mizzen Mast	35B	River Beach Road	14	Smuggler's Close	3	Verdant View	26		
lose	Unit 18	Fawn	35E	Headlands Close	30	Moonraker Road	1-4-5	Rock Cod	35B-35E	Solstice	34A	Walk-On Beach	28		

Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location	Street Name	Location
Albatross Reach	Unit 18	Captain's Close	1	Fernwood	14	Headlands Reach	18	Navigator's Reach	17	Schooner Drive	19	Sorcerer Wood	30A	West Wind	
Anchorage Close	17	Ceanothus	39A	Fish Hook	Unit 35A	Hedgegate Road	Unit 21	North Star Close	Unit 5	Screech Owl	Unit 35A, 35A-E	Sounding	Unit 35C	Westerly Close	
Annapolis Road	12-12-20	Chinquapin Lane	5	Fish Rock	35A	Hedgerow Close	18	Osprey Reach	28	Sculpture Point Drive	17	South Wind	34A	Westgate Road	
Antler	35A	Clipper's Reach	17	Fisherman's Close	7	Helm	35C	Otter Close	24	Sea Drift	34A	Spar Close	20	Whalebone Reach	
Arch Rock Road	18	Compass Close	3	Fly Cloud Close	30	Heron	34A	Pacific Reach	24	Sea Forest Drive	10-10A	Spindrift Close	3	Whaler's Reach	
Backpack	34	Conifer Close	20	Fly Cloud Road	12-13	Horizon Reach	3	Packet Close	19	Sea Gate Road	7-17	Spinnaker Close	4	White Barn	
Badger	35D	Constellation Close	12	Foothill Close	27	Indian Close	5	Pelican	34A	Sea Lion	35B	Spring Meadow	30-30A	White Fir Wood	
Ballast	35E	Cormorant Close	21	Forecastle	35E	Klamath	35C	Pilot's Reach	20	Sea Meadow Drive	7	Spur Close	30	White Tail	
Bear Grass Close	31	Cornlily	39A	Foremast	34A	Land's End Close	21	Pine Cone	35D	Sea Pine Reach	28	Spyglass Lane	3	Whitesurf Road	
Big Tree Close	27A	Crow's Nest Drive	3-5-31	Galleon's Reach	3	Larkspur Close	31	Pine Meadow Road	29A	Sea Ridge	20-30	Stable	18-21	Wildberry Close	
Black Point Close	1	Curlew Reach	24	Green Cove Drive	18	Leeward Road	24-28-35A-35C-35E	Pine Tree Close	3	Sea Stack	35C	Starboard	35C	Wildfern Close	
Black Point Reach	1	Cypress Close	1	Green Croft Close	19-30	Leeward Spur	28	Pines Close	27A	Sea Walk Drive	2-11	Stone Crop Reach	31	Wild Iris	
Bluff Reach	21	Deep Woods Drive	14	Green Fern	35D	Longmeadow Road	19	Pipers Reach	24	Sea Watch Close	24	Tallgrass	35C	Wild Moor Reach	
Bosun's Reach	28	Deer Trail	35A	Lumberjack Close	21	Rams Gate Close	5	Rams Gate Close	3	Seabird Road	19	Tide Pool	34A	Wind Song Land	
Bowspirit Close	1	Deerfield Road	27-27A	Grey Whale	35A	Rams Gate Road	3	Rams Gate Road	3	Seal Rock Reach	28	Timber Close	3	Windrow	
Breaker Reach	21	Delmar Point	35C-35E	Halcyon	35A	Rams Horn Reach	19	Rams Horn Reach	19	Seaward Reach	20	Timber Ridge Road	5-10-13-19	Windsweep	
Brigantine Reach	1	Drover's Close	19	Hares Trail Close	31	Main Sail	35B	Raven	35A	Sentinel Close	21		27A-30A	Yardarm Drive	
Broad Beach	35B	Dune Drift Close	28	Harpoon Close	4	Mariner's Drive	18	Redwood Rise	29A	Shepherd's Close	3	Top Mast Close	12		
Buckeye	35E	East Ridge Road	30A	Hatchway	35A	Masthead Reach	28	Riven	35E	Ships Wheel close	12	Vantage Road	21		
Burl Tree	35E	Equinox	35E	Haversack	35D	Mizzen Mast	35B	River Beach Road	14	Smuggler's Close	3	Verdant View	26		
Cabrillo Close	Unit 18	Fawn	35E	Headlands Close	30	Moonraker Road	1-4-5	Rock Cod	35B-35E	Solstice	34A	Walk-On Beach	28		





**LEGEND**

Lot Number	10
Unit Block	6
Unit Number	<b>6</b>
Unit Boundary	—
Existing Trails	.....
Public Access Easement & Trail	.....
County Parks	<b>P</b>
Parking Area	<b>P</b>
TSR Parking Area	<b>P</b>
Stairway	<b>S</b>
Hedgerow	
Mile Marker	



PACIFIC OCEAN