



GREEN BUILDING PROGRAM CASE STUDY

La Maestra Community Health Center

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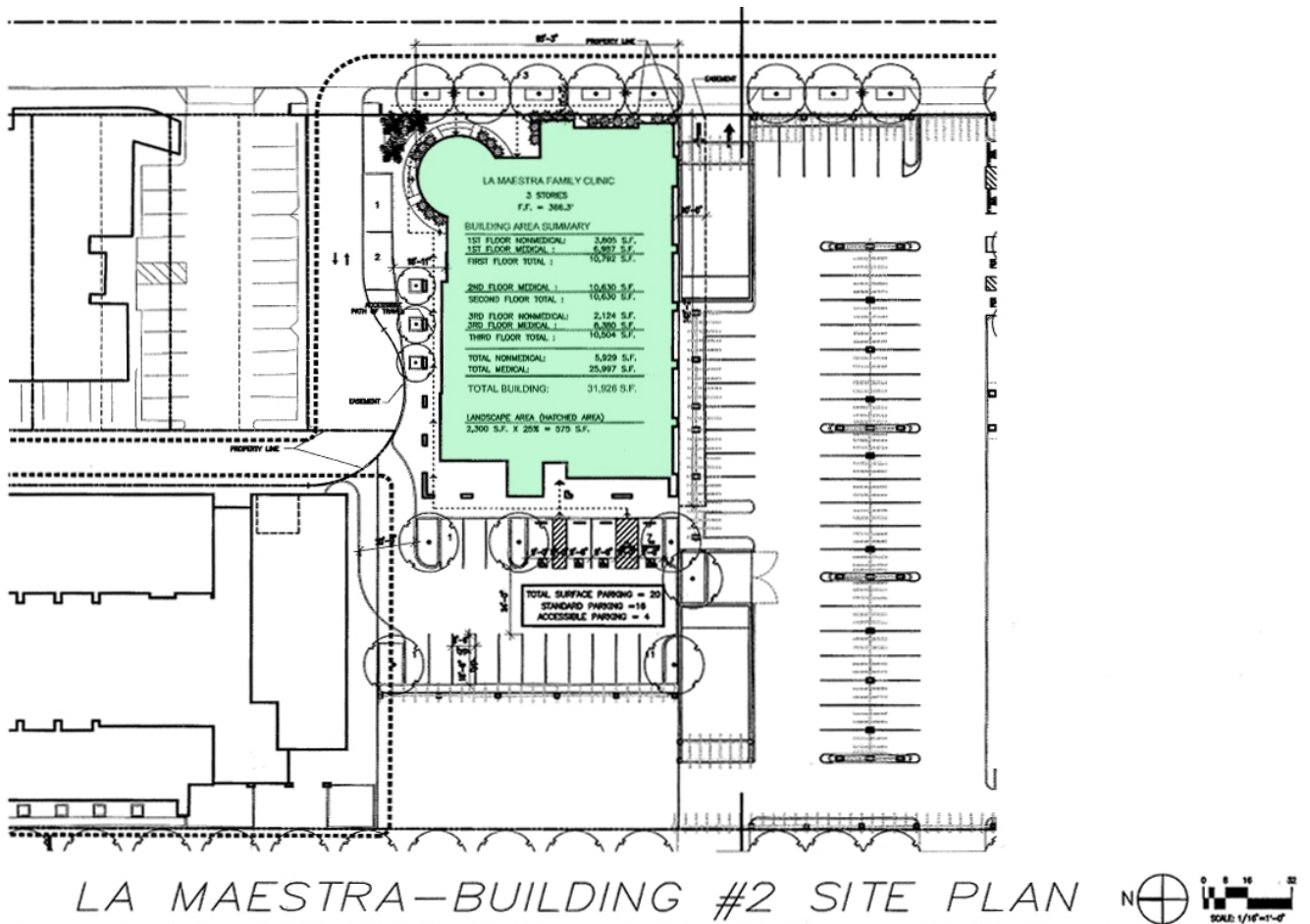
COMMUNITY HEALTH CENTER TAKES THE “LEED”

Clinic incorporates green design

This new three story, 32,000 square foot La Maestra Community Health Center in the City Heights area of San Diego is expected to be the first facility of its kind in the country certified as a green building. This means it will be built from the ground up as environmentally friendly for both residents and the community.

There are more than 50,000 residents in the City Heights area of San Diego, California, one of the most ethnically diverse communities in the nation. This inner city health clinic currently serves about 18,000 of these per year. Together, its 147 doctors, nurses, counselors and social workers speak 19 languages and dialects, including Arabic, Chaldean, Chinese, Cambodian, Laotian, Spanish, Somali, Sudanese, and an assortment of African tribal languages.

La Maestra, in fact, is far more than a health clinic. It also provides job training and placement, housing assistance, interpretation and translation, acculturation training and classes in financial literacy for City Height’s residents and burgeoning immigrant population so they can become self-sufficient. In short, the Center will serve as a dynamic “hub” of learning, entrepreneurship and celebration for families, youth, seniors, businesses and all who live in the community.



LA MAESTRA—BUILDING #2 SITE PLAN



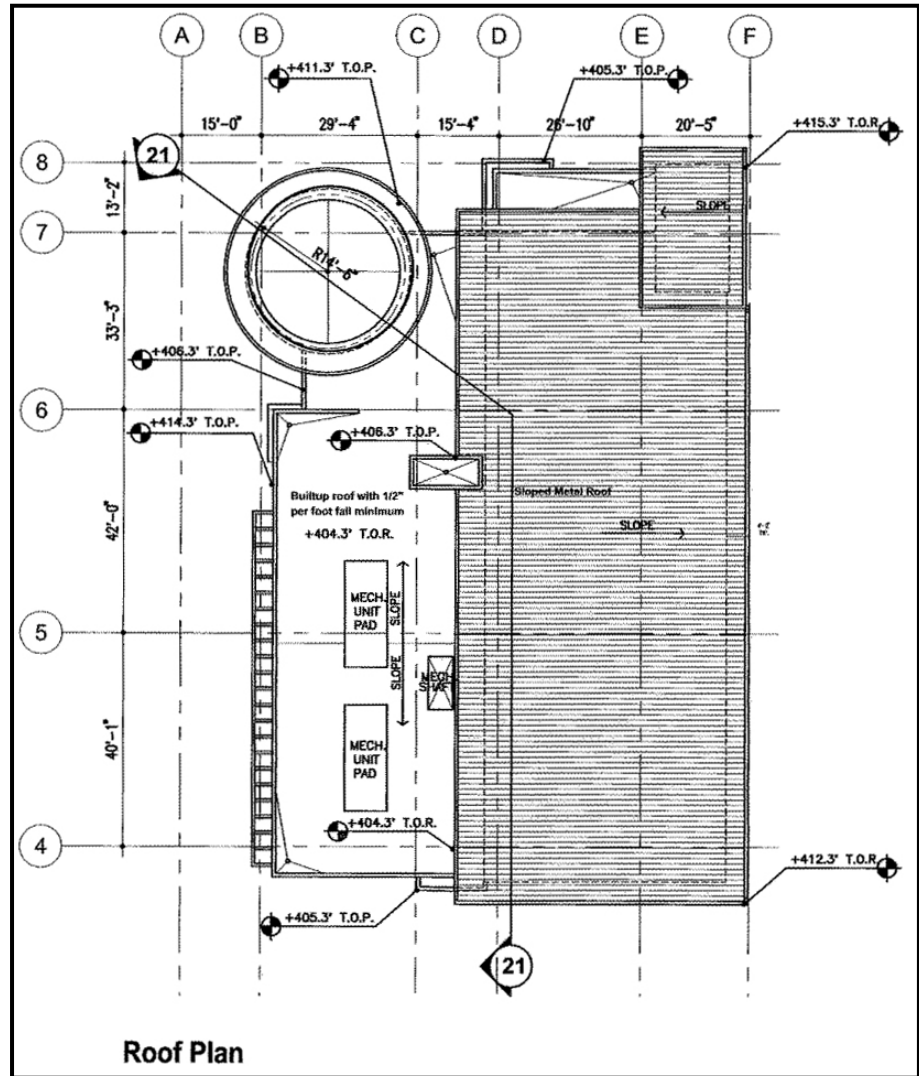
The clinic currently provides services through an assortment of 13 residential buildings on a single city block. La Maestra acquired the residential buildings in recent years and converted them for clinic use with the approval of the California Department of Health Services. The new building, however, will enable La Maestra to centralize its services into a single building.

According to Zara Marselian, La Maestra's chief executive officer, La Maestra's new facility will accommodate rising demand for the clinic's broad range of healthcare, job placement, and acculturation training

services. Already the largest employer in the area, when La Maestra completes its new facility, it will nevertheless more than double its workspace in City Heights, while allowing for the hiring of more than 60 additional employees.

The new building, designed around a covered interior atrium space, will be organized to allow patients and visitors to experience first hand, all the services that La Maestra offers, including the full range of primary medical services as well as dental, behavioral health, vision, geriatric care as well as housing assistance and job training and placement. A centralized reception area will provide assistance and orientation for multi-lingual patients, first-time visitors, and extended families.

The first floor will be leased to related businesses providing more needed services and helping to offset costs to operate the new facility. A primary health care clinic will be located on the second and third floors, each having their own distinct waiting and sub-waiting areas to segregate sick/well children, and to provide play areas nearby where supervision can readily occur. The second floor will include a dental facility with five dental operatories. One additional procedure room will be provided to accommodate additional pediatric patients who may require special



accommodations.

Like many non-profit organizations that serve low-income, immigrant communities, La Maestra operates on a tight budget. Consequently, it is not the type of clinic where one would expect to find environmentally friendly architectural designs. La Maestra, however, hopes to set the trend in this regard, proving to itself and ultimately inspiring health clinics nationwide that it is possible for small, non-profit health clinics to be at the forefront of sustainable design.

La Maestra is a member of the U.S. Green Building Council (USGBC) and an EPA Energy Star partner. The La Maestra Community Health Center received technical consulting services for the green building aspects of the project through the San Diego Regional Energy Office's Green Building Program. The new clinic is being designed to attain a LEED® (Leadership in Energy and Environmental Design) Silver level of certification.

WHAT MAKES THIS PROJECT GREEN?

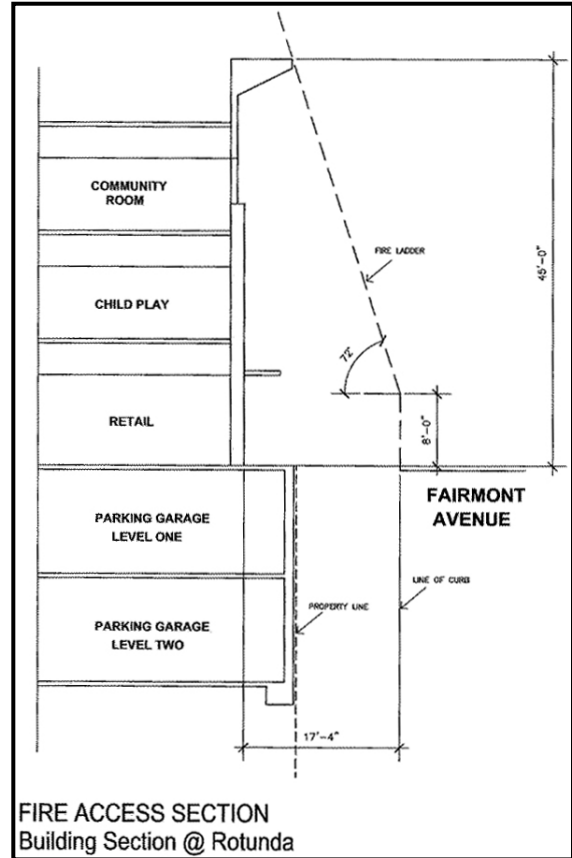
"It's important for health clinics to incorporate sustainable design elements into their facilities, not only to protect the environment, but also to provide healthy work/care environments for their employees and patients."

- Zara Marselian, Chief Executive Officer,
La Maestra Community Health Centers

The project incorporates sustainable design practices into the design of the three-story building from the start by locating the building on the site to take advantage of prevailing breezes and solar orientation. Other sustainable features include operable windows for natural ventilation and passive cooling. Most of the clinic's interior spaces are designed to have access to natural daylighting and views to the exterior, thereby reducing the amount of artificial lighting required during daylight hours.

Sustainable materials designed into the project include interior finish materials with a high percentage of recycled content; products with low VOC emissions; and EPA Energy Star-rated materials and equipment. The building will also feature water-conserving plumbing fixtures and high-performance, energy-efficient mechanical and lighting systems.

The clinic will also incorporate sustainable design practices into the outdoor environment through the use of native and drought-tolerant landscaping and a high-efficiency landscape irrigation system. A construction waste management



program will be implemented to recycle construction waste, thereby diverting it from overburdened landfills.

Alexei Ochola, La Maestra's project manager, added that La Maestra's sustainable designs will do more than protect the environment. They will help lower La Maestra's building maintenance costs.

"Most people think it is expensive to go green and there is a big upfront cost associated with building such a facility. But we haven't found that to be the case at all, especially when you incorporate green design into your plans from the very initial stages."

- Alexei Ochola, Member, La Maestra Board of Directors

Besides participation in SDREO's Green Building Program, La Maestra also signed up for San Diego Gas and Electric's (SDG&E) Savings By Design energy incentive program. Savings By Design is a program sponsored by the State of California to encourage high-performance building design and construction by providing design assistance and incentives to both the owner and design team for achieving specified levels of energy efficiency.

La Maestra has begun an aggressive \$10 million "Heart of the Community Campaign" to raise funds and is actively pursuing partners for the project. In March, 2006, a land purchase celebration and capital campaign launch was held on the site. Sustainable design has been a central theme of the campaign, and their efforts are being extremely well received by local foundations and individuals. Groundbreaking for the project is anticipated for mid-December of 2006.

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