

United States Department of the Interior
National Park Service
**National Register of Historic Places
Registration Form**

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INTERAGENCY RESOURCES DIVISION

This form is for use in nominating or requesting determinations of eligibility for individual properties or districts. See instructions in *Guidelines for Completing National Register Forms* (National Register Bulletin 16). Complete each item by marking an "x" in the appropriate box or by entering the requested information. If an item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, styles, materials, and areas of significance, enter only the categories and subcategories listed in the instructions. For additional space use continuation sheets (Form 10-900-a). Type all entries.

1. Name of Property

historic name Matson Building and Annex
other names/site number N/A

2. Location

street & number 215 Market Street N/A not for publication
city, town San Francisco N/A vicinity
state California code CA county San Francisco code CA 075 zipcode 94106

3. Classification

Ownership of Property

- private
- public-local
- public-State
- public-Federal

Category of Property

- building(s)
- district
- site
- structure
- object

Number of Resources within Property

Contributing	Noncontributing
<u>1</u>	<u> </u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>
<u>1</u>	<u>0</u>
Total	Total

Name of related multiple property listing:
N/A

Number of contributing resources previously listed in the National Register 0

4. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act of 1966, as amended, I hereby certify that this nomination request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36CFR Part 60. In my opinion, the property meets does not meet the National Register Criteria. See Continuation Sheet.

James A. Beatty
Signature of Certifying Official Deputy
State Historic Preservation Officer
State or Federal Agency and bureau

10/11/95
Date

In my opinion the property meets does not meet the National Register Criteria. See Continuation Sheet.

Signature of commenting or other official

Date

State or Federal Agency and bureau

5. National Park Service Certification

I hereby certify that this property is:

- entered in the National Register. See Continuation Sheet.
- determined eligible for the National Register. See Continuation Sheet.
- determined not eligible for the National Register.
- removed from the National Register.
- other, (explain:)

Edson A. Beall
Signature of the Keeper

Date of Action

11-29-95

Entered in the
National Register

6. Function or Use**Historic Functions (enter categories from instructions)**COMMERCE/business**Current Functions (enter categories from instructions)**COMMERCE/business**7. Description****Architectural Classification****(enter categories from instructions)**Late 19th and early 20th century Revivals: Italian Renaissance**Materials (enter categories from instructions)****foundation** Concrete**walls** Terra Cotta; Granite base**roof** Terra Cotta Tile**other** Windows: Wood & GlassStorefronts: Cast Iron & Glass**Describe present and historic physical appearance.****General**

The sixteen story Matson Building, designed by architects Bliss & Faville and built between 1922 and 1924, occupies a site on the corner of Market and Main Streets in San Francisco, and is one of a series of skyscrapers built during the 1910s and 1920s which give San Francisco its downtown character. The Matson Building was enlarged in 1945-1947 to the design of Leland Rosener, which essentially duplicated the original on both the exterior and interior. The addition is fully interconnected with the main structure and functions with it as one building. In 1993-1995, the Matson Building and its Annex were retrofitted to withstand earthquake forces, and were substantially remodelled as part of the retrofit process. [Design team for this latest alteration is listed at the end of Section 7.] The seismic retrofit effort was tax certified under the provisions of federal law, and design and construction work was monitored by the State Office of Historic Preservation and the western regional office of the National Park Service. The exterior of the building retains integrity of appearance and material.

Site

The Matson Building and its Annex occupy about one quarter of the block bounded by Market, Main, Mission and Beale Streets. Market Street aligned with the Market Street Wharf and in 1895 was given a visual focus with the construction of the Union Depot and Ferry House (Ferry Building) as terminus for the many cross-bay ferry lines. Commercial institutions began to build along Market Street thereafter, including Southern Pacific Company (1916), the rebuilt Palace Hotel (1909), the Hobart Building (1914), Pacific Gas and Electric Company (1925), and the Bank of America (1925). The difficulty of constructing buildings on the south side of Market Street, which lies atop bay mud, may be one reason that large buildings in the downtown area were constructed here only after the area to the north of Market Street was densely built up.

Plan

As can be seen from the Site Plan (Figure 15), the Matson Building occupies a nearly square site 138 feet by 138 feet. Its Annex enlarged the site some 46 feet to the south. Though the ground floor and basement occupy the entire site, upper floors are arranged in an "L" shaped configuration, with each wing forty-five feet across. The two wings are served by a bank of five elevators placed on the south side of the Market Street arm of the "L", directly opposite the main entrance on the first floor. Also opposite the main entrance is one of the two stairs provided in the original construction. A second stair is at the south end of the Main Street portion of the "L". The "L" shaped configuration rises fifteen stories; the sixteenth story is stepped back from the main walls of the shaft. Atop the sixteenth story is a four story cupola. Original drawings show that floors were constructed with few subdivisions; later alterations divided the floors into offices. The addition of 1947 made the shape of the plan between the second and seventh floors a "C"; two more elevators were added to serve the addition, together with another stair. The seismic retrofit has made no changes in the general plan of the floors, but has slightly altered core conditions.

Exterior

In all aspects of its exterior design, the Matson Building is an exemplary Renaissance-inspired skyscraper. The facade is divided into three primary horizontal divisions, with the lowest and uppermost divisions subdivided and embellished. Renaissance motifs, modified as necessary to fit this new and considerably attenuated building type, are used in traditional locations on the facade. Personalized details - allegorical nautical ornamentation symbolizing the Matson Lines - are intertwined with Renaissance motifs. The structural frame is clearly expressed by widening the masonry wall surface at the columns. The use of giant orders - two-story engaged columns and a round-headed, two story entrance opening, with a two-story arcade at the roof line - together with projecting cornice and tower were all characteristic of skyscrapers of this period. A common design feature employed to enliven roof lines and house unsightly mechanical equipment, the cupola of the Matson Building may have served as a vantage point to observe ships arriving at the nearby piers or as a point of reference for ships arriving in the harbor (Figures 1 and 3).

 See continuation sheet

8. Statement of Significance

Certifying official has considered the significance of this property in relation to other properties:

nationally statewide locally

Applicable National Register Criteria A B C D

Criteria Considerations (Exceptions) A B C D E F G

Areas of Significance (enter categories from instructions)

Architecture _____

 Transportation _____

Period of Significance

1922-1947 _____

Significant Dates

1922 _____
 1945- _____

Cultural Affiliation

N/A _____

Significant Person

N/A _____

Architect/Builder

Architect: Bliss, Walter D. & Faville, Wm. B., 1921-1924
 Engineer: Rosener, Leland S., 1945-1947
 Builder: Lindgren Co., 1922-1924.

State significance of property, and justify criteria, criteria considerations, and areas and periods of significance noted above.

The Matson Building and Annex appear eligible for the National Register of Historic Places at the local level of significance under Criterion C, architecture, as a very fine embodiment of the large terra cotta-clad office building type as found in the 1920s in downtown San Francisco. The Matson Building forms a splendid pair with the adjacent Pacific Gas and Electric Company Building (being nominated concurrently) along Market Street, the city's principal artery and focus of transportation. The Matson Building is also eligible at the local level of significance under Criterion A, patterns, for its role as the headquarters of Matson Navigation Company, leading passenger and freight carrier between the West Coast and Hawaii, 1922-1947. For Criterion C, both the period of significance and the significant dates are bounded by the years of construction: 1922-1924 for the original building and 1945-1947 for the complementary Annex. The exterior and some interior spaces are intact as to location, design, setting, materials, workmanship, feeling, and association.

Architecture: Tall Office Buildings

Tall office buildings with steel frames and facades organized as columns ("base," "shaft," and "capital") began to appear in San Francisco in the 1890s, most notably the Mills and Chronicle Buildings, both by Burnham & Root. Fourteen such buildings, which still survive in one form or another, had been or were being constructed by the time of the 1906 earthquake-fire. The lessons learned from that catastrophe taught that steel frames and terra cotta cladding survived these awful tests remarkably well. For the next decade San Francisco's financial center was rebuilt with many of these buildings, usually with historicist imagery used in a greater or lesser degree of ornamentation to define the base, shaft and capital. *Splendid Survivors*, published by The Foundation for San Francisco's Architectural Heritage, identified 18 such office buildings of ten stories or more, constructed between 1906 and 1919. In the building boom of the 1920s this type continued, but taller on the average than before. After 1925 the first type was joined by the stepped-back skyscraper inspired by New York City building/zoning codes and by Eliel Saarinen's second-place design for Chicago's Tribune Tower, for a total of 20 tall office buildings in the decade.

The Matson Building is a very fine example of the tall office building designed as a column. It closes a grand view down Pine Street, pairs admirably with the adjacent Pacific Gas and Electric (hereafter PG&E) General Office Building, and is a part of a potential discontinuous lower Market street district consisting of 40 resources surveyed as eligible for the National Register of Historic Places. The Matson Building's arcaded, four-story "capital" is rich in ornamentation, contrasting with the quietly rusticated nine central stories of "shaft." The rich four-story base repeats the proportions of the top with three-story columns and a fourth intermediary story interrupted by the central entry arch. Its fine terra cotta detailing is typical of its architects, Walter D. Bliss and William B. Faville.

Architecture: Terra Cotta

Architectural terra cotta had been used in San Francisco as a material for ornament at least in the 1880s, but after the 1906 fire the material began to be considered both as a substitute for brick or stone and as a versatile medium in its own right. The Hearst Building of 1909 at 691 Market Street, for instance, displayed fourteen stories of polychrome terra cotta above a two-story marble base. In 1914, only a year after the success of New York's terra cotta-clad Woolworth Building, Willis Polk sheathed the Hobart Building, at 592 Market, entirely in terra cotta with dense ornament.

For a variety of reasons, terra cotta became the dominant cladding material for tall buildings constructed in San Francisco between 1920 and the Depression. The first reason was its light weight. The material could be manufactured in hollow blocks whose cell walls

See continuation sheet

9. Major Bibliographical References

- The Architect and Engineer*, 75 (November 1923): illus. 132.
- The Building Review*, 23 (January 1923): Plates 1-6.
- Corbett, Michael. *Splendid Survivors*. San Francisco: California Living Books, 1979.
- Kurutz, Gary F. *Architectural Terra Cotta of Gladding, McBean*. Sausalito, CA: Windgate Press, 1989.
- "Matson Building Ready," *San Francisco Chronicle*, November 3, 1923.
- Moody's Industrial Reports*. New York: Moody's Inv. Services, 1948, 1994.
- Morrow, Irving F. "Recent San Francisco Skyscrapers." *The Architect and Engineer*, 75 (November 1923): 7, xvii.
- Pacific Coast Architect*, 25 (May 1924): 13, 14.
- Stindt, Fred. A. *Matson's Century of Ships*. Modesto, CA: Fred A. Stindt, 1982.
- The [Shipping] Guide*. San Francisco: Wm. Empey, 1965.

See continuation sheet

Previous documentation on file (NPS):

- preliminary determination of individual listing (36CFR67) has been requested
- previously listed in the National Register
- previously determined eligible by the National Register
- designated a National Historic Landmark
- recorded by Historic American Buildings Survey # _____
- Recorded by Historic American Engineering Record # _____

Primary Location of additional data

- State Historic Preservation Office
- Other State agency
- Federal agency
- Local government
- University
- Other

Specify repository: _____

10. Geographical Data

Acreeage of property less than one acre

UTM References

1

Zone Easting Northing

3

Zone Easting Northing

2

Zone Easting Northing

4

Zone Easting Northing

See continuation sheet

Verbal Boundary Description

The boundary of the Matson Building and Annex site is shown as the hatched area on the accompanying map, Figure 15.

See continuation sheet

Boundary Justification

The boundary of the site is that portion of Lot 19, Assessor's Block 3711 which is covered by the Matson Building and its Annex. The remainder of this lot is covered by the Pacific Gas and Electric Building and its Annex (being nominated separately), and by additional buildings, which were constructed after the period of significance.

See continuation sheet

11. Form Prepared By

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The walls of the primary elevations are clad in cream-colored terra cotta, manufactured by Gladding, McBean of Lincoln, California, above a granite base (Figure 6). Terra cotta – a relatively brittle material and the most characteristic curtain wall material used for skyscrapers during the first three decades of the 20th century – was most frequently manufactured as a substitute for stone, although the nature of the material and the manufacturing process resulted in unmistakable qualities unique to terra cotta. The terra cotta of the Matson Building is mottled to resemble a more expensive stone veneer and was cast to resemble rusticated stone as a means to disguise planar incongruities. The glaze has a slight sheen, unlike stone, which makes the elevations somewhat reflective. Selected areas serving as background for ornamentation in low relief were glazed with a matte, aquamarine-colored glaze. The terra cotta was cut at joint lines to create “relieving joints” as part of the seismic retrofit project, a process discussed under “Structural System” below.

The sash at the ground floor is painted cast iron with ornamental designs in relief (Figure 6) and the predominant window type at the upper floors of the primary and rear elevations is double-hung wood sash (Figure 18). Except for the ornamentation of the tower, the rear elevations, which are predominantly cement plaster, are not ornamental. As part of the seismic retrofit, these rear elevations were completely replaced, but are presently clad in cement plaster of similar appearance to original construction.

The cornice of the Matson Building is painted sheet metal, common to San Francisco buildings of this period, and the tower is clad in terra cotta and cement plaster (Figure 7). The ornamental tile roof covering the fifteenth floor parapet wall and the tower itself are covered with straight barrel Mission tiles. All of the roofing tiles are common terra cotta tiles, except for the cover tiles on the parapet wall “roof” and the tower roof, which are finished with an aquamarine-colored glaze.

Structural System

The structural system of the Matson Building has reinforced concrete foundations placed over wood piles. The structural frame is steel; floors are concrete slabs; and walls are built of common masonry faced with cast terra cotta. Many interior partitions were of hollow clay tile faced with plaster and were determined to be structurally insufficient to withstand seismic forces. Almost all of them were removed as part of the seismic retrofit project, 1993-1995, as agreed to with the National Park Service. Where hollow clay tile remains, it is seismically reinforced and braced.

The retrofit project sought to stabilize the Matson Building against earthquake forces. The structural retrofit program included a complete seismic retrofit of the super-structure, strengthening and articulation of the historic terra cotta facade, and protection of potentially hazardous historic finishes and ornamentation. The owner, PG&E, established *Seismic Performance Goals* to guide the structural design; these goals included *Protection of Occupant and Pedestrian Life Safety* and *Provisions for Immediate Access and Rapid Return to Functional Operation*. The super-structure was strengthened with a series of concrete shear walls interconnected with ductile, energy-absorbing beams. These new walls replaced the existing unreinforced masonry infill walls of the inner courtyard; as illustrated in Figure 19. The significant terra cotta facade was strengthened *in situ* by casting a reinforced concrete skin on the interior. Furthermore, the stiff but brittle piers were isolated from the earthquake-induced building distortions using the Articulated Facade concept illustrated in Figure 20. Horizontal slits were sawcut at the top and bottom of each pier, completely through the terra cotta facing, brick masonry backing and new concrete skin. This jointing of the facade permits the pier to rock with the lateral motions instead of absorbing energy and fracturing.

Interior

The vestibule and elevator lobby walls of the building were originally finished in integrally-colored plaster, mottled and scored to resemble a more expensive marble veneer. In these spaces during the 1993-1995 construction period, an ornamental plaster ceiling was discovered in place above a more recent suspended ceiling. Though damaged, enough original material remained to enable the ceiling to be reconstructed. Black marble surrounding elevator doors is original, though an overdoor cornice of the same material was removed, probably in 1958. The bronze letter box dates to original construction. Plaster on walls in the lobby is new, though it is scored and colored to resemble the original condition. Stone flooring in the lobby is of new design but similar pattern; the original flooring was of rubber tile. Bronze finished elevator doors with maps of the Hawaiian islands were placed in the Lobby, probably in 1958. At the request of the National Park Service, the maps of Hawaii were retained.

To the east of the vestibule and lobby is a large room, now assigned to retail or banking, which was at one time a portion of the Matson Lines booking office. Ornamental plaster ceiling, pilasters, and column covers remained in the room prior to the 1993-1995 seismic retrofit. Though certain portions of this material had to be removed to accommodate construction, ornamental pieces were carefully de-mounted, and returned to place at the close of construction.

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In upper floors of the Matson Building, certain spaces existed which were considered historically significant. On the Second Floor, the Matson Lines Board Room, together with a wood paneled office once assigned to the President, remained. These spaces were carefully demounted and reinstalled in the completed building (Figure 12). On the Twelfth Floor, offices once occupied by C&H Sugar Company were still present; these were retained in place (Figure 13). On the Fifteenth Floor, two ornamental, wood paneled offices remained; walls to these spaces were held in place and wood paneling demounted and returned to the rooms (Figure 14).

The upper floors of the Matson Building were somewhat unusual within the context of contemporary office buildings in San Francisco. Because the upper floors were subdivided to meet the functional requirements of the tenants, the floor plans varied dramatically from floor to floor and there were substantial irregularities in room size, configuration and finishes. Post retrofit, floor plans have settled into an open office configuration with private offices and conference rooms concentrated at corners of the plan.

Alterations

Alterations have occurred more or less continuously on upper floors of the Matson Building and Annex. The basic changes to the structure are outlined in the following chronology:

1924 - Building opens. Eastern portion of ground floor and certain upper floors occupied by Matson Navigation Lines.

1930s - Matson Board Room and Executive Office, Second Floor, remodeled.

1945-1947 - Seven story Annex is designed and built. Drawings are prepared by Leland Rosener, Engineer. Structure of Annex is designed to rise to the full sixteen story height of the main building. Facade and lobby detailing is designed to match the designs of Bliss & Faville.

1958 - Vestibule and Lobby remodeled. Gardner Dailey is architect. It is believed that the ceiling of these spaces was lowered at this time. Elevator doors with maps of Hawaii are installed.

1959 - Matson sells 215 Market Street, though it retains offices in the building. Building passes through two separate ownerships between 1959 and 1972.

1972 - Pacific Gas and Electric Company acquires building and includes site within its headquarters complex.

1989 - Loma Prieta earthquake. Building suffers some damage, though is not structurally compromised. Shortly thereafter, PG&E decides to vacate structure due to the determination that some hazard exists in occupying the building.

1992 - Design begins on Seismic Retrofit.

1993-1995 - Seismic Retrofit Project.

Seismic Retrofit, 1992-1995

The goals of the seismic retrofit program and the basis of the structural design were motivated by PG&E's regional program to ensure its operation and response capabilities following a major earthquake, and PG&E's desire to preserve the historic character of their Market Street facility. The construction of a state-of-the-art earthquake-resisting structural system in the midst of sensitive historic materials and finishes posed a challenge to the entire design, construction and design review team, requiring consideration of all alternatives and the balance of economic, seismic performance and historic preservation criteria. The configuration and location of the shear wall system, while requiring some invasive measures, optimized both structural performance and maintenance of the original design intent for the courtyard facades. The articulation of the terra cotta facade introduces a new technique for the protection and preservation of unreinforced masonry and steel-frame infill systems common throughout the Bay Area. The technique provides for a high level of confidence in good seismic performance, and at the same time is accomplished with minimal disturbance of existing materials and a negligible change of appearance, consistent with the Historic Preservation Standards.

Design Team

Project team for the seismic retrofit included Project Manager - Hines Interests Limited Partnership: James Morrison, Vice President; Project Architect - Simon Martin-Vegue Winkelstein Moris: Lamberto Moris, Principal; Production Architect - Kendall/Heaton Associates: William Kendall, Principal, Mike Desguin, Architect; Historic Architect - Page & Turnbull, Inc.: Jay Turnbull, Principal; Structural Engineer - Forell/Elsesser Engineers: Nick Forell and Eric Elsesser, Principals, Mark Jokerst, Engineer; Mechanical & Electrical Engineer - Flack + Kurtz: Clark Bisel, Principal; General Contractor - Dinwiddie Construction Company: Earl Bamum, Vice President.

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were only one to two inches thick. These blocks could be laid up against common brick masonry efficiently, and tied back to the masonry with thin steel wires. By contrast, stone facings of the time were at least four inches thick, and their metal anchors were correspondingly heavy.

A second reason for the popularity of terra cotta lay in the quality of its manufacture, which rose as temperature-controlled kilns and perfectly mixed clays were developed. Identical blocks for uniform bays between steel columns could be designed, formed, baked, glazed, and delivered to a job site predictably, without the hand finishing that stone masonry still required.

A third, and most important reason for choice of the material lay in its expressive possibilities. The variety of color, texture, and sheen available to surface terra cotta was limited only by the number of glazes which could be fired onto baked clay. If a designer sought a stone-like appearance, he could be assured of a material which accurately simulated the visual quality of stone. If he wished to emphasize color or reflectivity, he could obtain an appearance never available in stone or brick.

The architects of the Matson Building, Bliss & Faville, took advantage of these qualities. They sheathed the main elevations in a cream-colored terra cotta with a somewhat reflective sheen. A second color, turquoise blue-green, was used on certain blocks to provide a background tone or to emphasize relief. They designed custom ornamental details to symbolize the building's owner and chief occupant, the Matson Navigation Company, a leading freight and passenger carrier between the West Coast and Hawaii. As *Shapes of Clay*, the newsletter of terra cotta manufacturers Gladding, McBean & Co., stated:

[This building] was designed in and for terra-cotta, the architects regarding that plastic material as most suitable to a business linked to ocean romance...The central ornament of the Market Street facade is a cartouche surmounted by a Viking ship with bellying sail, reminding the passer-by that Captain Matson, who created this great navigation company, was of Norse blood. The one touch of realism is found in the little panes showing actual steamships of the Matson fleet. The other elements of the ornament are symbolical -- rope moldings and anchors, the trident of Neptune, the dolphin with its rich mythological allusiveness, the cockle-shell and the starfish. /1

However, when Walter Bliss spoke of the cladding material, it was to emphasize technical issues:

The particular use of terra-cotta that is illustrated in the Matson Building is peculiar to America. It was made possible when Gladding, McBean & Co. gave us these terra-cotta pieces, which are so much larger and straighter than any previously manufactured. /2

The significance of the use of architectural terra cotta on the Matson Building lies in this confluence of technical and expressive mastery. Here Bliss & Faville designed ornamental detailing which is far more personalized and unusual than that of their own Southern Pacific Building of 1916 (#1 Market Street, brick and terra cotta), though the basic divisions and character of the overall elevations remain similar. To execute these details the craftsmen of Gladding, McBean supplied sculptural ability and manufacturing expertise.

Architecture: Pair with PG&E General Office Building

Two terra cotta-clad tall office buildings fill the block on the south side of Market Street from Main Street to Beale Street: the Matson Building and the PG&E General Office Building (both are being nominated concurrently for Register listing). Although the latter is one story taller than the Matson Building, they complement each other admirably. The heights of all the stories match. The belt courses separating "shaft" from "base" and "capital" are aligned from one building to the other. Both have three stories of the base articulated as a single colonnade (Matson) or arcade (PG&E), consisting of three bays on either side of each building's arched, four-story grand entry. The "capital" of each includes another three-story arcade. Both have magnificent but contrasting cornices at the 15th story, and PG&E's additional story is set back from this to reduce its visual importance. Both are clad in rusticated terra cotta blocks of about the same size, which differ but harmonize in texture and color. The two buildings share the use of classically inspired ornamentation popular with owners and Beaux-Arts trained architects of the period. Although designed in different years by different architects (Matson in 1922 by Bliss & Faville, PG&E in 1923 by Bakewell & Brown), the two office buildings were clearly intended as a complementary pair. Because of the fineness of its detailing, the coherence of the classical vocabulary it shares with the adjoining building, and its aesthetic unity, the Matson Building emerges as exemplary in its own time and highly significant in ours.

1. Quoted in Kurutz, *Architectural Terra Cotta of Gladding, McBean* (Sausalito: Windgate Press, 1989), 100.

2. Ibid.

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Transportation

The Matson Building was designed and functioned 1924-1947 and beyond as the headquarters of the Matson Navigation Company, best known for its luxury passenger liners *Matsonia*, *Lurline*, *Mariposa*, and *Monterey*. The company had begun in 1883 as a freight carrier between San Francisco and Hawaii. It prospered, branched out, retreated before the airplane, and continues today as a freight carrier.

Of the half dozen steamship companies which provided regular service from San Francisco to Hawaii between the world wars, Matson stood first in quantity of business produced by its four luxury liners and 30-odd freighters specializing in Hawaiian shipping. Other lines – American-Hawaiian, Isthmian, NYK and States – operated freighters only; Pacific Mail was absorbed into Dollar in 1925. Matson's nearest rival was San Francisco's Dollar Line, but in 1938 that company had to be saved from bankruptcy by the government reorganizing it as American President Lines. By 1917 Matson was firmly entrenched in trading and shipping relationships with Hawaiian sugar companies, and "the Matson fleet comprised 14 of the largest, fastest and most modern ships in Pacific passenger-freighter service." /3. By 1930 the fleet had grown to 30 vessels, and a decade later there were 39, of which 18 were new. Meanwhile the company created the subsidiary Matson Terminals for handling cargo dockside, and it acquired two Southern California steamship companies, Oceanic in 1926 and Los Angeles in 1931. Matson also constructed hotels in Hawaii and was able to offer its customers a vacation package of luxury liner and fine hotel, thus fostering the tourist industry of Hawaii.

The Matson Building's role in this transportation empire was as the company's headquarters and principal booking office, its only surviving historic building in San Francisco. The building also housed the mainland headquarters of three of the "Big Five" business interests which virtually controlled commerce in Hawaii at the time: American Factors, Ltd., Theo. H. Davies & Company, Ltd., and Alexander & Baldwin, Ltd., as well as similar facilities for Hawaiian Pineapple, California-Hawaiian Sugar Refining, and the Hawaii Meat Company. By providing office space to companies with whom it did business, Matson was cementing relationships which were vital to its continued life. Within the building, nautical flavor was maintained: even elevator operators dressed in Matson uniform. Matson retained most of the ground floor of its building for use as a booking office; passengers and freight movements across the entire Pacific were controlled from this space. Several other steamship companies had their offices in the building.

The approach of war in 1940 brought enormous change to the Matson company and asked much of it. In 1940 the luxury liners *Monterey* and *Mariposa* were ordered to evacuate American families from dangerous sites in Asia. By 1941 the company was transporting essential materials, such as wool, from New Zealand and Australia to the United States. During the War itself, Matson operated its own and other ships under orders of the U.S. Government according to a General Agency Agreement. Between 1941 and 1946 Matson operated in addition to its own fleet some 127 ships, more than triple the size of its pre-war fleet. Matson Terminals processed at least ten million tons of wartime cargo. Four of the company's largest passenger liners were converted to troop ships, making 119 voyages and carrying 736,000 passengers. World War II was the high water mark of Matson operations.

So extensive were the company's responsibilities at the close of the war that management ordered construction of the Annex, designed to rise to the original block's height, but constructed in 1945-1947 to eight stories. In addition to investment in its headquarters building, enormous amounts of capital were required to refit Matson's vessels to peacetime uses. After the close of the period of significance, the company lost passenger service to air transportation, and freight shipping also changed drastically. Matson sold its Hawaiian hotels and the Matson Building in 1959, and it ceased passenger service in 1970. The Matson Building and Annex represent the company's best years.

3. "History of Matson Navig. Co. Starts with Tiny Schooner," *The Guide: Centennial Issue* (San Francisco, 12 April 1965) n.p. [19].

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Verbal Boundary Description, cont.

PARCEL TWO: BEGINNING at a point on the southwesterly line of Main Street, distance thereon 137 feet and 6 inches southeasterly from the southeastly line of Market Street; running thence southeasterly along the southwesterly line of Main Street 45 feet and 10 inches; thence at a right angle southwesterly 137 feet and 6 inches; thence at a right angle northwesterly 45 feet and 10 inches, and thence at a right angle northeasterly 137 feet and 6 inches to the point of beginning.
BEING BEACH AND WATER LOT NO. 593.

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County and State San Francisco, California

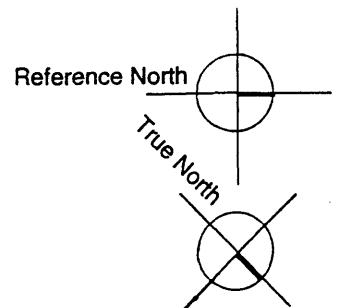
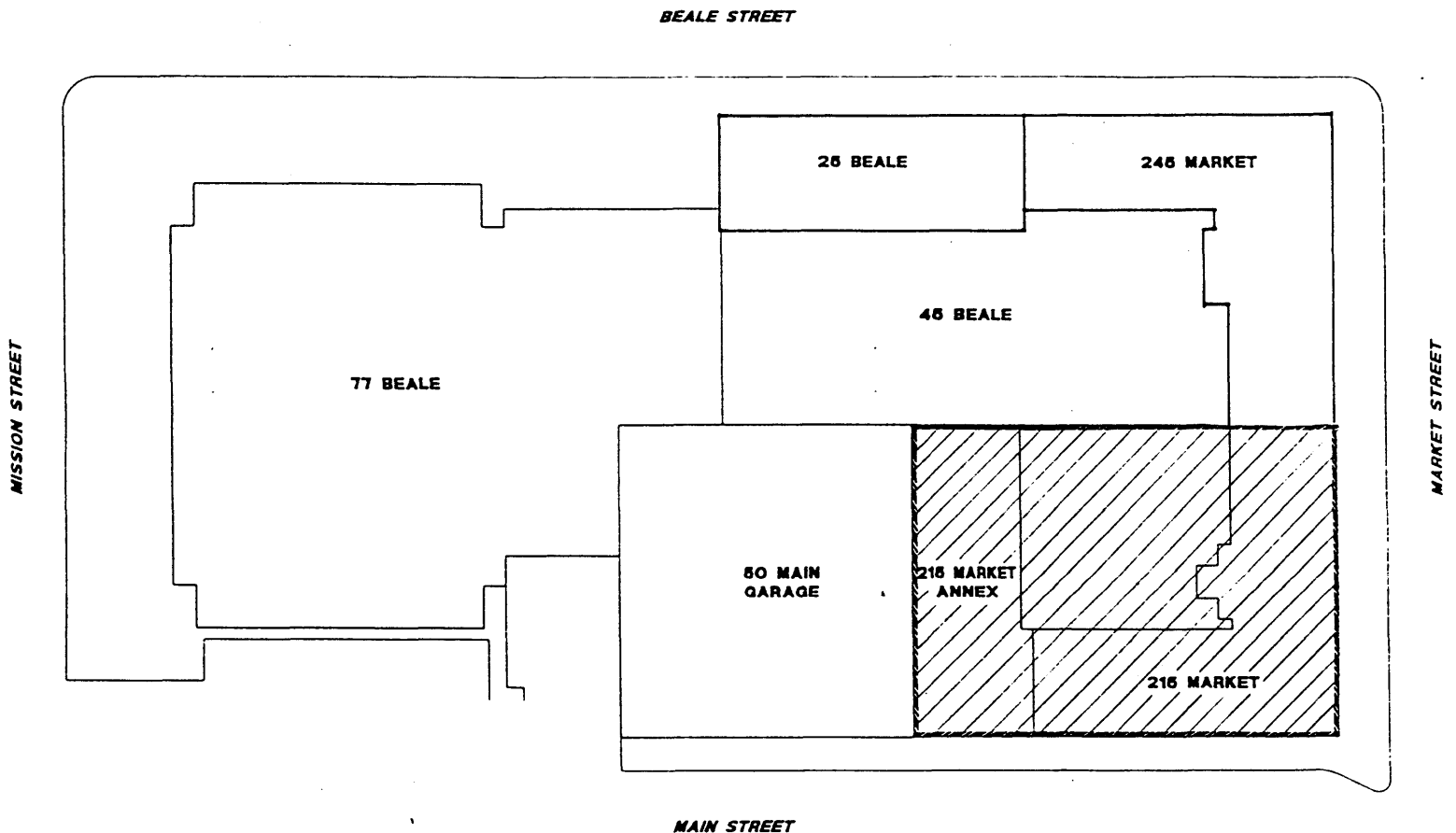


Figure 15: Site Plan
The Matson Building and Annex are delineated by the hatched lines.

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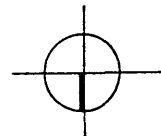
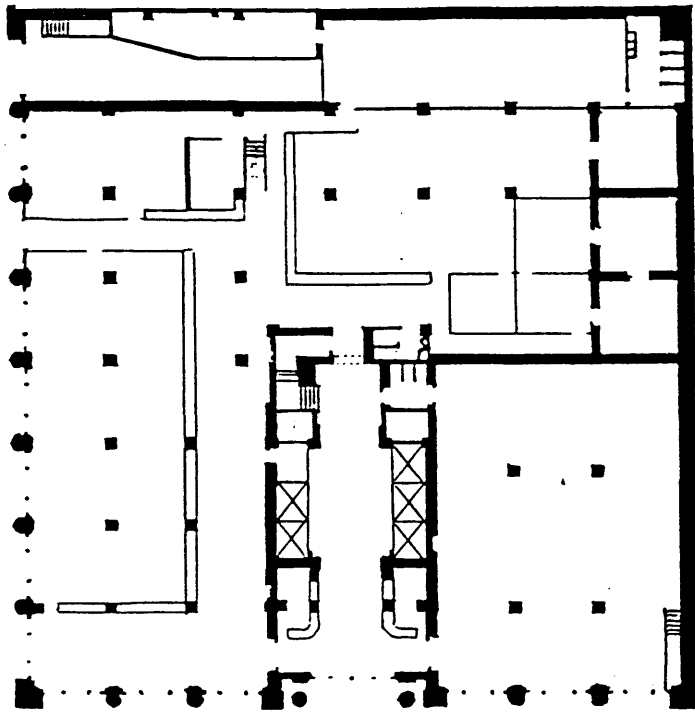


Figure 16: Floor Plan, 1920s

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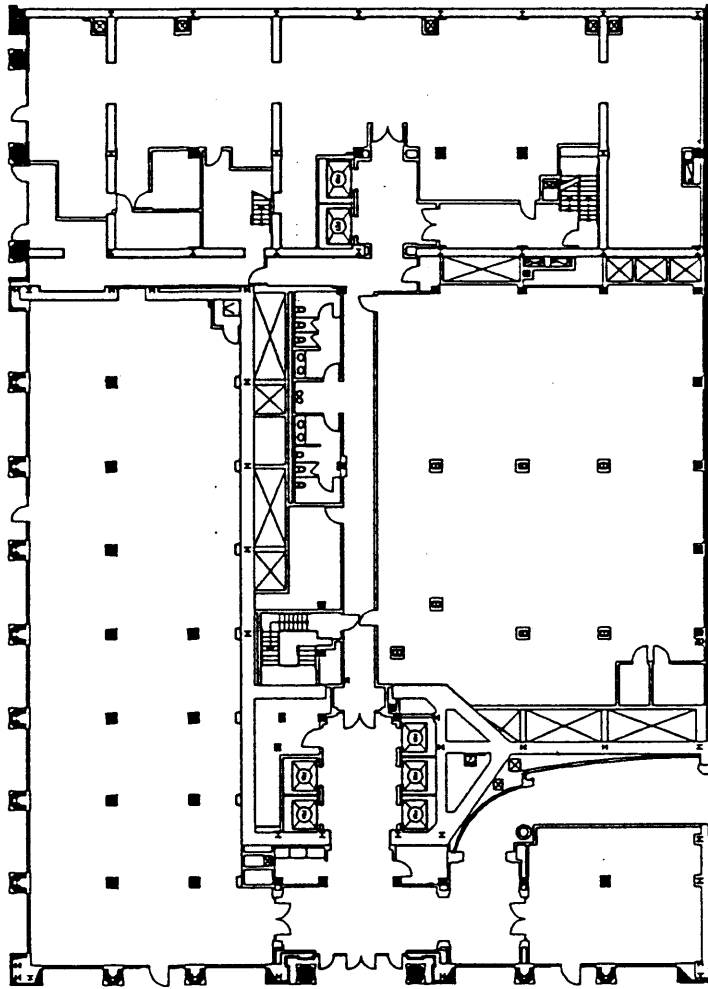


Figure 17: Floor Plan, 1995, showing alterations

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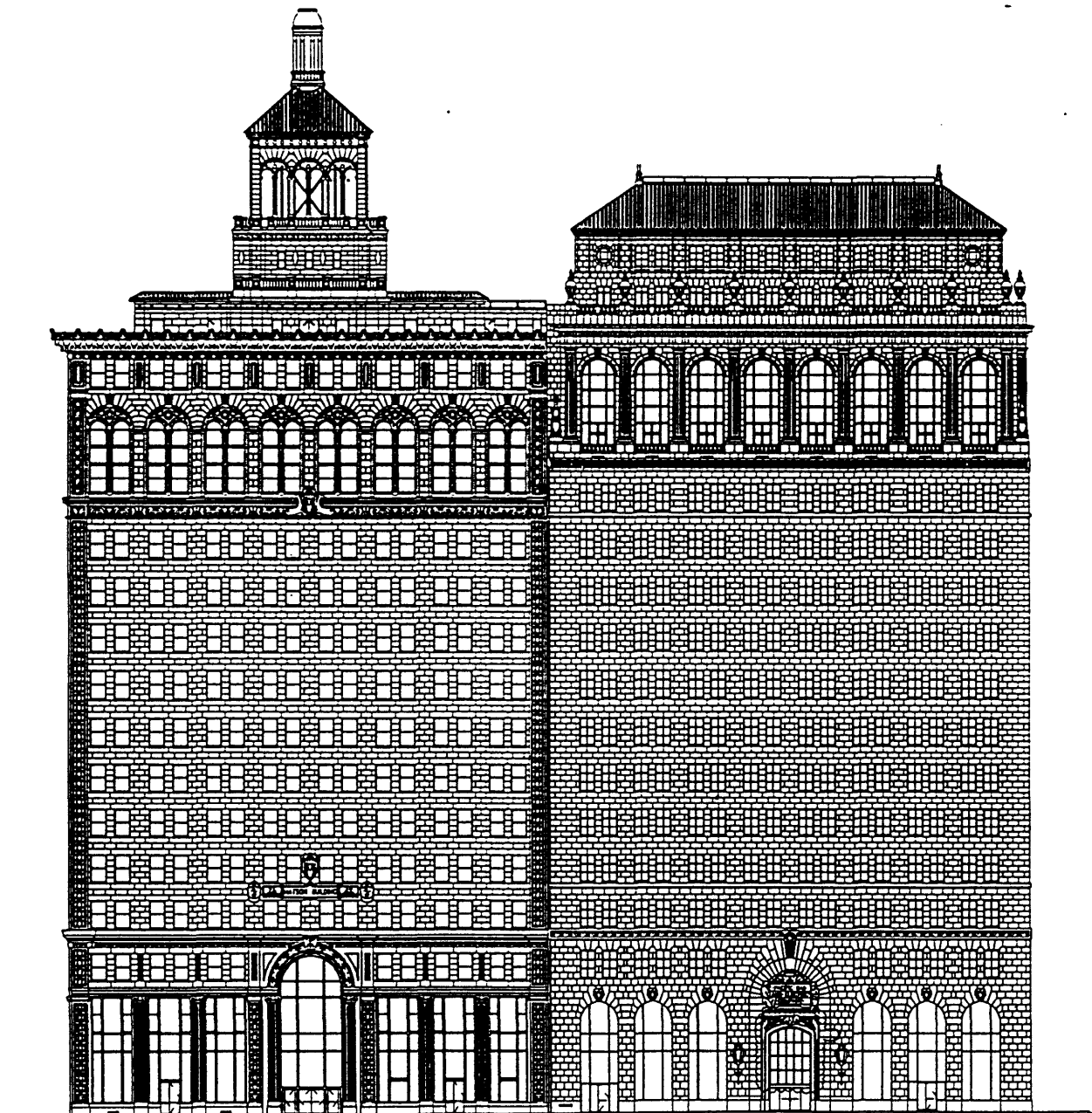


Figure 18: North Elevation on Market Street, 1995

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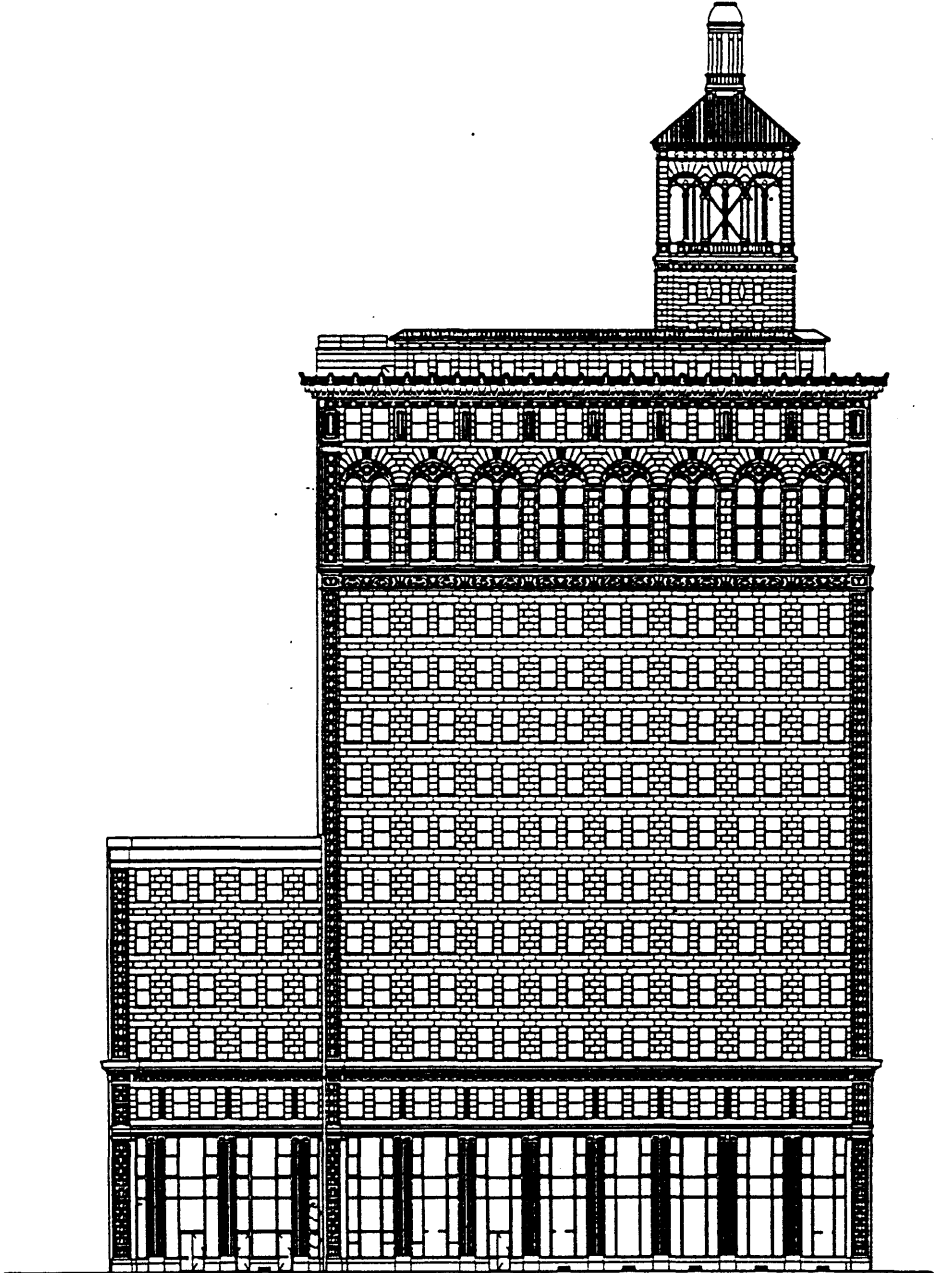


Figure 19: East Elevation on Main Street, 1995

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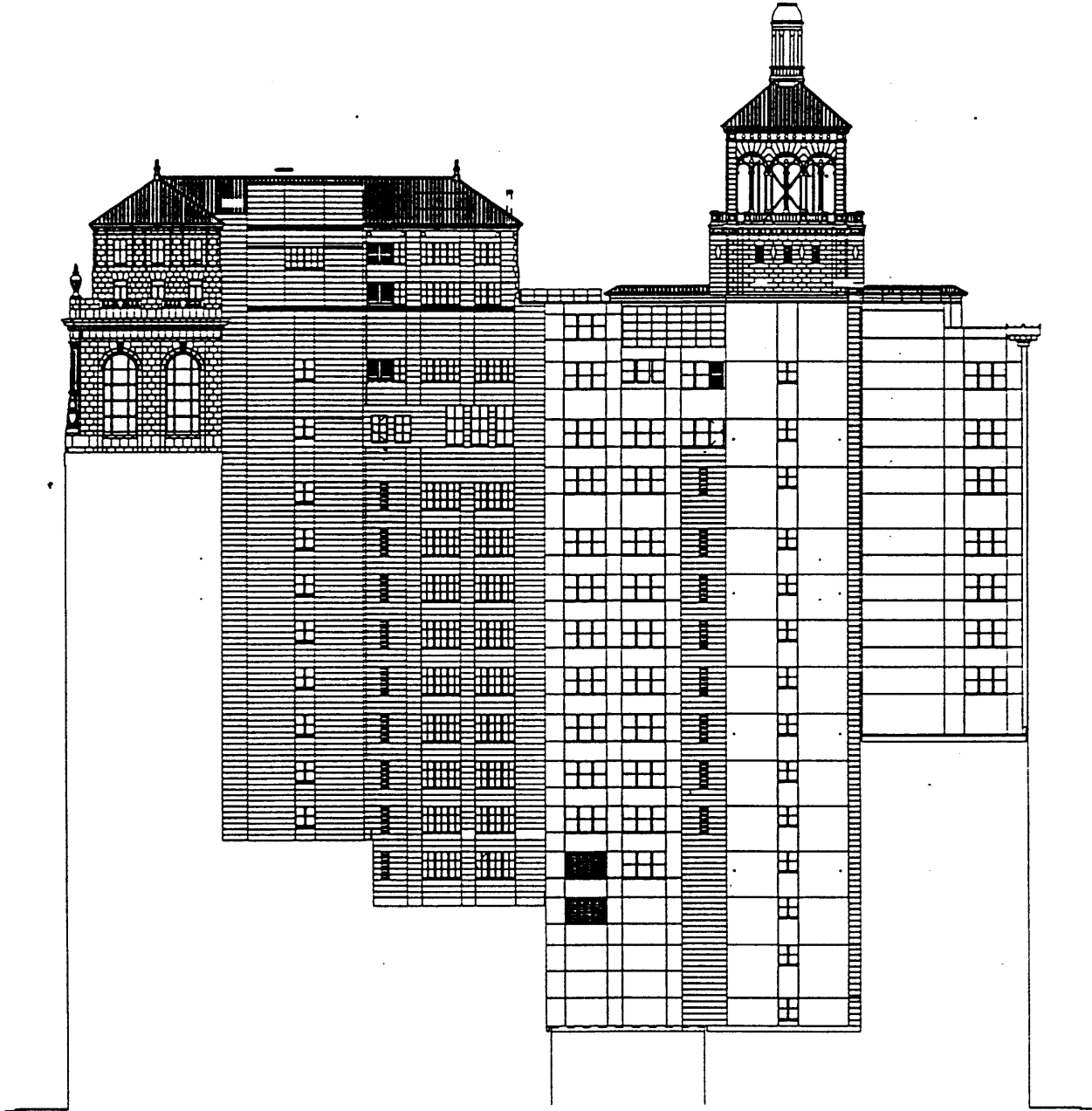


Figure 20: South Elevation, Courtyard, 1995

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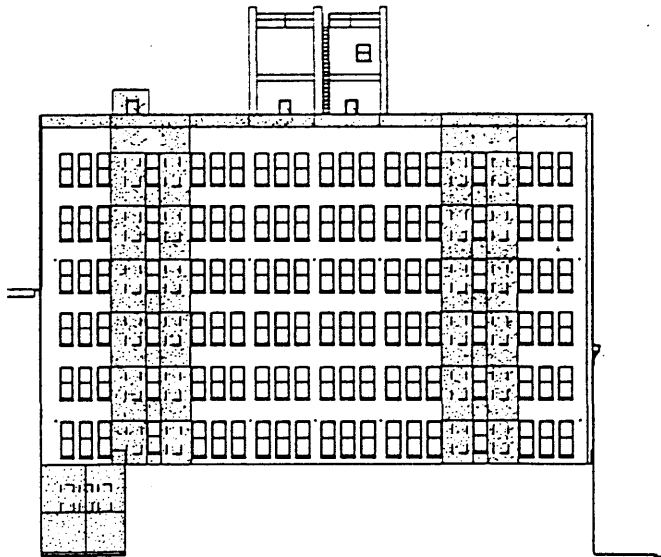


Figure 21: South Elevation, Annex, 1995

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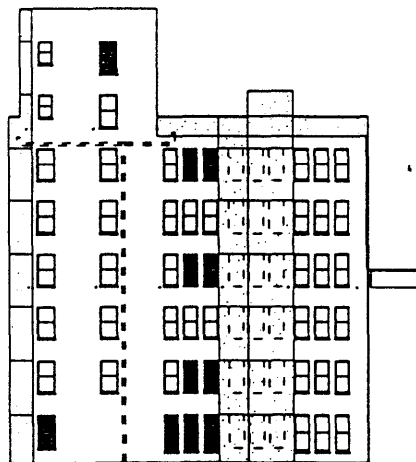


Figure 22: North Elevation, Annex, 1995

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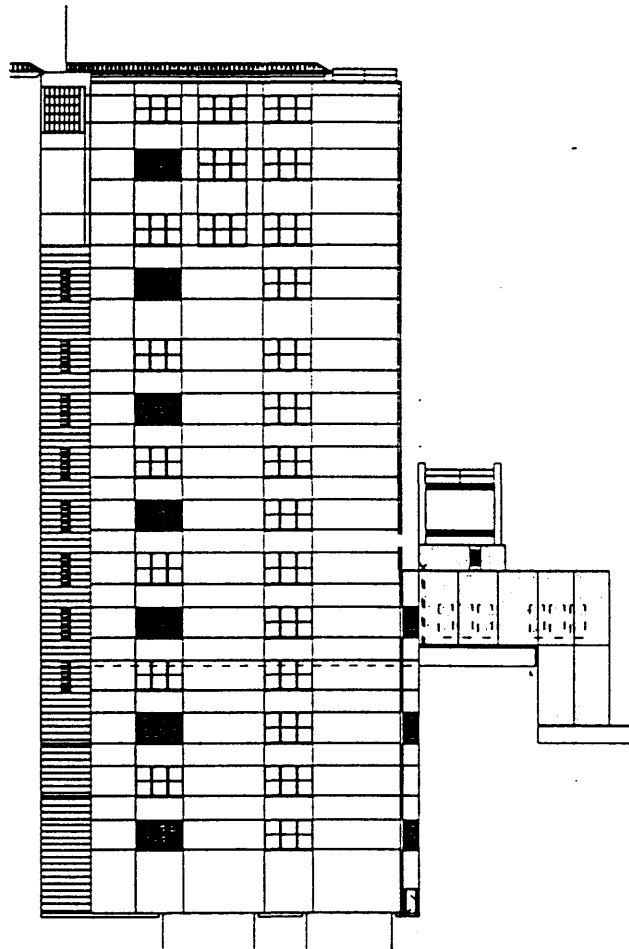


Figure 23: West Elevation, Courtyard, 1995

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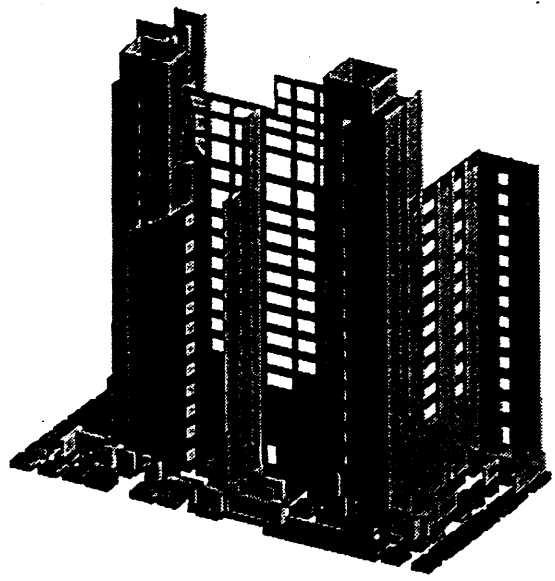
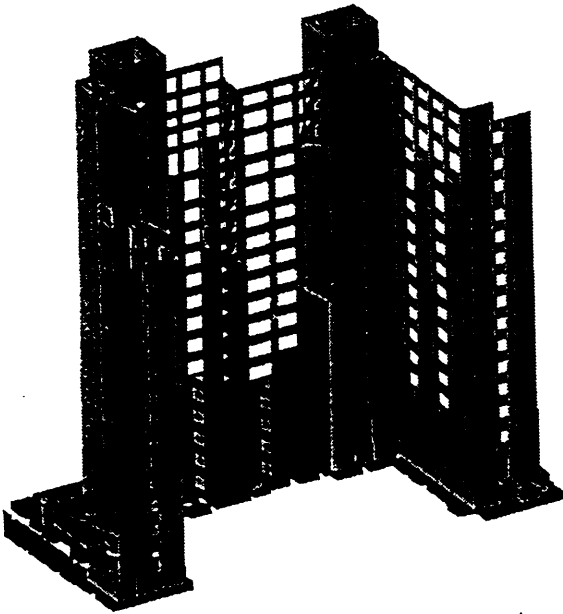


Figure 24: Structural Diagram, 1995

Diagram shows new courtyard wall system. Shaded walls represent existing structure which was strengthened with new concrete walls.

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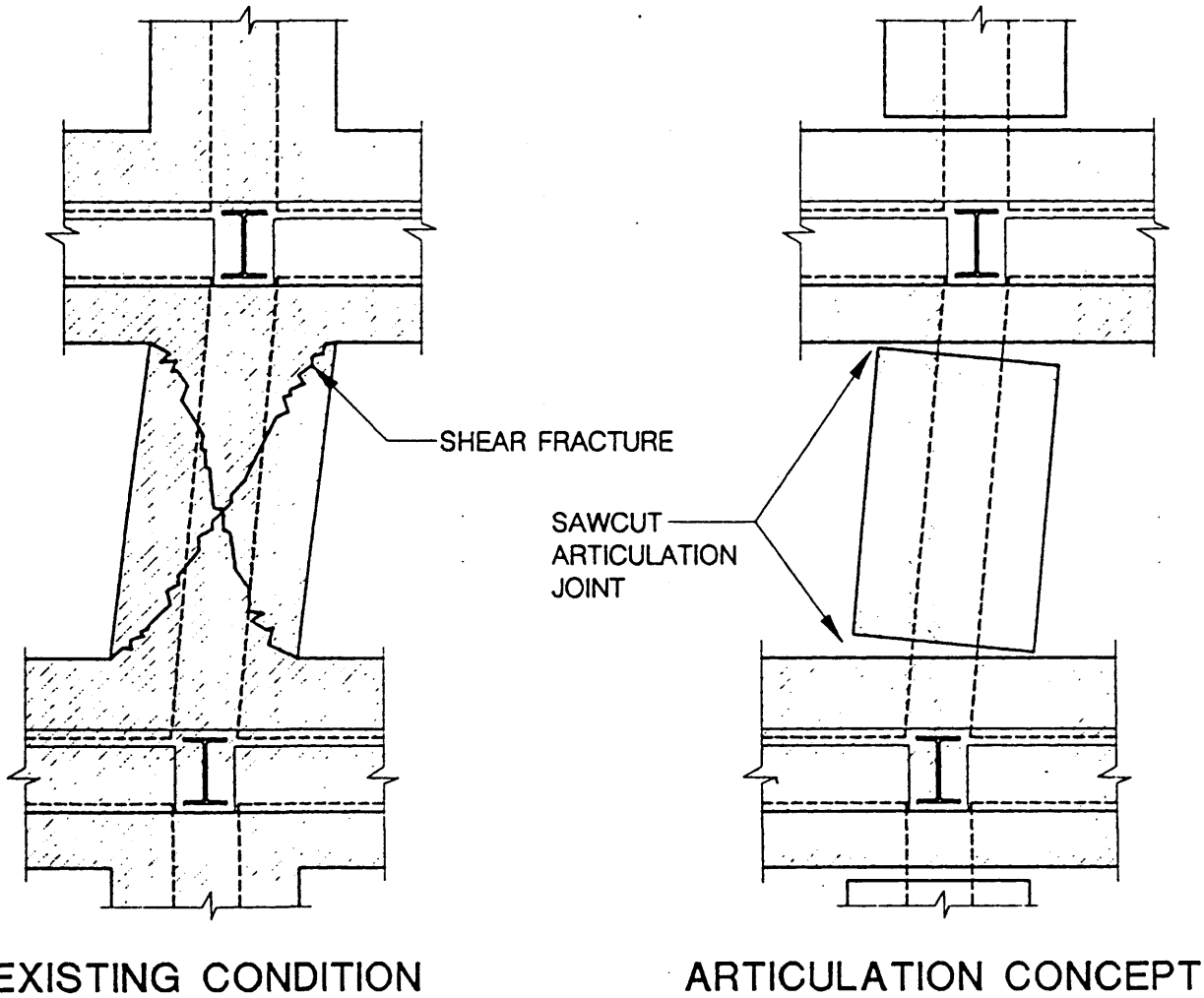


Figure 25: Structural Diagram, 1995.

Diagram shows elevation of typical facade pier, illustrating different responses to lateral deformation after articulation of relieving joints at terra cotta blocks.