

18294
Sonoma Highway
Sonoma
CA 95476

TEL 707 996 8448
FAX 707 996 8542

ARCHITECTURE

June 26, 2018

Sean Reinhart, Project Manager
City of Hayward
835 C Street
Hayward, CA 94541

RE: **RossDrulisCusenbery** Architecture, Inc.: *South Hayward Youth and Family Center Project*

Dear Mr. Reinhart:

RossDrulisCusenbery Architecture, Inc. (RDC) is pleased to submit a proposal for this important youth and family center project. We believe in the power of youth and family centers to produce positive community change. We believe in the vision of neighborhood youth and stakeholders in guiding the design direction for the community centers that they will use. And we believe that these types of facilities become the centerpieces of their respective communities. The proposed South Hayward Youth & Family Center can be all of this.

RDC is a Bay Area firm that regularly provides master planning, needs assessment, and design services for youth and adult centers, and community health clinics. RDC has extensive experience providing flexible, creative and cost-effective solutions for facilities that combine recreational, educational, creative arts, career and health services for both adult and youth populations. RDC has provided multi-service center design services for both renovation and new construction. RDC regularly develops operational needs assessments and master planning services for these facilities, and consistently builds consensus among all stakeholders. RDC was the architect, designer and programmer on such important recent projects as Alameda County's REACH Ashland Youth Center and Union City's Kennedy Youth Center.

RDC also has extensive experience working with the City of Hayward, with current and recent projects including the Hayward Fire Department Fire Training Facility, remodels of HFD Fire Stations #1 through #5, a new ground-up HFD Fire Station #6, and programming/conceptual-design for the Hayward Police Department HQ. We know how to build consensus in this city. RDC has also worked closely with HARD, most recently on the park coordination for the REACH Ashland Youth Center, as part of the larger Edendale Park improvement.

It is RDC's intent to design a dynamic and inviting youth and family center campus for this important part of Hayward, and to do so with a vision for the site context and the limits of the project budget. RDC will explore re-use strategies for existing facilities; as needed, we will propose new building elements and outdoor areas. RDC will provide well developed compelling project renderings for use in community outreach, CEQA and fundraising efforts. RDC will draw upon the insights and experiences of the diverse local community.

One of the hallmarks of RDC's methodology is our use of *participatory design* in our youth and community outreach process. This was recently used to great success in the design for the REACH Ashland Youth Center, Union City's Kennedy Youth Center, and Oakland's Beats Rhymes & Life Headquarters. This unique and engaging creative process invests all participants--community members, client representatives and other stakeholders--in developing the vision for the facility. It is a dynamic

RossDrulisCusenbery

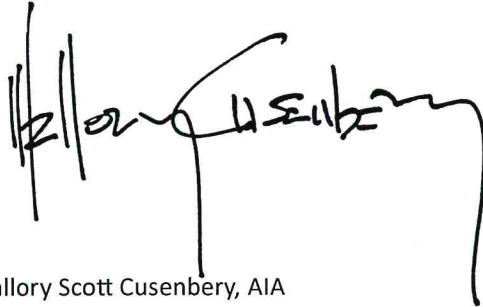
methodology that thrives on diversity, using innovative *design engagement* processes to develop a comprehensive vision for the proposed facility. Input is documented and distilled into the final master plan and design. It is our intent to offer this process as an option for this important project.

RDC has assembled and will manage a specialized local consultant team for this project. Included on this team is Tomás Alvarez, an Oakland-based social entrepreneur and youth behavioral health advocate. Tomás has groundbreaking experience in youth services, workforce development, and social entrepreneurship, developing and implementing award-winning therapeutically-based programs for youth of color and helping organizations build diverse, empathetic and impactful workforces; for his trailblazing work in the field of adolescent mental health he was selected as a [CNN Hero](#) and NBC Top 20 Innovator. The rest of RDC's consultant team includes longtime collaborators, with whom RDC has a long history of working on relevant youth and community center projects. This team includes: IDA, Structural Engineers; WSP, Lighting, Acoustical and Audio Visual Engineers; BKF, Civil Engineers; Cumming, Cost Consultants; and TS Studio, Landscape Architects.

RossDrulisCusenbery Architecture is uniquely qualified and ready to undertake the services for the South Hayward Youth & Family Center, and to do so in a timely and efficient manner. A review of RDC's past projects in the pages that follow will quickly show that RDC has developed creative design solutions for projects with many of the similar characteristics as those that currently face this project. With our extensive background in this building type, RDC requires no learning curve, and is ready to undertake the programming and conceptual design tasks without delay. In addition, RDC is qualified to undertake this work independently and without the need to form any complicated association with other firms. RDC is prepared to start immediately.

We appreciate the opportunity to offer our firm for consideration, and we look forward to meeting with the City to discuss our experience, philosophy of design and project management approach. Thank you for your consideration.

Sincerely,



Mallory Scott Cusenbery, AIA

RossDrulisCusenbery Architecture, Inc. 18294 Sonoma Highway, Sonoma, CA 95476
v. 707.996.8448 ext. 118, f. 707.996.8542, e-mail: mcusenbery@rdcarchitecture.com
Federal Tax ID: 91-1758710

****Please note: Principal Mallory Cusenbery will be unavailable and out of the country from July 19th through August 6th, 2018, but is available for follow-up or for further discussions at any other time. Thank you in advance for your understanding ****



REACH Ashland Youth Center, San Leandro, CA (RossDrulisCusenbery Architecture, Inc.)

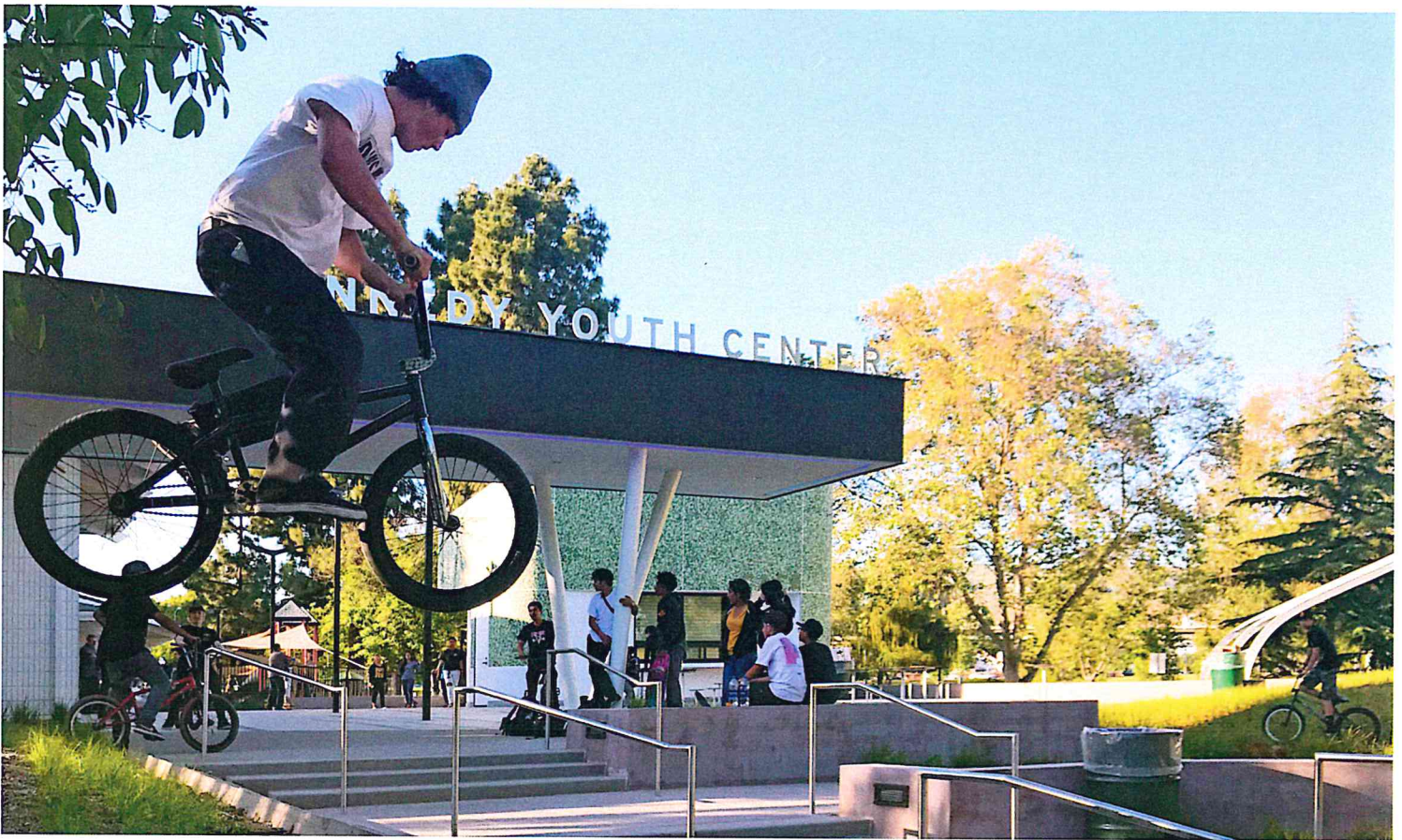
SOUTH HAYWARD YOUTH & FAMILY CENTER

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5	Resumes	n/a
	30 Total	

REFERENCE TABLE OF CONTENTS FOR RFP REQUIREMENTS

ITEM	TO INCLUDE	Location
a. Letter of Interest	Approach to this project, consultant firm name, address, phone, FAX, email, main contact person	Page i - ii
b. Client References	At least three of similar complexity, including: key owner personnel, citizen participant, and contractor's project manager	Page 27
c. Quality Assurance/Quality Control	Detailed explanation	Page 26
d. Hourly Rate Sheet	For each participating staff person. Estimate the hours for all activities and tasks, with cost summaries by task and the project overall.	<i>Separate Envelope</i>
e. Timeline	Phase 1a & 1b, Community Analysis & Master Plan and Building Program	Page 28
f. Firm Experience	Completed community multiservice center & health/dental clinic buildings of similar complexity and scale, including discussion of project costs in relation to the budget, and project construction in relation to the schedule.	Pages 2-4 & Pages 17-22
g. Resumes & Personnel	Identification & Resumes of personnel to be directly involved in this project.	Page 29-45
h. Current Workload	Current workload of firm and specific personnel assigned to this project.	Page 27
i. Experience designing/acquiring/installing technology & equipment	Health & dental clinic equipment, public access digital technology, and other.	Page 2-4 & Pages 17-22
j. Project Management Philosophy	Firm's philosophy of Design & Project Management	Page 24-25
k. Public Involvement Experience	Public involvement in a project's design, and modification of proposed designs based on public comment.	Page 5, 6 & 14
l. LEED Experience	Experience designing for energy efficiency, LEED environmental sustainability & Zero Net Energy standards.	Page 26 - 27
m. Visual Presentations	Firm's capabilities for visual presentations & computer-generated video & 3-D modeling.	Page 24
n. Estimated Total Project Cost* (Fees)	A description of how actual costs for services will be determined. (*Note: Assumed this refers to cost of services, not cost of construction.)	<i>Separate Envelope - See Fee Pro</i>



The new Kennedy Youth Center, Union City, CA (RossDrulisCusenbery Architecture, Inc.)

ROSSDRULISCUSENBERY ARCHITECTURE, INC. 1 FIRM / TEAM QUALIFICATIONS

YOUTH & FAMILY MULTI-SERVICE & WELLNESS CENTER EXPERIENCE

RossDrulisCusenbery Architecture, Inc. (RDC), is an award-winning Bay Area firm specializing in the facility assessment, programming, planning and design of public buildings. During the past thirty years, RDC has provided professional services for approximately \$2 billion in public projects located in over twenty states and sixteen California counties. RDC provides services throughout the Bay Area. Currently we are working on projects in Alameda, Marin, Contra Costa, Santa Clara, San Francisco, Sonoma, Glenn, and Napa Counties.

RDC regularly works with municipalities and governments to program and master plan significant community facilities. RDC is currently working with the City of Hayward on a variety of important civic infrastructure projects, both remodel and new construction. We understand Hayward, and the broader Alameda County context, particularly in light of the ambitions for neighborhood-based community development, community engagement, and the important role of key social services and resources. RDC has also programmed and designed numerous community health clinic and social service campuses, with projects that serve the medical, dental and behavioral health needs of local communities.

"What was impressive was the level and depth of community involvement to get this project completed. It was amazing to see the collaboration between the youth, program administrators and county leadership coming together to find this solution that is a win-win for all involved."

-- Design Awards Juror, regarding REACH Ashland Youth Center



REACH Ashland Youth Center

(From top to bottom) Aerial View, Dance Room,
Fitness Room, and Health Clinic)

The flexible integration of a wide variety of program
types was a key design goal.

(RossDrulisCusenbery Architecture, Inc.)

DESIGNING MULTI-SERVICE COMMUNITY & YOUTH CENTERS

RDC believes in the power of youth and community centers to tangibly contribute to the health and well-being of communities in both the immediate and long term. We also believe that these facilities should emerge from the direct contributions, ambitions, vision and efforts of the community that they serve. This way of rooting a project in its unique neighborhood builds a sense of ownership and investment by the community, and improves recruitment, membership, and grant funding. RDC has embodied this philosophy in our planning, programming, and design for multi-service community and health centers. Recent relevant examples include:

REACH Ashland Youth Center, Alameda County, CA

RDC programmed and designed the new 31,500 SF, \$14 million County of Alameda REACH Ashland Youth Center project, an effort driven by an innovative youth-centered collaborative design and community engagement process. The REACH program features multiple program-types under one roof. Flexible space-use is important, with programming sometimes changing hourly. This LEED Platinum, sustainably designed two-story structure includes: a library; a public café; media production, dance and fitness rooms; a wellness center with dental, medical and behavioral health services; multi-purpose group and classrooms; a computer lab; a visual arts room; a childcare center; a career center; an interior courtyard; movie viewing area with "bleacher" seating, and case manager counseling and administrative spaces. The Fuente Wellness Center is a full-service community health clinic employing local youth. REACH is a much-loved centerpiece for East 14th Street and the surrounding Ashland community; it currently serves as a model project for how to design this type of next-generation multi-service center. The project was completed on time and on budget. Equipment/technology integration included medical/dental equipment, full building and library resource security, fitness equipment, comprehensive A/V plus recording studio, computer lab integration, gaming room, etc.

Kennedy Youth Center, Union City, CA

The Kennedy Youth Center is a 21,400 SF, \$14.4 million renovation, addition, and new construction project. Utilizing an innovative youth engagement process, the project transformed the existing 1960s Kennedy Community Center into a contemporary youth center offering a range of activities and services. The two phased Master Plan was developed as a cost-management strategy to get the services off the ground with limited funding, and then seamlessly expand into full services once additional funding becomes available. Phase I re-invigorated the existing building by adding a new public-facing plaza, cafe, entry canopy, and engaging the important adjacent public park. Phase II will expand the Teen Center with 11,000 SF of new program, unifying all elements under a building-defining idea: the "raised park" occupiable green roof. The full build-out youth center will have two classrooms; a game room and lounge; park-facing performance space; dance, art, and recording studios; administrative offices; and counseling and day care services. The Phase I project was completed on time and on budget. Equipment for computer lab and game room were coordinated and integrated.

Beats Rhymes & Life Headquarters, Oakland, CA

This was a renovation of an existing retail building near Lake Merritt in the Grand Lake

RossDrulisCusenbery Architecture, Inc.

neighborhood in Oakland. This project was designed using a youth-engagement collaborative design process, with the BRL Academy youth participating in visioning sessions for the design. The Oakland-based nonprofit, Beats Rhymes & Life (BRL)--which is a landmark group that uses Hip Hop as a catalyst for youth change and development--secured an existing space to serve as a national hub for their innovative programming. Their HQ includes space for trainings, workshops and events, with youth-focused program spaces that include: a youth community center, a gallery, Therapeutic Activity Group (TAG) spaces, a recording studio and beat lab; a vinyl archive and record player area; BRL offices, and flexibly/adaptable spaces that allow for multiple configurations.

Valley of the Moon Boys and Girls Club, Sonoma, CA

RDC worked with the Sonoma County Regional Parks Department to plan and design Sonoma Valley's 23,000 SF Boys & Girls Club. The facility is sensitively sited in Maxwell Farms Regional Park. The B&G Club offers many multi-generational programs under one roof, including a gymnasium, game rooms, classrooms, a technology center, an environmental study center, a library, teaching kitchen and administrative offices. The B&G Club engages adjacent outdoor spaces to facilitate indoor/outdoor experiences for the facility users. The project was completed on time and on budget.

San Carlos Adult Community Center (ACC), San Carlos, CA

RDC designed the 17,000 SF, \$2.4 million modernization and renovation of San Carlos Adult Community Center, In San Carlos, CA. The project began with program focus groups with senior citizens led by RDC. The project included the contemporary modernization and technology integration for "active aging" multi-use rooms, a community kitchen, media rooms, social spaces, fitness rooms, art studios, exercise rooms, game rooms, administrative offices and other functions. The project was completed on time and on budget.

Sonoma Community Center, Sonoma, CA

The \$1.5 million Sonoma Community Center offers both adult- and youth-serving programs. RDC provided a facility master plan assessment study which guided all future improvements. RDC also provided program verification, facility space planning, Phase I architectural design, construction phasing, and cost estimation services. RDC's facility master plan included the extensive renovation of the Andrews Hall Theater including new theatre rigging and HVAC systems, replacement windows, an exterior restoration, seismic strengthening, electrical upgrades, new ADA restrooms, an elevator, additional parking spaces, landscape design, general interior refurbishments and structural upgrades throughout the entire facility. One hundred percent of the project took place while the building was operational requiring careful space planning and coordination with the building's tenants.

Additional relevant projects:

THE CLUB at Maxwell Village, Sonoma, CA

Planning, programming and design of a 3,000 SF renovation to create a safe place for teens to study, socialize, engage in the arts, technology and receive college and career counseling.

Sonoma Valley Veterans Multi-Use Building, Sonoma, CA

Master planning and architectural design for a 15,000 SF modernization of a community building, working with veterans and community groups.

RossDrulisCusenbery Architecture, Inc.



THE CLUB at Maxwell Village, Sonoma, CA
Located in Maxwell Village, THE CLUB is an extension of the Boys & Girls Club of Sonoma Valley. (RossDrulisCusenbery Architecture, Inc.)



**San Carlos Adult Community Center Renovation,
San Carlos, CA**
(From top to bottom)
Multi-purpose Room, Main Lobby,
View of the Lounge from the top of stairs
(RossDrulisCusenbery Architecture, Inc.)

PLANNING /DESIGN FOR HEALTH CLINICS AND HEALTH & HUMAN SERVICE CAMPUSES

RDC has considerable experience planning, programming, and designing community health clinics and programming and master planning social services campuses. Relevant examples include:

La Clinica Fuente Wellness Center @ REACH, Alameda County, CA

As part of the overall REACH Ashland Youth Center project, The Fuente Wellness Center is a youth designed, youth planned cutting edge full service youth health clinic. Located within the newly constructed REACH Ashland Youth Center complex, it serves Alameda County youth and young adults ages 11-24. Fuente has a youth leadership/mentorship component, and provides services that include: first aid and urgent care, health education, physical exams, dental exams, family planning & health education, etc. Equipment integration during design included provisions for medical and dental equipment, building security and monitoring.

Napa County Health & Human Services Campus, Napa, CA

RDC provided master planning, programming, design and contract administration for the remodel of Napa County Health and Human Services campus. The campus incorporates social service and clinical spaces including; Child Welfare, Alcohol and Drug, Services for Older Adult, Mental Health, Public Health and other services. The project included installation of 35,000 SF of modular office space as well as renovation of approximately 20,000 SF of existing buildings and relocation and renovation of 5,000 SF of existing modular buildings.

West Marin Service Center, Marin County, CA

RDC provided professional facility planning, community outreach, design and construction administration services for the County of Marin to develop the Department of Health and Human Services, West Marin Service Center in Point Reyes Station, California. The project included the reconstruction of the existing two-story 3,175 SF building and an addition of approximately 2,857 SF.

Mendocino County Health & Human Services Master Plan, CA

The County of Mendocino Health and Human Services Facility Master Plan was developed by RDC to organize and integrate the multiple services provided by the County. The Mendocino County Public Health department is located in ten locations totaling 32,618 SF, Social Services department in seven locations totaling 80,936 SF, Mental Health Department in five locations totaling 7,250 SF and DA Family Support Division in one location totaling 14,000 SF. Combined, the H&HS providers occupy 74,368 SF of leased and 60,436 SF of County owned space, all of which was integrated through the master planning process.

Mendocino Children's Social Services Center, Ukiah, CA (Yokayo)

The new 14,900 SF Children's Social Services Center is a conversion of a supermarket into provisions for social workers in the Children's Program Services of the Mendocino County Department of Social Services. Spaces include a public lobby, waiting area and children's play area next to meeting rooms and interview rooms for meeting with clients.

Fire Station Health Clinic, Cherryland, CA

The fire station includes a limited scope neighborhood health clinic staffed by three full-time personnel, including a mid-level practitioner, a Fire Paramedic, and a care coordinator.

In addition to providing on-site limited scope services including follow up from ED visits, the Health Portal will also conduct population health services through various means. This combined facility will be designed to meet the local public safety and public health needs for of unincorporated Alameda County.

PUBLIC INVOLVEMENT & PARTICIPATORY DESIGN

Meaningful Collaboration. As part of the development of the design for the South Hayward Youth & Family Center, RDC recommends considering a youth- and stakeholder-engaging *participatory design process*. Participatory design is the way that RDC works collaboratively with youth and other stakeholders in the design of a project; community outreach processes are essential for building consensus for public projects and ensuring the design of the projects are compatible with the neighborhoods and communities in which they belong. RDC regularly leads, facilitates and supports participatory design approaches with youth and other stakeholders. RDC also has extensive community outreach experience on complex public projects.

Participatory design for teen centers engages the creative input of youth, promoting them as key players in the community center design process. Participatory design is based on the idea that it takes a diversity perspectives to capture the needs and ambitions of any youth community, and that through meaningful collaboration with these youth, one gains the insights needed to get the design right. RossDrulisCusenbery's focus has been on engaging the youth in a creative way, working step-by-step with them to directly influence the design through every phase of the design process. RDC has used this process in the design of many of the youth-oriented facilities listed herein.

The methods and techniques that RDC uses for its participatory design process is custom-tailored for each unique project and each individual client group. Since this is a custom-made process, the exercises that RDC may propose for the South Hayward YFC may be new and unique; the following is an illustrative list of the types of exercises RDC has leveraged in the past:

- *Common Language Presentation & Discussion.* A humorous foray into architect-speak and youth-speak.
- *Magazine Tear-Sheet Exercises.* Commonly used during the programming phase.
- *Community Asset Mapping & Neighborhood Values Documentation.* Utilizing photography, story-telling, youth-generated mapping, walking tours, etc.
- *"Do/Feel" Exercise.* Differentiates between quantitative and qualitative experience.
- *Freestyle (i.e. Hip Hop Spoken Word Improv) Visioning Exercise.*
- *"Post-It" Brainstorming Exercise.* Facilitating a creative brainstorm session with the youth and other stakeholders to generate key design ideas.
- *Materials Selection.*
- *Collage "Attitude" Exercise.* Developing "attitude boards."
- *Slides/presentations* such as COLOR IN DESIGN, or MATERIALS & ATTITUDE.

Participatory design for youth and community members involves three key steps: 1) removing any top-down working relationship, where hierarchy is replaced with creative equity, a zone where all ideas count; 2) shifting the design process to a new center of gravity: the



Participatory Design For Youth Centers
(Above, from top to bottom)
Enlarged aerial photo youth site planning;
Do/Feel exercise; construction site visits;
programming session; collage-making
"visual attitude" exercise.
(RossDrulisCusenbery Architecture, Inc.)



Community Outreach Facilitation:
(From top to bottom) Palo Alto; Oakland;
Stanford University; Alameda County
(RossDrulisCusenbery Architecture, Inc.)

strengths of the participants; 3) demonstrating a willingness to embrace—even invite—the unexpected, loosening the process to make it more inclusive. The time commitment for this type of design process can range from a one-day intensive to six-months of bi-weekly meetings, depending on the desires of the City. Optimally, the process will track the design team's process with the participatory design process in real time, so that participants' design contributions are woven into the process, and essential to the outcome.

This engagement process includes presenting work to get community feedback, and then altering the design to adapt to community input. However, it goes beyond that: it integrates input from the very beginning, engaging participants in a way that is *generative*, not just *reactive*. This way, the design team is not just changing the design based on community input, but instead, community input *is* the design.

For additional information on the opportunities of this process, please see these online resources prepared and presented by RDC Design Principal Mallory Scott Cusenbery:

Youth-ing The Design Process (article):

<http://www.aiacc.org/2017/08/08/youth-ing-design-process/>

Participatory Design (video):

<https://www.aecknowledge.com/ktalks/21/view>

Participatory Design & Public Space (CitySpaceYouthProject Website):

<http://www.cityspaceyouthproject.com/>

PUBLIC OUTREACH & FACILITATION

Community Outreach & Facilitation processes are essential for building consensus for public projects and ensuring the design of the projects are compatible with the neighborhoods and communities in which they belong. Working closely with the City of South Hayward, RDC will facilitate a comprehensive stakeholder identification, outreach and engagement process. RDC's approach is inclusive and encourages community and stakeholder interaction throughout the process. For each endeavor, our approach will be inclusive, strategic, context driven and holistic, addressing local, social, political, economic and physical topics and concerns. Through our team's participatory planning and design process, client goals and community interests will be addressed to frame key issues. The process will be inclusive, dignified and structured to build consensus around possible alternatives which leading to a clear and collective vision of the future project.

Project examples of our community outreach process experience include: (partial list)

- REACH Ashland Youth Center Public Outreach Process, Alameda County, CA
- Beats Rhymes & Life HQ, Oakland, CA
- Kensington Public Safety Building, Kensington, CA
- Palo Alto Public Safety Building Public Outreach Process, Palo Alto CA
- West Marin Service Center, Marin County, CA
- Contra Costa County Civic Center Master Plan Process
- City of Napa Civic Center Master Plan

INNOVATIVE STRATEGIES FOR COST MANAGEMENT

It is not uncommon for the ambitions of youth and family multi-service centers to outpace the available construction funding. This reality should not prevent municipalities and communities from still pursuing the full vision, in a measured way. RDC's design process involves developing strategic phasing, growth and shared use strategies to maximize available funding while still creating a complete and fulfilling project vision.

The REACH Ashland Youth Center leveraged flexibility as a cost management strategy. Multiple interior, full-wall glass moveable partitions open and close to dramatically reconfigure available space in a moment's notice. A small classroom can combine with a library space, a lounge area, even an outdoor amphitheater, effectively changing the program of the building with a simple move. REACH utilizes these reconfigurations on a daily basis, a flexibility that has defined how the facility operates.

Union City's Kennedy Youth Center utilized a visionary phasing approach to manage it's limited budget. The first phase – now complete – relies largely on an existing building, but with strategic remodel and expansion strategies, has become a vastly different facility from what it was before, setting the groundwork for the future/larger Phase II project. Then, when funding is available, Phase II builds upon the Phase I work to dramatically define the full project vision. A new, Phase II wraparound skin and a new large-scale occupiable vegetated green roof envelop the Phase I work, doubling the building size, and launching the facility into a new life. This creative phasing strategy was instrumental in helping get the project off the ground.

SUBCONSULTANT TEAM

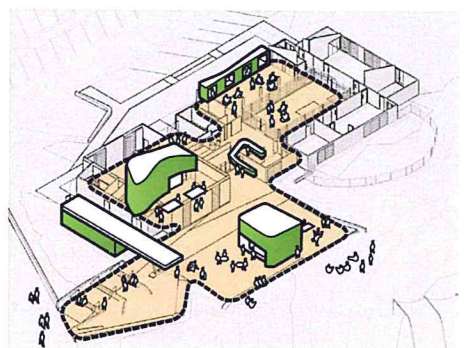
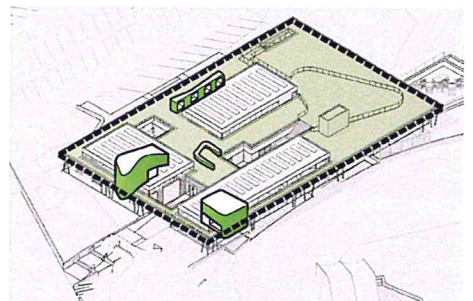
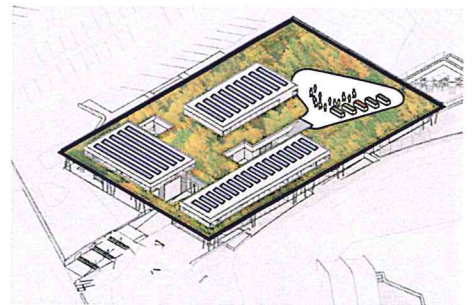
RDC has assembled and will manage a highly qualified consulting team with extensive experience with relevant building types to this project. The team includes:

Tomás Alvarez III - Consultant, Social Entrepreneur & Youth Advocate, **TS Studios** - Landscape Architects (WBE & DBE), **WSP** - Lighting, Acoustical, AV systems, **IDA** - Structural Engineers, **BKF** - Civil Engineers, **Cumming Construction Management** - Cost Estimators

CONSULTANT, SOCIAL ENTREPRENEUR & YOUTH ADVOCATE - TOMÁS ALVAREZ III

Tomás Alvarez is a leading social entrepreneur whose dedicated his career to helping youth heal, grow and lead. In 2011, he launched Beats Rhymes and Life, Inc., the country's first nonprofit dedicated to the provision of Hip Hop Therapy. More recently, he founded the Hip Hop Therapy Global Institute (HHTGI). For his trailblazing work in the field of adolescent mental health he was selected as a CNN Hero, NBC Top 20 Innovator, and lifetime Ashoka Fellow. In 2016, he served as a SEERS Fellow at Stanford University in the Program on Social Entrepreneurship through the Haas Center for Public Service. Recent projects Include: REACH Ashland Youth Center, Beats Rhymes and Life HQ, Seneca Center for Children and Families, Oakland High School Student Wellness Center, Oakland Public Library, Oakland Parks & Recreation, Lincoln Child Center, Turning Point Community Programs.

For the South Hayward Youth and Family Center, Tomás will be applying his extensive background in youth facilitation and mental health programming in several of the project



Example of phasing strategies to achieve a successful project within limited means.

Kennedy Youth Center, Union City, CA
(RossDrulisCusenbery Architecture, Inc.)



(From top to bottom)

Lincoln Child Center, Hayward, CA
(Tomás Alvarez III)

Jack London Square Pavilion Plaza, Oakland, CA
(TS Studio - Landscape Architecture)

Queen of the Valley Hospital, Napa, CA
(BKF Civil Engineers)

Hellen Diller Civic Center, San Francisco, CA
(Cumming Cost Consultants)

phases. He will contribute to the Community Analysis and programming effort. Tomás will also co-facilitate any participatory design process, assist in the selection of participants, and be available for community outreach meetings.

LANDSCAPE ARCHITECTURE - TS STUDIO

TS studio is a WBE/DBE Landscape Architecture, Urban Design, and Strategic Planning Firm. Their work is process driven and research based, with an emphasis on refinement of craft and turning concepts and ideas into built projects. Design ideas are site-specific, recognizing each project's unique character and the potential for adaptation and invention. TS Studio provides quality Landscape Architecture and Urban Design services throughout San Francisco Bay and beyond. Collaborating with public and private clients, their work includes a variety of scales, from small intimate spaces to large multi-use developments and parks. TS Studio believes that through collaboration they can begin to strategize design solutions that are particular to the context and unique character.

STRUCTURAL ENGINEERS - IDA

IDA Structural Engineers, Inc. (IDA) is a full-service consulting structural engineering firm originally established in 1986. IDA is a Certified Small Local Emerging Business (SLEB) with the County of Alameda. In their 32 years of business, IDA has developed a reputation for exceptional professional engineering service based on providing technical expertise, sound professional judgment, and prompt, reliable, personal service to their clients.

CIVIL ENGINEERS - BKF ENGINEERS

BKF provides civil engineering, land surveying, and land planning services for government agencies, institutions, developers, architects, contractors, schools, and corporations. Their markets include healthcare, education, residential, commercial, industrial, corporate, transportation, and public works. BKF provides specialty services including sustainable design, site accessibility consulting, hydrology/hydraulics, traffic signal design, and 3D laser scanning.

LIGHTING, ACOUSTICS, AV SYSTEMS - WSP

WSP continues to be a leader in the design of energy-efficient and sustainable design systems. WSP offers complete, integrated services in the design of mechanical, electrical, plumbing and fire protection systems, sustainable and high performance building design through our Built Ecology group, technology, audiovisual, acoustics, and electronic security systems, LEED® consulting and management, structural engineering; building enclosures and façades, commissioning; and architectural lighting.

COST ESTIMATION - CUMMING CONSTRUCTION MANAGEMENT

Cumming's cost management group is one of the largest providers of cost estimating and management services in the U.S. Cumming's project experience includes the completion of assignments in support of architects, engineers, owners, and others. Cumming has completed more than 1,200 projects for city- and county-operated facilities. These projects include parks, public spaces, city halls, civic centers, police/fire facilities, libraries, offices, community centers, animal shelters, transit centers, maintenance facilities, and public works, among others.

Team Resumes have been included in Section 6 of this proposal.



Aerial of the Kennedy Youth Center, Union City, CA

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DESIGNING A COMMUNITY ASSET PROJECT APPROACH

PROJECT UNDERSTANDING

The proposed South Hayward Youth and Family Center (SHYFC) is an opportunity to create a model facility for the next generation of family- and youth-serving community centers. This **next generation of multi-service centers** provide critical programming for career, educational, arts, recreational, medical, dental, and behavioral health needs. They are pillars within the communities where they are built.

The new SHYFC also provides the chance to build a key catalyst project in the larger **Tennyson Corridor Initiative**. This important initiative represents a critical community goal of redefining and updating the Tennyson Corridor. A beautiful and dynamic multi-service center, with exceptional site and building design, would offer the most bang for the buck, and address many of the Tennyson Corridor Strategic Vision performance measures with one project: meeting local social service needs, improving the community appearance, fostering a cohesive sense of place, and increasing community resiliency.

RDC regularly designs, facilitates and builds projects of this type in communities just like South Hayward. We understand how to engage the community, create a landmark design, leverage the projects for potential external funding, and create a campus that becomes

"This is a great example of your taxpayer dollars at work (in a good way!)...the result is an exceptional piece of public architecture. The architects created very visually accessible spaces, filled with light. There were no random acts in this building. Congratulations!.

-- Design Awards Juror

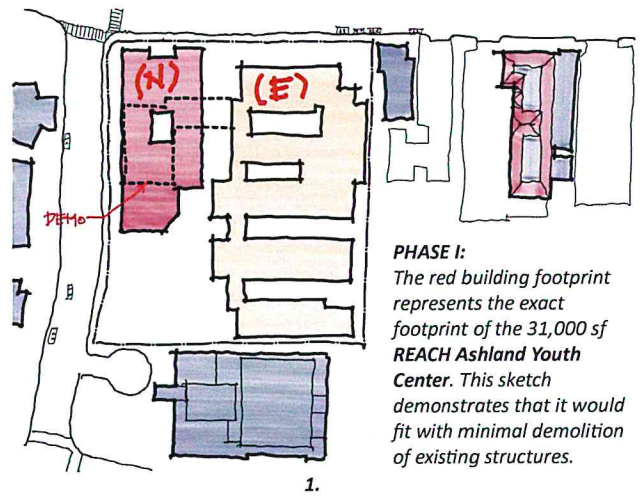
RIGHT: Phasing Sketches

These sketches offer a glimpse at potential phasing strategies that could allow the facility to avoid relocation/rehousing costs for existing programs.

BELOW: Existing Site Photographs

The site photos show three important aspects of the existing site:

1. The commercial corridor
2. The adjacency of Tennyson Park
3. Beautiful views of the surrounding hillside.



the center of community pride. Local examples of RDC's similar projects include Alameda County's REACH Ashland Youth Center, Union City's Kennedy Youth Center, Oakland's Beats Rhymes & Life Headquarters. There are examples that we designed are all important community catalyst projects, providing for community health and wellness while also creating catalysts for community renaissance.

PROJECT BACKGROUND AND SITE

The 680 W. Tennyson site was an elementary school built in the late 1940's, approximately 28K square feet, on land owned by the City of Hayward. The surrounding retail/commercial area is transitional, and an upgrade to the corridor would provide a benefit to all local businesses and residents. There are adjacent amenities that are a good fit with the proposed new multi-service center, including: the Matt Jimenez Center, a relatively new facility run by HARD, and with compatible programming; and, the large Tennyson Park next door, a valuable community open space.

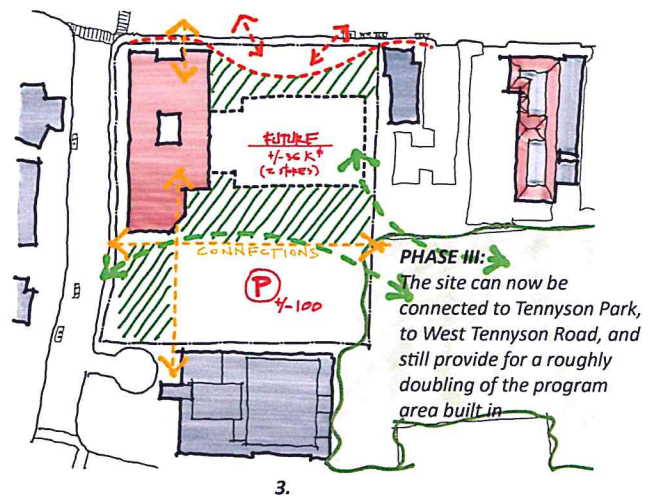
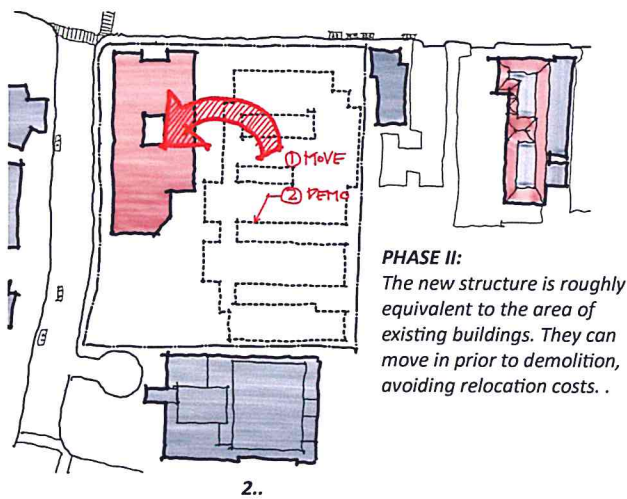
The site location is central and prime in the Tennyson Corridor, a prime large parcel within the Tennyson "hub" for a catalyst project. Initial attempts at redeveloping the site were stymied by the collapse of Redevelopment funding. In 2012, a committee of key stakeholders—elected officials, local EDs, HARD, Cal-State East Bay, Kaiser, City staff, HUSD, etc.—explored options for the best potential project for this area, and after a series of public meetings, chose a multi-service center as the best project to benefit the area. It was decided that a multi-service center at 680 W. Tennyson would enhance the services already existing in the corridor, and add additional complimentary services, making a centralized one stop for the community within easy access to public transit. The next step was to secure funding and address temporary accommodation for the Eden Youth & Family Center currently occupying the site.

OPPORTUNITIES & CONSTRAINTS

The project and site offer significant opportunities as well as some key constraints that can be addressed with a successful design:

Opportunities

- **Site size.** The site size is adequate for the program under consideration. For example, a two-story, REACH-style configuration would leave sufficient room for the facility to grow over time, and to leave adequate site area for both parking and programmatic outdoor space.
- **Parking accommodation.** Given a two-story configuration, it may be possible to double the number of parking spaces from what is currently striped on the site.
- **Phasing with existing buildings.** There are potential building proportions that would facilitate a phased-construction approach allowing many of the existing buildings to remain in place until the new facility is completed. This could potentially solve the interim need for housing the current operations;
- **Site location.** As a catalyst project, the proposed site offers ideal conditions: 1) prominence of the corner; 2) potential through-site connectivity to Tennyson Park; 3) expansion of existing recreational functions at the Matt Jimenez Community Center.
- **Tennyson Park adjacency.** Co-location with this park offers extraordinary views, a



generosity of space, and other environmental/social opportunities.

- **Matt Jimenez Community Center co-location.** The recreational programming may dovetail nicely with proposed services at the proposed Youth & Family Center.
- **Coordination with Tennyson Corridor Strategic Vision.** The project may meet many of the stated performance measures by **contributing to a community vision for the corridor** community outreach, identifying funding, and getting the SHYFC building to the vision of the community stakeholders; by **improving community appearance** through enhanced landscaping, activated street presence and dynamic facility design; by **fostering a cohesive sense of place** through public art/murals and sponsoring community events; and, by **increasing community resiliency** through access to social, medical and dental services, and serving as a catalyst for economic development.
- **Community outreach and participatory design.** Collaborative design approaches capture and leverage the vision and ambitions of community stakeholders, non-profit and religious organizations.
- **Fund raising.** A compelling project vision/design can be a catalyst for project fund raising through grants, corporate sponsorship, or other approaches.
- **Build on work the community has already done.**
- **Build on art program.** Expanding the existing mural program and supplementing it with other public art can contribute to a cohesive public art identity for the corridor.

Constraints

In addition to the positive qualities that should be taken advantage of, there are some potential constraints that should be addressed/mitigated during the design process. These include:

- **Mixture of population types.** Multi-Service centers have inherent co-location challenges with adequate segregation needed for the different groups to be housed here. Proposed populations can comfortably share this site if the proper steps are taken during design to provide unique/dedicated outdoor areas, entrances, and appropriate levels of visibility.
- **Presence of a large-scale, auto-focused arterial.** The building's street presence must compete with an at times inhospitable street environment. Care must be taken to address the safety and comfort of those using the site.
- **Troubled use of the park.** Incompatible park activities may cause safety issues for the SHYFC site, and care should be taken into consideration in how site protections are designed.

WORK PLAN

For the new South Hayward Youth and Family Center, RDC will provide:

- A state-of-the-art multi-service center that will be the centerpiece of the Tennyson Corridor community.
- A compelling campus vision
- A cost-conscious master plan for implementing—and potentially phasing—this vision.
- A “most-bang-for-the-buck” design for a low-cost but high-impact effort.
- A pathway for the insight and enthusiasm of local youth and stakeholders, rallying their vision for what this project should be like.



Sonoma Community Center Renovation, Sonoma, CA
 Founded in 1953, the historic Sonoma Community Center provides space and support for organizations that provide programs such as Alcoholic Anonymous and the Red Cross Blood Drives. The center also leases artist space, dance studios, classrooms, its theatre and multi-purpose room. The center is an incubator of Sonoma's non-profit organizations. The facility, once the old Sonoma Grammar School, was built in 1915 and has been designated a National Historic Landmark.
 (RossDrulisCusenbery Architecture, Inc.)

- Ideas for how to leverage adjacent recreational and open space resources. The following outlines RDC's path to reach the above goals.

PHASE IA: Community Analysis

The Community Analysis Report is an important first step in project definition. Through this Report, RDC will identify the trends, opportunities and constraints that are currently existing in the South Hayward and Tennyson Corridor neighborhoods. RDC's report will summarize the team's understanding of: 1) the demographic and social needs/priorities of the service community; 2) how new services/activities can best complement existing ones; 3) how the project can facilitate delivery of services in a culturally congruent, contextually responsive way; 4) how the new facility may fit into the ongoing change and evolution of the community. RDC will undertake this community and analysis through community outreach, review of existing literature, application of contemporary best practices, and by applying knowledge from our team's extensive experience in designing and developing programming for state-of-the-art multi-service centers.

BASIC SERVICE TASKS, PHASE IA:

- Gather and synthesize existing community survey data to develop a snapshot of neighborhood priorities and ambitions.
- Gather and synthesize existing demographic data on population, size, age, race, ethnicity, education levels, student/school population, literacy, languages, health outcomes, employment and family income. Summarize information in a usable format.
- Gather and synthesize information from additional data resources, including: Eden Youth and Family Center usage (attendance and service data), Tiburcio Vasquez Health Center (demographic and service data, projections); Matt Jimenez Community Center (statistics, programming and projections), etc.
- Meet with and interview key community leaders, stakeholders and community service providers. Document and synthesize their input.
- Prepare gap analysis on available data, supplement as needed.
- Create spatial-based Community Analysis diagram map.
- Prepare a *resource summary* list that identifies and describes other service and community resources that could be considered in an overlap area.
- Create Community Topics map, documenting and distilling stakeholder and interview data in a single, simple map format.

In addition to the above basic tasks, the following are potential additional Phase IA tasks for consideration.

OPTIONAL SERVICE TASKS, PHASE 1A: PARTICIPATORY COMMUNITY ASSET MAPPING

Asset Mapping is a participatory planning tool that engages youth and other community stakeholders in exploring their assets within the physical and social environment. Tasks might include:

- Facilitate *Community Asset Mapping* workshops. Initiate a minimum of (2) workshops with local youth and family representatives. Perform a series of exercises to identify lesser-known community assets.

- Document asset mapping process through youth-driven photo essays; asset maps; narrative.
- Develop documentation as needed, potentially including map, photo essay, narrative.

OPTIONAL SERVICE TASKS, PHASE 1A: OPEN SPACE BOTANICAL AND SOCIAL RESOURCE ANALYSIS.

In conjunction with HARD master planning process for Tennyson Park, develop narrative and diagrammatic resource analysis of the botanical, social and other resources of the adjacent open space. Identify available resources as appropriate for the new Youth and Family Center.

- Develop park/environmental resource analysis.
- Coordinate with HARD in linking this effort with overall parks masterplan process currently underway
- Prepare “program overlap” analysis, with diagrams.

DELIVERABLE PHASE 1A: COMMUNITY ANALYSIS REPORT

A formal Community Analysis report, with findings from above tasks. This document will include a narrative overview, analysis diagrams, documentation of process and resource maps.

PHASE IB: Building Program & Project Master Plan

Based on the Community Assessment Report, the team will prepare a proposed Building Program and subsequent Project Master Plan.

The Program will recommend facility space needs and adjacencies in the proposed service delivery areas, including health/dental clinic, community and special purpose rooms, administrative and office areas, outdoor spaces, and other specialty areas as identified in the community analysis process. This resulting Preliminary Space Requirements (PSR) matrix identifies the ideal size for the new SHYFC facility, and becomes the basis of design.

Once the PSR is approved, the Team will develop a project Master Plan. This master plan will take into consideration and integrate the assets, resources, and spaces contained within the existing Matt Jimenez Community Center (MJCC), a 19,000 SF gymnasium and multipurpose recreation center next door to the SHYFC project site. This Master plan will integrate with other concurrent planning activities, including coordination with the currently-in-progress Master Plan of Tennyson Park being separately undertaken by HARD. Research into the services provided at adjacent Fire Station Health Clinic, and coordination with the Hayward Fire Department as needed.

The Team understands that facility construction resources may be limited. As a result, part of the Master Planning process will include numerous strategies for making the most of the available funding, phasing in additional program/services over time, and tapping into resources for potential additional funding. Specifically,

BASIC SERVICE TASKS FOR PHASE IB:

- Identify client groups and key departmental representatives
- Establish project objectives and priorities
- Initiate preliminary scoping meetings and interviews



Bright, light-filled, flexible program spaces for Union City youth. (Top to Bottom) Game Room (pool, video); Front Desk; Lounge; Computer Lab.
Kennedy Youth Center, Union City, CA
(RossDrulisCusenbery Architecture, Inc.)

*Kennedy Youth Center, Union City, CA
(RossDrulisCusenbery Architecture, Inc.)*

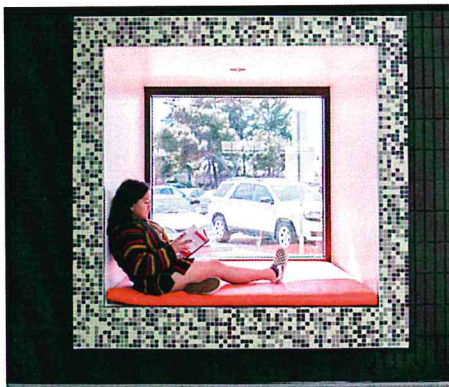


Photo Credit: Diane Badaoisan Photography

- Develop detailed project schedule
- Facilitate meetings
- Conduct staff interviews
- Identify project goals
- Schedule site visits and interviews
- Perform operational assessments
- Review previously published planning documents
- Review City General Plan, zoning requirements and codes
- Produce presentation materials
- Prepare site, existing facility and utility survey. Prepare survey of existing site topography, utilities, building locations and configurations. Scope of survey may include part or all of the adjacent Matt Jimenez Community Center
- Design master plan options
- Explore options for value-engineering, phasing, or other cost management strategies.
- Create project phasing options, including utilization of the current EYFC campus site,
- Create potential acquisition and redevelopment of adjacent privately-owned properties.
- Explore of shared-use opportunities between the SHYFC and the Matt Jimenez Community Center.
- Prepare presentation for Planning Commission meeting
- Prepare program/masterplan level cost estimate

OPTIONAL ADDITIONAL SERVICE TASKS, PHASE 1B: PARTICIPATORY DESIGN PROGRAM/MASTER PLAN

Public involvement is a critical component of this project. Under the City's direction, RDC will develop and utilize innovative and cost-effective methods to generate and maximize public participation in the development of the programming and conceptual master plan for the project. RDC can facilitate regular meetings, using successful techniques to elicit participant's opinions and goals.

- Initiate meetings and design charrettes youth and stakeholder participatory design participants.
- Incorporate feedback and results from each participatory design meeting.
- Prepare community outreach program graphics
- Facilitate community meetings
- Prepare community meeting summaries
- Incorporate feedback and results from each community meeting.

DELIVERABLES PHASE 1B:

Topographic Survey & (e) Building Plans [optional]

Basis of Design Program Document (Project Definition Report)

Conceptual Master Plan

Conceptual Phasing Plan

Program-Level Cost Estimate

PHASE II: Preliminary Design

In consultation with City staff and its partners including representatives from HARD, County of Alameda, and other project stakeholders, Consultant will prepare a conceptual design for a new “South Hayward Youth and Family Center” facility near the sites of the current Eden Youth and Family Center that balances the recommendations of the building program with the fiscal realities of funding. Included should be:

BASIC SERVICE TASKS FOR PHASE II:

- Review topographic survey
- Verify project scope/basis of design
- Prepare multiple design scenarios and alternatives for discussion
- Prepare illustrative plans and renderings
- Facilitate community outreach presentations
- Develop conceptual phasing plans (if needed)
- Meet regularly with City staff and the Advisory Group/Steering Committee
- Develop final conceptual plans incorporating all public and review comments
- Prepare for and attend pre-submittal approval agency meetings.
- Prepare for and attend at City Council Meetings.
- Prepare for and attend Planning Commission Meeting.
- Prepare for and attend City Council Meeting.

OPTIONAL ADDITIONAL SERVICE TASKS, PHASE II: PARTICIPATORY DESIGN OF BUILDING

Continuing the public involvement and participatory design, this task extends this process into the Conceptual Design phase. RDC can facilitate regular meetings, using successful techniques to elicit participant’s opinions and goals.

- Initiate meetings and design charrettes youth and stakeholder participatory design participants.
- Incorporate feedback and results from each participatory design meeting.
- Prepare community outreach program graphics
- Facilitate community meetings
- Prepare community meeting summaries
- Incorporate feedback and results from each community meeting.

OPTIONAL B: TENNYSON PARK MASTER PLAN COORDINATION.

Additional scope TBD.

DELIVERABLES FOR PHASE II:

A Conceptual Design package, with schematic-level technical design drawings, photo-realistic renderings, BIM (Revit) 3D integrated model, performance specifications.



*REACH Ashland Youth Center, Alameda County, CA
(RossDrulisCusenbery Architecture, Inc.)*



The new 2018 Kennedy Youth Center, Union City, CA (RossDrulisCusenbery Architecture, Inc.)

3

ILLUSTRATIVE RELEVANT EXPERIENCE

RELEVANT PROJECT EXAMPLES

RDC has provided comprehensive master planning, programming, space planning and design services for projects similar to the South Hayward Youth and Family Center and other community facilities for a broad variety of governmental agencies. The following are examples of relevant projects by RossDrulisCusenbery Architecture, Inc.



A one-of-a-kind community landmark emerges as a social and development catalyst for its East 14th Street neighborhood

ALAMEDA COUNTY, CA REACH ASHLAND YOUTH CENTER

PROJECT DESCRIPTION: The new REACH Ashland Youth Center houses a rich array of youth-centered services within a singular and iconic building identity. The 31,500 SF LEED Platinum, sustainably designed two-story structure includes: a full dental and medical clinic; a library; a public cafe; media production, dance and fitness rooms; classrooms; a computer lab; a visual arts room; a childcare center; a career center; a courtyard; and, behavioral health counseling and administrative spaces. The building design emphasizes transparency, openness and flexibility between the different functions to promote exploration, social connectivity and programming flexibility. The Youth Center is located in a neighborhood park adjacent to a middle school. RDC developed the design through an extensive community design workshop process in close collaboration with a local youth group "steering committee".

Participatory Design - Youth Engagement Process. A core value of the project is that it emerged out of a collaborative visioning process with a focus group of local youth. This innovative participatory design process occurred bi-weekly over a three-month period, and involved paralleling the design process, step by step, with an equivalent process engaging the youth. It was highly generative in nature, and established key approaches and design ambitions for the project, with many of the youths' ideas implemented directly into the design.

AWARDS:

CCAFA 2014 Award for Best Large County Capital Project

CCAFA 2014 Grand Award for Overall Best Project

Merit Award 2013 AIA East Bay Design Awards

Citation- 2010 AIA Redwood Empire Design Awards, "Unbuilt" Category

RossDrulisCusenbery Architecture, Inc.

Owner: GSA Technical Services County of Alameda

Scope of Work: Planning, programming and design

RDC Role: Design Architect, Public Art Collaborator

Size: 31,500 SF

Construction Cost: \$14 Million

Construction Dates: Aug 2011-Feb 2013

Date of Services: 2010 - 2011



*A light-filled, uplifting
community health & dental
wellness center*

ALAMEDA COUNTY, CA LA CLINICA FUENTE WELLNESS CENTER @ REACH AYC

Owner: GSA Technical Services County of Alameda
Scope of Work: Planning, programming and design
RDC Role: Design Architect
Size: 6,000 SF
Construction Cost: portion of overall \$14M
Construction Dates: Aug 2011-Feb 2013
Date of Services: 2010 - 2011

PROJECT DESCRIPTION: Within the REACH Ashland Youth Center complex is the Fuente Wellness Center, a youth co-designed, youth co-planned cutting edge full service teen-serving health clinic. The clinic serves Alameda County youth and young adults ages 11-24. Fuente is unique in that every service provided at the wellness center has a youth leadership/mentorship component which informs the provision of clinic services as well as provides support, education and guidance to youth who desire the opportunity to explore careers in health and wellness.

The Wellness Center offers dental, medical and behavioral health services. It includes a collaborative multi-agency Wellness team that supports the integration of health & wellness, social justice, and youth leadership into all programs and services. Youth counselors participate in programming, build relationships, encourage skill building, and provide healthy mentorship with young people individually or in groups. Wellness team members also provide wellness consultation to programs and partners and participate in our response and disciplinary interventions at REACH to bring a restorative, generative, and youth-focused lens to ensure young people are learning and growing from every challenge and success.



A dramatic make-over and expansion built with limited funds, and a master plan vision to guide growth in the long term.

UNION CITY, CA KENNEDY YOUTH CENTER

PROJECT DESCRIPTION: The new Kennedy Center Youth Center is a 21,400 SF renovation, addition, and new construction project. Utilizing an innovative youth engagement process, the project transforms the existing 1960s Kennedy Community Center into a contemporary Youth Center offering a range of activities and services.

The two phased Master Plan first re-invigorates the inward-focused existing building by adding a new public-facing plaza, cafe, and entry canopy. Strategic interior building improvements support youth-selected program. A consistent architectural language of materials, geometries, and integral youth-inspired artwork effectively define a cohesive youth territory.

The second phase expands the Youth Center with 11,000 SF of new program, unifying all elements under a building-defining idea: the "raised park" occupiable green roof. Key social areas "pop-up" through the roof to achieve light-filled double height spaces.

The completed Youth Center will house two classrooms; a game room and lounge; park-facing performance space; dance, art, and recording studios; administrative offices; and counseling and day care services.

YOUTH ENGAGEMENT PROCESS- The vision and ambition of this project emerged out of a collaborative visioning process with a focus group of local youth. This process included ten hands-on workshops, which built consensus around the central design approaches for the project. Many of the youths' program and design ideas were implemented directly into the design.

Owner: City of Union City

Scope of Work: Planning, programming, design, construction drawings, and construction administration

RDC Role: Architect

Size:

Phase 1: 10,500 SF

Phase 2: 21,400 SF

Cost Estimate:

Phase 1: \$2.4 Million

Phase 2: \$12 Million

Construction Completion Date:

Phase 1 estimated to complete Fall 2017

RDC Date of Services: 2014 - Present



*Historic community park
and new youth center
dovetail in a unified indoor/
outdoor experience*

SONOMA, CA BOYS & GIRLS CLUB OF SONOMA VALLEY

Owner: Valley of the Moon Boys & Girls Club

Scope of Work: Planning, programming,
design and contract administration

RDC Role: Architect

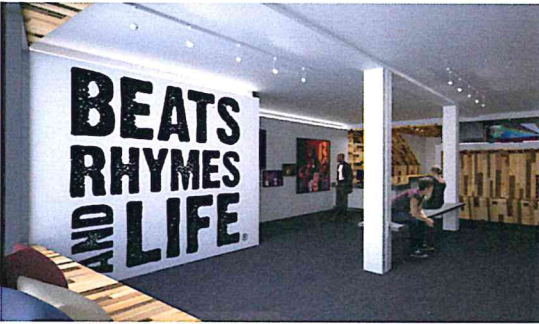
Size: 23,000 SF

Construction Cost: \$3 Million

Date of Services: 1998 - 2000

PROJECT DESCRIPTION: RDC worked with Sonoma County Regional Parks Department to plan and design Sonoma Valley's new 23,000 SF Boys & Girls Club. The facility is sensitively sited in Maxwell Farms Regional Park. The B & G Club offers many multi-generational programs under one roof and includes a gymnasium, game rooms, group and classrooms, technology center, environmental study center, library, teaching kitchen and administrative offices. The Club was designed on the model of clustered farm buildings. Its design was influenced by the notion of how children might assemble a club house out of found "parts." The project was constructed on time and on budget.

RDC was instrumental in negotiations between the Boy's and Girl's Club, the Community and the County of Sonoma to locate the Club within the 40 acre Maxwell Farms Regional Park. Multiple negotiation sessions and community outreach meetings resulted in integrating the facility into the existing park. The placement of the building straddles the boundary between the playing fields, skate park and play structures to the east and the densely wooded natural landscape to the west. Location of the facility deep in the park provides a rich outdoor experience for the club members. In addition, the location in the park was selected for low visibility from surrounding streets to preserve public views to this unique open space.



Leveraging the power and vision of youth to make a place for personal healing and growth

OAKLAND, CA BEATS RHYMES & LIFE HEADQUARTERS

PROJECT DESCRIPTION: This project was built with volunteer labor, using reclaimed construction materials, within an existing commercial building in Oakland, CA. It houses the headquarters for Beats Rhymes & Life, a non-profit organization that pioneers “Hip Hop Therapy” programs as a catalyst for youth development and change.

PROGRAM SUMMARY:

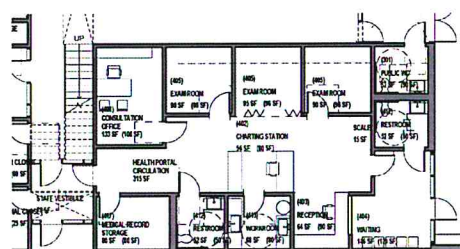
- A new flexible entry gallery space with ambient and display lighting, and adjustable counter and work areas;
- New flexible workspace “niches” to support the day-to-day activities of the youth-based BRL Academy;
- New reception area, conference room and administrative offices, lined with reclaimed-wood interior walls and cabinets;
- New multi-story Therapeutic Activity Group (TAG) space, with large skylight;
- A new recording studio, a “beat lab” and a song writing area, used for the culmination of projects developed during the TAGs;
- A new, multi-story street art mural.
- A new youth lounge, record player and vinyl archive area.

Owner: Beats Rhymes & Life

Scope of Work: Programming and design

RDC Role: Project Architect, Participatory Design Facilitator

Date of Services: 2013



A new fully integrated fire station health clinic expands the ways healthcare can reach a community

ALAMEDA COUNTY, CA CHERRYLAND FIRE STATION & FIRE STATION HEALTH CLINIC

Owner: (Former) Alameda County
Redevelopment Agency

Scope of Work: Planning, programming, design

RDC Role: Associate/Design Architect

Size: 11,968 SF

Cost Estimate: \$5.5 Million

Bid Price: \$8.5 (Driver: one year delay prior to
bid. During market up-turn)

Construction Completion Date: July 2017

Date of Services: 2012 - 2017

PROJECT DESCRIPTION: The Cherryland Fire Station is a new 11,968 SF one-company fire station project designed to meet the current operational needs of the Alameda County Fire Department. In addition, the project will serve as a civic catalyst for the redeveloping neighborhood context, leveraging the symbolic aspects of a fire station through transparency and an evocative material palette. It sets a precedent for positive investment in the community.

As a unique addition to the traditional fire station operational functions, this fire station will include a community "health portal" clinic within the fire station. This health clinic utilizes on-site EMTs, as well as external health care providers to offer clinical services to the Cherryland Community. This combined facility will be designed to meet the local public safety and public health needs for of unincorporated Alameda County.

PROJECT CHALLENGE: This station is located in a redeveloping mixed-use neighborhood, with site constraints including sensitive residential uses on each adjacent parcel, a railroad track to the rear, and a narrow site configuration complicating the drive-through apparatus approach. The design solution strategically locates the station to mitigate the given constraints, and respond sensitively to the project neighbors.

AWARDS: Unbuilt Design Award, 2014 Citation for Design Excellence AIA Redwood Empire



Sonoma Community Center, Sonoma CA (RossDrulisCusenbery Architecture, Inc.)

4

MAKING THE VISION A REALITY PROJECT IMPLEMENTATION

PROPOSED TEAM

RossDrulisCusenbery Architecture, Inc.'s system for providing high quality professional services is human resource based. There is no substitute for an experienced project team. We provide experienced architects and project managers for all of our projects. Each project is assigned a design principal, a designated project architect/manager, a LEED accredited professional, a designer and a sub-consultant team.

The individuals whose talents created the projects shown on these pages and other relevant projects are the individuals who will be working directly on this project. Principal Mallory Scott Cusenbery will lead the overall effort for RDC, and will remain active on the project throughout its duration. Mr. Cusenbery will attend all client/user-group and public meetings. He will also direct the optional Participatory Design and Public Outreach processes. Supporting Mr. Cusenbery will be Ralph Belton, Project Manager. Mr. Belton has extensive background in health care projects, and in permitting projects in complicated environments; he will have the day-to-day function of managing the scope, schedule and budget for the project. Under the direction of Mr. Cusenbery and Mr. Belton, there will be several sub-groups of team members. The *Phase IA Programming* will be led by Principal Mallory Scott Cusenbery, with assistance from Tomas Alvarez and Program Analyst Tina Harris. The *Phase IB Public Facilitation/Outreach* will be led by Mr. Cusenbery, with support and co-facilitation from Tomas Alvarez. For the *Phase IB Master Planning* and the *Phase II Conceptual Design*, Mr. Cusenbery and Project Architect Tyree Vantrease will be principally involved in the development of this portion of the work.

Detailed resumes for the above individuals are available on the pages that follow.

RossDrulisCusenbery Architecture, Inc.

"What really excites me is the space. We can connect the teens to the community and we can change the stereotype of kids who go to the Boys & Girls Clubs."

*-- Joanne Poderma 'The Club'
College & Career Manager*

South Hayward Youth & Family Center ORGANIZATIONAL CHART



PROJECT MANAGEMENT SYSTEM & VISUAL PRESENTATION CAPABILITIES

RDC designs and documents 100% of its projects utilizing REVIT software. The RDC studio is fully BIM integrated and coordinated with its consultant team during the design process beginning with programming. Microsoft Project, Rhino, Adobe Illustrator, Photoshop, InDesign, Excel & web based construction software including Bluebeam and Prologue. RDC has visual simulation capacity as depicted in the images on some of this proposal's pages. Our proven project management system includes:

- Firm Principal assigned to every project from pre-design through completion
- Regular coordination with City of Hayward and user group representatives
- Single-source project management monitoring program, schedule, budget and approvals
- REVIT-based design and construction documentation systems
- Web based project management software and scheduling systems
- Provision of excellent communication skills and meeting and approval documentation
- Regular professional cost estimation, value engineering and cost benefit analysis.
- Regular schedule updates, milestone deliverable agreements and project team schedule coordination services.
- Professional attitude and project commitment.
- Provision of comprehensive, clear construction documentation.
- Comprehensive Quality Control and Quality Assurance (QA/QC) program.
- Collaborative, team-oriented consensus building approach.
- Proven construction administration services

RDC will develop the schedule for the project and assist the City with development of a project budget. RDC will visit the site to assess the existing conditions. RDC will lead all public outreach efforts, coordinating meetings and charrettes. RDC will be in charge of program development and will conduct interviews with City staff as directed. RDC will be the sole contracting entity for the design team and will be the central day to day project manager of the entire A/E team responsible for the leadership, design, coordination, documentation and quality assurance of the work.

PROJECT MANAGEMENT APPROACH

The A/E team and the project will be managed by RDC's Senior Project Manager on daily basis through a tested project delivery process which manages and coordinates the project's team and the project's Scope, Schedule, Budget and Approvals. A brief overview of this process is provided below.

SCOPE: The general scope will be informed during the *Phase IA Community Analysis* portion of the work, and further developed during the *Phase IB Programming* phase. RDC will work with the service providers who will occupy the building and other project stakeholders to verify and define each tenant's work load, staffing, space, security and functional requirements and document those requirements in a professional programming report. RDC will review and receive approvals for the program from the City and all user groups. The outcome of this process will be a verified program expressed in departmental net and gross square feet. The total building area will be approved by the City. This preliminary space needs document will then be used to develop a cost analysis to balance scope against available funding. Once reconciled and approved, the program, budget and schedule will form the

basis-of-design for site master planning and conceptual design purposes. RDC will facilitate the scope verification process through user group interviews with project stakeholders and identify the specific facility requirements of each group with our consultant team through regular meetings. Should the scope change during the design process RDC will review the proposed changes with the City and receive approval for any proposed program adjustments prior to implementation of the change.

SCHEDULE: The project schedule will be developed in collaboration with the City of Hayward. The schedule, including all meetings, approvals, presentations and milestone deadlines, will be prepared by RDC in a Microsoft Project CPM bar chart format and reviewed and approved by the City and all project stakeholders. Schedule conformance by all parties will be regularly reviewed at project meetings and updated on a monthly basis. Should the schedule change during the design process RDC will review the proposed changes with the City and receive approval for the schedule change prior to the schedule adjustment.

BUDGET: The City will confirm its budget prior to start of conceptual design. RDC will review the City's budget with its professional cost consultant and provide feedback to the City on current market conditions, construction costs, and cost escalation rates for City buildings of similar scope, size and complexity at the start of the project. A Program/Master Plan Phase cost estimate will be provided by RDC to assist the City in sizing the budget. RDC will lead this process and coordinate our consultant team throughout the process utilizing regular face to face and on-line team coordination meetings, reviews and technical consultations. Should the budget require modification during the design process RDC will review the proposed budget modifications with the City and receive approval for the proposed change prior to any budget adjustment.

APPROVALS: Planning and designing new City buildings requires the review and approval of a wide variety of county, municipal and regional agencies. RDC and its consultants will meet early on with representatives of the jurisdictional agencies during the site master planning and schematic design phase to ensure the project complies with all State, County and regional codes and standards. RDC will lead this process utilizing regular face to face and on-line meetings and document the outcome of these meetings with the City. Representative jurisdictional agencies coordinated by RDC include but are not limited to the following:

- County Building Department
- County Planning Department
- City Planning Department
- Department of Public Works for Traffic, Roads, Curbs, Gutters, Sidewalks
- Regional Water Quality Control Board
- Local Water, Sewer, Storm Water, Data/Telecommunications, Gas, and Power Public Utility Agencies

TEAM COORDINATION & MANAGEMENT

RDC utilizes a proven project management system to manage its consultant team. We assemble and manage teams with whom we have successfully worked before. RDC has programmed, designed and delivered millions of square feet of public sector projects utilizing this approach. Our team management system is based on establishing mutually agreed upon project schedules, deliverables, communication protocols, Revit model management and



Napa County Health and Human Services Campus and Child Care Center, Napa, CA
A social service campus master plan seamlessly weaving new and the historic.
(RossDrulisCusenbery, Architecture, Inc.)



quality assurance and QAQC methodologies. We require our teams to attend regular project coordination meetings and hold all parties accountable for the quality and completeness of their work and standard of care. Our project management system is supported by industry standard advanced web, cloud and electronic project management systems.

QUALITY ASSURANCE/QUALITY CONTROL

RDC has a strict quality control program in place. This QC process includes:

- Regular A/E coordination meetings to identify, discuss and resolve potential conflicts in the drawings and specifications.
- Regular Bluebeam online QC sessions digitally documenting input for all participants, and developing action plans.
- A contractual requirement for consulting engineers stipulating a signed letter at the end of each phase from the principal in charge for each discipline to verify coordination of their documents with all other disciplines during that phase of design.
- Per-phase coordination reviews of the documents.
- 'Cold team' review at all milestones, utilizing a proprietary QC checklist matrix.
- BIM-software to perform real-time program inventories and to verify program conformance.

At the end of each key milestone, RDC requests key stakeholders to sign the program document as a record of agreement for any revisions, and as a methodology for managing incremental scope increases.

SUSTAINABLE DESIGN & ENERGY EFFICIENT STRATEGIES

Energy efficiency and resource conservation is central to RDC's best practices approach to design. RDC and its consultant team develop energy efficiency and resource conservation goals during its Green Building Charette Workshop and use the LEED certification process, HVAC system life cycle costing and building commissioning as the means to track the responsiveness of the design to meet these goals.

SUSTAINABLE DESIGN OUTCOMES TABLE

PROJECT	LOCATION	CERTIFICATION/TARGET
REACH Ashland Youth Center	Alameda County, CA	LEED Platinum
City of Seattle Fire Station #10 - Replacement/Command Center	Seattle, WA	LEED Silver
Hennepin County 911 Emergency Communications Center,	Plymouth, MN	LEED Process
San Antonio Public Safety Answering Point	San Antonio, TX	LEED Silver
Maricopa Co. Sheriff's Headquarters	Phoenix, AZ	LEED Gold Pending
Sutter County Courthouse	Yuba, CA	LEED Process (Client elected not to pursue LEED certification)
Glenn County Renovation & Expansion of Willows Historic Courthouse	Willows, CA	LEED Silver Target
William K. Nakamura Courthouse Renovation	Seattle, WA	LEED Silver
Cherryland Fire Station	Alameda County, CA	LEED Silver Target
Napa Juvenile Justice Center	Napa, CA	LEED Process
City of Sonoma Police Station	Sonoma, CA	LEED Process
San Jose Police Substation	San Jose, CA	LEED Silver

RDC's recent LEED projects have included the use of the following sustainable design strategies (partial list): 1) generating electricity through rooftop photovoltaic panels, sized and distributed to generate approximately up to 75% of the building's total electric requirements; 2) vegetated green roofs for storm water filtration and management and building insulation; 3) extensive natural day lighting, including northern light from rooftop monitors and clerestory windows; 4) expansive curtain walls along with a concrete/fly ash based floor system to function as a thermal mass; and, 5) materials specified from sustainable sources. Our building's users are able to experience the benefits of sustainable design through increased building comfort, ease of natural lighting and enjoyment of views to the outdoors and neighboring community.

CURRENT WORK COMMITMENTS

The following is a list of current RDC projects that involve key personnel on this proposed team. These projects will not impact RDC's efficient delivery of the South Hayward Youth and Family Center project.

PROJECT NAME	CLIENT	KEY STAFF	COMPLETION DATE <i>Estimated</i>
Cloverdale Public Safety Building	City of Cloverdale	Mallory Cusenbery	2018
Madera County Hall of Justice	County of Madera	Mallory Cusenbery	2019
Palo Alto Public Safety Building	City of Palo Alto	Mallory Cusenbery Ralph Belton	2021
Tomales Fire Station	County of Marin	Mallory Cusenbery	June 2018
San Francisco Police Department District Study Update	City & County of San Francisco	Tina Harris	June 2018
Stanford University Public Safety Building & ECH	Stanford University	Mallory Cusenbery Tyree Vantrease	August 2018

RDC REFERENCES -- KEY PERSONNEL, RELEVANT PROJECTS

Pedro Naranjo, MPH, Executive Director

REACH Ashland Youth Center
16335 E. 14th St., San Leandro, CA 94578
510.481.4500

Project: REACH Ashland Youth Center

Description: See attached project sheets for detailed description.

Brian Laczko, Project Manager GSA-TSD

Capital Program, County of Alameda
1401 Lakeside Drive, Suite 800
Oakland, CA 94612
510.272.3753 x23753

Project: Cherryland Fire Station

& EMS Health Portal, Alameda County, CA

Description: See attached project sheets for detailed description.

Thomas E. Ruark, Public Works Director

City of Union City
34009 Alvarado-Nile Road
Union City, CA 94587
510.675.5301

Project: Kennedy Youth Center, Union City CA

Description: See attached project sheets for detailed description.

Sarah Larson, Contractor's PM

Level 10 Construction
1050 Enterprise Way, Suite 250
Sunnyvale, CA 94089
408.489.4220 (mobile)

Project: Stanford University Public Safety Building

Description: Design and construction documents for a \$30 million, 2-story essential services police station on the Stanford Campus.

Aisha Knowles, Community Participant

Alameda County Fire Department
Public Information & Community Relations Officer
Office: (510) 632-3473 ext. 1320

Project: REACH Ashland Youth Center

Description: Aisha was a community representative and participant during the youth integrated design process for the new youth center.

PROJECT SCHEDULE

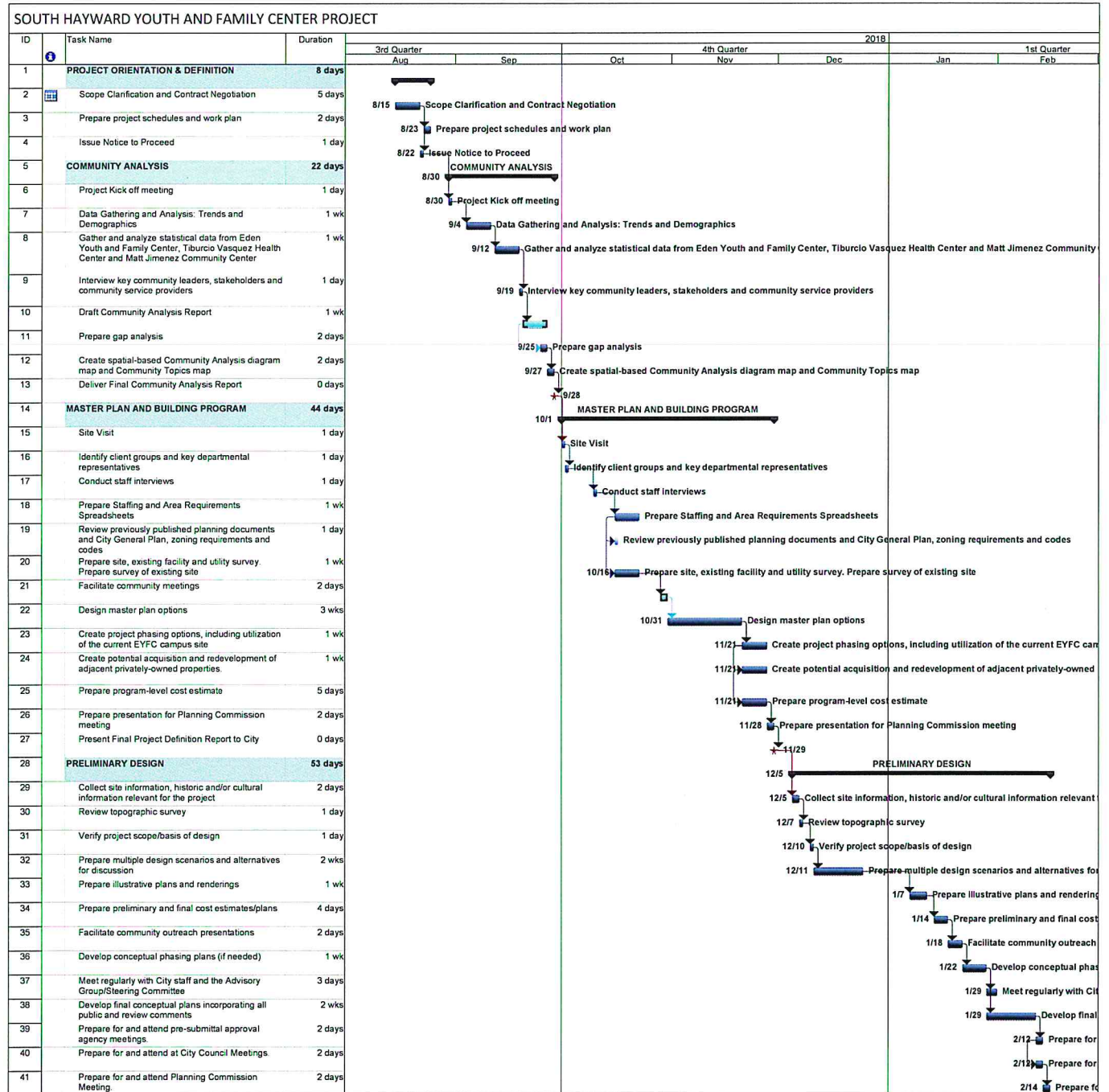




Photo Credit: Diane Badaoisan Photography

Kennedy Youth Center, Union City, CA (RossDrulisCusenbery Architecture, Inc.)

5

PROJECT RESUMES

PROJECT TEAM MEMBERS

ROSSDRULISCUSENBERY ARCHITECTURE, INC.

Mallory Cusenbery, AIA - Principal

Ralph Belton, AIA, LEED AP - Project Manager

Tyree Vantrease, AIA - Project Architect

Tina Harris, AIA - Programmer

SUB-CONSULTANT TEAM

TOMÁS ALVAREZ III - Consultant, Social Entrepreneur & Youth Advocate

TS STUDIOS - Landscape Architects (WBE & DBE)

IDA - Structural Engineers

WSP - Lighting, Acoustical, AV systems

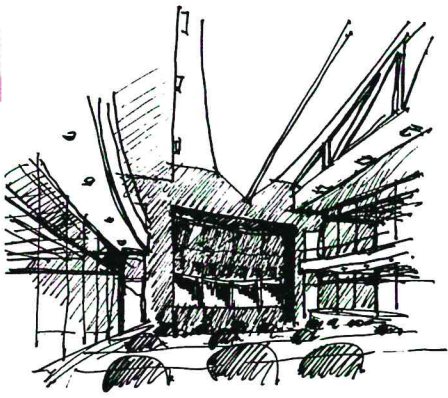
BKF - Civil Engineers

CUMMING CONSTRUCTION MANAGEMENT - Cost Estimators

"...striking in their exquisite design expression and commitment to addressing the human and social needs of the facilities' users."

-- Design Awards, Jury Chair

See resumes for team members on the following pages.



ROSSDRULISCUSENBERY ARCHITECTURE, INC.

LICENSES/REGISTRATIONS

Registered Architect, California C25358

PROFESSIONAL AFFILIATIONS

Jury Chair,

Justice Facilities Review Design Awards 2018

Co-Chair

AIA Academy of Architecture for Justice,

Research & Tech Sub-Committee

Board Member

Alamo Square Neigh. Assoc., SF, CA

Founding Contributor

TraceSF: Bay Area Urbanism, Design Journal

Co-chair Editorial Board & Contributing Editor

LINE Online Design Journal

American Institute of Architects

Member since 1994

Guest Curator

AIASF Gallery

Curatorial Chair

San Francisco Design Museum

EDUCATION & ACADEMICS

M.A. Architecture, 1990

University of California, Berkeley

B.A. Architecture, 1986

University of California, Berkeley; High Honors

Juror

Juror & Guest Lecturer, 1990 to present

AIA Justice Facility Review Design Awards 2011

AIA New England Design Awards

Instructor

Academy of Art University

Diablo Valley College

T.A., University of California, Berkeley

Guest Critic

U.C. Berkeley, C.C.A. Architecture

Academy of Art University

University of California, Davis

YEARS OF EXPERIENCE

Total: 27,

With Current Firm: 24

MALLORY SCOTT CUSENBERY, AIA

Design Principal

QUALIFICATIONS

Mallory Scott Cusenbery, AIA, is Design Principal at **RossDrulisCusenbery Architecture, Inc.** He brings to his projects over 25 years of professional experience in innovative architectural design, context-sensitive urban design, master planning and project management. Mr. Cusenbery's project experience includes many large-scale and specialized building types, including courthouses, public safety buildings, fire stations, border stations, community centers, multifamily housing and town planning.

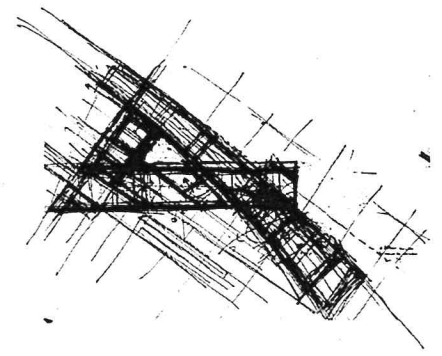
Mr. Cusenbery also serves as a researcher, writer, editor, and curator in the realm of architecture and design. As curator, he has juried and assembled interdisciplinary design exhibits. As a writer and editor, he has addressed a wide range of topics related to architecture and urban design. As a researcher, he focuses on "public" aspects of "public architecture." These pursuits are ongoing and form a foundation of design research that continues to inform and inspire his built projects.

Mr. Cusenbery has extensive experience in the design of programmatically complex works of civic architecture. He also brings a broad background in providing such facilities in sensitive physical and political contexts. He leads his studio in a collaborative and inquiring design process. He consistently works directly with multi-agency user groups, public clients and complex consultant teams in developing comprehensive designs for buildings. This process includes program refinement, exterior design, interior design, site design, and urban design master planning. As a firm policy, principal involvement remains constant through the life of a project, so Mr. Cusenbery's role remains integrated through the completion of construction.

Mr. Cusenbery is currently the lead designer for the new Stanford University Public Safety Building. His design lead is also evidenced on such recent projects as the Sutter County Courthouse, Cherryland Fire Station, San Jose Fire Station #24, Union City Teen Center, Porterville Fire Station & Public Safety Building, Alameda County Ashland Youth Center, San Jose's new South City Police Substation, Seattle's downtown Fire Station #10, the State of California Office of Emergency Services Headquarters and State Operations Center, the City of Vancouver (BC) Police/Fire/Emergency Communications and Operations Centre, the Contra Costa County (CA) Family Law Center, the King County (WA) Regional Communications and Emergency Coordination Center, the Palo Alto (CA) Public Safety Building, and the Morgan Hill (CA) Courthouse.

DESIGN AWARDS As a design lead, Mr. Cusenbery provides the dual goals of design innovation and operational precision. He leads a process beginning with intensive listening, leading to creative exploration in a dynamic and collaborative studio environment, and resulting in projects that represent the next generation of specialized public projects. Mr. Cusenbery has shared in numerous design awards. His work has also been published in such books and periodicals as *Architectural Record*, *Canadian Architect*, *Arcade*, *Zyzyva Journal of the Creative Arts*, *San Francisco Chronicle*, *Surface Magazine*, *Places Journal*, *The New Urbanism* (Peter Katz, 1994, McGraw-Hill), *Re-Building* (Daniel Solomon, 1992, Princeton Architectural Press), and *Courthouses of California* (Ray McDevitt, 2001, Heyday Books).

RossDrulisCusenbery Architecture, Inc.



COMMUNITY OUTREACH Mr. Cusenbery has extensive participatory design and public process experience. He considers user engagement and community outreach to be a vital and integral part of the design process. It is a method that not only informs his design process, but helps build the necessary consensus to insure project success.

Union City Teen Center

REACH Ashland Youth Center - Participatory Design

San Ysidro International Border Crossing - Community Stakeholder Outreach Process

Palo Alto Public Safety Building - Site Selection and Conceptual Design Public Process

Morgan Hill Courthouse - City Council Design Workshops

Contra Costa County Civic Center Master Plan - Public Outreach & Community Input

Sausalito Police/Fire Station - Public Outreach

Sonoma Valley Oaks Residential Master Plan - Community Input and Approval Process

Hayward Downtown Plan - Public Charette & Presentation Process

Benicia General Plan Update - Urban Design Charette Process

RELEVANT EXPERIENCE (partial list)

Community & Youth Centers

Kennedy Youth Center, Union City, CA

REACH Ashland Youth Center, Alameda County, CA

Beats Rhymes & Life Headquarters, Oakland, CA

San Carlos Adult Community Center (ACC), San Carlos, CA

Napa Health & Human Services Campus Master Plan, Napa, CA

THE CLUB at Maxwell Village, Sonoma, CA

Sonoma County Redevelopment Agency Redevelopment Area Facade and Exterior Improvement Program Master Services Agreement (various projects), CA

Justice

Sutter County Courthouse, Yuba City, CA

Glenn County Renovation & Expansion of Willows Historic Courthouse, Willows, CA

Plumas County Courthouse, Quincy, CA

Morgan Hill Courthouse & Justice Agencies Buildings, Morgan Hill, CA

Contra Costa County Family Law Center and Law Library, Martinez, CA

Napa County Criminal Courthouse, Napa, CA

Public Safety

Stanford University Public Safety Building, Stanford, CA

Stanford University EOC Programming & Feasibility Study, Stanford, CA

City of Hayward Facilities Needs Assessment Study & Master Plan Police Administration Building & Fire Stations, Hayward, CA

City of Porterville Police and Fire Station, Porterville, CA

Maricopa County Sheriff's Department Headquarters and Emergency Communications Center, Phoenix AZ

San Jose South City Police Substation, San Jose, CA

City of Palo Alto Public Safety Building, Palo Alto, CA

State of Minnesota EOC, Arden Hills, MN

RossDrulisCusenbery Architecture, Inc.

AWARDS (Partial List):

2014 **Citation Award**, AIA Redwood Empire: Cherryland Fire Station

2014 **Grand Award** for Overall Best Project, CCAEA: REACH Ashland Youth Center

2014 **Best Large County Capital Project**, CCAEA: REACH Ashland Youth Center

2013 **Merit Award**, AIA East Bay: REACH Ashland Youth Center

2010 **Citation Award**, AIA Redwood Empire: REACH Ashland Youth Center

2008 **Award**, AIA Redwood Empire: Seattle Fire Station #10 & Command Center

2008 **Urban Design Merit Award**, AIA San Francisco: San Ysidro Border Station

2007 **Citation of Merit**, AIA Justice Facilities Review: Seattle Fire Station #10 & Command Center

2006 **Citation**, AIA Redwood Empire: SJPD South City Substation

2006 **Citation**, AIA San Francisco: SJPD South City Substation

2006 **Honor Award for Design Excellence**, AIA Justice Facility Review: SJPD South City Substation

2005 **Honor Award** for Washington Architecture, AIA Seattle: Seattle Fire Station #10

2005 **Commendation for Design Excellence**, Seattle Design Commission: Seattle Fire Station #10

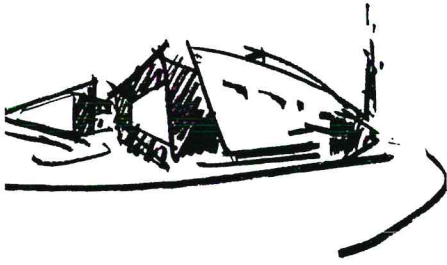
2005 **Merit Award**, AIA San Francisco Best of the Bay: King County Regional Communication & Emergency Coordination Center

2004 **Merit Award** AIA Redwood Empire: Contra Costa Co. Family Law Center

2004 **Citation for Design Excellence**, AIA Justice Facilities Review: Contra Costa County Family Law Center

2004 **Merit Award**, AIA Redwood Empire: King Co. Regional Communication & Emergency Coordination Center

2004 **Citation for Design Excellence**, AIA Justice Facilities Review: King Co. Regional Communication & Emergency Coordination Center



ROSSDRULISCUSENBERY ARCHITECTURE, INC.

EDUCATION & ACADEMICS

Master of Architecture, 1980

Magna Cum Laude

Virginia Polytechnic Institute
and State University

**Bachelor of Environmental Design
in Architecture, 1974, Cum Laude**

North Carolina State University

LICENSES/REGISTRATIONS

Licensed Architect, California
USGBC, Accredited Professional,
LEED AP BD+C

YEARS OF EXPERIENCE

Total: 37

AWARDS

**UC Riverside, Medical School
Research Building, Riverside, CA**

UC-CSU-CCC Sustainability Conference,
Best Practice Award 2011

**Washington State Capital Rehabilitation
Project; Olympia Washington**

National AIA Honor Award, AIA, 2006
AIA Honor Award, Washington Council Civic
Design, 2005

AIA Honor Award, Eastern New York, 2005
Special Achievement Award, State Historic
Preservation Officer's Annual Award, 2005

**University of Washington Bothell / Cascadia
Community College**

AIA Honor Award, Seattle Chapter, 2002

Safeco Field, Seattle, Washington

AIA Honor Award, Washington Council Civic
Design, 1999

KeyArena, Seattle, Washington

Grand Conceptor Award,
American Consulting Engineers Council, 1995

RALPH BELTON, AIA, LEED AP

Project Manager

QUALIFICATIONS

Architect with 40 years of diverse project experience around the world--from the United States to Egypt, Saudi Arabia, Iran, and Asia. Professional experience in Design, management and the technical complexities of a wide range of clients and buildings.

PROJECT EXPERIENCE (partial list)

City of Palo Alto Public Safety and Emergency Operations Center Building, Palo Alto, CA
Site selection, urban design, planning, programming and design. *Project Manager*

Stanford University Public Safety Building, Stanford, CA

Planning, programming, site analysis & conceptual design of a new campus Public Safety Building. *Project Manager*

Stanford University EOC/ECH, Stanford, CA

Planning, programming, site analysis & conceptual design of a new campus Emergency Operations Center. *Project Manager*

Kaiser Permanente, Oakland Replacement Hospital, Oakland CA*

The Oakland Medical Center has 862 physicians 349 beds, 14 inpatient operating rooms, 8 Labor and Delivery rooms. *Project Leader*

Sutter Pacific Medical Foundation; San Francisco, Marin & Sonoma counties*

Develop a long term Development Master Plan for expansion of clinic and medical office buildings in the three counties. *Project Leader*

University of Washington Medical Center Clinics, Seattle, Washington*

Mixed-use building housing University of Washington Medical Center clinics (women's clinic, pain clinic, family medicine, bone and joint, internal medicine, pediatric), Totals 202,000 SF.

LinkedIn, Mountain View, CA*

7 building Headquarters put on hold after acquisition by Microsoft

2 months of constructability review and pricing with DPR, Studios. *Technical Project Lead*

Bay View Tech Campus (confidential); NASA ARC, Mountain View, CA*

Programming, Design and Projected Construction of 1.1 million sf office and hardware/software development space. LEED Platinum projected, Living Building Challenge. *Project Leader*

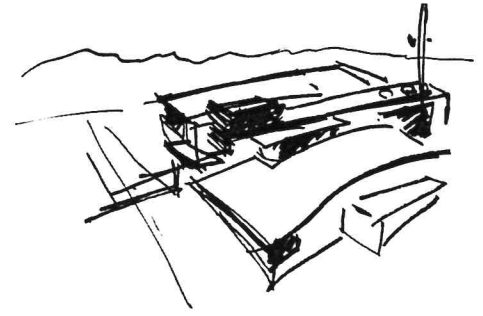
Health Sciences Surge Laboratory; UC Riverside, Riverside, CA*

Programming, Design and Construction of 60,000 sf research laboratory for future Medical School faculty. LEED Gold. *Principal*

Pike Place Market Master Plan, Seattle, Washington*

Developed a design for improvements and upgrades in the historic public market in Seattle, that led to a ballot measure on bonding. The study addressed historic uses, seismic strengthening and replacement of mechanical and electrical systems, as well as ADA improvements and refinement of the retail environment in parts of the Market. *Principal*

**Indicates experience prior to joining the firm*



ROSSDRULISCUSENBERY ARCHITECTURE, INC.

TYREE T. VANTREASE, AIA, NCARB

Project Architect

QUALIFICATIONS

Tyree Vantrease is an NCARB certified Architect with 20 years of diverse project experience around the world—from the United States to Egypt, Saudi Arabia, Iran, and Asia. Tyree has extensive experience as a Project Manager and Project Architect and has worked on many LEED certified projects. Professional experience includes design, management and the technical complexities of a wide range of clients and buildings.

RELEVANT EXPERIENCE (partial list)

- Madera County Hall of Justice, Madera County, CA
- Stanford University Public Safety Building, Stanford, CA
- Childcare Center, Pierce College, Los Angeles, CA*
- Women's Rehabilitation Center Renovation, Santa Monica, CA*
- Salvation Army Community Center Chico, CA*
- Jim Brinson Activity Center, Durham, CA*
- Susanville Aquatics Center, Susanville, CA*
- OPCC Homeless Access Center Addition, Santa Monica, CA*
- Clare Foundation Rehabilitation Center, Santa Monica, CA*
- Residential Triplex Chico, CA*
- Multifamily Apartment Complex Chico, CA*
- Freed-Hardeman University Student Housing, Henderson, TN*
- St. Cecilia Motherhouse Renovation, Nashville, TN*
- Historic Addition, St. John the Baptist Catholic Church, Chico, CA*
- Meriam Park Office Building, Chico, CA*

LEED

- Sierra Nevada Brewery Mills River, NC (LEED Platinum)*
- Restoration Hardware Distribution Center Patterson, CA (LEED Silver)*
- PG&E Service Center Willows, CA (LEED Certified)*

Other Projects

- Scotty's Castle Cookhouse Reconstruction, Death Valley, CA*
- Manzanar Barracks Reconstruction, Manzanar, CA*
- Unitarian Universalist Community Church Renovation, Santa Monica, CA*
- Hugo Residence Addition, Catalina, CA*
- Tso/Tai Residence, Santa Monica, CA*
- Los Angeles Police Department Topanga Station*
- Working Artists of Ventura Mixed Use, Ventura, CA*
- Bank of the South Remodel, Franklin, TN*
- PG&E Weld Shop Renovation, Santa Rosa, CA*
- Angelwylde Office Building, Austin TX*
- Sundance Parkway Office Complex, Austin TX*

**Indicates experience prior to joining the firm*

EDUCATION & ACADEMICS

Bachelor of Architecture, 1998

Washington University
School of Architecture

LICENSES/REGISTRATIONS

Licensed Architect, California, # C-33553
NCARB Certificate # 90508

YEARS OF EXPERIENCE

Total: 20

KEY STRENGTHS

Project management and client relationship development

Design of facilities from schematics through construction documents

Working closely with regulatory agencies including architectural review boards through design, entitlements, and construction

Working with clients to develop budgets and construction objectives

Reviewing and interpreting General Plans, Zoning Codes, State, and County laws

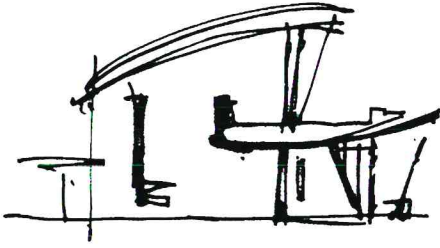
Knowledge of and experience implementing Secretary of the Interior's Standards for historic treatments

Experienced in managing design of complex facilities both public and private in all phases from schematic design through contract administration

Experienced in interpreting building codes and construction standards on a project by project basis

Experienced in coordinating project teams including consultants through design and construction

Experienced in managing LEED Certified projects and completing credit documentation through USGBC online



ROSSDRULISCUSENBERY ARCHITECTURE, INC.

EDUCATION & ACCREDITATION

Bachelors of Science, Business Administration/
Marketing, Sonoma State University,
Rohnert Park, CA

PROFESSIONAL QUALIFICATIONS

LEED Accredited Professional, 2008

PROFESSIONAL AFFILIATIONS

American Institute of Architects,
Associate Member

YEARS OF EXPERIENCE

Total: 25

With Current Firm: 25

TINA HARRIS, AAIA

Program Analyst

QUALIFICATIONS

Tina Harris has been a member of RDC's programming team for the past 20 years. Ms. Harris' experience includes developing programs for more than 50 public safety and justice sector projects. Ms. Harris develops facility feasibility needs assessment reports, space standards, data spreadsheets, architectural programs and reviews and analyzes project data for preliminary and final architectural programs. Recently, Ms. Harris worked with the RDC team to develop Architectural Programs for the Willows Historic Courthouse Renovation and the Charlotte 911 Communications Center.

RELEVANT EXPERIENCE (partial list)

Community & Youth Centers

- Sonoma Splash Aquatic Center Master Plan, Sonoma, CA
- Kennedy Youth Center, Union City, CA
- Ashland Youth Center, Alameda County, CA
- Sonoma Community Center, Sonoma, CA
- San Carlos Adult Community Center, San Carlos, CA
- 920 Grand Avenue Marin Dental Building Conversion Assessment, San Rafael, CA
- Napa Health & Human Services Campus Master Plan, Napa, CA
- West Marin Health & Human Services Center including Adult Aging Services,
- Napa County Health & Human Services Center including Adult Aging Services, Napa, CA
- Sonoma County Human Services Department & Family Support Services Facility Program, Santa Rosa, CA
- Snowcrest Lodge Luxury Condominiums, Kirkwood (Alpine County), CA
- Healdsburg High School Master Plan, Healdsburg, CA
- Mendocino County Criminal Justice System Master Plan, Ukiah, CA
- Hotel Project Sonoma, Sonoma, CA

Justice Facilities

- Lander County Courthouse & Administration Building, Battle Mountain, NV
- Sutter County Courthouse, Yuba City, CA
- Glenn County Renovation & Expansion of Willows Historic Courthouse, Willows, CA
- Plumas County Courthouse, Quincy, CA
- Nevada City Courthouse, Nevada, CA
- New Long Beach Courthouse, Long Beach, CA
- Morgan Hill Courthouse, Santa Clara County, CA
- United States Court of Appeals William K. Nakamura Courthouse, Seattle, WA
- Administrative Office of the Courts, San Francisco, CA
- Contra Costa County Family Law Courthouse, Martinez, CA
- Napa Historic Courthouse Renovation, Napa, CA
- Napa County Criminal Courthouse, Napa, CA
- San Francisco Civic Center Courthouse, San Francisco, CA

SOCIAL ENTREPRENEUR & YOUTH ADVOCATE

TOMAS ALVAREZ III

Social & Youth Advocate Consultant

QUALIFICATIONS

Tomas Alvarez III has over 12 years experience in Strategic Planning, Facilitation, Organizational Development, Capacity Building, Advocacy work, Development and Grants Management. Alvarez is a leading social entrepreneur whose dedicated his career to helping youth heal, grow and lead. He is a pioneer of Hip Hop Therapy, an innovative approach that combines Hip Hop expression with proven therapeutic techniques to promote mental health and wellbeing. In 2011, he launched Beats Rhymes and Life, Inc., the country's first nonprofit dedicated to the provision of Hip Hop Therapy. More recently, he founded the Hip Hop Therapy Global Institute (HHTGI). For his trailblazing work in the field of adolescent mental health he was selected as a CNN Hero, NBC Top 20 Innovator, and lifetime Ashoka Fellow. In 2016, he served as a SEERS Fellow at Stanford University in the Program on Social Entrepreneurship through the Haas Center for Public Service.

Tomás' passion to help youth thrive has been driven by the core belief that all youth are at-promise. This belief underscores his asset-based approach to mental health care which builds upon the strengths of youth and views them as change makers in their community.

As a published author and passionate speaker Tomás enjoys sharing his bold vision for a new mental health paradigm that focuses on children's wellbeing. Tomás has been featured on several major media outlets and spoken at some of the top conferences, universities, organizations and companies across North America.

SERVICES:

- Strategic planning and facilitation. - Led various strategic planning processes with multiple stakeholders. Well-versed in translating missions and goals into operating plans with clear benchmarks and annual objectives.
- Organizational development and capacity building.
- Development and grants management. - Raised and managed over \$2 million for culturally responsive mental programs that targeted underserved youth populations.
- Advocacy work and constituency building. - Extensive experience in articulating key issues to multiple audiences to build community partnerships.
- Seasoned public speaker. - 100+ presentations at conferences, universities and companies across the world. Featured by CNN, Forbes, NY Times, Vice Magazine, Complex, & NPR.

RELEVANT PROJECT EXPERIENCE

- Ashland Youth Center Bridging Documents, San Leandro, CA
- Beats Rhymes and Life Headquarters, Oakland, CA
- Seneca Center for Children and Families, Oakland, CA
- Oakland High School Student Wellness Center, Oakland, CA
- Oakland Tech High School Wellness Center, Oakland, CA
- Oakland Public Library, Oakland, CA
- Oakland Parks and Recreation, Oakland, CA
- Lincoln Child Center, Hayward, CA
- Turning Point Community Programs, Modesto, CA

EDUCATION & ACCREDITATION

Stanford University

Graduate School of Business,
Executive Program for Nonprofit Leaders,
2015.

Smith College School for Social Work,
Masters of Social Work, 2006

San Francisco State University,
Bachelors of Social Work, 2004

PROFESSIONAL AFFILIATIONS

Ashoka Fellow

1 of 3,500 leading social entrepreneurs worldwide implementing system-changing solutions to human and environmental problems in 89 countries.

Stanford University

ADJUNCT LECTURER, Ethics & Politics of Public Service (Spring 2017)

CO-INSTRUCTOR, Social Entrepreneurship and the Advancement of Democracy, Development and Justice (Spring 2016)

Children's Wellbeing Initiative

STEERING COMMITTEE CHAIRPERSON

A joint project between Ashoka Changemakers and the Robert Wood Johnson Foundation to promote children's wellbeing in the United States and around the world.

Stanford University SEERS Fellow

Social entrepreneur fellows (SEERS Fellows) lead institutions that advance social, economic, and political change.

iConexion (Member Since 2012)

A national network of emerging Latinx leaders advocating for greater diversity and inclusion

AWARDS

2017 Innovations in Mental Health Award

San Francisco Mental Health Ass.

2015 CNN Hero

2012 Top 20 Innovator - NBC Latino

2011 Media Leader Award

Alameda County Mental Health Board

2011 School Innovator Award

Alameda School Health Services Coalition

2012 Top 20 Innovator - NBC Latino

2011 Media Leader Award

Alameda County Mental Health Board

TS STUDIO - LANDSCAPE ARCHITECTS

EDUCATION & ACCREDITATION

Master of Urban Design,
Harvard University Graduate School
Bachelor of Landscape Architecture,
Pennsylvania State University
International Studies Program,
School of Architecture, Rome, Italy

REGISTRATIONS & CERTIFICATIONS

Landscape Architect, California #5210

AWARDS / RECOGNITION

Rising Tide International Competition,
Winner, San Francisco, CA, 2009
International Garden Festival. Finalist.
Redford Gardens

Patrick Curran Fellowship,
Mapping San Francisco Waterfront, 2008
ASLA, Merit Award, Sunnydale Hope,
San Francisco, 2013
ASLA, Honor Award,
Nanhu-Farm town in the Big City, 2012
ULI Global Award of Excellence,
Beijing Finance Street, 2008, SWA

PROFESSIONAL AFFILIATIONS

Board of Directors, Alamo Square
Neighborhood Association, 2013 - current
Speaker, Building Resilience Workshop II,
New Orleans, 3.2011

Citizen's Advisory Committee,
Better Market Streets, SF DPW. 2011-2017

PUBLICATIONS

"Topographical Shifts" Design For Flooding,
Watson, Donald. Adams, Michele. Fall 2010
"Topographical Shifts" Urban Flood
Management. Zevenbergen, Chris. Fall 2010
"Redefining the Edge" 'The Urbanist',
(SPUR), San Francisco, CA, 2009
"Far West Midtown:
A Framework for Development" West Side
Story II, Properties, Spring 2007
"A Path Through Ostend" The other side of
Ostend Harvard College, 2002. Pg 84-89

YEARS OF EXPERIENCE

17 Years

J. LEE STICKLES

President, Landscape Architect

QUALIFICATIONS

J. Lee Stickles is founder of TS Studio. Stickles, an urban designer and landscape architect with 17 years of professional experience, has managed the design and construction of numerous local and international projects. Her work ranges from parks, playgrounds and public waterfronts, to on-structure roof gardens and mixed-use retail, residential and corporate projects.

Stickles' work focuses on the intersection of research and design, believing that knowledge of our existing environment inspires thoughtful design solutions that can be absorbed and reflected by our local culture. She believes that communication and a shared vision with clients and the design team is fundamental to a project's success.

In 2009, she was one of the winners of Rising Tides, an international design competition examining sea level rise within San Francisco Bay and beyond. She received her undergraduate degree in Landscape Architecture from Penn State University, and her graduate degree in Urban Design from Harvard.

Ms. Stickles is the Founder and Director of the non-profit, Topographical Shifts in San Francisco CA.

RELATED PROJECT EXPERIENCE

- Kennedy Youth Center. Union City, CA. TS Studio. Client: RossDrulisCusenbery Architecture
- 1500 Mission Street, Civic Plaza and Streetscape. TS Studio.
Client: Related / City of San Francisco
- Irvington Supportive Housing, Fremont, CA. TS Studio Client: HCLA / Adobe
- Alamo Square Park Tree Re-forestation, San Francisco, CA. TS Studio Client: SFRPD / ASNA
- 49 SVN / 1500 Mission Street, San Francisco, CA. TS Studio Client: Related California
- Transbay B8. San Francisco, CA TS Studio Client: Related California
- Jack London Pavilion Plaza, Oakland, CA. TS Studio. Client: Jack London Square Ventures
- Fillmore Mini Park, San Francisco, CA. TS Studio Client: SF Rec and Park
- Alamo Square Re-forestation, San Francisco, CA. TS studio Client: SF Rec and Park
- Sunnydale, Hope SF, San Francisco, CA. SWA Group. Client: Mercy Housing/Related
- Jack London Square, Palm Plaza, Foot of Broadway. Oakland, CA. SWA Group.
Client: Ellis Partners
- Winner, Rising Tides International Competition, San Francisco, CA TS Studio. Client: BCDC
- CREATE Campus, University of Singapore. SWA Group. Client: Perkins and Will
- 680 Folsom Street, San Francisco, CA. SWA Group. Client: SOM
- Alameda Landing, Alameda, CA. SWA Group. Client: SMWM

TS STUDIO - LANDSCAPE ARCHITECTS

H. WRIGHT YANG

Principal-In-Charge, Landscape Architect

QUALIFICATIONS

Mr. Yang believes in design as the critical connection between culture and environment, a narrative reflecting one's place in time while expressing an attitude towards the future. With over ten years of professional experience, Yang seeks innovation through an integrated design process - one that facilitates the imagination and transcends perceived constraints. His work focuses on investigating unexplored opportunities on a wide range of project types and scales within the U.S. and Internationally.

Yang's experience includes several major master planning and urban waterfront projects in the United States, Middle East and China including the San Diego Downtown Waterfront Park, the St. Louis Arch Riverfront Park Competition, Presidio Parkway in San Francisco as well as the Haihe Riverfront Concept Design & Haihe Ribbon Park in the Binhai New Area of Tianjin. He has also worked on various multi-use projects including Foundry Square in San Francisco and City Creek Center in downtown Salt Lake City.

Mr. Yang received his Masters in Landscape Architecture from the University of Pennsylvania, and his Bachelor in Architecture from Chung Yuan Christian University. He has participated in numerous designs and teaching related activities and exhibitions locally and internationally, maintains an expertise in Design and Fabrication Technologies and was a celebrated Co-Winner of the Rising Tide International Competition in San Francisco.

RELATED PROJECT EXPERIENCE

- Kennedy Youth Center, Union City, CA
- Tomales Bay Fire Station, Tomales, CA.
- Contra Costa Emergency Operations Center, Contra Costa, CA.
- Candlestick Point Block 10A Affordable Housing, San Francisco, CA.
- 1500 Mission - SF Planning Building & Public Works Department Facility, San Francisco, CA
- Transbay B8, San Francisco, CA TS Studio
- Winner, Rising Tides International Competition, San Francisco, CA
- San Diego Waterfront Park, San Diego, CA
- Foundry Square, Green Roof Garden Building 3, San Francisco, CA
- Haihe Ribbon Waterfront Park, Tanggu, Tainjin, China, Hargreaves Associates
- St. Louis Arch Competition, Finalist, St. Louis, MI, Hargreaves Associates
- Doyle Drive Competition, Finalist, San Francisco CA, Hargreaves Associates. Client: Presidio

EDUCATION & ACCREDITATION

Master of Landscape Architecture, 2005,
School of Design, University of Pennsylvania
Bachelor of Architecture, with Honors, 2001,
Chung Yuan Christian University, Taiwan
Thesis/Studio Instructor,
Academy of Art University, Dept of Landscape
Architecture, SF, CA (2014 - current)

AWARDS / RECOGNITION

Honor Award, Ribbon Park, Tianjing Urban
Planning & Design, Tianjin, China, 2013
Rising Tide International Competition,
Winner, San Francisco, CA, 2009
International Garden Festival. Finalist.
Redford Gardens
Patrick Curran Fellowship,
Mapping San Francisco Waterfront, 2008
Philadelphia Gaming Design Competition,
First place, 2005

PROFESSIONAL AFFILIATIONS

Lecture, "Urban Nature" Dept of Urban Design,
U.C Berkeley, Berkeley, CA, 09/2015
Lecture, "Storm Water Design Creativity",
ASLA - NCC 2015 Lecture Series, 02. 2015
Lecture, Academy of Art University, Dept of
Landscape Architecture, SF, CA Fall 2014
Lecture, "Water Stories" Tsinghua University,
Beijing, China, April 2014
Member, SPUR, Hayes Valley/Alamo Square
Neighborhood Association

PUBLICATIONS

"Topographical Shifts" Design For Flooding
Watson, Donald. Adams, Michele Fall, 2010
"Topographical Shifts" Urban Flood
Management. Zevenbergen, Chris, Fall 2010
"Redefining the Edge" 'The Urbanist', (SPUR),
San Francisco, CA, 11.2009
"Member Profile- Wright Yang" The Urbanist
(SPUR) San Francisco, CA 10.2010
"Gaining the power from a point of view-
Using 3D Technology to Make Better &
Quicker Planning Choices", HINGE Magazine,
Vol. 169, HK 2009

YEARS OF EXPERIENCE

13 Years

BKF ENGINEERS - CIVIL ENGINEERS

EDUCATION & ACCREDITATION

Cogswell Polytechnical College, Cupertino, CA

BSET Civil Engineering Technology

Associate in Structural Engineering

PROFESSIONAL AFFILIATIONS

American Council of Engineering Companies
(ACEC)

American Society of Civil Engineers, (ASCE)

California Land Surveyors Association (CSLA)

North Coast Builders Exchange, Past President

City of Santa Rosa,

Board of Building Regulation Appeals

LICENSES/REGISTRATIONS

Professional Civil Engineer
CA No. C-61895

Professional Land Surveyor
CA No. L-8809

LEED® Accredited Professional
US Green Building Council

YEARS OF EXPERIENCE

30 Years

GREG HURD, PE, PLS, LEED® AP

Principal-in-Charge

QUALIFICATIONS

Since 1987, Greg has been involved in a diverse variety of civil engineering and land surveying projects for both public and private clients. As a Principal/ Vice President of BKF, he provides general supervision over projects and sets the guidelines within the framework of a projects requirement. He is an active member of a project team and is available to personnel, taking part in major decision-making meetings with related agencies. He heads the quality control review for projects assuring that deliverables aspire to and achieve the project goals. He reviews all work products for conformance with established criteria and actively participates in the scheduling of work to ensure that the project is completed on budget, within scope and on schedule.

RELEVANT EXPERIENCE

- Santa Rosa Community Health Center, Children's Play Area, Santa Rosa
- Herman Family Pavilion at Queen of the Valley Medical Center, Napa
- Sonoma County Human Services and Sheriff Administration Building, Sonoma County, CA
- Valley of the Moon Children's Home, Santa Rosa, CA
- Earle Baum Center, Santa Rosa, CA
- Fountaingrove Memory Care and Assisted Living Facility, Santa Rosa, CA
- Recollection at Vintage Brush Creek, Santa Rosa
- Sonoma County 100-Acre Administration Center Improvements, Sonoma County
- Bayer Neighborhood Park and Community Garden, Santa Rosa
- Keiser Community Park, Windsor
- Clearlake Veterans Building Parking Lot Improvements, Clearlake
- Santa Rosa Memorial Hospital Master Planning Services, Santa Rosa
- Sonoma County Psychiatric Center, Santa Rosa
- Sutter Medical Center Consulting Services at Chanate Road, Santa Rosa
- West County Health Center Frontage Improvements, Guerneville
- Westside Health Care Center at Fulton Road, Santa Rosa
- Women's Clinic at Sutter Hospital, Santa Rosa
- 100-acre Administration Center Improvements, Sonoma County
- Los Guilicos Juvenile Justice Detention Facility, Sonoma County
- West Marin Service Center Facility Condition Assessment, Marin County, CA

Additional Experience

- Bodega Bay Bike and Pedestrian Trail, Bodega Bay
- Cleveland Avenue Water & Sewer Replacement, Santa Rosa
- Downtown Healdsburg Utility & Streetscape Improvements, Healdsburg
- Hayward Fire Stations 1-6 and Training Center, Hayward
- Hayward Fire Stations 1-6 Renovation, Hayward
- Hayward Fire Training Facility, Hayward

CUMMING CONSTRUCTION MANAGEMENT - COST ESTIMATORS

NICK MATA

Director

QUALIFICATIONS

Nick has more than 16 years of cost estimating experience within the construction industry. He has performed services for healthcare, K12, higher education, civic, and other markets in California. As Director for cost management, Nick's background in research and conceptual estimating for large-scale projects is invaluable. He is also skilled in value engineering analysis, change order evaluation, and estimate reconciliation for projects across all sectors. Nick holds a Bachelor of Science degree in Civil Engineering and is a Certified Professional Estimator. For this assignment, Nick will be responsible for quantity analysis, onscreen take off, and cost report preparation.

RELEVANT EXPERIENCE (partial list)

- Bear Creek Stables, New Facilities and Utilities, Los Gatos, CA
- City of Berkeley, James Kenney Recreation Center Renovation, Berkeley, CA
- City of Berkeley, Offices for Zero Waste Division Renovations, Berkeley, CA
- City of Berkeley, Pool Estimates Updates, Berkeley, CA
- City of Cupertino, On-Call Cost Estimating, Cupertino, CA
- City of Monterey, Convention Center Renovation, Monterey, CA
- City of Napa, Historic Borreo Bldg. Post-Earthquake Assessment & Repair Plan, Napa, CA
- City of Oakland, Golden Gate Recreation Center Addition/Reno, Oakland, CA
- City of Palo Alto, New Public Safety Building and California Avenue Parking Garage, Palo Alto, CA
- City of Palo Alto, Public Safety Building, Palo Alto, CA
- City of San Carlos, Adult Community Center Renovation, San Carlos, CA
- City of San Carlos, New Community and Aquatics Center, San Carlos, CA
- City of San Ramon, New City Hall, San Ramon, CA
- City of Sunnyvale, Civic Center Modernization Master Plan, Sunnyvale, CA
- Contra Costa County, New Emergency Operations Center Feasibility Study, Martinez, CA
- Contra Costa County, New Public Safety Building and Emergency Operations Center, Martinez, CA
- County of San Mateo, Medical Center Renovation Projects, San Mateo, CA
- County of Santa Clara, New Civic Center, Santa Jose, CA
- Irwin Center, Renovations Blood Donor Laboratories, San Francisco, CA
- James Kenney Recreation Center, Berkeley, CA
- Midpeninsula Regional Open Space District, New Highway 17 Trail Crossing/Bridge, Santa Cruz, CA
- Napa County, New Mental Health Crisis Stabilization Unit, Napa, CA
- Palo Alto History Museum, Roth Building Rehab, Palo Alto, CA
- San Francisco State University, Recreation and Wellness Center, San Francisco, CA
- San Francisco, Moscone Convention Center, 25-Year Master Plan, San Francisco, CA
- San Jose State University, End Zone Building, San Jose, CA
- San Jose State University, Student Recreation & Aquatics Center Programming, San Jose, CA

EDUCATION & ACADEMICS

Bachelor of Science, Civil Engineering,
University of California – Berkeley

LICENSES/REGISTRATIONS

Certified Professional Estimator,
American Society of Professional Estimators,
No. 1.4-000109-0715, 2015

YEARS OF EXPERIENCE

16 Years

IDA ENGINEERS - STRUCTURAL ENGINEERS

EDUCATION & ACCREDITATION

California Polytechnic State University,
San Luis Obispo
Bachelor of Science
in Architectural Engineering, 1986

LICENSES/REGISTRATIONS

California Civil Engineer, 1988 (#C43648)
California Structural Engineer, 1991 (#S3527)
Colorado Professional Engineer, 1996 (#31415)
Washington Professional Engineer,
1998 (#34970)
Nevada Professional Engineer, 2008 (#19780)

PROFESSIONAL AFFILIATIONS

Structural Engineers Association
of Northern California
Member SE - Member
Existing Building
Committee
American Institute of Steel Construction

STEPHEN DEJESSE, SE

Principal-in-Charge

QUALIFICATIONS

Stephen DeJesse began at IDA in 1987. He has over 32 years experience in structural studies, analysis, structural design and construction administration. Over the years, Stephen has developed a reputation for exceptional professional engineering service based on providing technical expertise, sound professional judgment, and prompt, reliable, personal service to IDA's clients.

RELEVANT EXPERIENCE

- Foster City Teen Center "The VIBE", Foster City, CA
- REACH Ashland Youth Center, Alameda County, CA
- Kennedy Teen Center, Union City, CA
- Cherryland Community Center, San Lorenzo, CA
- Albany Berkeley YMCA Teen Center, Berkeley, CA
- Helms Community Center, San Pablo, CA
- Girls Inc. Resource Center for Girls, Oakland, CA
- Antioch Community Center, Antioch, CA
- Castro Valley Library, Castro Valley, CA
- Valley Hi North Laguna Library, Sacramento, CA
- Town of Los Gatos Library, Los Gatos, CA
- City of Hayward Six Fire Stations Needs Assessment, Hayward, CA
- Hayward Library, Hayward, CA

Foster City Teen Center "The VIBE"

IDA provided structural engineering for this Teen Center that serves 6th-12th graders in Foster City after school and on weekends. The structure has light gauge steel framing with prefabricated steel sheer panels on a mat foundation immediately adjacent to the Bay. The center includes space for dances, sports tournaments, movie presentations, and everyday games.

Ashland Youth Center Bridging Documents

IDA worked closely with the County of Alameda to create bridging documents for this \$14 million 2-story, 31,000 square foot, steel-framed structure..

Kennedy Teen Center Renovation

IDA is designing this conversion of an existing community center to a teen center in Union City. With a \$15M construction budget, the design team is working with a youth-centered approach to create a learning and gathering space specifically for teens. Project will be designed and constructed in 3 phases as budget becomes available.

Cherryland Community Center

IDA is designing this new 17,500 square foot community center for Alameda County. The wall structure will utilize Structural Insulated Panels (SIPs), while the roof is a combination of engineered lumber and architectural custom wood/steel trusses.

IDA ENGINEERS - STRUCTURAL ENGINEERS

ELLIOTT GOODWIN, SE

Senior Engineer

QUALIFICATIONS

Elliott has 13 years of experience in structural design, seismic evaluation, and retrofits of a variety of public, residential, religious, laboratory, and commercial buildings. His experience ranges from the design of essential facilities to historic retrofits. He is dedicated to each project from the beginning of design through construction close-out.

RELEVANT EXPERIENCE

- Kennedy Teen Center, Union City, CA
- REALM Charter School Seismic Retrofit, Berkeley, CA
- North Berkeley Senior Center, Berkeley, CA
- Girls Inc. Resource Center for Girls, Oakland, CA
- Lawrence Berkeley National Laboratory, Building 45, Fire Station Replacement, Berkeley
- Castro Valley Library, Castro Valley, CA
- Westlake Christian Terrace East, Oakland, CA
- St. Joseph's Marianist Hall Renovation, Alameda, CA
- UC Davis Jess Jackson Sustainable Winery, Davis, CA
- Berkeley Humane Society, Berkeley, CA
- 23rd & Valdez Mixed Use, Oakland, CA
- Novartis Campus Renovations & New Structures
- Leahy Residence, Sonoma, CA
- City of Berkeley Offices Seismic Study, Berkeley, CA

Kennedy Teen Center Renovation

IDA designed this conversion of an existing community center to a teen center in Union City. The design team worked with youth-centered approach to create a learning and gathering space specifically for teens.

REALM Charter School Seismic Retrofit, Berkeley

Elliott performed an ASCE 41-13 Tier 1 and 2 Seismic Evaluation of this school and is working on a seismic strengthening plan that includes the reinforcement of existing shear walls and columns.

North Berkeley Senior Center

Elliott is conducting an ASCE 41 seismic evaluation and designing retrofits, renovations, and upgrades for this community center serving seniors since the late 1970s.

Girls Inc - Youth Education Center

Renovation of a historic 34,000 square foot building built in 1919 in Downtown Oakland. Designed to LEED standards, the project includes historic preservation, seismic upgrades, and interior tenant improvements. New concrete shear walls and braced frames were inserted to achieve a specific probable maximum loss (PML) to meet lender requirements. In addition, our expedited design was instrumental in allowing Girls Inc to open in time for the next school year. .

EDUCATION & ACCREDITATION

University of Nevada, Reno

Bachelor of Science in Civil Engineering, 2003

Master of Science in Civil Engineering, 2005

LICENSES/REGISTRATIONS

California Civil Engineer, 2006

PROFESSIONAL AFFILIATIONS

LEED Accredited Professional, May 2007

State of California

Governor's Office of Emergency Services

Safety Assessment Program Disaster Service Worker

Volunteer ID #61871

University of Nevada at Reno, Engineering Accreditation Committee

WSP - LIGHTING DESIGN

EDUCATION & ACCREDITATION

Bachelor of Architectural Engineering
Illumination Emphasis
Pennsylvania State University - 1995

PROFESSIONAL AFFILIATIONS

Member, International Association of Lighting
Designers (IALD)

Member, Illuminating Engineering Society of
North America (IESNA)

AWARDS

IES Illumination Award of Excellence,
Pasadena City Hall Historic Renovation
Pasadena, CA

IES Illumination Award of Merit, Block 21,
W Hotel & Condominiums, Austin, TX

IES Award of Merit, San Bernardino Justice
Center, San Bernardino, CA

IES Illumination Award of Merit, National Au-
dio Visual Conservation Center, Culpeper, VA

YEARS OF EXPERIENCE

22 Years

LILIAN FU, IALD, LC, MIES

Vice President, Lead Lighting Designer

QUALIFICATIONS

Leading the San Francisco-based Lighting Studio, Ms. Fu is a thoughtful designer who carefully considers the artistic and scientific properties of light in order to reveal the architecture envisioned by the client. Mindful of the human experience of a space, Lilian believes that a successfully designed environment is one in which light is carefully and purposefully integrated with each design discipline.

Inspired by her grandfather, a civil engineer in the Philippines, Lilian learned architectural lettering and the use of triangles and T-squares at a young age. After an exciting internship during high school at a local architect's office, Lilian decided to pursue a degree in Architectural Engineering at Penn State University. She focused her final two years of study in lighting design and ultimately pursued this as a career because it offered her the perfect balance of art, science, and management.

Lilian is adept at following projects in all phases of design from conceptual studies through production of contract documents to final focusing. She contributes unique design solutions that not only create a pleasing visual environment for their occupants but also incorporate the necessary technologies to conserve energy, comply with codes, and consider maintenance issues prevalent in today's building industry.

RELEVANT EXPERIENCE

Academic

- UCSF Mission Bay Campus Community Center, San Francisco, CA*
- UC Davis Gallagher Hall & Conference Center, Davis, CA*

Health & Science

- Lucile Packard Children's Hospital, Palo Alto, CA*
- Camino Medical Group, Mountain View, CA*
- Pomerado Hospital Phase II Remodel/Expansion, Poway, CA*
- UC Davis Veterinary Medicine Building, Davis, CA*
- University of Washington, School of Medicine Lake Union, Phase II, Seattle, WA*
- J. David Gladstone Institute, San Francisco, CA*

Civic and Cultural

- Hayward Fire Station #6 and Fire Training Center, Hayward, CA
- Palo Alto Civic Center Building, Palo Alto, CA
- Treasure Island Streetscape Master Plan, San Francisco, CA
- Northside Branch Library Renovation, Santa Clara, CA
- Moscone Convention Center Expansion, San Francisco, CA*
- Hillsdale Mall Conference Center, San Mateo, CA*

Sports and Recreation

- The Ballpark at the Palms Beaches, Palm Beach, FL
- America West Arena Enhancements, Phoenix, AZ

**Indicates experience prior to joining the firm*

WSP - ACOUSTICS

KRISTINA M. SELLS

Acoustics Lead

QUALIFICATIONS

Kristina M. Sells has over six years of experience as an acoustical consultant and audio/visual (AV) design engineer and has completed acoustical analyses in the areas of room acoustics, sound insulation, mechanical noise and vibration control, and environmental noise. With involvement in a variety of projects, Mrs. Sells has successfully completed several audio/visual and sound reinforcements system designs. Mrs. Sells has successfully completed several audio/visual and sound reinforcement system designs. Mrs. Sells has consulted on a wide range of project types including: educational facilities, healthcare, performing arts, government and military facilities, resorts/hotels, residential, commercial and others.

RELEVANT EXPERIENCE

General

- YMCA, Oahu*
- KROC Community Center, Oahu*
- Mount Pleasant Town Hall, South Carolina*
- Kupu Renovation, Oahu*
- PBS Hawaii, Oahu*
- University of Hawaii Women's Softball Stadium, Oahu*
- University of Hawaii at Hilo Pharmacy Building, Hawaii*
- Kapiolani Community College Naio Building renovation, Oahu*
- Office of Hawaiian Affairs Gentry Pacific Design Center Renovation, Oahu*

Hospitality

- Hapuna Beach Prince Resort Renovation, Hawaii
- Westin Maui Resort and Spa, Maui
- Hilton Waikoloa Kingsland, Hawaii*
- Westing Princeville Resort Mechanical Noise, Kauai*
- Fairmont Kea Lani Spa and Meeting room Renovation, Maui*
- Westin Ka'anapali Ocean Resort, Maui*
- Coconut Beach Resort, Kauai*
- Waikiki Beach Marriott Acoustical Testing, Oahu*
- Sheraton Kauai Garden Wing, Kauai*
- Waikiki Trade Center Hotel Conversion, Oahu*
- Ward Village, Block I and Block H Noise Study, Oahu*

Mixed-Use

- Honua Kai Luana Townhomes, Maui
- Ward Village, Waiea and Anaha Towers, Oahu*
- Keola Lai Condominiums IIC Testing, Oahu*
- Keauhou Lane, Oahu*

**Indicates experience prior to joining the firm*

EDUCATION & ACCREDITATION

Bachelor of Science,
Mechanical Engineering University of Hawaii
Manoa, Honolulu, HI

YEARS OF EXPERIENCE

8 Years

EDUCATION & ACCREDITATION

School of AV Technologies, Extron Institute,
XTP-E certified, Anaheim, CA, 2014

University of California of Los Angeles (UCLA),
Communication Systems, Los Angeles, CA,
2004

Gnomon School of Visual Effects,
Visual Effects and 3D Animation/Visualization,
Hollywood, CA, 2002

PROFESSIONAL AFFILIATIONS

Member, International Association of Lighting
Designers (IALD)

Member, Illuminating Engineering Society of
North America (IESNA)

Currently seeking RCDD and PMP certifications

YEARS OF EXPERIENCE

18 Years

WSP - AUDIO VISUAL

MICHAEL WITECKI, CTS-D

Audio Visual Lead

QUALIFICATIONS

Michael Witecki joined WSP in August 2016 as a Senior Engineer. A results-oriented technology project manager, Michael has proven experience in strategic planning, managing projects, team building, improving efficiency of operation, and systems engineering. Michael has over 18 years experience in technology design roles as well as over 14 years of experience with consulting project management. He comes to our firm with a wide breadth of experience in the healthcare, higher education, government, corporate and entertainment market sectors.

Michael is the leader of the technology group in the WSP Mountain region and a key designer of the BOLD&R Innovation Center. Focusing on not only creating a seamless and transparent user experience through technology integration, but on why we use and the ethical applications of technology. Michael has extensive experience providing integrated, and SMART solutions that drive operational efficiency, enhance the human experience and user satisfaction.

RELEVANT EXPERIENCE

Healthcare

- Kaiser Permanente MOB, Colorado Springs, CO
- Mind Springs Behavioral Health Hospital, Grand Junction, CO
- Saint John's Health Center, Santa Monica, CA
- Good Samaritan Community Healthcare, Puyallup, WA
- Laguna Honda Long Term Care Facility, San Francisco, CA
- Children's Hospital Los Angeles, Los Angeles, CA
- University of New Mexico, Albuquerque, NM
- Community Hospital of the Monterey Peninsula, Monterey, CA
- Swedish Hospital, Seattle, WA
- Veterans Administration - Palo Alto Medical Center, Palo Alto, CA
- Kaiser Permanente - Sidney R Garfield Health Care Innovation Center, San Leandro, CA
- Mills Peninsula Health Services, Burlingame, CA
- Ventura Community Memorial Hospital, Ventura, CA
- California Pacific Medical Center, San Francisco, CA
- Intermountain Medical Center, Murray, UT
- National Intrepid Center of Excellence, Bethesda, MD
- Lucile Packard Children's Hospital, Palo Alto, CA
- University of Southern California, Los Angeles, CA

Higher Education

- Norwich University Campus Center Renovation and Expansion, Northfield, VT
- Ponom College Student Recreation Center Renovation, Ponom, CA
- Pierce College Student Services Building, Woodland Hills, CA

ROSSDRULISCUSENBERY ARCHITECTURE, INC. / RDC AT A GLANCE

RDC is a long established Bay Area architecture firm with offices in Alameda and Sonoma Counties. The following information generally describes our firm.

Legal Name/Address:	RossDrulisCusenbery Architecture, Inc. (RDC) 18294 Sonoma Highway, Sonoma, CA 95476 Tel: 707-996-8448; Fax: 707-996-8542
Primary Contact:	Mallory Cusenbery, AIA 18294 Sonoma Highway, Sonoma, CA 95476 707-996-8448 ext. 118; Fax: 707-996-8542 mross@rdcarchitecture.com
Alameda Branch Office:	Emeryville Office (SLEB Certified, Alameda County) 1201 Park Avenue #100, Emeryville, CA 94608
Tax Identification Number:	91-1758710
Organization Type:	Corporation
Principals:	Michael B. Ross, AIA, NCARB C18867, 1988 mross@rdcarchitecture.com Mallory S. Cusenbery, AIA, C25358, 1994 mcusenbery@rdcarchitecture.com Charles R. Drulis, AIA, (Emeritus Principal) C21236, 1990
Associate:	Mark Zall, AIA, C17270, 1986, mzall@rdcarchitecture.com
Firm History:	Michael Ross Associates established 1983; Michael Ross Charles Drulis Architects & Planners Partnership, 1992; Michael Ross Charles Drulis Architects & Planners, Incorporated 1997; Name changed to RossDrulisCusenbery Architecture, Inc. in 2002.
Professional Services Offered:	• Architecture & Engineering Services (A/E) • Interior Design & Space Planning • Facility Master Planning • Facility Assessment • Urban Design • Architectural Programming • Cost Estimation • Sustainable Design • Construction Phase Services • Community Outreach • Technical Consultation
Licensed Architects:	9 licensed architects (California)
Facility & Capacity:	The firm has 16 professional staff expandable to 30 positions, with over half our staff are licensed architects. RDC maintains two offices in Sonoma CA and Emeryville, CA.