



2015 RUDY BRUNER AWARD

ED ROBERTS CAMPUS

Berkeley, California

Submitted by LEDDY MAYTUM STACY Architects

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# 2015 RUDY BRUNER AWARD PROJECT DATA



# PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name Ed Roberts Campus Location \_\_\_\_\_ City Berkeley State CA

Owner Ed Roberts Campus, a non-profit (501c3) corporation

Project Use(s) The Ed Roberts Campus is a community center serving and celebrating the Independent Living Movement of People with Disabilities

Project Size Occupied area: 82,400 SF; Basement garage / transit link: 52,100 SF Total Development Cost \$53.8 mil

Annual Operating Budget (if appropriate) N/A

Date Initiated 1995 Percent Completed by December 1, 2014 100%

Project Completion Date (if appropriate) Fall 2010 Project Website (if appropriate) www.edrobertscampus.org

Attach, if you wish, a list of relevant project dates \_\_\_\_\_

## Application submitted by:

Name William Leddy, FAIA Title Principal

Organization LEDDY MAYTUM STACY Architects

Address 677 Harrison Street City/State/Zip San Francisco, CA 94107

Telephone (415) 495-1700 x317 Fax ( ) \_\_\_\_\_

E-mail bleddy@lmsarch.com Website (if appropriate) www.lmsarch.com

## Perspective Sheets:

Organization	Name	E-mail
Public Agencies <u>City of Berkeley, California</u>	<u>Tom Bates, Mayor</u>	<u>Mayor@cityofberkeley.info</u>
Architect/Designer <u>LEDDY MAYTUM STACY Architects</u>	<u>William Leddy, Principal</u>	<u>bleddy@lmsarch.com</u>
Developer <u>Equity Community Builders</u>	<u>Ben Golvin, Principal</u>	<u>Ben@ecbsf.com`</u>
Professional Consultant <u>CDA Strategies</u>	<u>Caleb Dardick, Principal</u>	<u>Caleb@syrcf.org</u>
Community Group <u>Harper Street Neighborhood Association</u>	<u>Carl Bridgers</u>	<u>carl@holeyassociates.com</u>
Other <u>San Francisco Bay Area Rapid Transit District</u>	<u>Jeffrey Ordway, Manager</u>	<u>jordway@bart.gov</u>
<u>East Bay Innovations</u>	<u>Tom Heinz, Executive Director</u>	<u>theinz@eastbayinnovations.org</u>
<u>South Berkeley neighbor</u>	<u>Rachel Hamilton</u>	<u>rhamilton@ataie.com</u>

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

- Direct Mailing     Direct Email     Previous Selection Committee member     Other (please specify) \_\_\_\_\_
- Online Notice     Previous RBA entrant     Professional Organization
- Social Media     Bruner/Loeb Forum

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Signature **William Leddy**

Digitally signed by William Leddy  
DN: cn=William Leddy, o=LMS Architects, ou,  
email=bleddy@lmsarch.com, c=US  
Date: 2014.12.05 11:54:37 -08'00'

Date December 5, 2014

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**2015**  
**RUDY BRUNER AWARD**  
**PROJECT**  
**AT-A-GLANCE**



# PROJECT AT-A-GLANCE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Ed Roberts Campus

Project Name

Address 3075 Adeline Street

City/State/ZIP Berkeley, CA 94703

1. Give a brief overview of the project. Approximately 500 words.

The Ed Roberts Campus (ERC) is a mission-driven development conceived, built, owned and operated by seven non-profit partner organizations committed to creating an international center for the Independent Living Movement of People with Disabilities. Located on a former public parking lot adjacent to a Bay Area Rapid Transit (BART) station in Berkeley, California, the 135,500 SF mixed-use project was the result of an innovative private/public partnership between the ERC, the City of Berkeley, and the San Francisco Bay Area Rapid Transit District. The project now houses thirteen non-profit and governmental organizations that serve people with disabilities in Berkeley and throughout the Bay Area with independent living skills training, employment training, peer and family counseling, advocacy, legal services and public policy. The diverse array of spaces within the ERC includes offices, flexible meeting facilities, exhibition spaces, a computer resource center, a fitness center, a cafe, and an early childhood development center. The ERC is one of the first civic buildings of its kind in the nation, integrating advanced Universal Design and Sustainable Design strategies in an easily accessible transit-oriented development to provide inviting, healthy spaces that welcome everyone regardless of their ability.

The ERC is a memorial to the life and work of Edward V. Roberts (1939-1995), an international leader and educator in the independent living and disability rights movements. He fought throughout his life to enable all persons with disabilities to fully participate in society. Ed was a true pioneer: in 1962 he was the first student with significant disabilities to attend the University of California Berkeley. While a student, he was cofounder of UC's Physically Disabled Students Program, which became the model for Berkeley's Center for Independent Living (CIL) and over 400 independent living centers across the country. He served as an early director of CIL and in 1975 was named the first California State Director of Rehabilitation with a disability. In 1983 he co-founded the World Institute on Disability (WID), the nation's first public policy center controlled by people with disabilities. In recognition of his inspirational leadership, Ed was named a MacArthur Fellow in 1984. His wheelchair is included in the permanent collection of the Smithsonian Institution in Washington DC.

The seven founding partner organizations who joined forces to build this project in Ed Roberts' memory include: Bay Area Outreach & Recreation Program (BORP); Center for Accessible Technology (CforAT); Center for Independent Living (CIL); Computer Technologies Program (CTP); Disability Rights Education & Defense Fund (DREDF); Through the Looking Glass (TLG); World Institute on Disability (WID).

The Ed Roberts Campus illustrates the power of enlightened public / private partnerships to bring our communities together while helping people at many scales. Locally, the ERC offers an impressive array of disability-related services and programs in one accessible location. It has revitalized its neighborhood, enhancing Berkeley's social, cultural and environmental sustainability. Nationally and internationally, the ERC stands as a beacon of the Independent Living Movement of People with Disabilities, providing a model for innovative urban place-making and creating opportunities for collaboration among people with disabilities and organizations worldwide.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.) Approximately 500 words.

Ed Roberts believed in the power of collaborative efforts, calling it "working toward our preferred future." In tribute to this spirit, the Ed Roberts Campus demonstrates the benefits that can be derived when local government, non-profit organizations and diverse communities work together to make their city a better place.

The ERC is:

- A pioneering service provider for people with disabilities, offering job training, counseling, digital literacy, legal services, child care, and a host of other programs in one convenient location. The ERC serves over 60,000 people annually.
- A model of innovative public / private partnership, conceived, developed and occupied by a diverse group of non-profit organizations who collaborated closely with their community, city agencies, regional transit authorities, and the federal government toward a common social goal.
- A community center that knits together a damaged urban fabric, re-purposing a former public parking lot to provide a new nexus of activity, enhance access to public transit, and revitalize its neighborhood. The development of the ERC has helped to stimulate the emergence of dynamic new arts and culture district in South Berkeley.
- One of the first buildings of its kind in the nation, the ERC is a replicable prototype of a transit-oriented development that integrates advanced Sustainable Design and Universal Design strategies at a civic scale, providing healthy, resource-efficient spaces that welcome everyone regardless of their abilities.
- A new urban meeting space that celebrates the rich diversity of the human condition, inviting people with disabilities to engage proudly in the mainstream of their community. The project has become a popular venue for conferences, performances and events of all kinds, for the disability community as well as the broader Bay Area community.
- The beneficiary of an innovative funding structure that serves as a model for other non-profit centers across the country. The \$53.8 million project was financed through a blend of federal, state and local transportation grants, loans, private donations and Federal New Market Tax Credit funding.
- An inspiring architectural experience that brings people together from around the region and the world and serves as an international model of inclusionary architecture.

The Ed Roberts Campus successfully integrates these multi-faceted dimensions within one building, providing a lasting reminder of the power of diverse communities to work together toward a stronger city and a better future.

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# 2015 RUDY BRUNER AWARD PROJECT DESCRIPTION



# PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

The goal of the Ed Roberts Campus was to create a vibrant, living memorial to the life of Ed Roberts - an early leader in the Independent Living Movement of People with Disabilities - that provides a new kind of community center to serve and celebrate people with disabilities. From the beginning, the nonprofit partners of the Ed Roberts Campus were committed to creating a home for their organizations and the larger disability community in Berkeley, California, that was near public transit and incorporated the principles of Universal and Sustainable Design. Locating near BART was critical to ensure access to transit-dependent people with disabilities, including the tenants' employees, clients and visitors with disabilities. Creating a healthy, resource-efficient environment that welcomed everyone was equally important. These underlying values drove each decision that was made during the planning, development and construction of the ERC.

It was important for people with disabilities to lead the development of the ERC and make informed decisions about its design. There is a motto that people with disability use - "nothing about us without us" - to make sure that their voices are heard during the development of social and political policies that will impact their lives. The ERC Partners knew it was important to lead the development of the ERC, because in 1995, the Americans with Disabilities Act was only five years old, and few in the design community had embraced the principles of accessibility, or were familiar with the principles of Universal Design. While the disability and independent living organizations did not know much about construction, they knew a lot about access after years of encountering barriers in the built environment. They knew that for the disability community, design is a social justice issue.

To inform the design, the process was a cross-disability effort. The individuals on the ERC Board of Directors, Planning and Design Committees included people who were blind or low vision, people who use wheelchairs and other mobility aids, people with a limited range of upper body movement, single, double and quadruple amputees, people with varying functional limitations, people of short stature, people with developmental disabilities, people with hearing impairments, people who are Deaf, people with cognitive disabilities and their personal assistants, people with Multiple Chemical Sensitivities and Electromagnetic Sensitivities, people with seizure disorders, parents of children with disabilities, and people who work with children with disabilities.

For many years the ERC Partners had been dispersed throughout the East Bay, making access to services and collaboration between organizations more difficult. The ERC Partners believed that collocation at the Ashby BART Station would strengthen their collaborations and their individual organizations, centralize client services, provide a place for all communities to come together, and raise awareness of the contributions that people with disabilities make to their communities.

The original vision of the ERC included affordable accessible housing and a full-sized gym that would have been used for adaptive sports and fitness and serve as a model for inclusive sports and recreation. Unfortunately, as the project progressed it became clear that neighborhood opposition to more than two stories, which would have been required to allow for a gym and housing, combined with the reality of fund raising, necessitated letting go of a full-sized gym and housing. A smaller fitness center replaced the gym.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project? Approximately 500 words.

**PROJECT CONTEXT:** The 3.4 acre site is located on a portion of a Bay Area Rapid Transit (BART) parking lot directly adjacent to Berkeley's Ashby Station. To the west, commercial Adeline Street runs above the BART station, linking Oakland to the south with downtown Berkeley to the north. Two and three-story retail establishments and multi-family apartment buildings occupy adjacent blocks. The balance of the site adjoins a small-scale, single family residential neighborhood. When the Ashby BART station was constructed in the early 1970's, several blocks of small bungalows dating to the early 20th century were demolished and the site was excavated to one floor below street level, creating a sunken parking lot adjacent to the station. For 35 years, the BART parking lot remained a literal and figurative hole in the urban fabric, attracting criminal activity and damaging urban vitality.

**PROJECT IMPACT:** The Ed Roberts Campus successfully weaves the urban fabric back together in multiple dimensions, providing essential services to people with disabilities, celebrating diversity and breathing new life into its community.

**SERVICES:** Over 60,000 people visit the ERC each year to obtain a wide variety of essential services. A brief summary of the partner non-profit organizations and their many programs includes:

- Center for Independent Living (CIL) provides independent living skills training, employment services and home modifications, among other services;
- Center for Assistive Technology (CforAT) helps people with disabilities achieve independence through computer-based assistive technology;
- Computer Technologies Program (CTP) prepares people with disabilities for professional employment through technical training and coaching;
- Bay Area Outreach and Recreation Program (BORP) provides accessible sports and recreation programs to people with disabilities, and maintains a fitness center at the ERC serving people of all abilities;
- Through the Looking Glass (TLG) provides training and services for families in which a child or parent has a disability. TLG also maintains an Early Head Start Child Center at the ERC that serves children of all abilities.

**ADVOCACY:** The ERC is also one of the world's foremost centers for advocacy, education, and public policy serving people with disabilities.

- Disability Rights Education and Defense Fund (DREDF) is a national civil rights law and policy center that seeks to advance the human rights of people with disabilities through legal advocacy, training, education and public policy;
- World Institute on Disability (WID) works with communities and nations worldwide to eliminate barriers to full social integration and increase employment, economic security and health care for people with disabilities.

**URBAN VITALITY:** The project has revitalized its community, improving access to mass transit, increasing pedestrian activity, reactivating Adeline Street, and celebrating the rich diversity of the South Berkeley community. Located at a major regional transit hub, the ERC invites the general public to pass through on a daily basis, revealing its varied programs, sharing its cafe and generous, light-filled spaces, and demonstrating the many benefits of an inclusionary urban environment. As a result, the ERC has become a popular venue for a wide variety of events that attract the broader Bay Area community, including conferences, art exhibitions, weddings, performances and celebrations of all kinds

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 400 words.

People were key to the successful development of the ERC through their dedicated pursuit of the original goals of the project and their perseverance. From the start, the project was a collaboration between the City of Berkeley and the disability-led organizations. The collaboration expanded to include LEDDY MAYTUM STACY Architects (LMS), consultant Caleb Dardick, development partner Equity Community Builders, the general contractors Cahill and BCCI, fund raiser Joan Leon, the neighbors, BART, and members of Congress.

**PLANNING & FUNDRAISING:** From 1995 to 2000, ERC Partners, City representatives, and community stakeholders met monthly to articulate goals and formulate the plan to build. The non-profits drove the process by fund raising for planning and pre-design work, organizing, community building, and securing pro bono professional services. By 2000, the project needed more structure and management than the partners could offer, and Caleb Dardick was retained to manage external relations, public entitlements, and architect selection. While fund raising continued, a turning point occurred when the ERC secured the property at the Ashby BART Station. Locating at a transit hub opened the door to federal funding targeted at transit-oriented design.

**SITE SELECTION:** Being very close to a BART Station was imperative, and that left only two choices: the Ashby BART Station in South Berkeley or the North Berkeley BART Station. In 1998 the ERC was able to take advantage of the desire by both the City, which owned the air rights, and BART, the landowner, to secure a portion of the east Ashby BART parking lot.

**DESIGN:** Despite the years that had passed since the passage of the ADA, most architects were not considering the needs of people with disabilities and few were using the principles of Universal Design. The partners were determined to hire an architect who shared the belief that access is a social justice issue and who understood that the building be accessible and convey a message of equality, inclusion, and independence. In 2002 the selection committee chose LMS Architects. Their design concepts advanced the ERC Partners' vision of universal access, and their values mirrored those of the Partners. A detailed design dialogue with the neighbors and the disability community led to project approval in 2005.

**CONSTRUCTION:** By 2008, after 13 years of planning and fund raising, enough private and public grants and loans were secured to hire a General Contractor. The ERC's decision was informed by traditional factors as well as the contractor's enthusiasm for the purpose of the building and its willingness to provide access to people with disabilities during two years of construction. Construction started in September 2008 and was completed in late summer 2010. Opening Day was a triumphant celebration with over one thousand people in attendance.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 400 words.

The Ed Roberts Campus was funded by an innovative financing structure that has served as a model for non-profit centers nationwide. To fund the \$45.6 million original project cost (soft and hard costs for a "warm shell" project) many disparate financing programs were accessed and integrated, including government grants (transportation, health and community development programs); private foundation grants; and low-interest loans from private and public institutions. The location of the ERC at the Ashby BART Station not only provided essential access for staff, clients, and the general public, but it also provided key access for the project to nineteen separate federal, state and local transit-oriented development grants totaling \$21.7 million – nearly 50% of the total original project cost.

Toward the end of shell construction, the Federal New Markets Tax Credit program (NMTC) was used to fund an additional \$8.2 million for tenant improvements, furniture and debt reduction. The NMTC program was accessed through a unique structure (Targeted Populations) that required reliance on the ERC's commitment to provide employment opportunities to low-income people. Please refer to the Developer's Perspective for more detailed information about project financing.

Construction costs in the San Francisco Bay Area are notoriously among the highest in the nation. Nevertheless, an important project goal of the ERC was to provide a replicable case study of an affordable, universally designed work environment. When the additional costs of integrating the ERC with the adjacent BART Station, re-building the BART parking lot and adding new public infrastructure for the station, are factored out, the construction costs for the 134,500 SF project (including the 52,100 SF sub-grade parking garage) is equivalent to that of a typical Class B office building in the region.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 400 words.

The ERC is unique in that it is one of the first projects of its kind in the nation – a transit-oriented community and service center built from the ground up to support the disability community. It addresses many significant urban issues in one facility by:

- Providing essential services to people with disabilities - an under-served and growing population in our nation's cities. Each year, the ERC provides services to over 60,000 individuals from Berkeley and the surrounding region.
- Revitalizing a disadvantaged urban neighborhood - enhancing livability and economic vitality. The ERC has created 260 jobs in South Berkeley, a "Community of Concern" identified by the Metropolitan Transportation Commission. Nearly 40% of residents in the neighborhood surrounding the Ashby Station are low-income. Of those, 24% are persons with disabilities. The ERC is now an anchor of an emerging arts and culture district.
- Helping to address homelessness - a significant percentage of people with disabilities are unemployed, under-employed, and struggle with homelessness. ERC partner organizations help people with disabilities gain independent living and professional skills, obtain employment and find suitable housing.
- Improving access to public transit - discouraging automobile use and fostering a more pedestrian friendly city. According to the Metropolitan Transportation Commission, ERC clients and staff are avoiding 66,500 vehicle trips each year, reducing 1,800,000 vehicle miles traveled.
- Celebrating human diversity in its community - welcoming everyone to a new urban meeting place. The ERC has become a popular venue for events for people of all abilities, attracting visitors from around the region and the nation.
- Educating the public about the Independent Living Movement for People with Disabilities. We will all have disabilities at some point in our lives. The ERC provides a model for inclusive urban environments that welcome everyone, regardless of age or ability.

The ERC was conceived, structured and designed to be replicated in others communities. As noted above, the financial structure has become a model for other non-profit centers nationwide. The building itself was designed using standard, "off-the-shelf" office building construction technologies and materials to encourage imitation and adaptation to other settings at an affordable cost.

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**2015**  
**RUDY BRUNER AWARD**  
**COMMUNITY**  
**REPRESENTATIVE**  
**PERSPECTIVE**



# COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Carl Bridgers	Title	Neighbor
Organization	Harper Street Neighborhood Association	Telephone	(510) 548-0470
Address	2938 Harper Street	City/State/ZIP	Berkeley, CA 94703
Fax ( )		E-mail	carl@holeyassociates.com

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Signature  Date December 4, 2014

1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

I am a long-time resident of South Berkeley, and live about three blocks west of the Ed Roberts Campus. During the late 1990's and early 2000's I was an active member of the Harper Street Neighborhood Association and assisted with our engagement with the Ed Roberts Campus project planning process. In 1996 the neighbors, including the Harper Street Neighborhood Association, were notified about the development of the Ed Roberts project and engaged in a series of community meetings to discuss the project and its potential impact on the neighborhood. For the next several years, during a long design and approval process, my role – as the only architect on our committee - was to review, interpret and comment on the project design for my neighbors. This informed our Association's engagement with the community process and, I believe, helped to make the Ed Roberts Campus a better project in the end.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

The development of the Ed Roberts Campus attracted considerable attention in the community. Everything that happens at the Ashby BART station effects our neighborhood because street parking tends to overflow into the residential streets nearby. This was the first large development to happen in our neighborhood in decades, so there was considerable concern that it would work for everyone.

Our Association was very supportive of the concept of the Ed Roberts Campus from the start. Berkeley is the birthplace of the Independent Living Movement, and having a new center serving the disability community located at the Ashby BART Station seemed like a great idea. However, there were several concerns about the potential development that we and other community members identified. We were pleased that these were addressed during the course of the design and public approval process.

- Early in the project planning, the Ed Roberts Campus proposed a project that included a gymnasium and affordable housing. The massive scale of this project would have represented a significant change in the scale of our neighborhood. We and others worked with project team to reduce the scale of the project to just what was needed for the services the Ed Roberts Campus hoped to provide. Ultimately, we convinced the project team to eliminate the gym and housing, reducing the building to a two-story scale that fits very nicely into our neighborhood.
- Since some of the clients served by the ERC non-profit organizations are struggling with homelessness and addiction, some neighbors were concerned that the project would attract an undesirable element. Over time, our group became convinced that the ERC leadership was committed to addressing any operational concerns that might arise over time.
- Traffic and parking are always an issue with large developments. We were concerned that the project might have a negative impact on BART parking, and our neighbors across Adeline Street were concerned about increased traffic around the site. The ERC engaged a traffic consultant and worked with BART and City to provide all the parking required by both BART and the new project. Automobile access to both the new BART and ERC parking areas was located to reduce traffic on local streets to below pre-development levels.
- The Berkeley historic preservation community raised concerns that a new contemporary building at the Ashby BART station might adversely impact the historic character of the area. This was the subject of some debate in the wider community. Many of us believed that, while there are a few interesting early 20th-century buildings scattered nearby, there is no consistent historic character in the area directly adjacent to the project site. This concern seemed to be a stretch. After several presentations of the project to the Berkeley Landmarks Preservation Commission to address this concern, the Commission approved the contemporary design as proposed.

## COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

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3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

One of the greatest benefits of the Ed Roberts Campus is that it gives our neighborhood a civic presence - it restored a sense of place. Since its completion in 2010, good things have been happening in our community. Our branch public library was recently rebuilt; a community theater is thriving; successful new restaurants, bars and retail establishments have opened; real estate values are going up; crime is down. We find ourselves in a blossoming arts and culture scene in South Berkeley.

Of course, no one could reasonably claim that all of this urban revitalization is solely the result of the Ed Roberts Campus. There are many other - likely more significant - contributing factors including the booming Bay Area economy and even higher property values in San Francisco and Oakland that have attracted creative folks to South Berkeley. But it is also clear that the investment made in our community by the Ed Roberts Campus, the City and BART set a tone of quality development that helped start the ball rolling.

The Ed Roberts Campus is an excellent example of incremental urban development that engages its community, listens to neighborhood concerns, and responds with a project that makes sense for everyone. In the beginning, many were worried that the building would be a big design statement that wouldn't fit in. But it does just that - the Ed Roberts Campus has become an integral part of our community.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

Many of my neighbors are concerned about the impact of future transit-oriented development on the remaining BART parking lots at the Ashby station. We fear a poorly designed, bulky, run-of-the-mill "transit village" that would fill up the skyline of our neighborhood. For this reason, my one personal regret is that the Ed Roberts Campus didn't extend across Adeline Street in some form. This would have had several benefits: it would have set the palette for future development on the western BART parking lot; it would have created a considered street frontage along both sides of Adeline Street, a major thoroughfare between Oakland and downtown Berkeley to the north; and it would have created opportunities for even safer and more convenient pedestrian crossings. The project has achieved many positive things, but I feel like we missed an opportunity to make an even greater positive impact on our community.

The development process in Berkeley is a notoriously boisterous affair, and the process of the Ed Roberts Campus was fairly typical in that regard. Many concerned citizens don't bother to educate themselves about the Planning Code and the entitlement process, and this lack of understanding can often lead to false expectations about what's possible - and what's not. In the end, the Berkeley Planning Commission and City Council uphold the Planning Code and other City ordinances while working to address legitimate community concerns. This was the case with the Ed Roberts Campus. One factor that made the process unusual was its drawn-out time frame - nearly ten years from the start of community discussions to the final City Council approval in 2005. After that, there was another three-year wait until the start of construction. I understand that this extended schedule was caused at least in part by the huge challenge of fund raising for project. But in my view, the delays were actually a benefit to the project in the end. By being forced to slow down, the project sponsor could take the time to create a better development in the end.

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**2015**  
**RUDY BRUNER AWARD**  
**PUBLIC AGENCY**  
**PERSPECTIVE**



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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Tom Bates	Title	Mayor, City of Berkeley
Organization	City Berkeley, California	Telephone	(510) 981-7100
Address	2180 Milvia Street 5th Floor	City/State/ZIP	Berkeley, CA, 94704
Fax ( )		E-mail	Mayor@cityofberkeley.info

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Signature		Date	December 5, 2014
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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

The City of Berkeley was a key partner in the development of the Ed Roberts Campus from its inception through completion. In 1995, soon after Ed Roberts' passing, the Mayor's Office organized a series of meetings with Berkeley civic leaders and members of the Disability Rights community to find a fitting memorial for Ed's life and accomplishments. These meetings led to the idea to build a community center serving and celebrating the Independent Living Movement for People with Disabilities that Ed did so much to create.

As the ERC sought a suitable site in the following years, the Mayor's Office stepped in again to help secure the land – a parking lot owned by Bay Area Rapid Transit (BART) next to the Ashby BART Station. The City of Berkeley had retained future development air rights above the parking lot but was stymied by BART requirements that any loss of parking must be replaced on a one-to-one basis. The Mayor's Office helped convince BART to loosen its parking requirements in view of the benefits of transit-oriented development and assisted in negotiating ownership transfer of the land and sale of property to the ERC at a significantly reduced price.

Winning approval and financing for building the project likewise proved to be a challenge, and the Mayor's Office stepped in again with support in promoting community input through public meetings and in navigating the zoning, design review and environmental impact analysis requirements. The effort received strong support from multiple agencies, non-profit groups and officials, especially Congresswoman Barbara Lee. As Mayor, I made sure that funds were committed in time for the 2008 ground-breaking. The City of Berkeley also served as the pass-through agency for one of the loans on the building, a Section 108 loan for \$6,000,000 that came with a \$1,000,000 BEDI grant for the project.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words.

The Ed Roberts Campus was a natural outgrowth of Berkeley's values and goals. Berkeley is widely recognized as the birthplace of the Independent Living Movement for People with Disabilities. In the 1960s, a group of students with disabilities at the University of California, Berkeley, led by Ed Roberts and others, took radical action to live independent lives and become fully recognized members of their community. They worked to remove the architectural barriers that obstructed their daily lives at the University and around the city, and eventually formed some of the first non-profit organizations in the nation devoted to serving people with disabilities. Eventually the Movement expanded internationally, and the early Berkeley disability service organizations grew and diversified. Several of these groups, including the Center for Independent Living and the Disability Rights Education & Defense Fund, went on to become central participants in the development of the landmark Americans with Disabilities Act of 1990.

We recognized that having a visible home for the key agencies that serve people with disabilities, and having that home located at a transit hub, would be an incredible asset for the City. The ERC is an internationally recognized model of universal design, which we realized would also be a huge benefit to the City of Berkeley.

Moreover, we anticipated that the ERC could serve as welcome addition to a distressed area of Berkeley, and we happily discovered that it has exceeded our expectations, as described in the answer to the next question.

As for trade-offs and compromises, the ERC was not immune to the types of sacrifices that must be made for projects supported by the limited financial resources of non-profit organizations and public agencies. Wishes of the surrounding community must also be taken into account. Perhaps the biggest trade-off was a downsizing of the building, resulting in elimination of the housing component for people with disabilities.

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

The Ed Roberts Campus has had an enormous impact on our city, successfully fulfilling the many aspirations we held for the project at its inception so many years ago:

- The ERC is a striking memorial for Ed Roberts and Berkeley's early pioneers of Disability Rights. It has become an international icon for the Independent Living Movement for People with Disabilities, attracting visitors from around the world to this transit-oriented, environmentally sustainable and universally accessible facility.
- The project has become an acknowledged, world-class center for disability services, policy and advocacy that has significantly improved the lives of people with disabilities in Berkeley and throughout the region. Numerous clients visit the ERC every day to obtain vocational training, employment counseling, legal advice, fitness classes, childcare and other services.
- The ERC has helped to revitalize its distressed South Berkeley neighborhood, serving as the anchor for an emerging arts and culture district as well as several restaurants, cafes, small shops and the Lorin District Merchants Association. The ERC, with its plaza, café, public transit concourse and meeting spaces, has become an important community gathering spot that welcomes everyone – a venue for festivals, conferences, weddings, and recently even an opera performance. It brings the diverse people of our city together in light-filled spaces.
- The neighborhood potential enabled by the ERC also paved the way for the City being awarded a \$750,000 planning grant this year from the Metropolitan Transportation Commission to bring our city and community resources together to design the improvements we need for more affordable housing, commercial vitality and mass transit as well as pedestrian-friendly and bicycle-friendly neighborhoods. The grant will fund community meetings and other outreach efforts to gather input and ideas from residents, businesses and local groups and institutions. The project's goals also include local jobs, improved safety, historic preservation, cohesive streetscape design, public art and better connectivity between the greater South Berkeley neighborhood and Ashby BART, Downtown Berkeley and the East Bay corridor. The grant would not have been possible without the budding neighborhood revitalization anchored by the ERC.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

The City of Berkeley learned an important lesson working with the ERC partners. At the time we started, the seven agencies were all relatively small nonprofit organizations, and they were proposing a huge project. There were many people within the City that never thought the project would be built, and many did not think the project could be sustainable. There were fears that, even if the building reached completion, the agencies would be unable to afford it, and the building would rapidly become a white elephant. There was some belief that the City would end up having to step in and run the facility, and that City of Berkeley funds would be used by the facility to keep it open.

In fact, the ERC is not only vibrant but is also 100% leased, and the ERC partners are enjoying unexpected success. The ERC partners worked hard to bring together a wide range of supporters, including government entities, elected officials, local funders, etc., producing a model of public/private partnership that has worked beyond our wildest dreams. The ERC had good support -- in fundraising, development, architectural design and business planning -- and a well thought-out business plan that showed how the project would work.

One example of the successful partnerships was the City's work with BART to amend BART's strict parking requirement that any lost parking spaces be replaced on a one-to-one basis. The site for the ERC was a BART parking lot, but we did not have the means to replace the lost parking. We negotiated with BART and were successful in winning the agency's agreement that trading parking for transit-oriented development is a win-win outcome for all concerned. As a result, BART amended its parking requirement around other stations too, a change that has fostered welcome transit-oriented developments in a number of places outside of Berkeley.

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

It is very difficult to gauge the most successful aspect of a project that has generated the many significant benefits described in the answers above. Among those not previously mentioned, perhaps the most successful aspects of the Ed Roberts Campus are the universal design features for their own sake and the ways that the building harmonizes universal design, sustainable design and green design into a single site that is both beautiful and functional. Many people feared that universal design would mean a building that looks cold and institutional, but in fact, the ERC is not only a facility that goes far beyond ADA requirements, but it does so in a way that makes it feel warm, inviting and friendly.

By the same token, it is difficult to select a "least successful" aspect. Certainly we had to make compromises in making the project a reality, the largest of which was probably the removal of the residential component.

On the whole, I count the project a tremendous success and testament to the innovative, caring spirit of our city. People in Berkeley are enormously proud of the facility -- not just the disability community or the South Berkeley community -- but people throughout the city. We are very glad the ERC is here!

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**2015**  
**RUDY BRUNER AWARD**  
**DEVELOPER**  
**PERSPECTIVE**



Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

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Signature		Date	11/10/2014
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

Our company managed the development of the Ed Roberts Campus (ERC) on behalf of the ERC board of directors – a board representing the seven organizations that generated and now collectively own the project, all dynamic leaders in the Independent Living Movement for people with disabilities. We also arranged and closed public and private loans, as well as a New Market Tax Credit (NMTTC) transaction, requiring the integration of these debt and equity sources with public grants and private fundraising proceeds to complete the project financing. Finally, we successfully shepherded the land acquisition transaction involving two public agencies – the City of Berkeley and BART, the Bay Area’s regional transit agency.

Each of our three company Principals played a role in managing a phase of the development process.

Our first Principal provided strategic guidance as the consortium of seven groups came together to conceive of the ERC and articulate a vision of the building. It was this vision that attracted initial grant funds, ultimately leveraged the rest of the financing, and convinced the City of Berkeley and BART to provide the land on which the ERC was built – immediately adjacent to a BART station.

The second Principal then oversaw the day-to-day development: obtaining entitlements; managing a complex and sometimes contentious design process involving BART and multiple owner needs; arranging for a public bid to select a group of appropriate general contractors; closing both a complex financing and a convoluted land acquisition (on the eve of the 2008 financial crisis); and ultimately managing the construction of both the core building and tenant improvements within budget.

Finally, the third Principal arranged the NMTTC financing that provided the critical final capital that allowed the seven owners, as well as other tenants, to build the tenant improvements necessary for occupancy. Given the complex nature of both the financing and the building – the ERC is, by design, a universally accessible facility – our third Principal also helped ensure the transition from development to occupancy, as our firm provided property and asset management services for the first year of operations.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

Two particular and fundamental realities of the project set the context in which the most significant compromises and trade-offs had to be engineered.

The first of these elements came to be characterized as the need to address “dueling disabilities”. To be successful as the regional home of the Independent Living Movement, the building had to be responsive to, and supportive of, people with the broadest possible range of abilities and disabilities. There were innovative and creative design solutions that proposed to ensure universal access for people with certain needs – for instance, special flooring treatments that provide guidance to blind and low-sighted people – which turned out to present limitations to people in wheelchairs or walkers. Perhaps most challenging, accommodating the needs of prospective building users with chemical sensitivities required special attention to both the initial design choices, as well as programmatic decisions enshrined in the requirements for building operations. These included prohibitions against smoking, certainly; but also the wearing of fragrances, and the use of non-toxic cleaning methods.

The second element that generated the need for a broad range of trade-offs and compromises derived from the fact that a portion of the ERC building has to serve as an entry and exit path for the BART transit system. BART, over and above the building code, imposed on the design process the “BART Facility Standards” – a robust book of requirements that we as developer had to ensure were met by our final design. BART’s design and planning group, consisting of over 15 different divisions, had its own internal conflicts that our firm and the design team had to navigate. The development team was ultimately successful in accommodating BART’s requirements, though at an added cost to the project

3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

The project financing consisted of funding from three categories of sources; the integration of these widely disparate financing elements in itself required significant innovation.

1. Grant sources:

- Transportation funds from Federal, State and regional agencies
- Health-related funds from a Federal agency
- Local (City of Berkeley) subsidy programs
- Private fund raising proceeds (from foundations, corporations and individuals)

Because accessible public transportation is so critical to making the ERC universally accessible to people with limited mobility; and because the project site was a BART parking lot – the ERC team successfully in convinced public transportation agencies to help fund the project. Similarly, the comprehensive range of services to be provided at the ERC became the basis for an innovative presentation to the Federal Health Resources and Services Administration (HRSA) to provide funding. With public support from such a broad range of agencies, the ERC succeeded in leveraging these funds through a capital campaign that reached a varied group of foundations, corporations and individuals.

2. Debt sources:

- A City of Berkeley loan (through the Section 108 program)
- A private loan (from Wells Fargo Bank), at a market rate of interest
- A loan from a local non-profit financial intermediary (Northern CA Community Loan Fund)

Obtaining and integrating debt from public, private and non-profit sources required resolving an array of legal and business challenges. Obtaining the \$6M Wells Fargo loan proved to be the most challenging because the bank had to stretch in a number of ways to make the loan fit within their underwriting standards.

3. New Market Tax Credits (NMTC):

- Allocation of NMTCs from three Community Development Entities
- Private investment

Use of the Federal NMTC program under the specific circumstances of the ERC required extraordinarily innovative approaches. First, the project's census tract did not qualify; we were required to qualify the project based on the nature of the employment opportunities being created (an approach that had only recently been allowed). Second, the opportunity to arrange the NMTC financing came about midway through construction. As a result, the finance team had to structure a set of leases and subleases to satisfy IRS regulations.

Finally, a fourth form of financing was effectively provided through a deeply discounted land sale arranged jointly between the City of Berkeley and BART. The City had held an option on the air rights above the parking lot since construction of the system in the 1960's. In assigning the option to the ERC at cost, the City contributed a significant asset to the project.

4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

As with other development projects we have managed for mission-driven organizations, one of the most successful aspects of the project is the control that the ERC and its constituent owners have gained over the long-term stability of their operations by virtue of owning a building with financing that ensures its long-term affordability.

For us as developers, however, the universal accessibility of the project, by design, and the empowerment of the ERC member/owners through their intense involvement in the development process, result in the greatest success of the project. The ERC is far more than a supportive, affordable workplace. It is a center for this community, and provides beautiful gathering spaces for events held by a wide array of organizations that recognize the significance of its existence. Because of the successful attention to universal accessibility, and the pride among the community of people with disabilities in collectively owning such a welcoming place, the ERC succeeds in supporting an entire community.

The building also accomplishes a significant urban design success. When BART built its system it paid little attention to integrating its facilities (especially parking) into the landscape. At the Ashby station, where we built the ERC on a former parking lot, construction of the parking and widening of the adjoining street had created a broad hole in an otherwise intact streetscape. The ERC building has now knitted back together the urban fabric, making for a significantly better pedestrian (and aesthetic) experience.

The least successful element of the project is the failure to incorporate housing. The ERC is a two-story building over a subterranean parking, facing a major boulevard but backing onto a residential neighborhood of single-family homes. Gaining neighbors' support for the project presented a challenge – a manageable challenge, navigated skillfully and with persistence by the ERC member organizations. From an urban design perspective, the building could certainly have supported two to three stories of housing – apartments that could have expanded the supportive services as affordable housing. But the height and bulk would have been fought by the neighbors, so housing as a program component was dropped.

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**2015**  
**RUDY BRUNER AWARD**  
**PROFESSIONAL**  
**CONSULTANT**  
**PERSPECTIVE**

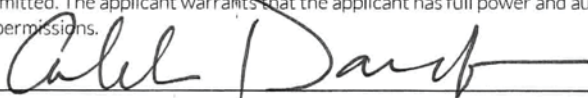


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This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

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1. What role did you or your organization play in the development of this project? Approximately 400 words.

I was closely involved with the Ed Roberts Campus (ERC) project from its inception in 1995 to the beginning of construction in 2008.

When Ed Roberts passed away in 1995, I was a legislative aide to the mayor of Berkeley, Shirley Dean. In that capacity, I organized a task force of key stakeholders from the City, UC Berkeley, and the disability rights movement to commemorate his life and contributions. Some of the Task Force's early ideas included petitioning the federal government for a postage stamp, commissioning a plaque or a statue, or naming a street in Ed Robert's honor. Inspired by Ed's longtime colleague Joan Leon, the group decided to pursue the development of a new campus where disability organizations could co-locate, collaborate and advocate more effectively for people with disabilities. This vision of a centralized campus excited everyone involved and kicked-off a 15-year adventure to find the site, raise the money, design and build the campus.

In 2000, I started CDA Strategies, a community relations consultancy, and my first client was the Ed Roberts Campus. My job was to develop community and political support for the project, navigate the entitlement process, and ensure that we received all the necessary permits and approvals. I also staffed the new Board of the Directors of the ERC nonprofit, an 18-person Board of Directors representing nine disability rights organization (later reduced to seven), for the next nine years. In the capacity of "project manager," I was on the hiring committee that selected the architects and worked closely with them and many other people to make the project happen. I helped the project deal with community relations, communication, and working with local government, including the City of Berkeley, the County, regional transportation groups, and the Bay Area Rapid Transit District (BART) once we decided that the project would be located adjacent to the BART station in South Berkeley. When the project achieved full approvals and funding and construction was ready to proceed, my job was done and others took over as project managers during construction.

2. Describe the project's impact on its community. Please be as specific as possible. Approximately 400 words.

Having a physical center of this magnitude has been very powerful for the disability rights community (also known as the Independent Living Movement). In many ways, the Ed Roberts Campus gave this community a home - a physical home that it never had before. When Ed Roberts and others started the Independent Living Movement on the UC Berkeley campus in the late 60s and early 70s, and then literally rolled off the campus and started the Center for Independent Living, it was an historic moment. But as the movement grew, more and more organizations split off from Center for Independent Living and the services and advocacy groups spread all over the Bay Area. In many ways that dispersion was positive - visibility for the disability community is important, so being in different places was perceived as a good thing. However, the vision of a central campus, especially one served by regional public transit, united the community and in fact, reunited organizations that hadn't worked together in years.

Through the very process of designing, fund raising and building the ERC, these organizations and the people they served were reunited, building stronger bonds within their community and creating fertile conditions for future work together. By the time the building was complete and they moved in, the partner organizations had been collaborating effectively in service delivery and political advocacy for years.

The impact of the Ed Roberts Campus has been profound and a source of great pride for many people with disabilities who are too often shuttered away in many societies. Building a world-class facility at a major transit stop, associated with the City of Berkeley and UC Berkeley, shines a positive light that inspires pride in people with disabilities locally and worldwide.

3. How might this project be instructive to others in your profession? Approximately 400 words.

A primary task of the community and government relations professional is to build widespread support for your project that makes it easy for elected officials and key stakeholders to support and approve it. The Ed Roberts Campus certainly had a lot going for it: it was a worthy cause serving people with disabilities, and Ed Roberts' role as the father of the Disabled Rights / Independent Living Movement was widely recognized. As a result, the ERC enjoyed a strong base of support from local, state and national government entities, regional transit districts, and local businesses. But any project, no matter how worthy, that represents change to its neighborhood is bound to encounter some opposition from neighbors. And the Ed Roberts Campus was no different.

Initially, some neighbors felt that the City was "dumping low-income, non-profit services in an under-served part of town". Others were worried that people with disabilities might attract criminals. But the primary concerns focused on the size and height of the building and the traffic and congestion it might generate. Through a series of community workshops, the project team worked with neighbors to address these concerns, ultimately reducing the project to a two-story building and configuring site access to limit additional traffic and congestion on surrounding residential streets. From a smart growth / urban planning perspective, a taller building that could have accommodated more office space or possibly transit-oriented housing was preferred by many of the stakeholders in government and on the development team. But higher density wasn't a good fit for this community at this time. After a lengthy public design review process, the ERC was ultimately approved.

No matter how profound and wonderful a project might be, we must always be sensitive to the place and time in which it will be built. The ERC's architects and project team did an excellent job listening carefully to diverse community voices and designing a building that is both aspirational and welcoming for people with disabilities and respectful of its surrounding residential neighborhood.

4. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

The most successful aspect of the Ed Roberts Campus is that the finished building definitely meets the needs and desires of the disability rights community. The founding organizations desired a functional, affordable project that communicated the power and pride of the Independent Living Movement and honored Ed Roberts' legacy. The goal was to build one of the first universally designed office buildings in the nation that would serve as a model that could be replicated elsewhere. We wanted to prove to the development community that universal design didn't have to cost more. In the end, despite all the challenges, we were able to build the ERC at the cost of a typical, fitted out Class B office building in the Bay Area. It incorporates simple Universal Design solutions, including double-wide corridors, legible pathways, and many other features that are almost invisible when you're inside the building - yet they make it so easy for people with a variety of disabilities to function and be productive on a daily basis. It's a very exciting model that we believe and hope will be copied by others and taken even further.

I would say the least successful, most challenging aspect of the ERC project was fund raising. When we started, the original construction estimates were in the \$20-24 million range. But because it took fifteen years to obtain approvals and raise the funds, the Bay Area economy heated up and the same project ended up costing over \$50 million. The complexity of the project approvals, combined with normal non-profit fund raising challenges, caused the project schedule to be delayed by years. The delays made it extremely difficult to sustain donor and financial institution interest in the project, which made fund raising even harder. It was a frustrating cycle of circumstances that seemed to constantly push our funding goal further and further out of reach.

But ultimately, perseverance paid off and we were able secure the funding and the financing. I think this is a testament to the key players in this project: the ERC's leaders, key consultants, LMS Architects, the City of Berkeley and many others, who believe in this movement and never gave up.

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**2015**  
**RUDY BRUNER AWARD**  
**ARCHITECT**  
**OR DESIGNER**  
**PERSPECTIVE**



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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

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Signature	William Leddy	Date	November 10, 2014
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Digitally signed by William Leddy  
DN: cn=William Leddy, ou=LMS Architects, ou\_email=bleddy@lmsarch.com, c=US  
Date: 2014.11.10 22:52:42 -0800

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

The Ed Roberts Campus (ERC) is one of the first buildings of its kind in the nation - a transit-oriented community, advocacy and service center that supports and celebrates the Independent Living Movement for People with Disabilities. Located at a regional transit hub and integrating advanced strategies of Universal Design and Sustainable Design, the ERC is designed to welcome and nurture people of all abilities.

**URBAN DESIGN:** The ERC is an important community building with a distinct civic presence that celebrates the collective values of its partner organizations. It acts as both a community center that knits the city together, and an urban threshold, positioning the partner organizations and their clients at a major regional transit portal. This serves the dual purpose of providing convenient access for ERC staff and visitors - who rely heavily on mass transit - as well as fostering interaction with the surrounding community.

**SCALE:** On Adeline Street, the building presents a sweeping semicircular plaza to the city - an embracing, civic gesture that reanimates the street and expresses the ERC's important role in the city. The plaza serves as an arrival court for the ERC; as a transit plaza for bus, taxi, bicycle and BART riders; and as an urban gathering space with an adjacent cafe. A transparent entry façade bordering the plaza displays a monumental helical ramp inside. The ramp, a major work of public art beneath a sky lit rotunda, serves both functional and symbolic roles, expressing the spirit of Universal Design by providing dramatic access to the upper floor for everyone. A public exhibition and event space occupies the center of the ramp. Beyond, a two-story atrium space provides inviting community gathering spaces while offering central access to the tenant organizations.

**MATERIALS:** A palette of durable exterior finishes includes sandblasted concrete, stucco and sustainably harvested wood screens. The screens provide sun protection and address the scale and warmth of neighboring wood shingled buildings. At the southern and eastern exposures, the building responds to the lower scale and finer texture of the surrounding residential neighborhood. To the south along Woolsey Street, the building steps back away from the street, making room for a Childcare Center playground at the street level and a shared roof terrace above. A sloping steel fascia spans the Adeline Street façade, spatially containing the public plaza and rising to the south to culminate at the prominent corner of Adeline and Woolsey Streets. Here, the wood screens below reach out to enfold existing redwood trees, further grounding the composition in the site.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

**PROGRAMMATIC FUNCTIONS:** The ERC's mixed-use program includes flexible offices and support spaces for thirteen non-profit and governmental organizations that provide services, advocacy and policy research for the disability community. Other spaces include community meeting rooms, a childcare center and playground, a small fitness center, vocational training facilities, exhibition spaces and a public café - all gathered around a central atrium community space. A sub-grade garage provides parking for staff and visitors and integrates the project with the adjacent BART station.

A central social function of the ERC's design was to create inclusive, healthy spaces that welcome everyone, regardless of their age or ability. Integrated Universal and Sustainable design strategies were critical to the project's social /programmatic success.

**UNIVERSAL DESIGN:** Universal Design is the design of products and environments that can be used by anyone, regardless of ability. The design weaves simple, economical strategies together, going beyond the Americans with Disabilities Act to maximize benefits to the broadest variety of users:

- Simple, straightforward building organization to support way-finding for people with sight and cognitive disabilities
- Integrated access to public transit options, including BART, para-transit, bus, and shuttles.
- A 56-ft diameter helical ramp that provides dramatic access to the second floor for everyone - a sculptural expression of the spirit of Universal Design.
- 7-ft. wide corridors that allow wheelchair riders and others to circulate comfortably; contrasting wall finishes to guide people with low vision.
- Oversized elevators with hands-free controls for wheelchair riders; automatic doors with long-range card readers allowing hands-free access.
- Restrooms designed to meet a range of individual abilities; occupancy-sensor controlled lighting and other hands-free building system controls.
- Simple tactile and acoustical way-finding aides for people with sight disabilities; innovative acoustical design for individuals with hearing disabilities.
- Advanced digital and communications technologies meeting a range of individual abilities.

**SUSTAINABLE DESIGN:** Located at a major public transportation hub above the Ashby BART Station, the ERC is a transit-based, environmentally responsible development. The project incorporates a range of sustainable design strategies to serve the needs of the tenants and the larger environment. These include healthy indoor air quality, solar control and daylighting to reduce heat and lighting loads, and the use of recycled, sustainably harvested and rapidly renewable materials that benefit everyone. The project incorporates energy efficient mechanical and lighting systems that reduce energy consumption 14% below California's restrictive Energy Code, minimizing operating costs for the non-profit tenants. The creation of a chemical-free environment was particularly important to individuals with multiple chemical sensitivities. As a result, specified materials conformed with stringent LEED Indoor Air Quality guidelines. The completed project was tested and shown to exceed those guidelines by 50-100%.

# ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

Over the course of a fifteen-year planning, design and construction process, several major challenges were met by the design team. Luckily, thanks to a resilient client and a persistent, creative development team, the ERC navigated through compromises and moved forward to completion with a project that successfully meets its core goals. Challenges included:

**COMMUNITY ENGAGEMENT:** A broad coalition of the Berkeley community was strongly supportive of the Ed Roberts Campus project from the start, including the City of Berkeley, BART, Congresswoman Barbara Lee, Senator Barbara Boxer, business leaders, disability rights organizations, and many project neighbors. However, there were also some concerns. Some neighbors initially saw the scale of the project as incompatible with their neighborhood. Some voiced concerns that locating a center for the disability community in their neighborhood would attract criminals to prey on people with disabilities. Others felt that any new construction on the site should be historically compatible with buildings located blocks away from the site.

Through numerous community workshops and presentations to various City commissions spanning nearly ten years, the project team engaged these community concerns and responded to them. Revisions included reducing the height of the project to two floors above street level, thereby eliminating affordable housing and gymnasium components from the project; articulating the building mass to reduce its perceived scale; locating vehicle access points to reduce traffic on surrounding residential streets; and incorporating materials and details that referenced the wide variety of nearby buildings without mimicking them. Through this productive design dialogue, the team ultimately made the case for the importance of the ERC as an asset to the community and an appropriate way to repair the urban fabric damaged by the original BART development.

**BART DESIGN COORDINATION:** While the City of Berkeley owned the development air rights above the existing BART parking lot, the Bay Area Rapid Transit District owned the land. The development agreement with BART required that the ERC project include a reconfigured BART parking lot to the east and new passenger access - including a new pedestrian stair, concourse and elevator - to the underground station to the west. Extensive design coordination was required with BART engineering staff and a complex set of Facility Standards.

**PROCESS AND COMMUNICATION:** Since the principles of Universal Design had rarely been applied at a civic scale prior to the ERC, the design process incorporated significant research. It proceeded with a series of lively workshops drawing upon the resident experts within the ERC community as well as leading disability access consultants from around the nation. Our task was to design for the broadest possible range of disabilities, including mobility, dexterity, sight, hearing, chemical sensitivity and cognitive disabilities, and our client group ensured the participation of representatives from all constituencies. Together, we explored a wide range of Universal Design solutions, researched best practices and field-tested access devices.

The design process also offered transformative insights into communication methods. Architects are visual people who normally take our vision for granted. When presenting designs to people without vision, we must quickly adapt simply to be understood. The design process of the Ed Roberts Campus taught us to explain our ideas more clearly and with greater detail. We used tactile 3-D models and bas-relief plans to help our clients understand our design ideas. And whenever we slipped into old habits and pointed to an image saying "as you can see here...." a very nice woman in the back row would politely remind us to be more descriptive because, in fact, she couldn't see.

4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

**CONTEXT:** The site is located in a typical low-scale urban context that lacks consistent architectural character. Busy Adeline Street to the west is occupied by an irregular rhythm of commercial buildings of all types and ages, ranging in scale from one to three stories. The one and two-story single family homes to the south, east and north of the site are equally diverse in style and character. Stucco, wood shingles, board siding and concrete masonry are among the typical exterior finishes nearby. The project site itself had been a public parking lot since the 1970's when the BART system removed several blocks of single family homes to build the Ashby Station. Suppressed one story below street level to provide direct access to the subterranean BART station, the site had been a literal hole in the urban fabric for nearly thirty-five years.

**ASPIRATION:** The client group desired a building that fit within this diverse setting but also looked to the future, outwardly expressing their values of community, inclusion, and access for all. They wanted their new center to be respectful of the city, but also to proudly take its place as an important institution within that city and the region. Consequently, the new building offers a distinct civic presence fit carefully within its complex urban context.

**RESOLUTION:** The ERC knits the urban fabric back together, connecting to its place through the use of abstract forms and compatible materials that resonate with nearby urban scale, rhythm and texture. On Adeline Street, the long façade is broken into five distinct sections to replicate the irregular patterns of solid and void in the commercial street facades nearby. Two 2-story masses are flanked by three open "voids" – the driveway to the new BART parking lot to the north, the public Plaza in the center, and an open space at the southern corner occupied by heritage redwood trees. Wood sun screens overlay the simple stucco walls, suggesting the texture of nearby shingled buildings and providing a rich play of light and shadow. At the Plaza, the transparency of the facade displays the iconic helical ramp to the street, communicating the principles of access for all while presenting an inviting openness to the general public.

On the southern façade - facing single-family homes across the street - the building mass steps horizontally away from the street to reduce the perceived scale of the building while making room for a sunny children's playground and a shared roof terrace above. The entry to the sub-grade parking garage is suppressed and clad in wood to make it more compatible with the surrounding residences. The eastern façade faces onto the remaining portion of the BART parking lot - rebuilt and reconfigured as a part of the ERC project. Here, the façade is articulated vertically, creating bays that suggest the scale and rhythm of existing homes on the far side of the parking lot 300 feet away. Horizontal and vertical wood sun shades provide warmth and character similar to garden trellises nearby.

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**2015**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**



Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name **Jeffrey Ordway** Title **Manager, BART Real Estate & Property Development**

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Organization **San Francisco Bay Area Rapid Transit District (BART)** Telephone **(510) 464-6114**

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Address **P.O. Box 12688** City/State/ZIP **Oakland CA 94604-2688**

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Fax ( ) E-mail **jordway@bart.gov**

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Signature **Jeffrey P Ordway** Digitally signed by Jeffrey P Ordway  
DN: cn=Jeffrey P Ordway, o=BART, ou=Real Estate & Property Development, email=jordway@bart.gov, c=US  
Date: 2014.11.24 08:14:43 -0800 Date **11-24-14**

1. What role did you play in the development of this project? Approximately 400 words.

In my role as Manager of Real Estate & Property Development for the San Francisco Bay Area Rapid Transit District (BART), I was closely involved in the development of the Ed Roberts Campus. Located at the Ashby BART Station in South Berkeley, California, this landmark transit-oriented development devoted to serving the Bay Area's disability community took over a decade to realize. BART has a long-standing policy of working with local jurisdictions and community members to realize transit-oriented development at its stations and the Ed Roberts Campus is an excellent example. The completed project is an internationally recognized model of the benefits of collaborative public / private partnerships that serve the greater good.

There were three key components of BART's involvement in the Ed Roberts Campus project:

- PROPERTY PROCUREMENT:** In 1997 BART and the City of Berkeley executed a Memorandum of Understanding to pursue development at the Ashby BART Station, The Mayor of Berkeley had been approached by a number of organizations wanting to create a tribute to Ed Roberts. Rather than building a memorial, the Mayor suggested that the City, BART and the organizations providing services to the disabled should work collaboratively to create an office project at the Ashby BART Station that would house the organizations – what better tribute could be paid to Ed Roberts than a facility next to transit that provided a one-stop shop for services provided by these organizations? Since people with disabilities represent a large percentage of our ridership, and this project would also be integrated with the Ashby Station, we were eager to participate. We engaged in negotiations to transfer development rights of a portion of the station's eastern BART parking lot to the City, who in turn sold the property to the ERC.
- BART INFRASTRUCTURE IMPROVEMENTS:** As a part of this negotiation, it was agreed that the ERC project would include certain improvements to the BART station infrastructure. This served a dual purpose, not only upgrading passenger access to the station but also giving the ERC access to substantial Federal and State transportation grants that made their project financing viable. The improvements included a new sub-grade pedestrian concourse linking the ERC Plaza on Adeline Street with the station; a new wheelchair-accessible elevator from Adeline Street to the station ticketing area; BART parking lot improvements to replace the spaces lost due to the ERC's construction; and a new accessible pathway connecting the new eastern BART parking lot to the public street adjacent. In anticipation of an increase in BART passengers with disabilities arriving at the Ashby station to visit the ERC, BART separately installed a new wheelchair-accessible elevator from the ticketing area to the train platform.
- PROJECT OVERSIGHT:** Since all new ERC construction related to the BART station was required to comply with stringent BART facility standards, BART representatives were involved throughout design and construction. They worked closely with the project team to ensure proper coordination with the entire project and full compliance with BART standards.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

With over 60,000 visitors arriving at the Ed Roberts Campus each year, the project has had an enormous positive impact on its community in multiple dimensions:

- TRANSIT-ORIENTED DEVELOPMENT:** The project serves as a model for transit-oriented, sustainably designed and universally accessible development. The ERC has significantly improved access to public transit and reduced automobile use on the streets of Berkeley. According to the Metropolitan Transportation Commission, ERC clients and staff alone are avoiding 66,500 vehicle trips each year, eliminating 1.8 million vehicle miles traveled.
- TRANSIT IS KEY TO INDEPENDENCE:** For the disability community in particular, convenient access to public transit is a critical component of leading an independent, productive life. If you can't get to your job, you aren't employable. The location of the Ed Roberts Campus at the Ashby BART station is absolutely key to its success as world-class disability service, policy and advocacy center because it is both easily accessible to its clients, and it teaches them about the value of public transit in their lives. And this value is recognized beyond Berkeley. Because BART links the ERC to the region as well as the world (through its connections to both the Oakland and San Francisco International Airports), the ERC now frequently serves as host to regional and international conferences on issues related to disability rights and services.
- URBAN REVITALIZATION:** Closer to home, the ERC has had a big impact on the quality of its neighborhood, helping to revitalize and activate this stretch of Adeline Street. The former BART parking lot has come alive with community activities at the new Ed Roberts Campus, including conferences, art exhibitions, festivals, and even weddings. BART patrons come and go through the ERC's dramatic public spaces, stopping for a quick cup of coffee or perusing the latest activities of the various disability organizations co-located there. The place truly celebrates the rich diversity of the Berkeley community.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

Early in the planning phase of the Ed Roberts Campus, everyone involved hoped to include both a gymnasium and affordable housing as an integral part of the project. This would have made the project an even more ideal example of transit-oriented development while providing much-needed, universally designed recreational facilities and housing for low income people with disabilities. The South Berkeley neighborhood is an excellent location for such a development, where nearly 40% of residents are low-income, and 24% are persons with disabilities. However, this would have required a much denser, more ambitious development well above the Zoning height limit of two stories. There was strong opposition in the neighborhood to this idea, and we all shared the concern that pursuing the recreational facility and housing element would have complicated and delayed the approval process for the Campus itself. So these elements of the projects were eliminated. However, while housing was not included in the ERC project, there is now renewed discussion of developing new housing on other portions of the Ashby Station parking lots.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

The most successful aspect of the Ed Roberts Campus, in my view, is its pioneering role as the nation's first transit-oriented, universally designed community center for people with disabilities. It is a fitting tribute to Berkeley's history of advocacy for disability rights, and to the life of Ed Roberts, one of its early leaders. The organizations that now occupy the ERC were scattered throughout the area – building the ERC enabled these organizations to come together and provide their services at one location directly adjacent to transit. But the project is also noteworthy as a landmark of public / private partnership, showing how collaboration, persistence and creativity among public agencies and private, mission-driven organizations can lead the way to stronger communities.

Although we would all have liked to see the addition of a recreational facility and affordable housing, it became evident that we could have jeopardized the entire project had we held out for these features. However, what has been built has certainly fulfilled a critical function in the region and it should not be considered any less of a success.

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**2015**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**



Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name	Tom Heinz	Title	Executive Director
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Address	2450 Washington Ave. #240	City/State/ZIP	San Leandro, CA 94577
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Signature ?		Date	November 20, 2014
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1. What role did you play in the development of this project? Approximately 400 words.

EBI is a current community user of the ERC and is not aware of any issues during the development of this project.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

East Bay Innovations (EBI) launched the first of many "Ramping Up for Independence" workshops within weeks of the Ed Roberts Campus opening its doors. With access to the Ed Roberts Campus (ERC) by Bay Area Rapid Transit (BART), for the first time families with youth with autism and other developmental disabilities came together from all over Alameda, Contra Costa, and San Francisco Counties to attend monthly workshops about housing, employment, independent living, benefits, etc.

Today, the ERC is much more than a venue or destination to EBI and the families we work with; it is a pivotal "starting point" in the lives of the many individuals with significant disabilities we provide services to. Two of our clients are directly employed full-time by the ERC and a third client is employed by the Alameda Alliance, located within the ERC building. Many of our clients with intensive physical limitations regularly attend classes at Bay Area Outreach and Recreation Program (BORP) and a number of clients have accessed technical resources and training through Center for Accessible Technology (CAT) and Center for Technology Program (CTP). Parents of our clients seek information, advocacy support and/or referrals through Disability Rights Education and Defense Fund (DREDF), World Institute on Disability (WID), Through the Looking Glass (TLG), Center for Independent Living (CIL), and CA State Department of Rehabilitation (DOR).

The ERC has also had a positive impact on the lives of our clients who participate in EBI's Community Day Support Program. Being a community based program, we work hard to structure our client's days for maximum engagement within their community, while still providing access to facilities that allow for their limitations in mobility and personal care needs. Our clients can press the buttons on the elevator, drive their own chairs to the accessible art class, stretch out on mats in the BORP exercise room, borrow communication devices at the Center for Accessible Technology, access the high-low tables and Hoyer lifts in the bathrooms for personal care needs (a particularly difficult service to find), and most importantly, they can see their friends and other members of their community on a regular basis so that they can foster the relationships that are so important and so cherished. ERC, by design, truly empowers our clients in a way that we never imagined a building could.

It's impossible to describe the role of the ERC in our clients' lives without mention of its being a transit hub that makes access to the world possible. That our clients with substantial intellectual as well as physical disabilities are able to travel to and meet at the ERC, participate in art or yoga or Feldenkrais, etc. classes, comfortably and safely utilize the restrooms, and navigate the local community and the greater Bay Area from the campus via BART, is extraordinary.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

I'm not aware of anything I'd like to see changed about the ERC. As noted previously, it has been a wonderful transit hub for our clients, and its many resources have greatly broadened our clients' lives.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

EBI has collaborated with ERC partner agencies on a range of topics affecting individuals with disabilities, just a sample of which includes: finding and retaining gainful employment, accessing adequate health care, maximizing in-home support services, utilizing the Social Security Administration's Ticket to Work program, and, understanding the effects of employment on public benefits, etc. Our role has always been to work in partnership with families, service providers, agencies, legislators, etc. to advocate, from a social justice perspective, for the rights of individuals with autism and other developmental disabilities. By creating a community that includes individuals with significant cognitive disabilities as well as people with physical disabilities, the ERC has broad support to move that agenda forward.

Clearly, the ERC has contributed to the quality of life of the individuals with autism and other developmental disabilities that we work with for the reasons identified in response to Question 2.

What immediately comes to mind when commenting on the ERC, is the renowned design and universal accessibility of its wonderful physical structure. It's critical to note, as well, that a number of individuals working in the agencies inside this phenomenal campus have made - and continue to make - the community a far better place to live and work. Like Ed Roberts, they played a key role many years ago in advancing the civil rights of people with disabilities. Their historical perspective and activism today continues to inform policy and promote positive change.

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**2015**  
**RUDY BRUNER AWARD**  
**COMMUNITY**  
**REPRESENTATIVE**  
**PERSPECTIVE**



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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Rachel Hamilton	Title	Neighbor (former)
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	City/State/ZIP	El Sobrante, CA 94803	
Fax ( )	E-mail rhamilton@hamilton-arch.com		

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Signature	Rachel Hamilton 2014.12.08 21:50:11 -08'00'	Date	8 December 2014
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1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

At the time the Ed Roberts Campus (ERC) was proposed, I was a neighbor living about 2 blocks from the site. The site was the east parking lot of the Ashby BART Station, and had been the subject of many development proposals over the years. Previous proposals ranged from high density housing to a County Courthouse.

As a long-time resident, I completely understood the anxiety these proposals engendered in the neighborhood. As an architect who has worked closely with Developers and City Planners, I understood that some form of development was inevitable for the site. When the ERC was first suggested, I became intrigued because it was so different from everything else we had seen to date.

Obviously, any project of this size will have an impact on the surrounding neighborhood. I believed that, unlike all the previous projects proposed, the ERC would have few negative impacts, and potentially huge positive impacts for Berkeley in general and the disabled community in specific. After meeting several times with the ERC team, I became a strong supporter, and acted as an informal liaison with the neighbors.

I volunteered my time to serve on the Architect Selection Committee. During the Design Development process, I related neighborhood concerns to the ERC team.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

There were a handful of issues that caused significant concern on the part of the community. The most commonly voiced concern was the potential impact the project would have on local parking. Unsurprisingly, parking around the BART station is always at a premium. Because the project was to be located over approximately one quarter of the available BART surface parking, there was very real concern that the neighborhood streets would have to make up for BART's lost parking spaces.

In order to minimize this impact, the design for the ERC included new underground parking, as well as re-working of adjacent surface parking. If I recall correctly, in the end there was zero (or close to zero) net loss in parking.

Another concern was the size of the building relative to the surrounding residential areas. As a result, the building was limited to two stories above grade, and its massing was articulated to relate to the surrounding neighborhood on the north, south and east sides. These sides were also landscaped to soften the visual impact. Its west facade, which faces onto a very busy Adeline Street, has a bolder, more urban scale appropriate to the wide boulevard. In the end, the building itself has become a welcome buffer between the traffic on Adeline Street and the quiet neighborhood to the east.

3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

As noted above, the physical building now serves to protect the neighborhood from the heavy traffic along Adeline Street. While this is important to the immediate neighbors, a somewhat more widely experienced improvement is how the building better integrates BART and AC Transit into the local community.

Before this project was built, the east entry to BART was located below the level of Adeline Street. It was difficult to find and intimidating to traverse at night. Grim concrete stairs connected the street to the BART entry; but for wheelchair users, there was no accessible path of travel from the bus stop on the east side of Adeline Street to the BART entry below. In other words, although BART and AC Transit were certainly important services, they did not feel as if they particularly belonged in the neighborhood.

The ERC has done an excellent job of making the east side of the BART station feel integrated with the neighborhood. The new entry is at street level, not below. It is a bright, cheerful space, that feels safe at night. The AC Transit stop no longer feels forlorn, but rather an important part of the urban fabric.

In addition, the ERC program itself, which brings together several organizations supporting the disabled community has had a huge impact beyond just the immediate neighborhood. Previously, each organization had its own facility, in often far-flung locations. Many disabled people are very dependent on public transportation, which made accessing necessary services especially difficult. The ERC's location at an important transportation hub (at least a half-dozen bus lines within a few blocks' radius) is a critical feature in its success. This project has made the lives of the ERC clients and staff much easier. And it has helped integrate them back into the community.

Most importantly, this project has shown that through good will, outreach and sensitive design, everyone in the community can come out ahead.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

I have to say that it was a pleasure and honor to work with everyone on the ERC team. At the beginning, the neighbors were very, very anxious. I believe this was partly a result of their years of fending off ill-conceived projects that really would have been detrimental to the neighborhood. Its was also due to a fear of being "steamrolled".

This neighborhood lies right at the border between Berkeley and Oakland. As such, there is a justifiable sense that, for any given subject, half the residents don't get a say in what they see going on in their own neighborhood. In this case, the initial outreach was to the Berkeley population because the Berkeley Mayor's office strongly supported the project. However, there was no real contact with the Oakland half at first. This was quickly remedied, but it made for a difficult start.

Unfortunately, the early public meetings did not put the neighborhood anxieties to rest. The ERC team was (rightfully) very excited about their project, and showed a number of schematic drawings to convey their goals. Even though the designs were clearly schematic, and meant to be the beginning of an ongoing conversation, the neighbors took this as a sign that the project was a "done deal", and that the Mayor's Office was going to steamroll the project through.

Thankfully, the ERC team fairly quickly recognized their misstep, and went to enormous effort to address the neighbors' concerns. In this sort of situation, it's easy to say "there should have been more early outreach"; however, this was a very complex project coming into a very fractious neighborhood. I suspect that missteps were inevitable. I am grateful that the ERC team was willing to modify their approach, and that the neighbors were willing to take a leap of faith. This is how it's supposed to work.

# Ed Roberts Campus

Berkeley, California

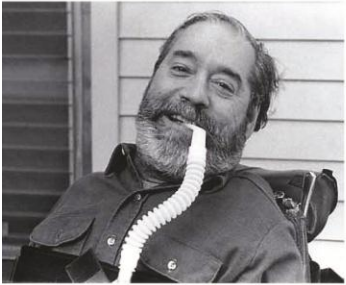


# Ed Roberts Campus

## Project Goals

1. **Create a new center** serving and celebrating the Independent Living Movement for People with Disabilities.
2. **Provide essential services** to people with disabilities in one convenient location.
3. **Build a community center** that revitalizes its neighborhood and improves access to public transit.
4. **Celebrate the rich diversity** of the community in spaces that welcome everyone.
5. **Integrate advanced Universal and Sustainable Design** strategies within a transit-oriented development.

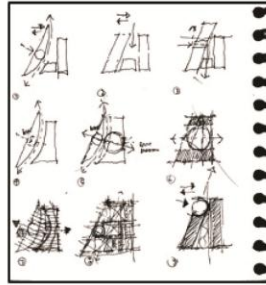




ED ROBERTS 1939-1995



COMMUNITY OUTREACH 1997-2004



DESIGN / APPROVALS



PROJECT APPROVED 2005



COMPLETION 2010

1995 PLANNING / OUTREACH

2000

2005

CONSTRUCTION

2010

ED ROBERTS CAMPUS FORMED 1995

SITE SECURED 1998

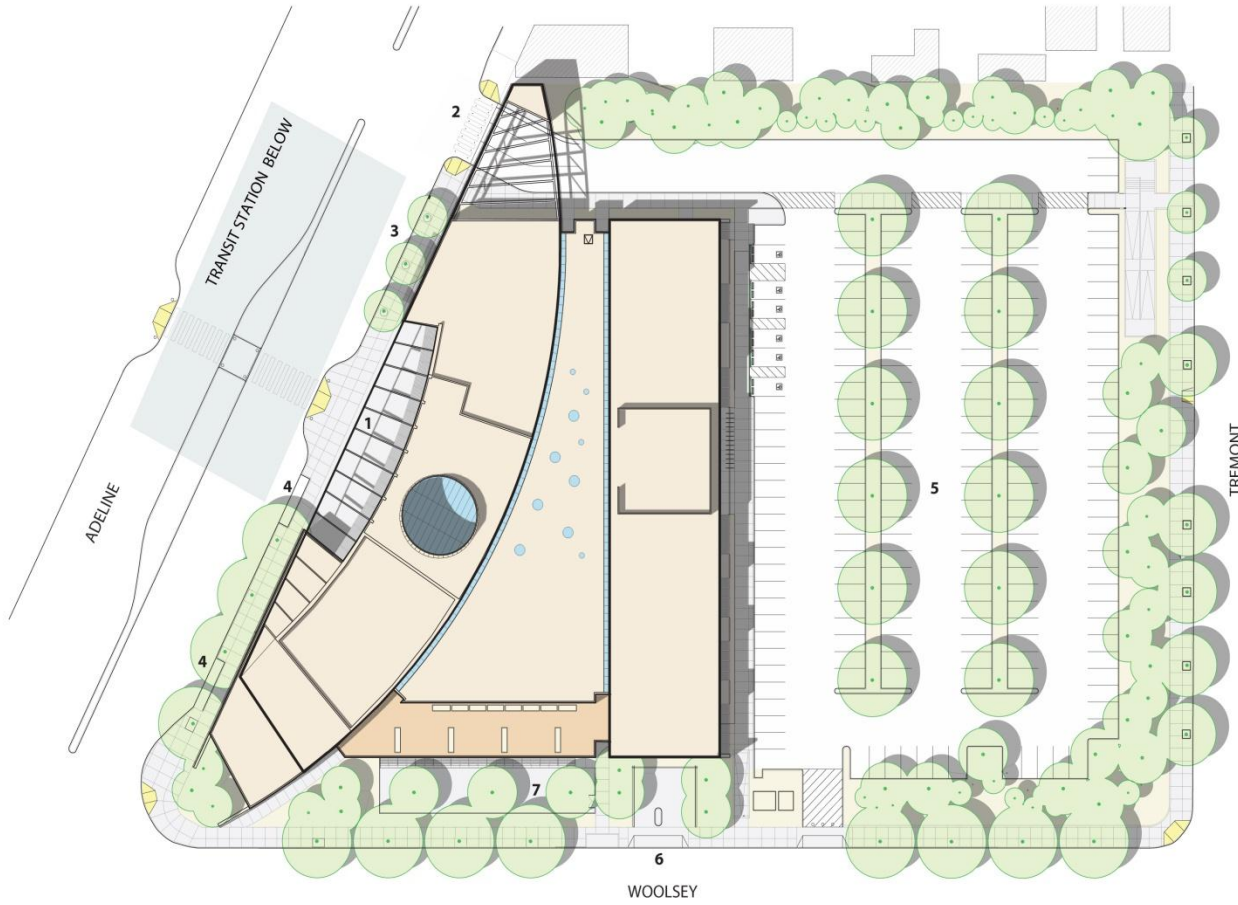
DESIGN BEGINS 2002

CONSTRUCTION 2008-2010



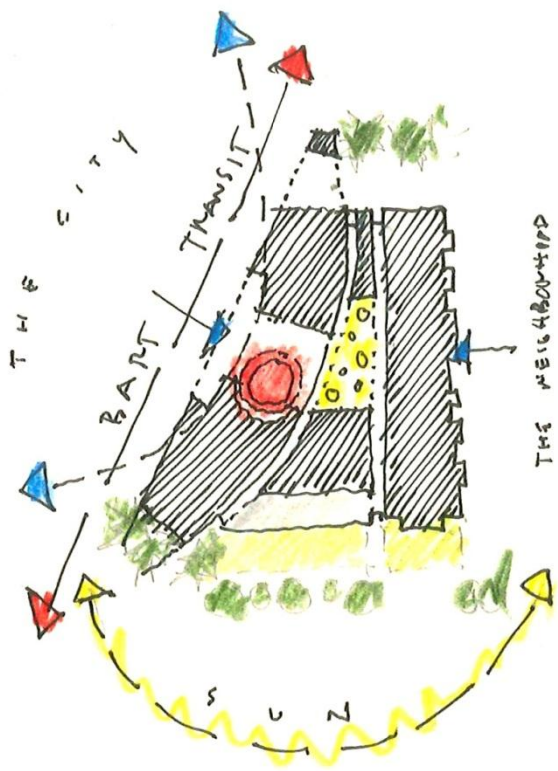
# Project Timeline





**SITE PLAN**

1 PUBLIC PLAZA 2 TRANSIT PARKING ENTRY 3 BUS ZONE 4 PARATRANSIT/LOADING ZONE 5 TRANSIT PARKING 6 GARAGE ENTRY 7 CHILDCARE PLAYGROUND



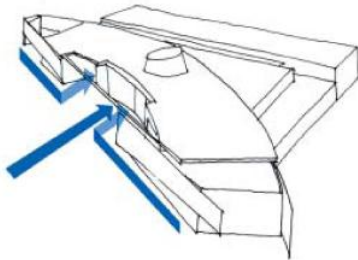
**SITE CONCEPT**

**EXISTING SITE**

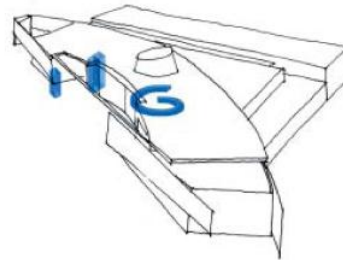




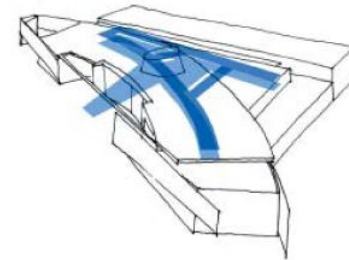
**Civic scale on Adeline**



legible approach & entry

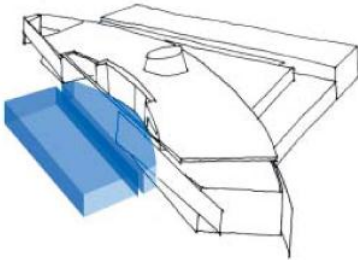


vertical circulation for everyone

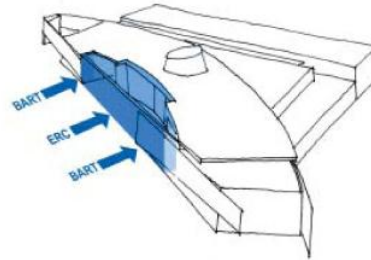


wide corridors | clear routes

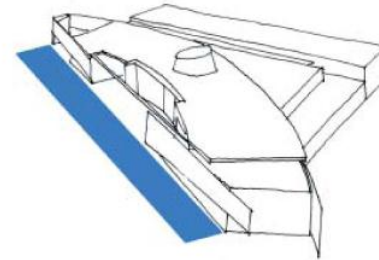
welcoming people with diverse abilities



BART station interface

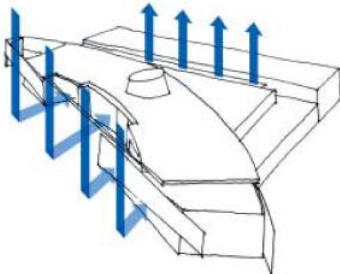


plaza as transit threshold

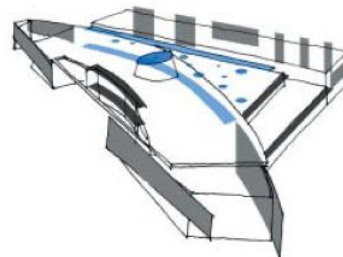


bus, paratransit & taxi zones

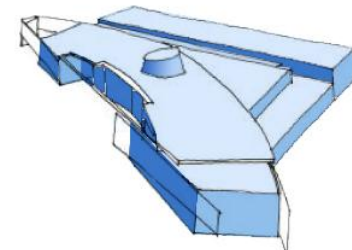
providing convenient mass transit access for all



natural ventilation



daylighting | sun control



clean air | high indoor air quality

creating healthy, inviting, resource-efficient spaces

## Building organization strategies



ED ROBERTS CAMPUS

5075

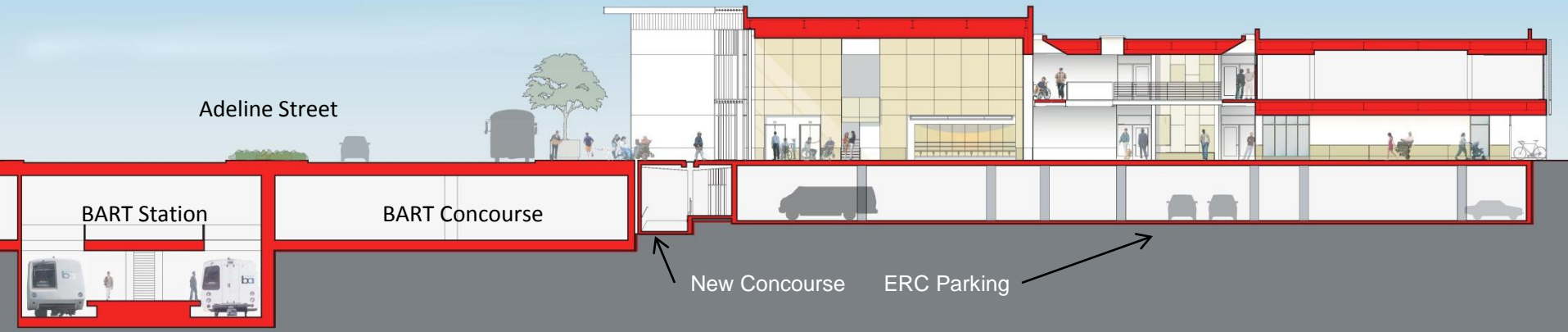
Public plaza on Adeline

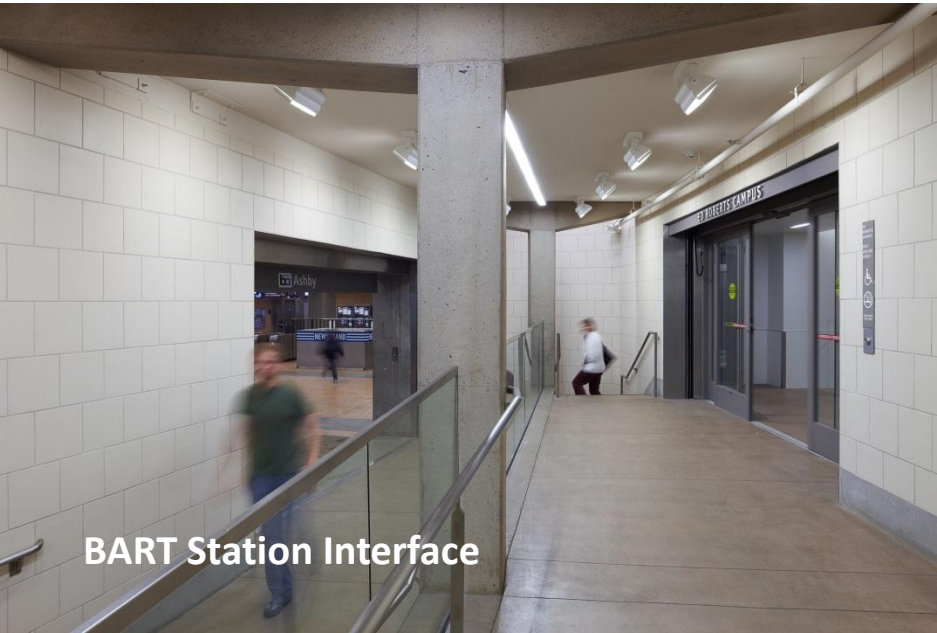
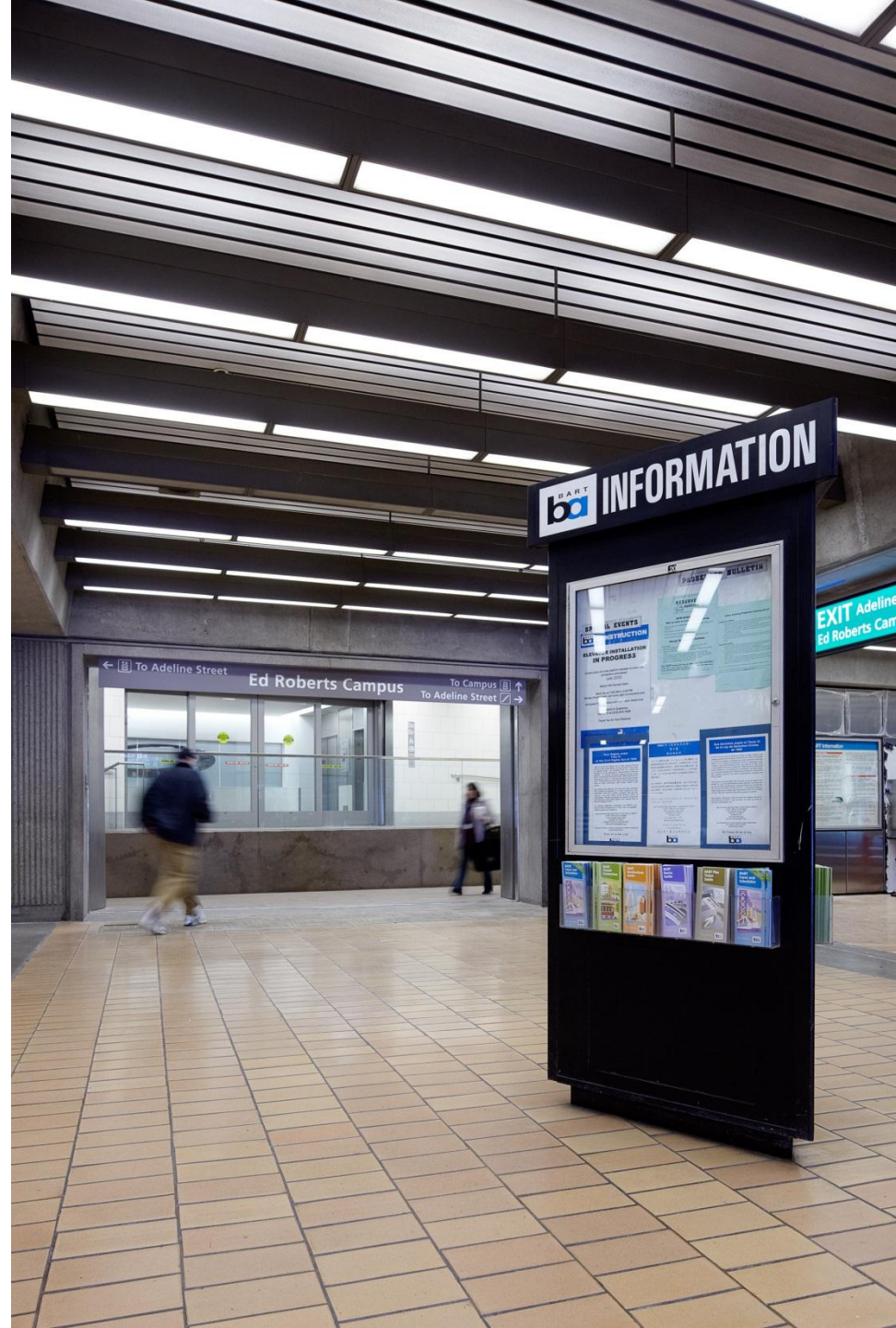
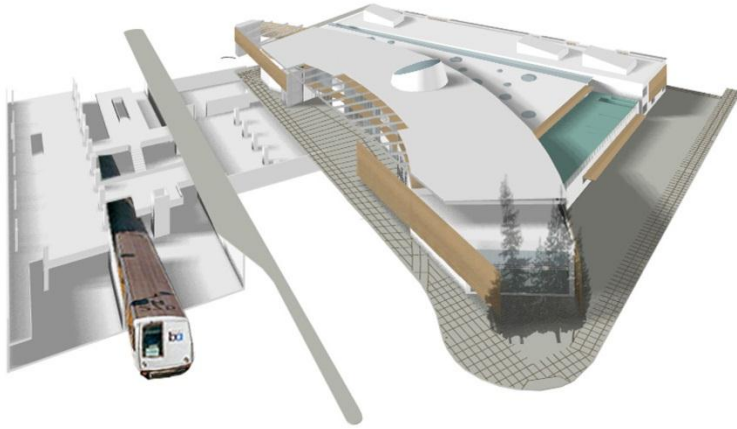
# ED ROBERTS CAMPUS

3075

Legible entry







BART Station Interface



ba  
P ←  
Fee \$1 / DAY  
4AM - 3PM  
MON - FRI

ROBERTS CAMPUS

ba  
9 8th  
Roberts  
Campus  
← COBBART

Transit zone on Adeline



Smaller scale to the South



Shared roof terrace



Smaller scale to the East

## Universal Design

*Universal design is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.*

- The Center for Universal Design  
North Carolina State University

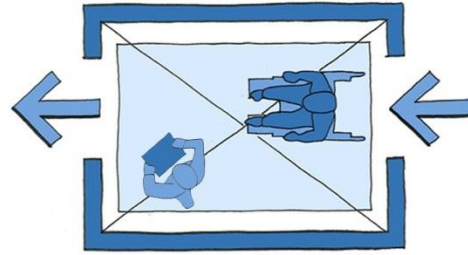
**Universal Design at the ERC engages six “realms of experience”:**

- Physical Environment
- Visual Environment
- Acoustical Environment
- Thermal Environment
- Chemical Environment
- Electronic Environment

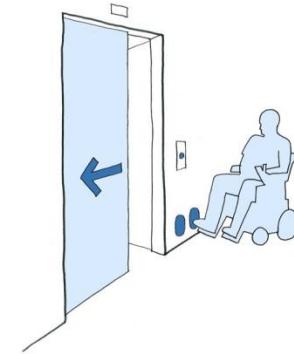




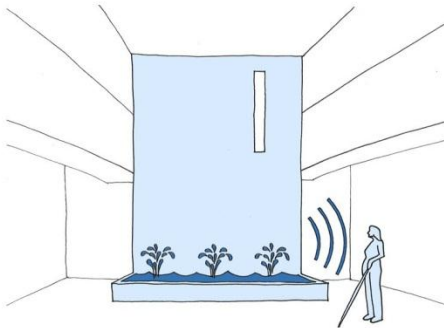
7ft. wide corridors



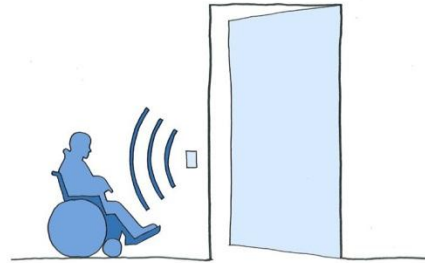
Large Double Sided Elevator



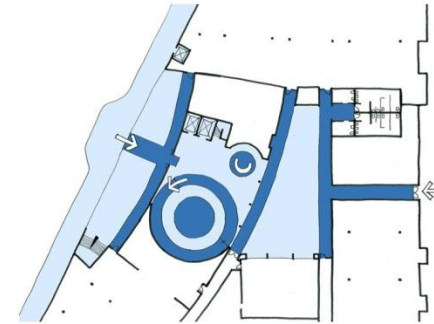
Specialized Elevator Controls



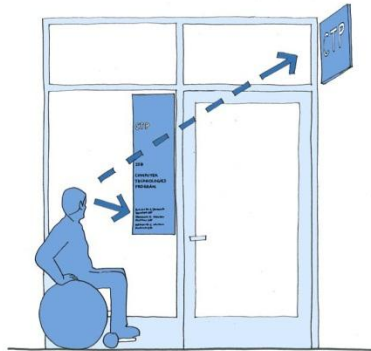
Acoustic Landmarks



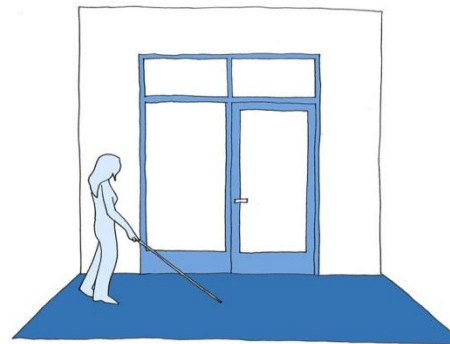
Automatic Doors



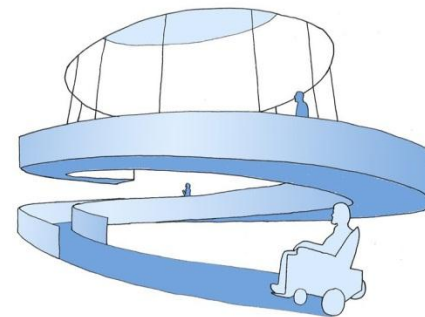
Textured Pavement Way Finding



Visible Signage



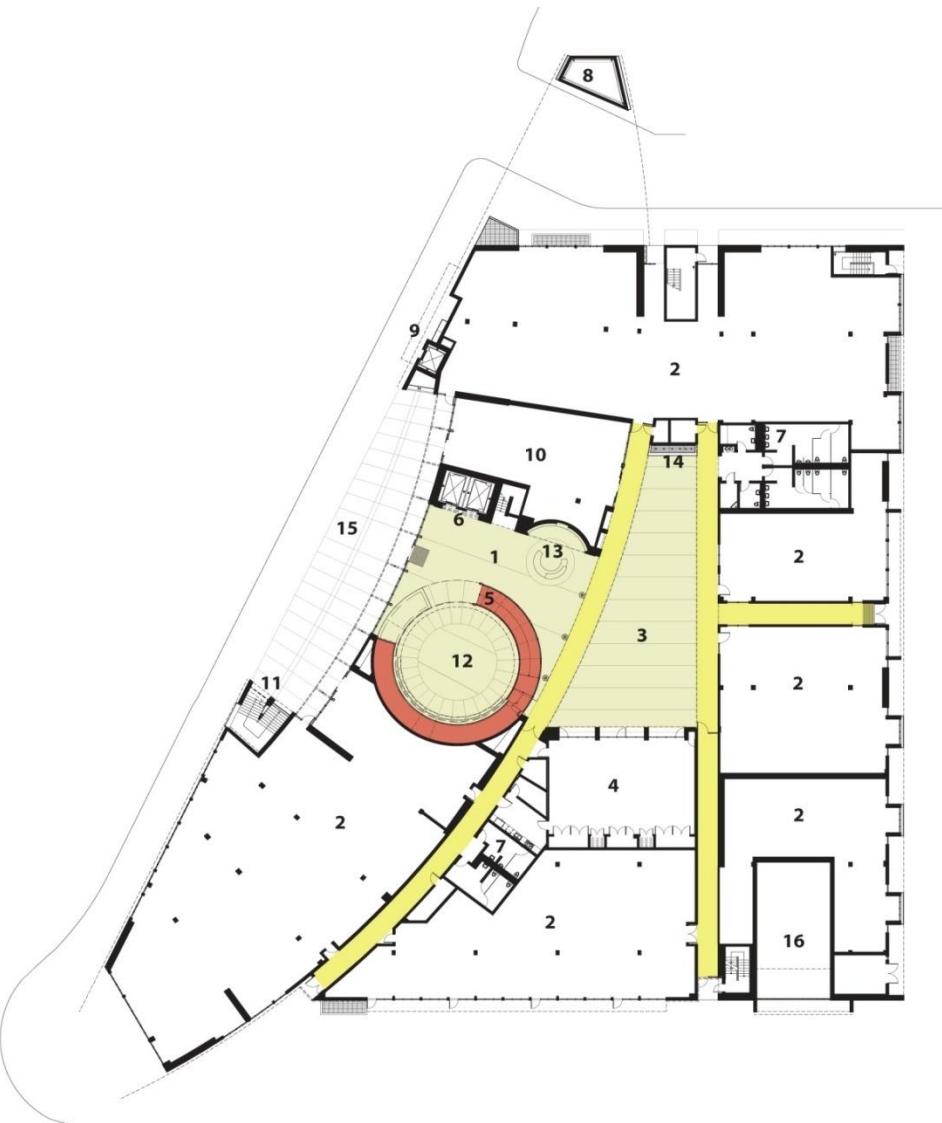
Visual Contrast



Vertical Circulation

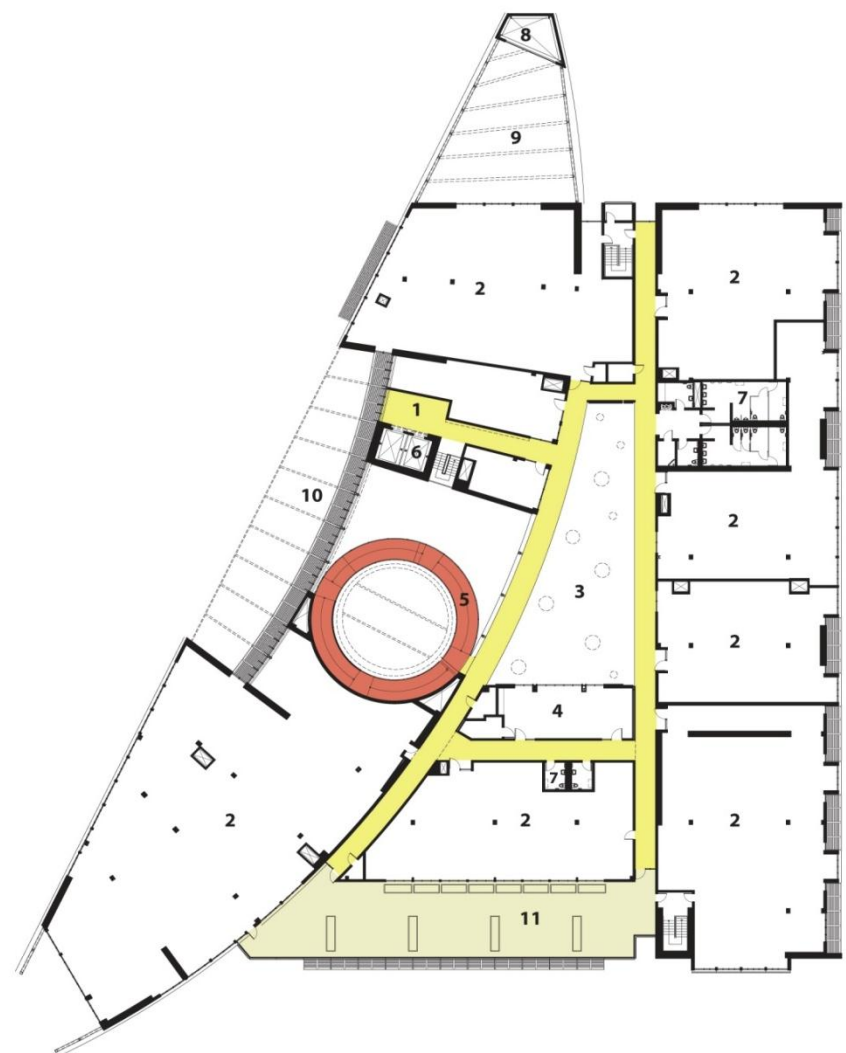
## Universal Design strategies





FIRST FLOOR PLAN

- 1 LOBBY 2 LEASE SPACE 3 CENTRAL COURT 4 CONFERENCE ROOM 5 RAMP 6 ELEVATOR 7 RESTROOM
- 8 BART VENTILATION 9 BART ELEVATOR & BUS SHELTER 10 CAFE 11 BART ENTRANCE
- 12 EXHIBITION SPACE 13 RECEPTION 14 FOUNTAIN 15 PLAZA 16 RAMP TO PARKING



SECOND FLOOR PLAN

- 1 LOBBY 2 LEASE SPACE 3 CENTRAL COURT 4 CONFERENCE ROOM 5 RAMP 6 ELEVATOR 7 RESTROOM
- 8 BART VENTILATION 9 CANOPY ABOVE DRIVEWAY 10 TRELLIS WITH SUNSCREEN 11 ROOF DECK

# Floor plans



Community gathering space



THE BERNARD OSHER FOUNDATION EDUCATION CENTER

Community meeting rooms

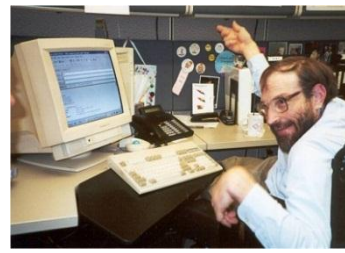
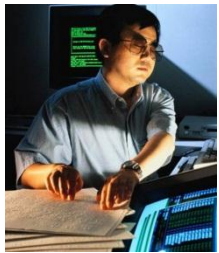
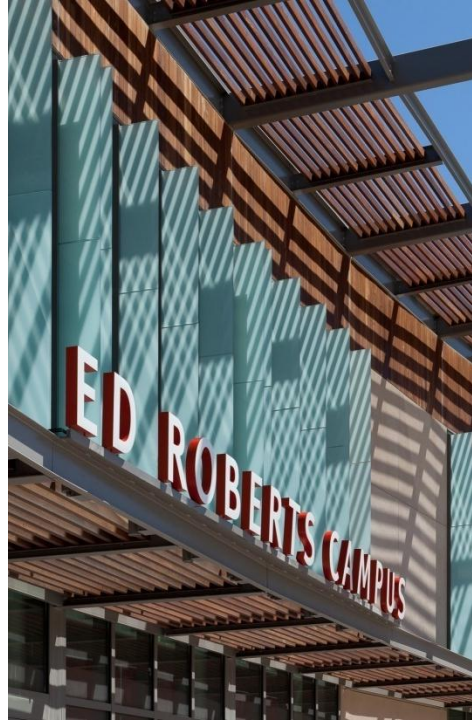


Universal Design in the workplace



THE BERNARD OSHER FOUNDATION EDUCATION CENTER

An urban meeting space for everyone

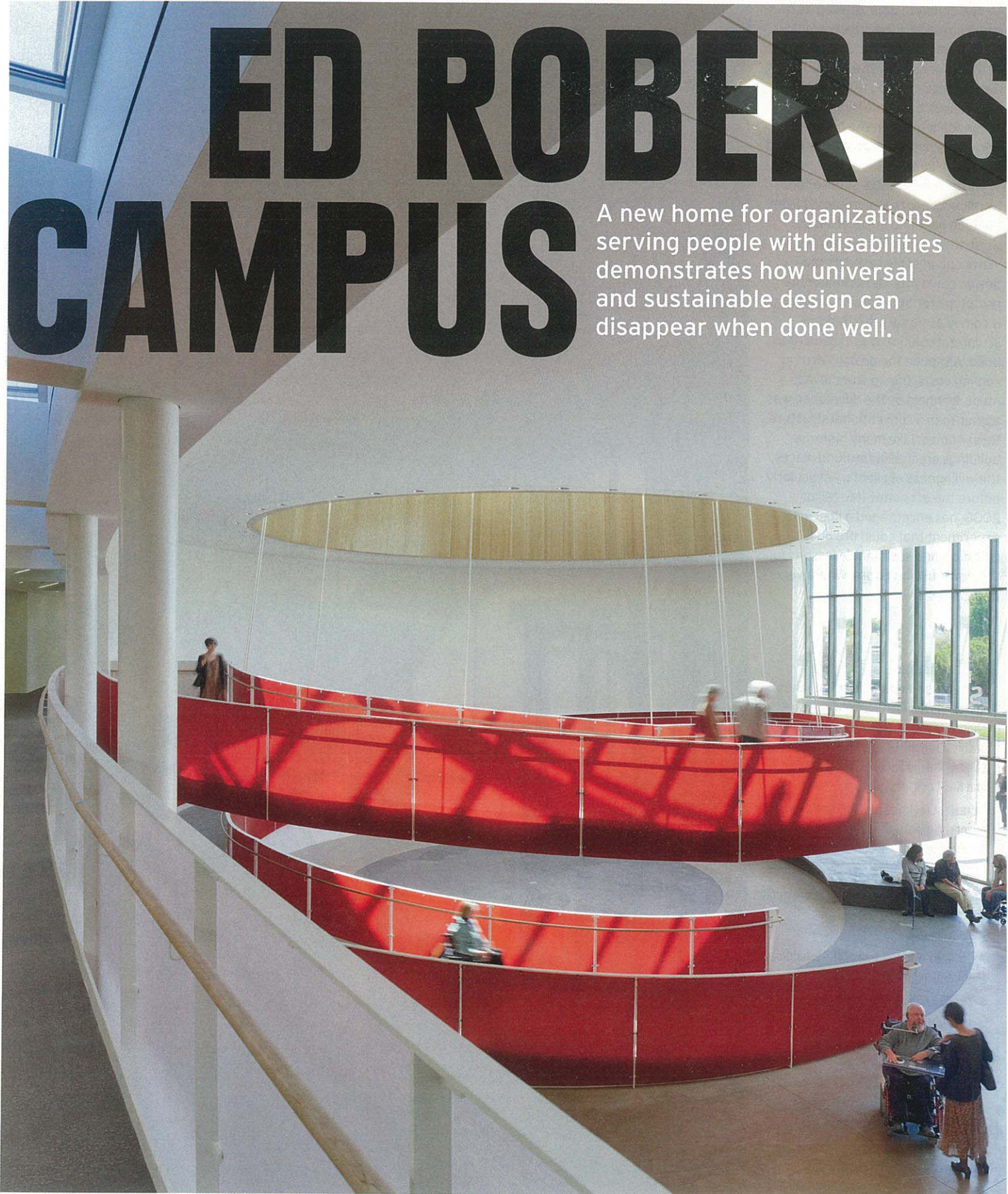




Leddy Maytum Stacy Architects / By Clifford A. Pearson

# ED ROBERTS CAMPUS

A new home for organizations serving people with disabilities demonstrates how universal and sustainable design can disappear when done well.





**WITH ITS GRAND** roof canopy and sweeping entry plaza, the Ed Roberts Campus welcomes everyone into its fold. The 82,500-square-foot building, which sits atop a Bay Area Rapid Transit (BART) station in a scruffy part of Berkeley, sends a powerful message of inclusiveness to the diverse groups of people who work in and use it, as well as the neighborhood around it and, indeed, the world beyond. As the new home of 10 organizations serving people with many different kinds of disabilities, the center caters to the specific needs of people who have been shut out of buildings in the past or

brought in through the backdoor ramp. But its architecture speaks to everyone, using a design vocabulary that emphasizes the universal, rather than the particular.

Many people walking by or heading to the BART station have no idea the building provides offices and meeting spaces for groups helping individuals with special needs. That's exactly what these groups like about it. "We didn't want it to look institutional, like a hospital," states Dmitri Belser, executive director of the Center for Accessible Technology (CforAT) and president of the Ed Roberts Campus (ERC).

**OPPOSITE: A 56-foot-diameter helical ramp off the lobby serves as a social hub for visitors and people working in the building. Wide enough for two wheelchairs to descend together, so people can continue conversations begun upstairs, it also wraps around a space that can be used for exhibitions or receptions.**

**ABOVE: A steel-and-wood canopy projecting out 30 feet from the Adeline Street facade gives the building a civic presence, while a curving entrance plaza provides a place for cars to drop off visitors.**



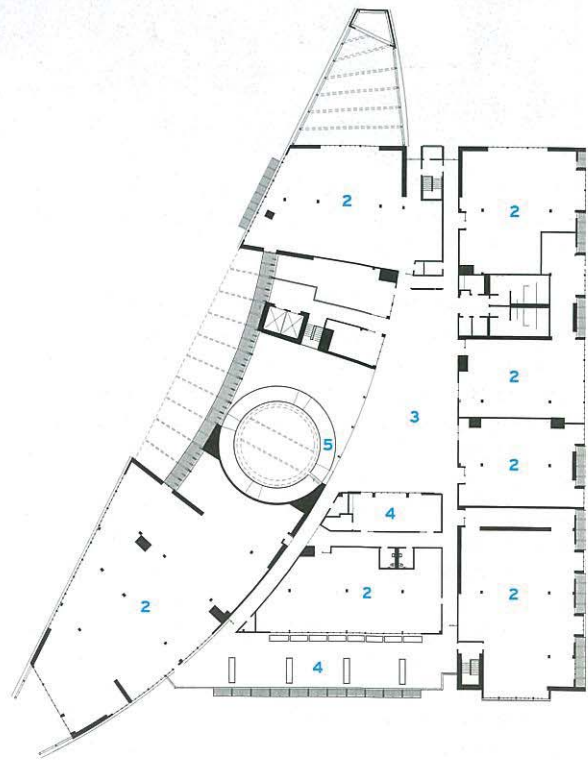
The architects used the entry plaza and various facade treatments to break down the long Adeline Street elevation. Ipé-wood screens help shade offices inside.

RIGHT: The east side of the building overlooks a parking lot for BART riders. By occupying part of what had been a much larger lot, the building helps fill a gap in the urban fabric.

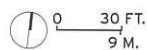
- 1 LOBBY
- 2 LEASE SPACE
- 3 CENTRAL COURT
- 4 CONFERENCE
- 5 RAMP
- 6 BART ELEVATOR & BUS SHELTER
- 7 CAFÉ
- 8 BART ENTRANCE
- 9 EXHIBITION
- 10 RECEPTION
- 11 FOUNTAIN
- 12 PLAZA
- 13 RAMP TO PARKING
- 14 ROOF DECK



FIRST FLOOR



SECOND FLOOR





Of the 10 tenant organizations, seven are ERC partners and serve on the board of directors. "We wanted it to be open to everyone," he explains. "Buildings that shut us off from others imply there's something shameful about having a disability," says Belser, who is legally blind. One piece of evidence pointing to the building's broad appeal is the story of a local couple with no disabilities who liked the place enough to rent it for their wedding in June.

The project began in 1995 right after Ed Roberts, an activist for people with disabilities, died. The first student with significant disabilities to attend the University of California at Berkeley and the first disabled person to serve as California state director of rehabilitation, Roberts inspired and led a movement to bring handicapped Americans into the mainstream of society. To honor his legacy, many of his admirers decided to create a place where some of the

groups he influenced could come together and carry on his work.

Instead of looking for an architect with expertise in accessibility, the ERC searched for one who could deliver good design. In 1999 it interviewed a number of firms and ranked San Francisco-based Leddy Maytum Stacy Architects (LMSA) second. But after working with its first choice for a couple of years and not being completely satisfied, the client switched to its backup led by principal William Leddy. "Bill Leddy got it immediately and took the time to educate himself in the needs of the building's users," says Yomi Wrong, executive director of the Center for Independent Living, an ERC partner organization. "He drank the Kool-Aid," she adds with a laugh.

"This client group was incredibly committed and tenacious," recalls Leddy. "They had this dream that was such an ambitious stretch for them. None of these organizations

## CONVERSATION WITH Susan Henderson Disability Rights Education and Defense Fund

"From the very beginning, it was clear to us that this building was about developing the best design for everyone," states Susan Henderson, executive director of DREDF, a national civil rights and policy center founded in 1979. "It wasn't just a place where we met code." Trained in anthropology and business, Henderson found the design process "exciting," even though it involved long meetings on bathroom stalls and door knobs. Because some people on the building committee were blind, the architects had to develop new ways of communicating their ideas. So they devised solid models and tactile floor plans printed on embossed paper that people with impaired vision could explore with their fingers.

"Sometimes there were disagreements among people with different disabilities," recalls Henderson. "But we always found a solution." For example, when people in wheelchairs said they hated the raised bumps in flooring that help the blind find their way around, the architects specified grooves recessed in the floor instead.

What works for specific groups, though, often works for everyone, she explains. The central court with its tables and chairs has proved to be as enticing to visitors without disabilities as those with. The ERC has also found it can generate revenue renting out its meeting rooms and even its lobby, where one bride walked down the ramp to be wedded to her groom.

**RIGHT: Like the ramp, walkways are 7 feet wide to accommodate two wheelchairs. In the most active areas on the entry level, concrete floors provide good surfaces for wheelchairs. But on the walkways, carpeting softens ambient sounds to help the hard of hearing.**

**OPPOSITE: In the central court, contrasting colors and flooring textures assist visually impaired people to find their way. Skylights and clerestories also help by bringing daylight into the court and along walkways.**



had ever raised much money before, but here they were putting together a \$47 million project." Some of the money came from the city of Berkeley, some from federal transportation funds (because the campus adjoins a mass transit station), and much of the rest was raised by the ERC partners.

Although many people think of Berkeley as a place populated by students, well-off liberals, and foodies with palates trained at Chez Panisse, the city has some less affluent areas. South Berkeley, where the ERC is located, is one of those neighborhoods, in part because the construction of the Ashby BART station in the early 1970s left a large hole in the urban fabric. "This was an unloved part of town," states Leddy. Facing Adeline Street, a main artery connecting Berkeley with Oakland, the ERC fills an urban void, acting as a low-rise, civic building block. It helps stitch a residential neighborhood on its east side to the more commercial activities along Adeline on the west.

Despite all these urban design moves, the building elicited a significant amount of local opposition – in part because of its size and in part because of the special needs of the people it would serve. Responding to

neighborhood concerns, the ERC agreed to reduce the building's height from three to two stories. To break down the long Adeline Street elevation, LMSA varied the materials and facade treatment and carved out a central plaza where cars can drop off people without slowing down traffic. An open-frame steel canopy cantilevering 30 feet out toward Adeline brings daylight down to the entry plaza, while ipé wood screens the north and south portions of the facade. The wood elements echo the shingles found on many houses in the area.

"Our focus on mission-driven work made us a good fit for this project," states Marsha Maytum, another principal at LMSA. The firm has designed a number of low-income and affordable housing projects, along with schools, sustainable workplaces for organizations such as the Thoreau Center and the Natural Resources Defense Council, and cultural facilities for the California Shakespeare Theater and the Bay Area Discovery Museum.

The ERC clients asked the architects to take a "visionary" approach to the building, recalls Leddy. "They wanted it to be a case study of integrating universal and sustainable design, one that could be replicated

by others and flexible enough to evolve over time." So the architects mostly used economical, "off-the-shelf" components and avoided expensive new technologies such as infrared wayfinding devices. As these technologies become more widely available and less expensive, they can be added to the building.

While universal design – a somewhat vague set of principles aimed at creating buildings, interiors, and

products usable by nearly everyone in society – has been applied to individual homes and certain residential projects, it has rarely been attempted at such a civic scale, says Leddy. The architects did a lot of basic research, a process made more challenging by the continually evolving nature of the field.

"Standards for universal design are changing all the time," says Leddy.

Universal design goes beyond the

## CONVERSATION WITH Yomi Wrong Center for Independent Living

"This building has raised the bar," states Yomi Wrong, executive director of the CIL, the largest tenant at the ERC. "Organizations from other cities and countries want to come here and tour it." Wrong, who uses a wheelchair, is an engaging tour guide, explaining how the building has improved the efficiency and morale of her staff, how its connection to a BART station has increased the number of people using her group's services, and how its architecture entices even people without disabilities to come inside. "The ramp is the most stunning part of the building," she exclaims. But it also provides her with peace of mind. "It's empowering to know I can get out on my own and not have to rely on anyone else."

"We weren't really sure how well the building would work," she says, because it had to accommodate a lot of different kinds of people. But she has become a believer, as she has discovered how easy it is now for her to get into and move through the building. "I'm able to get everywhere now." She also says the building makes an important statement about her organization. "It says we've grown up and become more established, more prominent."

rules set out by the Americans with Disabilities Act (ADA) of 1990 by accommodating groups of people not covered by the act, such as those without the use of their arms or those with sensitivities to chemicals, explains James L.E. Terry, chief executive officer of Evan Terry Associates, an accessibility consultant on the project. "While there are some buildings designed for specific groups that have accessibility features not found at the ERC, I don't know of any that has as many features in one place," he says.

Instead of viewing universal design as a set of rules constricting the architecture, Leddy saw it as "just good design." He adds, "I don't want architects to think of it as being something different or something they need to be certified in."

To help themselves understand the scope of universal design, the architects broke it into six categories: 1. the physical environment (including the way people approach and arrive at the building, move through it, understand its organization, and engage with its life-safety features); 2. the visual environment (including daylighting, electric lighting, visual contrasts, and way-finding); 3. the acoustical environment; 4. the thermal environment (including natural ventilation and filtered outdoor air); 5. the electronic environment (including security, communications, and digital access); and 6. the chemical environment (including using materials that don't emit volatile organic compounds or other toxins).

Many of the things LMSA did at the ERC to help people with disabilities, such as using daylight to assist the blind with wayfinding, are good for everyone. For example, the architects brought sunlight into a covered central court through a set of circular skylights and used long skylights and clerestory windows along second-story walkways. Likewise, specifying operable windows wherever possible and nontoxic materials creates healthier indoor-air quality, which helps everyone, not just people sensitive to chemicals.

Leddy and his team even treated elements that might at first seem to be clearly aimed at disabled people

— such as the building's 56-foot-diameter ADA ramp adjacent to the lobby — as design opportunities rather than code-compliance problems. So instead of tucking the ramp off to one side, the architects celebrated it as the building's iconic element and put it front and center. The helical ramp with its translucent red resin balustrade panels is suspended from cables attached to its inside radius, so it seems to float when viewed from other parts of the lobby or the central court. A large skylight with boards of warm bamboo lining the light well sits above the ramp.

By making the ramp 7 feet wide, the designers created enough space for two people in wheelchairs or a person in a chair and one on foot to descend together without having to break off a conversation.



Some design decisions, though, involved "dueling disabilities," which meant that helping one group might disturb another. For example, the highly textured floor surfaces that visually impaired people use as directional clues can be uncomfortable for those in wheelchairs. And the hard surfaces that wheelchair users like to roll on can create acoustical problems for the hard of

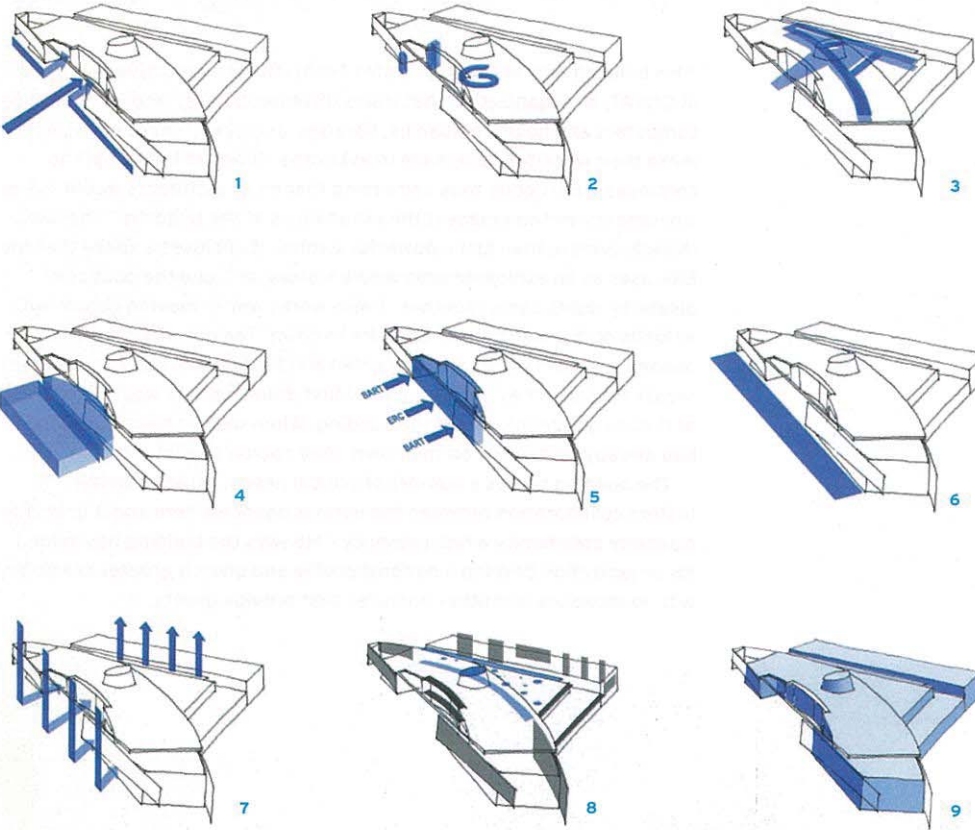
## CONVERSATION WITH Dmitri Belser Center for Accessible Technology

"This building tells our story," states Dmitri Belser, executive director of CforAT, an organization that trains disabled children and adults to use computers and helps companies, libraries, and government agencies make their websites accessible to everyone. "Look at the ramp," he continues. "Bill Leddy took something that most architects would see as a necessary evil and made it the proud focus of the building." The ramp, though, is more than just a powerful symbol. It encloses a space that the ERC uses as an exhibition area where history, art, and the politics of disability rights come together. It also works well in moving people with all kinds of disabilities from upstairs to down. The day after the ERC opened, a smoke emergency occurred and firefighters came racing over, recalls Belser. "They got here pretty fast, thinking they would need a lot of time to get people out of the building. When we told them everyone had already gotten out on their own, they couldn't believe it."

The building serves a number of critical needs, explains Belser. "It fosters collaboration between the various agencies here and it gives the disability community a real presence." He says the building has helped his organization develop a national profile and gives it greater credibility with foundations and other agencies that provide grants.

hearing. Working with the various user groups, LMSA made trade-offs in some instances and found compromises in others. The firm developed textured floor surfaces that are more gentle on wheelchairs than the typical raised "buttons" and supplemented these with contrasting colors. It specified concrete floors in the public spaces with the most wheelchair use, but angled walls to

UNIVERSAL AND SUSTAINABLE DESIGN STRATEGIES



- 1 LEGIBLE APPROACH AND ENTRY
- 2 VERTICAL CIRCULATION FOR EVERYONE
- 3 WIDE CORRIDORS AND CLEAR ROUTES
- 4 BART STATION INTERFACE
- 5 PLAZA AS TRANSIT THRESHOLD
- 6 BUS, PARATRANSIT, AND TAXI ZONES
- 7 NATURAL VENTILATION
- 8 DAYLIGHTING AND SUN CONTROL
- 9 HIGH INDOOR AIR QUALITY



CREDITS

**ARCHITECT:** Leddy Maytum Stacy Architects – William Leddy, principal; Gregg Novicoff, project architect; Tom Monahan, Roberto Sheinberg, project architects for concept design; Christopher May, Sannihita Takkallapalli, Matthew Wadlund, Luke Taylor-Brown, Mike Kothke, Claudia Merzario, Laura Klinger, Sean Kennedy, Aron Eisenhart, Lawton Chang, project team

**ENGINEERS:** Arup (structural, m/e/p); BKF Engineers (civil)

**ACCESSIBILITY CONSULTANTS:** Evan Terry Associates, Mikiten Architecture

**CLIENT:** Ed Roberts Campus

**SIZE:** 82,500 square feet (above ground); 52,000 square feet (below ground)

**COST:** \$36 million (including site work and transit interface)

**COMPLETION DATE:** November 2010

SOURCES

**CURTAIN WALL:** Kawneer

**GLASS:** Viracon

**RESIN BALUSTRADES ON RAMP:** 3-Form

**ACOUSTICAL CEILINGS:** Eurospan Fabri Ceiling



OPPOSITE: The interface with the BART station is a poured-concrete structure and provides a seamless connection with the rest of the campus. The below-grade structure also includes parking for 121 cars.

ABOVE: While some tenant spaces feature adjustable work surfaces, others have standard workstations. Plenty of daylight, operable windows in most areas, automatic doors with long-range card readers, and fully accessible bathrooms have boosted the morale and efficiency of workers here.

diffuse sound and used a special stretch fabric on the central court's ceiling to absorb sound. In general, the architects tried to create a quiet environment, but they used acoustical accents – such as a fountain at one end of the court – to provide wayfinding clues for the blind.

Many of the accessibility features are fairly simple, but rarely used in other buildings. For example, in elevators and elevator lobbies, control buttons near the floor can be pushed by wheelchair users with their feet if they can't reach the usual set with their hands. Double-sided elevators allow wheelchairs to exit without having to turn around. Automatic doors with long-range card readers provide hands-free access. And sig-

nage at different heights ensures that everyone can see where to go, no matter if they are in wheelchairs or standing.

Restrooms are always an important issue for disabled people. To accommodate different needs, the building offers a range of bathroom options, including stalls with hand-grips on the left and others with them on the right, and some large enough for a caretaker to help out.

Most offices have occupancy sensors to turn lights on and off automatically, which helps disabled people and saves energy, too. The sensors, along with plenty of daylighting, operable windows, and other green components, make the building perform 15 percent better

than California's strict Title 24 energy code.

But Leddy's goal for the ERC was a lot more than assembling a laundry list of strategies and features in one building. "It's a social justice issue," says the architect. "How do we make architecture open to everyone? It's about celebrating diversity, not just accommodating disabilities." He cites the story that Louis Kahn told about building a beautiful bench into a stair landing, so an old man walking with his grandchild could rest for a moment without calling attention to his infirmity. Leddy says he approached this building as he would any other, searching for "the poetic and aesthetic aspects that would make it attractive to everyone." ■



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### Learning Objectives

- 1 Explain how universal design differs from ADA compliance.
- 2 Explain LMSA's approach to universal design at the ERC.
- 3 Describe how LMSA satisfied the conflicting needs of the building's various user groups.
- 4 Discuss the relationship between the universal design and sustainable design strategies deployed at the ERC.

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ULI

## Q&A with John Clawson and Ben Golvin

The designer of the Ed Roberts Campus, owned by a consortium of seven disabled-rights organizations and abutting a BART station in Berkeley, California, discusses the development process with the developers.

OWNED BY A CONSORTIUM of seven disabled-rights organizations, the Ed Roberts Campus (ERC) abuts the Bay Area Rapid Transit (BART) Ashby Station in south Berkeley, California. The project is not only a new international model for accessible design, but also a unique model for development. Architect William Leddy, designer for the project and a founding principal of Leddy Maytum Stacy Architects, speaks with project developers John Clawson and Ben Golvin, principals at San Francisco-based Equity Community Builders (ECB), about the development process.

**William Leddy:** How did you get involved with the Ed Roberts Campus?

**Ben Golvin:** We met the folks at the ERC through Steve Oliver, a local contractor. At the beginning, one of our partners, Tom Sargent, helped them think through the development challenges in carrying out their vision for a center—issues such as planning for entitlements, selecting a design team, and economic feasibility. Ed Roberts, one of the first disabled-rights advocates, died in 1995. The community wanted a tribute of some kind. The more people talked about it, the more appropriate it seemed to form this consortium and build a living memorial. These different groups all had roots in the Berkeley nonprofit organization Center for Independent Living, which Ed helped start.

**Leddy:** BART has not completed many joint development agreements. This agreement was crucial to the project going forward, right?

**John Clawson:** The city of Berkeley retained ownership of the air rights



Ben Golvin

at this station, which meant the city had ultimate site control.

**Golvin:** The split between the ownership of the land and ownership of the air rights was, in a way, a stalemate. But eventually this strange situation turned into a win/win for everybody. The ERC got the land and the air rights for its portion of the site, and BART got the land and air rights for the rest of the site.

**Leddy:** Did the Ed Roberts Campus pay for the land?

**Golvin:** There was a price that was set back in the 1960s for that land, but it was not a large amount—a few hundred thousand dollars.

**Leddy:** It might be useful to describe the nature of the organization that led to the finished design.

**Clawson:** There is a board, and the executive director of each partner organization sits on the board. The leadership of the ERC, Dmitri Belser and Susan Henderson, provided a continuity that was critical. I think the group agreed that this was not an office building but a civic building that would help to knit together this hole that BART created with their parking lots back in the 1960s. It includes new access for BART, with an entrance on



John Clawson

the new building's concourse. The larger idea was to help revitalize this part of south Berkeley, which is why the city really supported the project.

**Golvin:** This is why you designed an arc form to encircle the plaza?

**Leddy:** Yes, to make this big civic gesture, to really create a plaza. We didn't have a lot of space to work with, but we could create a crescent-shaped plaza that was welcoming for the folks who were coming to the campus and also made a civic gesture to the larger city. The building was designed to fulfill the specific program needs, but also to make a space for people who wanted to take their rightful place in the larger community. Placing everybody at the BART station was a way of putting them in direct contact with the citizens of Berkeley on a daily basis.

I came into the process after you were involved for a while. Tell us about your development role.

**Clawson:** Our broad role was as project manager and development manager. We assisted somewhat in the approvals phase, but Caleb Dardick of CDA Strategies was really the lead, and then we were



**WILLIAM LEDDY** is an architect and a founding partner of Leddy Maytum Stacy Architects, based in San Francisco.

the project manager throughout construction and occupancy. We also took an active role in a portion of the financing, primarily the New Markets Tax Credit financing.

**Golvin:** But the Ed Roberts folks did a lot of work with the city and with the transportation agencies. They did the grant writing and lobbying Congress.

**Leddy:** Just for clarification, the total cost for the project was around \$50 million including tenant improvements. How did the funding break down?

**Golvin:** The transportation money was about \$25 million. That's from the federal, state, regional, and local level—the city of Berkeley. Then there was a private fundraising effort through foundations. Our client did that. When it came closer to construction and we needed to get construction financing, that was something for which ECB took a lot of responsibility. We ended up working with Wells Fargo, in part because we had worked closely with them on affordable housing.

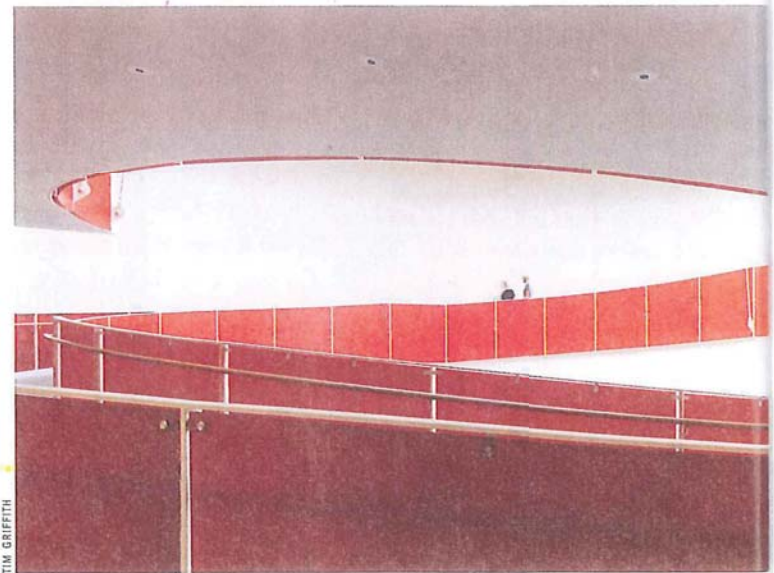
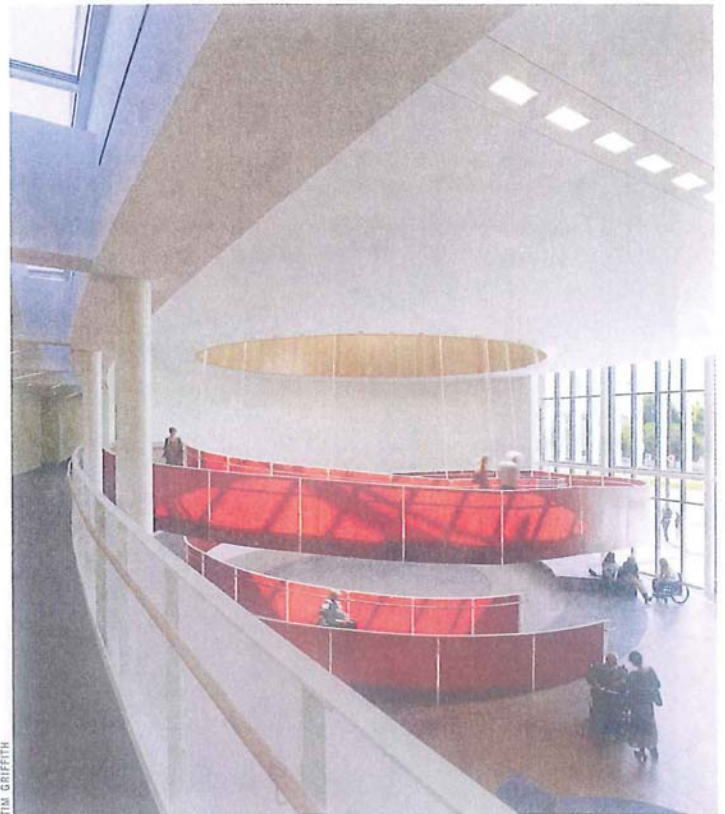
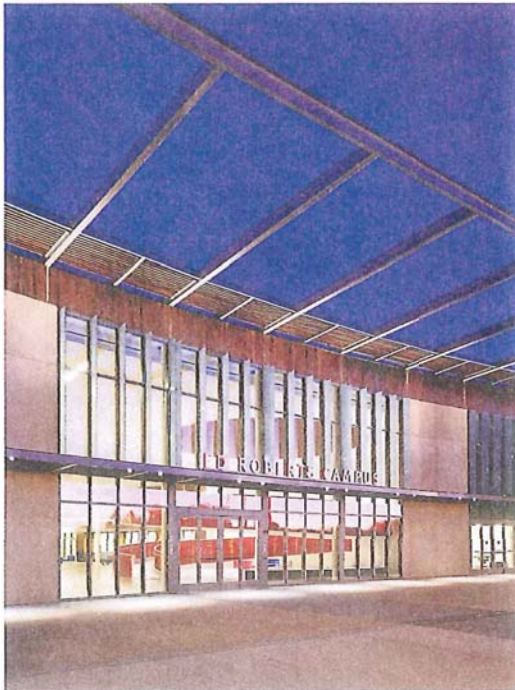
**Leddy:** Is there a special kind of loan for construction financing? Is there a state setaside?

**Golvin:** There is no mandate that the banks have to make this kind of loan. But the Community Reinvestment Act-type lenders saw the similarity of this multilayer financing package—the transportation grants, the private foundation grants, the loan from the Northern California Community Loan Fund [NCCLF], the Section 108 loan from HUD [the U.S. Department of Housing and Urban Development] through the city, and the Brownfields Economic Development Initiative Grant—to their affordable housing loans: similar credit underwriting challenges, similar complications, parallel public benefit.

**Leddy:** Some of the funding comes from grants, but much of it comes from financing. How will the ERC repay the loans?

**Clawson:** The real loans that must be paid and serviced on a monthly basis are the Section 108 loan for \$6 million, the NCCLF loan for \$2 million, and the Wells Fargo loan, which was originally anticipated to be \$6 million. This was a construction loan that would become long-term financing; the amount has been paid down significantly from the New Markets Tax Credit equity.

The Ed Roberts Campus in Berkeley, California, is intended to be an international model for accessible design while helping ensure that people with disabilities can live independently and without discrimination. The campus knits together the hole that BART created with its parking lots back in the 1960s and is designed to help revitalize this part of south Berkeley.



TIM GRIFFITH

TIM GRIFFITH

The income to service that debt comes from rent that the organizations pay to occupy the space. The seven partner organizations pay rent, and there is about another 25,000 square feet [2,300 sq m] for which tenants will also pay rent.

**Leddy:** Are the tenants paying close to market rents?

**Golvin:** The partner organizations are paying a below-market rent. The new organizations that are coming in, by and large, are paying market rent.

**Clawson:** Perhaps one of the most interesting aspects of this deal is the New Markets Tax Credit financing. We pursued this mechanism because it would allow the ERC to fund the

tenant improvements that were not included in the original budget and reduce the amount of the Wells loan from \$6 [million] to \$2 million, which makes the financial viability of the whole center much more solid.

**Golvin:** At the commencement of construction, there was enough money from all the sources we just identified to build the base building, but there was no money to pay for tenant improvements. At the time, the partners' solution was to go to capital campaigns individually to pay for the tenant improvements. But the economy collapsed, and an ambitious capital campaign became impossible. We needed to find a way to do the tenant improvements and reduce the debt service.

**Clawson:** The New Markets Tax Credit program was developed to create incentives to stimulate business development in qualified census tracts and in qualified low-income communities. We were familiar with that kind of financing from our work with other nonprofit centers, like the David Brower Center in Berkeley. The challenge is that to qualify for New Markets Tax Credits, you have to be in a census tract that meets certain low-income qualifications. Oddly enough, the census tract where the ERC is located isn't one of those. There are low-income tracts on all three sides, but this tract includes the BART station and its parking lots, so it has a very low population, and the neighboring residential area is somewhat more upscale. There is another provision in the program regulations called "targeted populations" that said that if you can demonstrate that the business serves a targeted low-income population, then it can qualify for New Markets Tax Credits. But the regulations were unclear.

**Golvin:** The fundamental problem was that everybody assumed that you have to look at the clients being served—that that's the way to meet this low-income qualification. The documentation would have been horrendous, because you would

have to income-certify every client that walked through the door. But there were regulations that allowed another approach, which is that the employees of these organizations can be low income. And provided that over 50 percent of the employees are at or below 80 percent of the median income at the date they were hired, then they qualify as the targeted population.

**Clawson:** By and large, the Ed Roberts Campus partner organizations hired low-income employees who came from the disabled community. Many of these employees had been with these organizations for 15 or 20 years. When these organizations started, they were very grass roots and had little funding. Each of the organizations had to identify all their employees and have them get records from the year before they were hired. Then we had to create a master lease of a portion of the Ed Roberts Campus and sell that master-lease interest to a newly formed entity. Then the master-lease premises would be leased solely by those organizations who qualify with their employees so that a portion of the building could be financed.

**Leddy:** So the tax credits only financed part of the building?

**Clawson:** The tax credit is equal to 39 cents on each dollar of qualifying costs financed with New Markets Tax Credits. Because we subdivided and master leased this interest, we sold that master lease interest to a newly formed entity for the New Markets Tax Credit financing. So we took two-thirds of the cost of the building as the sale price to this new entity. And then we added on to that the costs that were going to be incurred in the tenant improvements and related fees and everything associated with those tenant improvements for that master-leased space.

**Leddy:** For some percentage of the building?

**Clawson:** Sixty-some-odd percent. So we sold the master-lease interest, which was money that had already been spent and had

been financed with all these other sources; we put it through the New Markets Tax Credit structure. That generated New Markets Tax Credits. Those tax credits were bought by JPMorgan Chase. And that tax-credit equity that they invested—net-net-net, after all the expenses—was about \$8 million. And that \$8 million paid for the tenant improvements, which was about \$4 million, and allowed the ERC to reduce the amount of the Wells loan by approximately \$4 million, to take it down to \$2 million. So the whole New Markets Tax Credit financing generated about \$8 million in subsidy.

**Leddy:** What's the future of developing for not-for-profits?

**Golvin:** With redevelopment in California likely to be eliminated [through Governor Jerry Brown's plan to eliminate redevelopment agencies to help address the state budget deficit], we're going to see some significant displacement of the infrastructure that's been built up, which has been very effective in building affordable housing in this state. The tax increment set aside from redevelopment has been the main source for local money, in addition to the state bond money. Legislatively and politically, we're going to have to be fighting for a different way to get projects funded. Until that happens, production, especially affordable housing, is going to shrink for a while.

**Clawson:** Yet we are seeing a lot of interest from nonprofit organizations. They are becoming more sophisticated and more knowledgeable about these types of funding programs. And frankly, there's more need. The likely collapse of redevelopment means more folks will be turning to New Markets Tax Credits as a funding source. Since standard commercial financing is still almost nonexistent, the nonprofit sector represents some ray of hope because there's still a desire and a need to invest in those communities. And as that can get coupled with some of these other funding

sources and tax credits, some real opportunity remains.

**Leddy:** Beyond the Bay Area, do you think that this kind of work will keep going in other places where there is a strong philanthropic community?

**Clawson:** Yes. The New Markets Tax Credit program has grown and matured nationwide. There's a lot of demand in the urban areas for redevelopment. And they have created a portion of the New Markets Tax Credits to go to rural communities. There's also a portion focused on disaster areas, like the areas affected by Hurricane Katrina.

**Leddy:** What about new mechanisms?

**Clawson:** There are two in California that have been in the works for a while. One is a fund for transit-oriented development, and one for affordable housing around transit. Both are supported by a handful of organizations that lend primarily to the nonprofit and affordable-housing community.

**Leddy:** Who is funding this?

**Clawson:** Half is coming from banks, and the rest comes from philanthropic funds like the San Francisco-based LIIF [Low Income Investment Fund] and NCCLF. Both of these funds are set up so they can work within more flexible financing structures like the ones we have been discussing.

**Golvin:** Which goes back to the philanthropy. The groups that have put those funds together come out of the philanthropic world, and their money comes, ultimately, from the foundation world. Fifty million bucks is a lot of money. But it can't be left in a project. It's got to cycle back through.

**Clawson:** This is the core of public/private participation in mission-driven work. You need activists, architects, lawyers, finance people—and yes, developers. **UL**

# METROPOLIS

## MISSION-DRIVEN

by  
**Karen E.  
Steen**

ED ROBE

3075



**Most architects** strive to establish a singular brand, but there's one firm that wants others to replicate its work. That's because its firsts aren't about a trademarked form; they're about finding news ways for architecture to bring about social change. Under this philosophy, the stars of the show are not the architects but the clients. In the case of the Ed Roberts Campus, a center for disability rights and services in Berkeley, California, these stars are

more likely to accessorize with white canes and wheelchairs than black turtlenecks and angular eyewear. And when you watch them proudly entering the ERC building through the front door, not some loading ramp out back by the Dumpster, you realize just how powerful good design can be—even without the pyrotechnics.

The firm is **Leddy Maytum Stacy**, and its three principals have been plying the trade they like to call “mission-driven

design” for almost three decades. William Leddy and Marsha Maytum, who are married, met at the University of Oregon architecture program in the 1970s. In 1982, Maytum went to work at the San Francisco firm Tanner & Van Dine, where she met Richard Stacy. Leddy joined the company the following year. The firm's makeup morphed a few times, and by 2000 the names on the door were Leddy, Maytum, and Stacy.



Leddy Maytum Stacy's new Ed Roberts Campus epitomizes the firm's commitment to socially relevant design.

The building creates a proud civic presence for the Berkeley, California-based disability-rights organization.

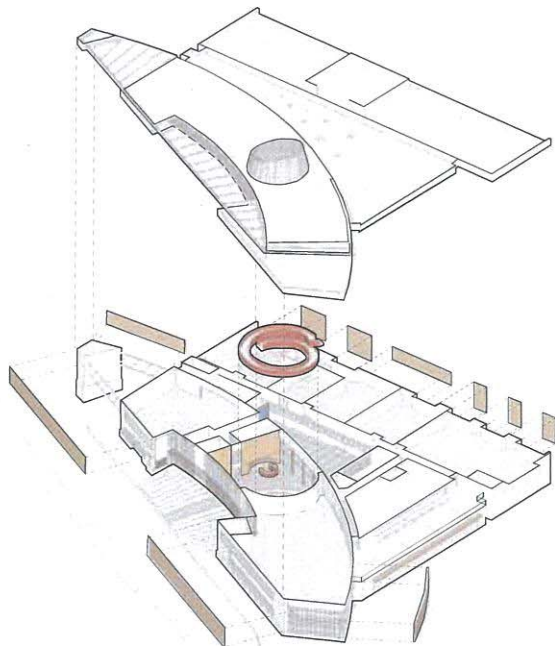


For the central hub of the building, LMS created a flexible space that can accommodate multiple programs. The glass doors of the Bernard Osher Foundation Education Center conference rooms (above) open onto an interior courtyard, a gathering space that can also host conferences.

● *“Fundamentally, this project is about the idea that good design is a social-justice issue,” William Leddy says. “Everyone deserves to experience a thoughtfully made place.”*



Universal design is in the bones of the ERC, not just its details. Skylights throughout the building (above and left) provide an organizing element that helps to delineate pathways, making the space easy to navigate. Nonparallel walls (below left) help to distribute sound and reduce ambient noise.



In essence, the partners grew up together, and together they’ve developed a way of working that is rigorous in both its value system and its attention to detail. At Tanner & Van Dine they started as project architects, deeply immersed in every door and strut. “And we’ve really never let go of that,” Stacy says. “One of the consistent comments we get is how thoroughly thought out the buildings are down to the smallest detail.” They expect the same of their 18 employees; no one is simply a designer or a spec writer. One partner and one associate are assigned to each project, and that duo sees the job all the way through. “We’re not just sketching and never appearing again,” Leddy says of the partners. “That’s how we like to spend our days, but we also think it results in much stronger projects.”

It’s also an approach well suited to taking on tough challenges. “We have a track record of being the first to tackle something really complicated,” Stacy says. When the National Park Service took over the Presidio military base in San Francisco, the firm landed one of the first commissions, the Thoreau Center for Sustainability. The bureau wanted green architecture, but this was in the mid-1990s, before the LEED rating system, and there weren’t many existing examples. As the lead architect on the project, Maytum tracked down materials like cotton insulation made from old blue jeans and designed an entrance canopy of photovoltaic panels. If these sound like common green features today, that’s because the building became a model for the NPS’s sustainability guidelines—and for green projects nationwide. “The work we did helped them understand that it can be done,” Maytum says, “and in a fiscally responsible way.”

Though it has done its share of commercial, for-profit





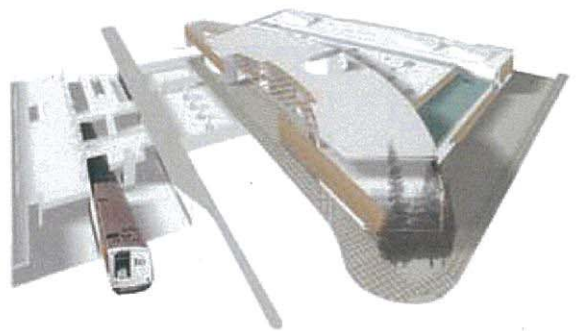
The heart of the campus is the lobby's vivid red ramp, suspended from an oculus skylight lined with bamboo. "It tells you our story immediately," says Dmitri Belser, ERC's president. The organization recently updated its logo to incorporate an image of the ramp.



●  
*"It gets down to the shared set of values that we've all had since we were young'uns," Marsha Maytum says.*

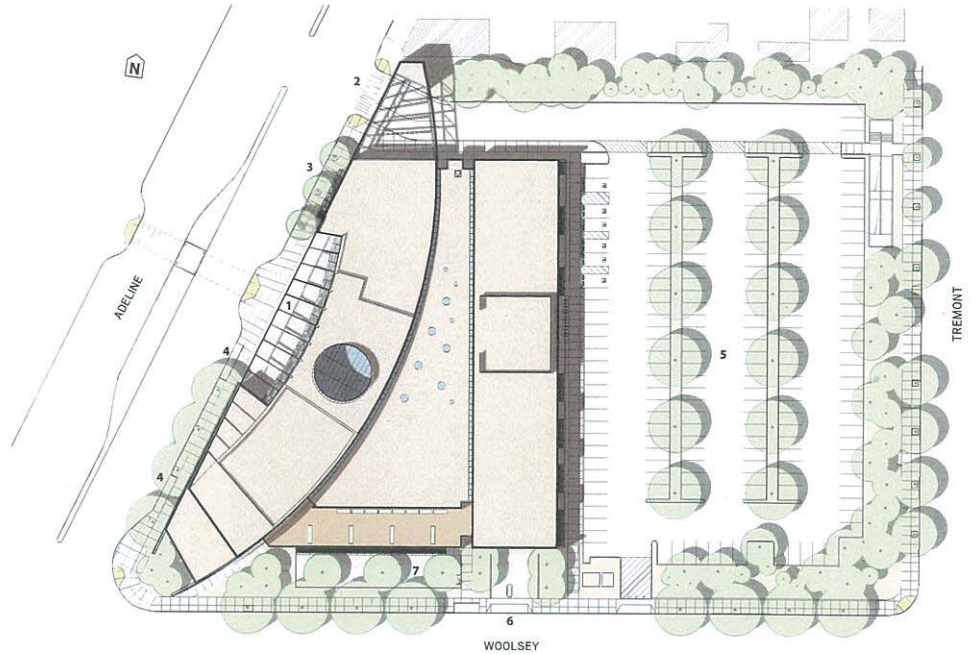
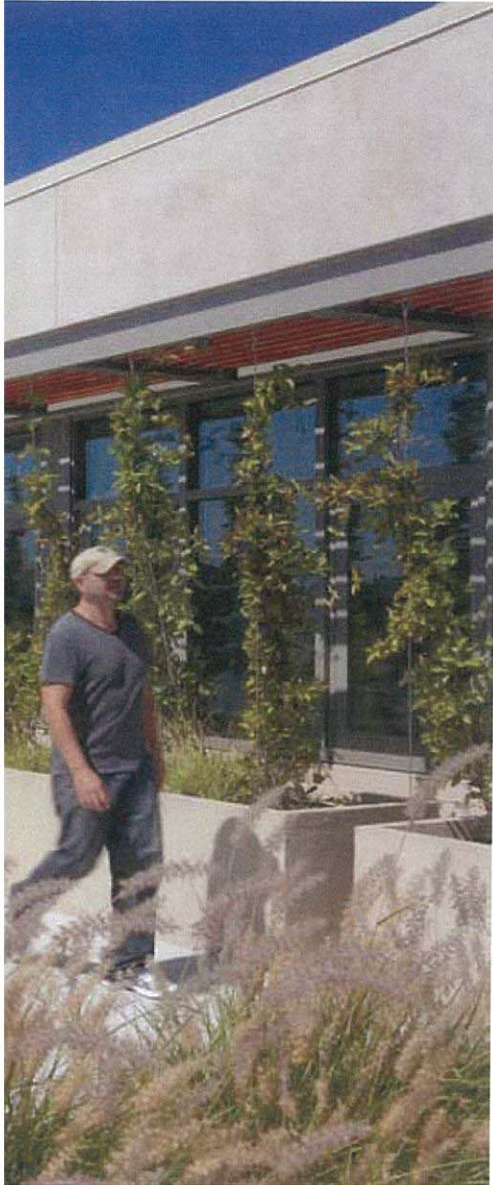


A roof deck on the south side of the building (above) provides casual meeting space and creates a setback from the residential side street. An underground entrance to the Ashby BART station (left) connects to the lobby via elevator.



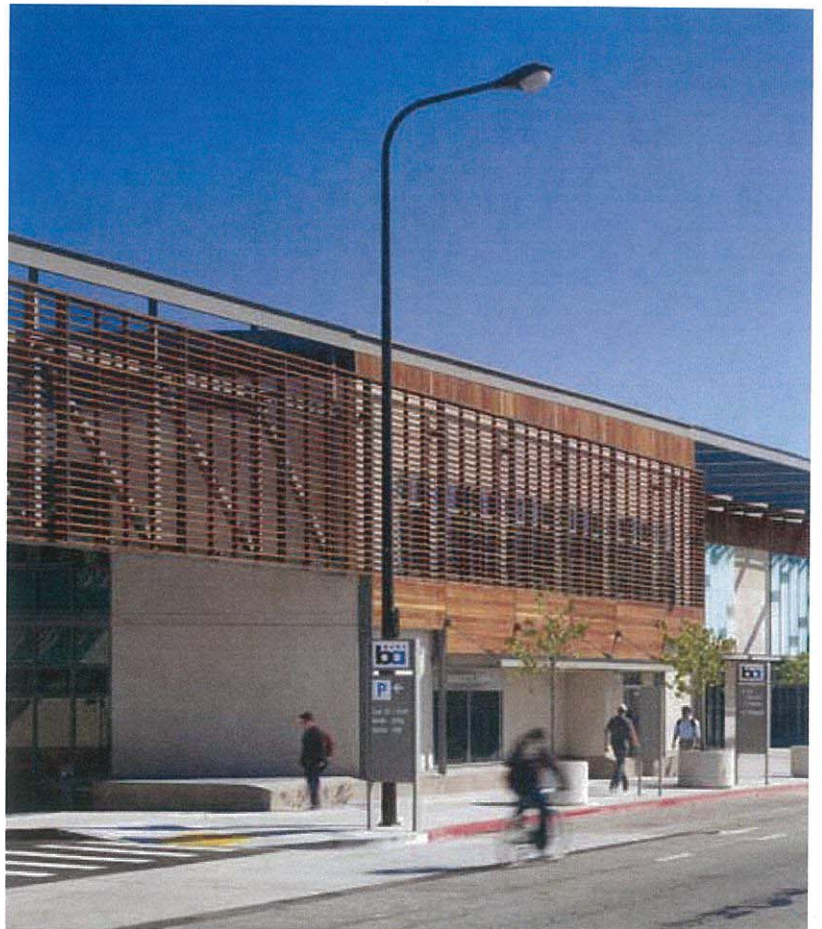
Plan and rendering, courtesy Leddy Maytum Stacy Architects





LMS gave the campus a strong civic presence with a curved facade (above) that opens its arms to Adeline Street, one of Berkeley's main thoroughfares. Ipe screens soften the

facade (below) and extend past the southwestern corner of the building to hug two mature redwood trees—like any good Berkeley resident would.



projects, the bulk of LMS's work is for clients with a social mission, be they government agencies, schools, or nonprofits such as ClimateWorks and the Natural Resources Defense Council. "It gets down to the shared set of values that we've all had since we were young'uns," Maytum says. "We've made conscious decisions over the years that if there's something we can contribute through our work, then that's what we want to do. I mean, what more could you want to do with your professional life?"

Ed Roberts, namesake of the new campus in Berkeley, had a similar philosophy. In the early 1960s, he was the first student with significant disabilities to attend the University of California at Berkeley. He went on to cofound the World Institute on Disability and became a pioneer of the independent-living and disability-rights movements. After Roberts's death in 1995, his colleagues looked for a way to continue his work. They decided to bring together in one building local organizations that address disability rights, either through policy work or direct services.

The \$47 million project houses 11 different organizations,

## SEMINAL PROJECTS



### CALIFORNIA COLLEGE OF THE ARTS, 1997

Repurposing a 1951 bus-maintenance garage made CCA's San Francisco campus an object lesson in sustainable design. The building's solar panels, radiant-slab heating, and unique seismic bracing have since become part of the school's architecture curriculum.

### RENE CAZENAVE APARTMENTS, 2012

Following the success of the Plaza Apartments project, LMS is working on a second building for the formerly homeless in the redevelopment area near San Francisco's new Transbay bus terminal.



Top: Richard Barnes; bottom: courtesy  
Ledy Maytum Stacy Architects



As other firms and the market catch up, LMS is still at the forefront, pushing for the next level of green: buildings that don't emit carbon or consume more energy than they make.

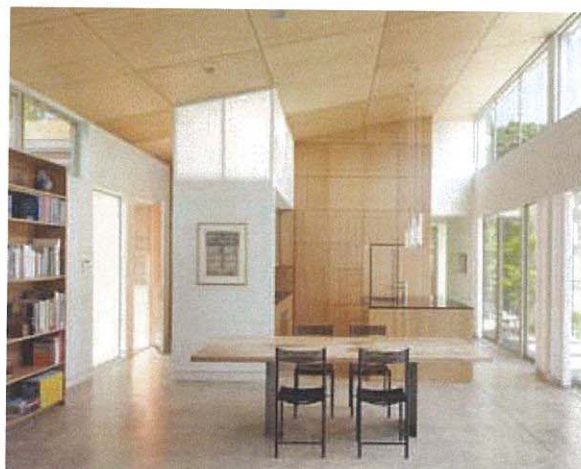


and it took nine years and a complex mix of government and private funding to complete. That led to a challenging design process that ERC's president, Dmitri Belser, likens to "designing a kitchen for seven couples." One thing the groups agreed on was that the campus should go beyond just meeting their physical needs. Buildings for people with disabilities tend to look institutional and somewhat foreboding, but, Belser says, "we wanted to make this a building that was open, that welcomed people in and also showed them what was happening inside." Many universal-design projects get bogged down by a hyper focus on ADA compliance, especially accessible bathrooms. But the campus's ambition demanded a higher level of thinking. "Fundamentally, this project is about the idea that good design is a social-justice issue," Leddy says. "Everyone deserves to experience a thoughtfully made place."

To approach the larger issues of disability rights metaphorically, he and the project architect, Gregg Novicoff, homed in on a small, quotidian detail, what the latter describes as "that socially awkward moment when the person in the wheelchair takes the ramp while her ambulatory friend bounds up the stairs and waits at the top." From this came the idea of a ramp that wasn't a tacked-on afterthought but the main architectural event, placed at the lobby entrance. Inspired by Frank Lloyd Wright's Guggenheim Museum, Leddy took a structural spiral, made it lighter and more sculptural, and wrapped it around an exhibition space at the bottom and a round skylight above. LMS had the idea to suspend portions of the ramp from the ceiling and brought on Arup to engineer it. By putting support rods only at the interior edge, Arup was able to cantilever the ramp and make it appear to be floating in midair. Panels of red composite resin make up the ramp's walls, giving the building a signature color and filling it with a rosy glow when sun from the skylight streams through them.

#### VAI AVENUE CASE STUDY, 2010

This three-bedroom, 2,245-square-foot house on a suburban lot generates all its own energy and emits no carbon, providing a green model for the 21st century. LMS used only conventional building materials and widely available technologies to prove that net-zero homes are a goal within reach.



The task for the facade was to raise the profile in the community of people with disabilities. A sweeping, arc-shaped plaza gives the campus a civic presence and reaches out to hug the city. Ipe screens soften the exterior and echo the neighborhood's wood-shingle houses. The campus is at the Ashby BART station, primarily to make it accessible to people with disabilities—but the location has the added benefit of visibility. “Part of the idea was to come out of the shadows and give these folks the opportunity to really be there in the community, to have people engaging them,” Leddy says. One move in this direction was to put a BART parking lot directly behind the campus. Commuters pass through the building's lobby to take the elevator down to the underground train platform.

Inside, every detail takes universal design into consideration. You notice it in the automatic doors and lights, the long-distance security-card readers (which can detect a card inside a backpack hanging on the back of a wheelchair), and the elevator's oversize kick buttons. But some of the most important universal features are invisible. A fountain at one end of the interior courtyard doubles as a location device for the sight

**The firm hopes that the Ed Roberts Center will become a case study for other architects, proving that good-looking modern design can be universal and green. It wasn't interested in an R & D project.**

impaired, who use its sound to determine where they are in the building. The street-facing café is accessibly designed both in front of the counter and behind it, to allow for customers and employees with disabilities. An impressive degree of daylighting throughout the campus aids those with sight impairments, and an acoustical ceiling treatment—fabric stretched over a sound-absorbing finish—lessens ambient noise for the hearing impaired. The floor plan is an easy-to-navigate loop, so that people with cognitive disabilities can find their way without assistance. And all the materials and finishes have low levels of VOCs or none at all, to accommodate chemical sensitivities.

What's perhaps most surprising about this degree of universal design application is how much sense these features make for any user. What's good for people with disabilities—daylight, healthy indoor air quality, pleasant acoustics, a rational building layout—is, by and large, good for everybody. Universal design really is universal. Though the ERC decided not to take on the expense of green certification, the building has all the sustainable features of a typical project by the firm and was designed to meet LEED Gold standards.

What you won't find here are a lot of experimental tech innovations—that would undercut the firm's belief in making its projects replicable. “They weren't interested in being an R & D project,” Novicoff says of the campus. “It's a more powerful narrative to say, ‘You can do what we did in your neighborhood,’ instead of saying, ‘You need to buy all these doodads and gizmos because it won't work without them.’” The firm hopes the project will become a case study for other architects, proving that good-looking modern design can be universal and green.

The case-study approach has made Leddy Maytum Stacy one of the country's leaders in sustainable design. The evolution of green

architecture can be charted through the firm's projects from the past decade and a half. As technology, materials, and popular opinion grow more sophisticated, LMS extensively researches to find the newest and most effective technologies and materials. The firm has earned four AIA Committee on the Environment Top Ten Green awards, including one for the conversion of a 1951 Greyhound garage by Skidmore, Owings & Merrill into the San Francisco campus of the California College of the Arts. The idea of adaptive reuse as a sustainable move was new in 1997, and it turned the building itself into an object lesson that is now part of the curriculum. “Being that it's a design and architecture school,” Maytum says, “what better way to teach that than to have the building be this great transformative use of an existing building?”

The Nueva School, built in 2007 in Hillsborough, California, exemplifies a later phase in green design, when schools became eager to incorporate such teaching moments. A living roof provides a habitat for an endangered butterfly species and helps connect the K-8 students to the natural world. And the two-year-old Michael J. Homer Center, at Sacred Heart Preparatory, in Atherton, represents the latest stage of sustainable architecture. A building-management system with interactive touch screens lets students monitor the energy use in the building on an hour-by-hour basis. Both Top Ten Green projects, the schools use natural ventilation and PVs to consume about 65 percent less energy and 50 percent less water than a typical U.S. school would.

As other firms and the market catch up on these ideas, LMS is still at the forefront, pushing for the next level of green: buildings that don't emit carbon or consume more energy than they make. The Vai Avenue Case Study, a private residence in Cupertino, may be the first carbon-neutral, net-zero-energy suburban house. Just as the original Case Study House Program reinvented housing for the late 20th century using then-new improvements in manufacturing and materials, this is a case study for the realities of the 21st. “That was then,” Leddy says. “Now there's a different reality—and how do we rethink things in terms of living a prosperous life?” The strikingly modern three-bedroom house uses off-the-shelf materials and existing construction technologies to show that ideas like a net-zero, net-carbon home are attainable now.

Next, LMS plans to build another net-zero residence, this one an experiment of a different sort: a residence for 16 autistic young adults in Sonoma. The recent, alarming increase in autism among children raises new questions about how the most severely affected will live as adults, and this project, funded in part by the nonprofit Sweetwater Spectrum, hopes to set a higher standard by trading the dreary nursing home for cohousing with an organic garden. “The idea behind the residence is that they would grow old together,” Maytum says, “and that their families would be assured of a nurturing place for them to achieve their greatest sense of independence.”

If there ever were a concern that recent converts to green architecture would steal LMS's thunder, the Sweetwater Spectrum project should prove that there will always be new social issues for Leddy, Maytum, and Stacy to tackle. As more firms start to adopt the practices it has pioneered, it's LMS's integrative philosophy that really deserves to be copied. “It pains me to see these modifiers before the word *design*—sustainable design, green design, universal design,” Leddy says. “Good design does all of these things or should aspire to.” The same could be said of good architects. ■