

# ByDESIGN

An Online Journal of Exceptional Achievement

## Pamela Adams

AIA LEED AP

**Predesign Planning,**  
Applying Intelligence  
to the Future



**Charles Higuera, FAIA**  
*The Client, Getting Real*

**Susan Hagstrom &  
Omar Ramirez**  
Creating a Welcoming  
Environment at CED

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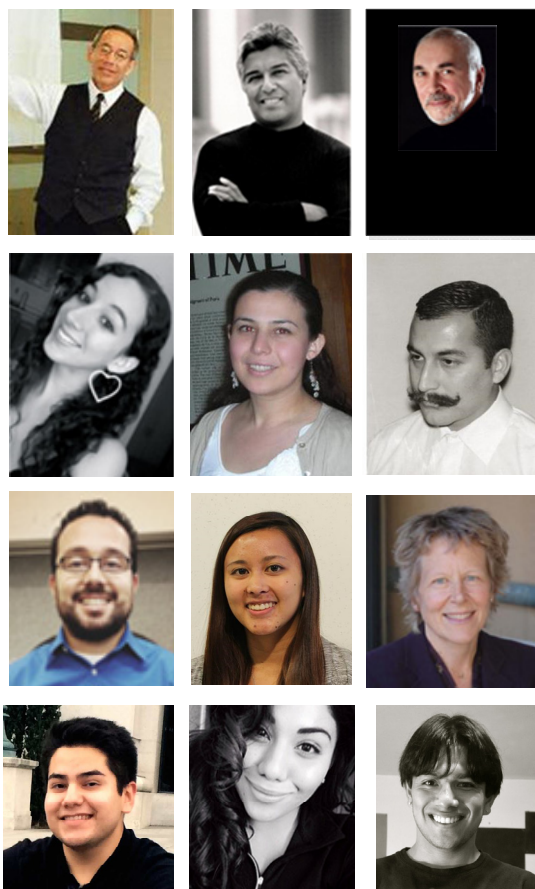
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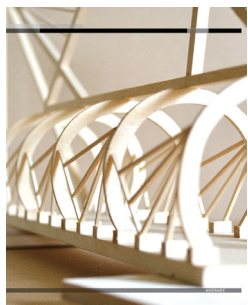
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By Susan Hagstrom and  
Omar Ramirez

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## ANNOUNCEMENTS

### CASA Alumni Prizes & Guest Speaker, March 18<sup>th</sup>

D. Oswaldo Lopez

ByDesign is pleased to announce the ByDesign Speaker Series sponsored by the CASA Alumni Association, CASA, and the College of Environmental Design.

The speaker series will be presented prior to our scholarship awards program and will feature extraordinary individuals who have been profiled in our ByDesign e-zine publication.

Please join us on March 18th 2014, as we kick off our speaker series with a one on one personal audience with Mr. Carlos Perez, graphic artist and designer, the man who drew the Apple Logo.

**ByDESIGN**  
An Online Journal of Exceptional Achievement

Presents

**The Man Who Drew the Apple Logo**

Come and hear award winning Silicon Valley graphic designer / artist Carlos Perez speak about design and the design process, and his role in developing one of the world's most recognizable corporate identification programs, the Apple logo.

March 18, 2014  
7:15 - 8:15 pm  
The Gallery, College of Environmental Design, UC Berkeley

All CED students and faculty are invited to join us at the CASAalumni awards ceremony immediately following the lecture!

Hosted in collaboration with:

CASAalumni | CASA | BERKELEY ENVIRONMENTAL DESIGN

### ON THE COVER:

The cover photo was shot in San Francisco by Los Angeles-based photographer Michael Hernandez. He works for internationally recognized photographers Jeremy and Clair Wiess at Day 19 Studios in Eaglerock, CA. He received a BA Fine Arts from the Pasadena Art Center.  
dearlhernandez@gmail.com

## A Future Consciousness

By Roy R. Hernandez



"Hernandez!" the soft yet somewhat gruff voiced exclaimed; "What is the definition of planning?" As a new student to CED I lacked a good answer.

Over the years I have observed that persons with a strong future consciousness work differently; they envision the possible, and synthesize trends and opportunities into creative solutions. This cognitive skill is applied to all aspects of their life. Not only is a future consciousness essential in design and planning professions, it is indispensable in the changing times in which we live in.

"Applying intelligence to the future!" came the answer from my mentor, and Professor at the College of Environment Design, James Prestini. Sometime later Prestini introduced us to numerous books on the importance of developing a future consciousness written by noted futurist Alvin Toffler, the author of *Future Shock*, *The Third Wave* and *Learning for Tomorrow*.

In this issue we feature Pamela Owens Adams, a thought leader in pre-design planning, developing programs and strategies for major projects. For 30 years, "applying intelligence to the future" has personified her work, shaping the built environment without practicing architecture. Prestini and Toffler would be proud.



Pamela Owens Adams  
San Francisco, CA 2014  
(Photo: Michael Hernandez)

### On the Boards, exceptional CED Student Work posted on the CASA Website

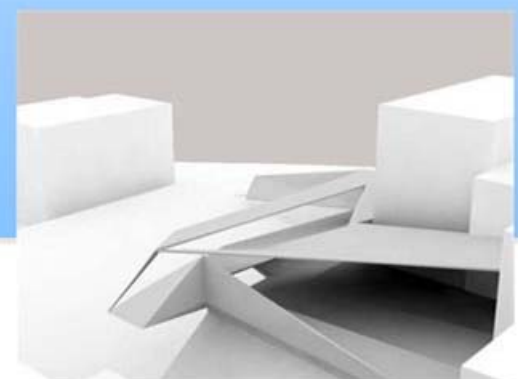
Jorge Andrade  
BA Arch 2014



Alejandra Jimenez  
BA Arch 2015



Diana Nguyen  
BA Arch 2015



# COVER STORY: Pamela Owens Adams, AIA LEED AP

ByDESIGN<sup>®</sup>  
a quarterly e-zine

Volume 11 February 28, 2014

## Predesign Planning, Applying Intelligence to the Future

By Lauren E. Hernandez, Staff Writer



Not many people can say they attained two advanced degrees in Architecture and Urban Design from some of the most prestigious design schools in the country, managed to juggle raising three children, led a worldwide consulting practice, established their own consulting firm and plan on ensuring that public sector money is spent in the community's best interest.

Pamela Owen Adams, principal of Owen Adams Consulting, boasts thirty years in strategy development and planning for both public and private sectors. Adams' extensive success can be attributed to her design experience and an unyielding curiosity to learn.

ByDESIGN asked Adams to recount her experiences in the field, and the path taking her from world-renowned Architecture-Planning firms, such as HOK San Francisco, to joining the small network of Woman-owned and Minority Business Enterprises.

**Women in male dominated fields are faced with obstacles that can either hinder further achievement or act as a catalyst for ambition. You chose to accept this inequality but not let it deny your professional progression. What advice would you give women today?**

I forged ahead, not oblivious but aware. I didn't let it be a barrier and put my best efforts forward. I have two daughters in their twenties now and if I were giving them advice I probably would not say take my own strategy. They're able to be a little more proactive if there is real discrimination - call people out on it.

The environment is different now - but that was my strategy. You know that's forty years ago, so I'm not sure that my lessons are that helpful. Today, the environment is totally different. If anything, there are actually quite a few groups that foster opportunities for women and minorities, so seek those groups out.

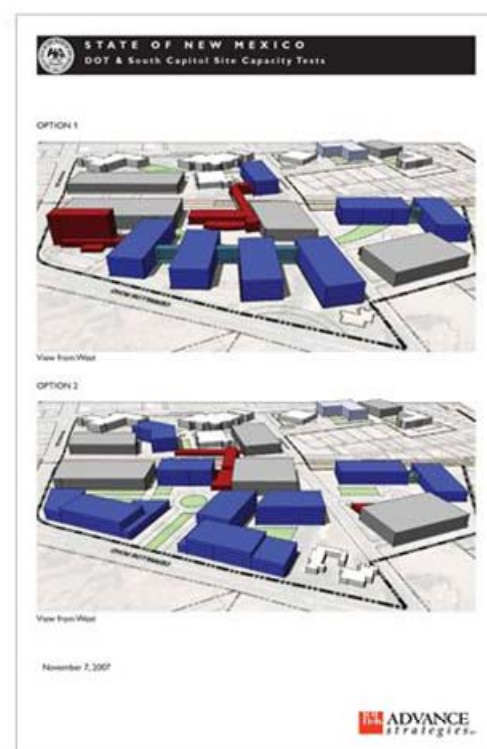
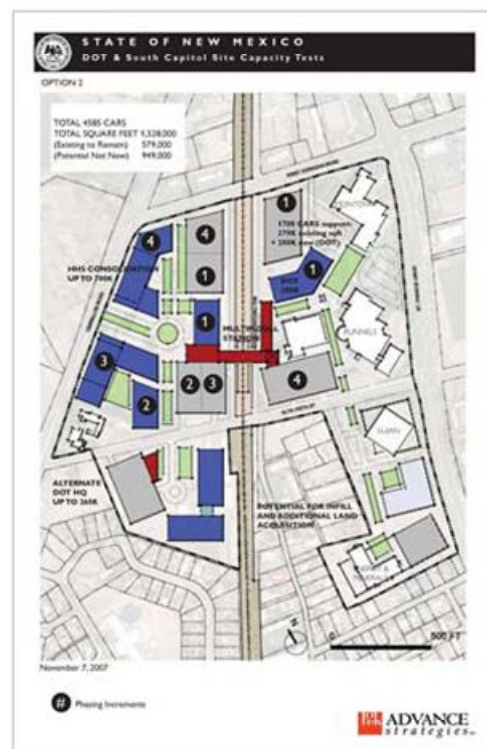
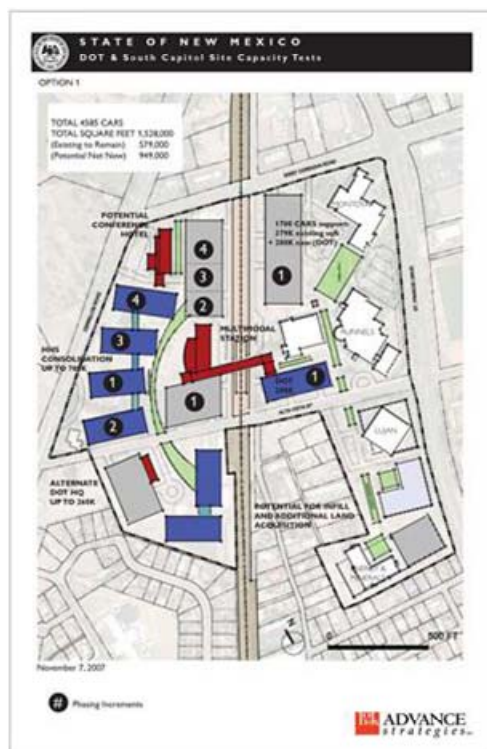


***In high school, your diverse set of skills and interests eventually boiled down to an attraction to architecture. Architecture married the scientific and artistic components that you clung to, and it offered the opportunity to problem solve.***

In college and certainly high school I had very wide ranging interests. I was fascinated with science and physics. I was not that great at math but when you're interested in science it pulls you into math. You put up with it because it helps you answer the questions in science. I was also really interested in art and languages. It took me a while in college to figure it out. I was convinced that architecture would combine the scientific side, physics and then the aesthetic and artistic, which it does. That's how I arrived at it; I would say it was progressive.

**“ The work I do is pre-design so it's a shorter time frame than if I were an architect designing a building. ”**

What inspired me was the University of Texas, where they had a really good person in charge of the Planning Department, Professor John Galler.



*New Mexico Health and Human Services – Regional Consolidation – Maps and Perspective, HOK San Francisco*

# COVER STORY: Pamela Owens Adams, AIA LEED AP

## Continued:

He was very involved in planning Philadelphia - really major, major city planning and urban design. That was what really inspired me because it's more problem solving, which is basically what I do now.

**You worked at HOK for 13 years, culminating in a position of Vice President of HOK Advance Strategies. What was your role?**

I led the Facilities Planning service line of HOK's firm wide, the worldwide Advance Strategies group, which had its roots in HOK Consulting and (after HOK acquired CRS), CRS Advance Planning group. Through my career, predominant types of projects have ranged from: corporate headquarters and facility master plans, portfolio and regional-level consolidation master plans, academic and institutional facility planning and programming, City Halls and Civic centers and county, court and state facilities, as well as site evaluation, programming and master planning.

**What advice would you give students graduating from design and planning schools today as they set off on their professional careers?**

If you have any interest in public finance or real estate development, take at least a few courses to round out your architectural background. Often it's the financial decision makers who are in the driver's seat, so knowledge of their metrics and mindset is very important. Seek out opportunities to travel and understand other languages and cultures - It broadens your outlook like nothing else, and we need that broader outlook to function as well-rounded professionals. And finally, try to do as much networking and informational interviews as you can to determine your career emphasis; there are so many directions you can go with an architectural background.

**What drives your work today?**

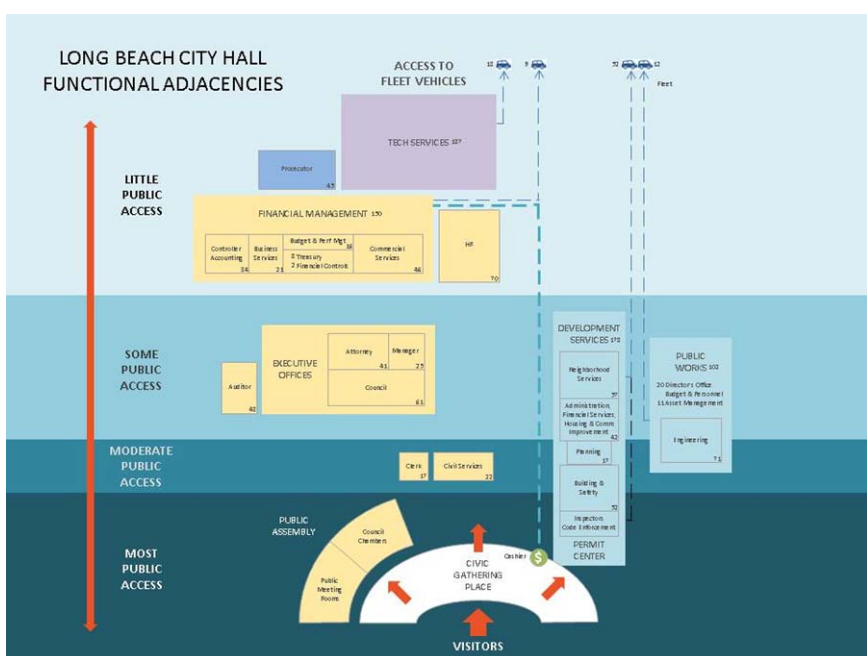
It's kind of inexplicable in a way, but its curiosity. Curiosity to learn, and wanting to figure things out. Wanting to not only figure things out but also wanting to understand - wanting to explain; again it's just translation. It's something very complex and I'm trying to untangle it and explain it in a clearer more understandable way. That's what drives me.

“ I'm the bridge between the needs of the client and a description that the designer can use to produce the design solution. ”

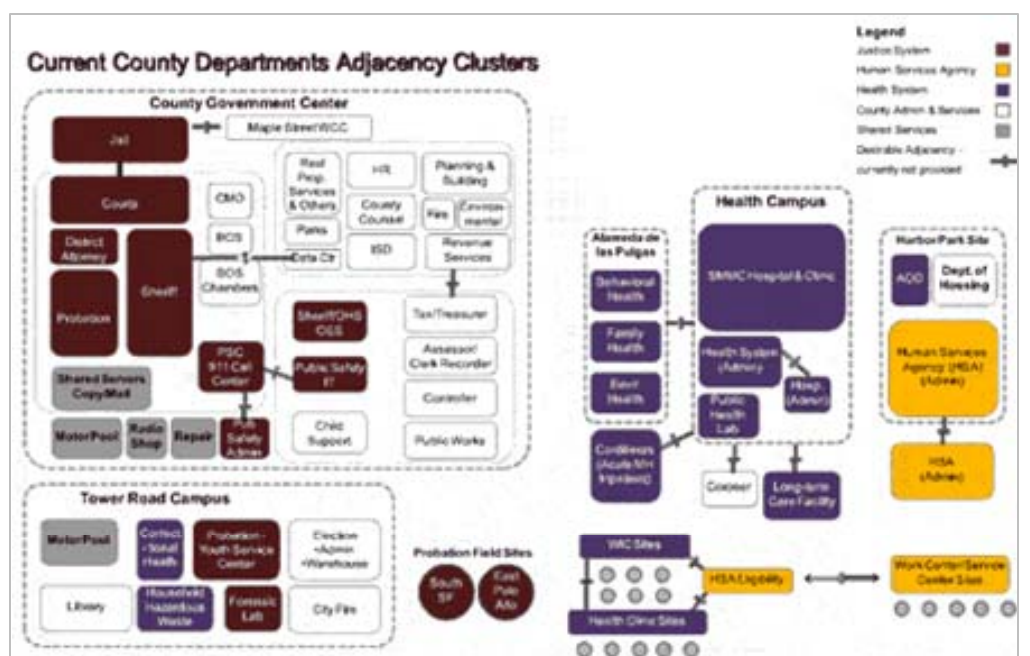
I'm coming to the stage in my career where wanting to give back is driving me. For instance, two public sector projects I'm working on now are a civic center and a courthouse. What's motivating me is to see that all of those hundreds of millions of public dollars are spent in the best way possible.

Adams epitomizes a person who has embraced obstacles, armed herself with a set of skills that overlap various professions, expressing the aspiration to ensure that the public benefits from public sector projects.

Adam's has the ability to view public and private projects with the analytical rigor of a scientist and the creative eye of an artist. In Adam's words, "I'm like the translation from all the things that the client knows to something meaningful to the architect. I'm the bridge between the needs of the client and a description that the designer can use to produce the design solution." As her body of work attests, Pamela has been applying her intelligence to the future for years.



Long Beach City Hall Functional Adjacencies, architectural programming of a new civic center. HOK San Francisco



San Mateo County Department Adjacency Cluster: architectural programming of a new county building. HOK San Francisco

**About the Author:** Lauren Hernandez is a Senior Journalism Major at San Jose State University and a freelance writer. Her articles have appeared in ByDESIGN, Mountain View Patch, Los Altos Patch, San Jose State Spartan Daily, and the Santa Monica Mirror. dearlhernandez@gmail.com

## Planning & Development Advisory Services

By Roy R. Hernández



Owen Adams Consulting provides planning and development advisory services to help clients support their organization's mission and operations. Their role is to guide good decisions about investment in real estate and facilities.

Assignments in which Pamela Owen Adams has played a key role range

across many industries and building types and for the full spectrum of public, institutional, academic and private clients. Over thirty years in business, projects have included greenfield and urban infill sites, buildings, campuses and entire property portfolios, from benchmarking to standards development to facility assessment.



San Francisco Justice Facilities Improvement Program and Hall of Justice Renovation vs. Replacement Study, HOK



City of San Jose City Hall, Programming Study, HOK Design / Photo: Richard Meier & Partners Architect, Steinberg Architects



Programming Study, HOK RAND Corporate HQ Design / Photo: DMJM Design, Los Angeles

**OWEN ADAMS CONSULTING**  
226 Roosevelt Way San Francisco 94114  
owenadamsconsulting.com

### Portfolio and multi-site scale

- Site selection
- Needs assessment
- Facility assessment
- Consolidation planning
- Scenario planning

### Campus and area scale

- Site and environmental analysis
- Master planning
- Development strategy
- Highest / Best Use analysis

### Building scale

- Feasibility analysis
- Utilization analysis
- Renovation vs. Replacement analysis

### Representative Experience: Corporate Clients

- Aera Energy Headquarters Renovation Development Strategy (Joint Venture of Shell and Mobil), Bakersfield, CA
- Chevron Bay Area Consolidation Strategy, San Ramon CA
- AT&T UK Facilities Consolidation Study, London, United Kingdom
- Bank of America Data Center Facility/Workplace Strategy, San Francisco, CA
- Bank of Hawaii Information Systems Division Facility Strategy, Honolulu
- SRI International HQ Research Campus Master Planning, Menlo Park CA
- Genentech Adjacency Analysis; Building Lifecycle Decision Tool, South San Francisco CA
- Lifescan Strategic Facilities Plan (Johnson & Johnson division), Fremont, CA
- 3COM Field Office Strategy, Nationwide
- Lockheed (LMMS) Campus and Facility Strategy, Sunnyvale, CA
- Microsoft Issaquah Highlands: Precedents & Master Plan, Redmond, WA
- Microsoft Corporation Treasury and Trading Room Facility Strategy, Redmond, WA
- PG&E San Francisco Service Center Master Plan, San Francisco, CA
- SJW Land Highest & Best Use Study, San Jose, CA
- Toyota Motor Sales National Assessment Study, Torrance, CA

### Representative Experience: Public Sector Clients

- County of San Diego Strategic Real Estate and Facility Plan
- LA Department of Water and Power, Real Estate Strategy, Los Angeles basin region, CA
- **San Francisco Justice Facilities Improvement Program and Hall of Justice Renovation vs. Replacement Study**
- Monterey County Facility Master Plan, Monterey County, CA
- City of Austin Municipal Office Complex, Austin, TX
- Civic Center & Public Safety Feasibility & Benchmarking Study, Bellevue, WA
- City of Las Vegas Administrative Facility Strategic Plan, Las Vegas, NV
- City of San Diego Civic Center Master Plan, San Diego, CA
- **City of San Jose City Hall Programming Study, San Jose, CA**
- Santa Fe City Hall and Customer Service Center Improvement Strategy
- Santa Clara County Civic Center Master Plan, Santa Clara County, CA
- Judicial Council of California Court Facility Master Plans (13 Counties)
- HHS Consolidation Program and Site Evaluation, Santa Fe, NM
- State of Nevada Public Safety Consolidation Plan, Las Vegas, NV
- State of California Bay Area Facility Master Plan, San Francisco CA
- California State Service Center Prototype, San Francisco, CA
- Bay Area Air Quality Management District HQ Study, San Francisco CA
- BART Administrative Facilities Consolidation Study, Oakland, CA

### Representative Experience: Academic Clients

- California State University, Los Angeles Master Plan Update, Los Angeles, CA
- Pepperdine University Space Utilization Study & Programmed Admin. Website, Malibu, CA
- Stanford University Mechanical Engineering Renovation/Re-use Study
- UC-Berkeley Business School Facility Program & Site Evaluation, Berkeley, CA
- University of California at Davis Social Sciences and Humanities Building
- University of California-Davis Student Services Building, Davis, CA

## The Client - Getting Real

By Charles A. Higuera, FAIA



**Author's Note:** *Having spent nearly 30 years in conventional architecture practice, I decided six years ago to accept a position with the City of San Francisco to serve as a capital program manager, i.e. client representative.*

*I am thoroughly enjoying myself because I am in a key position to influence the definition and delivery of work - to empower the design professionals we hire to perform at the highest level possible. I offer the following examination of the Client relationship sprung from my experience of the last 35 years.*

To varying degrees, the reality of the Client is not consistently considered in the education of a design professional. In fact, the nettlesome proposition that is the reality of the Client is often diminished to avoid protracting/complicating the design assignment. Understandable, as the duration of an assignment may be at odds with as thorough an examination of the client as would occur in professional practice. That said, upon graduation many students of design are blissfully unaware of the degree to which the Client truly matters in what will transpire and ultimately yield design solution. Very soon this bliss can become at least surprising if not for many, dismayingly frustrating.

All Clients, whether possessing deep or shallow pockets, occurring in the public or private sector, have expectations that cannot be underestimated or neglected. To do so, produces a former Client - often much more quickly than could have been imagined! So what to do?



I once heard Arthur Gensler say that the biggest mistake design professionals make is to act as though the project belongs to them - it doesn't - it belongs to the Client. He certainly would endorse the great passion and creativity we all seek to apply to the work that we do, but his is a warning to avoid a singular obsession with what moves us most to create a conflict with what is most important to our Client.

The challenge then is to align our agenda with that of the Client. What we must FIRST do toward that synchronicity - the shared agenda - is understand our Client thoroughly. We must as the saying goes, walk a mile in their shoes. This requires research and observation.

In this age we live in, a deep dive into all that defines them can be easily accessed via Internet. That alone though does not provide all the insights we must have - we have to get to know them as individuals, as human beings with likes, dislikes, and idiosyncrasies.

“ To varying degrees, the reality of the Client is not consistently considered in the education of a design professional. ”

Suggesting a meet-and-greet hosted at the office, or a lunch, or some other informal setting is a very wise investment of time. A thorough due diligence on our Client, as organization and as individual is essential to achieving project success.

Once we've assembled the crucial consciousness on our Client, and perhaps had the more congenial get-to-know, we are on the way to forming a sustainable relationship. Similar to any relationship we form, it hinges heavily on several factors: expertise (i.e. what's special about you?) honesty, reliability and evident caring. There are others to be sure, but these four are the ones that I would highlight. The long duration of projects will experience the inevitable ups and downs, but these can all be navigated successfully if the core of the relationship is strong, and this occurs through the demonstration of the above factors.

### Expertise:

Congratulations! You've distinguished yourself among others vying for the work. Once done with the celebration, try asking the Client exactly why they selected to you. You may anticipate 90% of what they'll share, but they may surprise you by what THEY highlight as your perceived expertise - your value proposition. Prove that value every time you meet and communicate with them and in what you produce. Be a leader and make high-quality of all that you do; by doing so you will surge ahead in their esteem and earn their respect and continuing patronage.



## The Client - Getting Real: continued

### Honesty:

Be as forthcoming in offering the truth of the matter, whether a misalignment of scope and budget, a schedule impact, or a mistake that's been made. Addressing such problems effectively with skill and immediacy, whether created by design professional action or from some other causation, will engender confidence with the Client.



*"There will never be great architects or great architecture without great patrons."  
Edwin Lutyens*

### Reliability:

Being there for the Client cannot be overstated. Clients want to know you have their back and are keeping them continuously informed and advised, especially about alignment with their performance parameters. A Client should never be left to wonder about the status of the project or what you are doing in service for the project. Communication that is appropriate and sufficient - from THEIR perspective - is the key.

### Evident Caring:

While entities contract for services, its people that deliver them, and therein lays the fun - or the drudgery. Not all Clients will be easy to care for, but once under contract, it is your job to do what you must to provide that care. In your appraisal of potential Clients - and you should seek to choose you Clients as much as they choose you - you may discover some are notoriously difficult Clients.

**“ Not all Clients will be easy to care for, but once under contract, it is your job to do what you must to provide that care. Bottom-line - never stop caring about your Client. ”**

With these Clients, go forward with eyes wide open and without delusion that somehow you'll be different. You may be, but be prepared to deal when you discover that you are not. Nonetheless, seek to super-please them, go the extra yard, and surprise them with the unexpected accomplishment. Bottom-line - never stop caring about your Client.

## CASA Now!

### Perkins + Will, San Francisco, Hosts CASA Firm Visit

By Diana Nguyen



On February 28th, CASA members took a tour of architectural firm Perkins and Will located near AT&T Park in San Francisco. Headed by their Level 1 Arch, Laura, we learned about how the firm operates spatially and collaboratively between their three office sectors: architecture, interior design, and urban design.

We were familiarized with the programs that were most often used in their projects, which varied from Google Sketch Up, hand sketching, and Revit. Along the tour, they heavily emphasized their concern for sustainable strategies in their designs, often striving to reach for LEED Gold certification in their projects.





## Perkins + Will, San Francisco, Hosts CASA Firm Visit: continued



Photo: © Perkins + Will

During this session, we had the opportunity to learn about how the firm networks with clientele as well as members' professional experiences working on certain projects.

Nearing the end of the tour, CASA members had the opportunity to ask any questions about Perkins and Will.

We were also able to inquire about internship opportunities and the processes involved.



CASA members take a break to take a group shot.

When describing their personal experiences about the profession, they gave us valuable insights about the differences between small and big firms when beginning to gain experience in the architecture field. The tour was a great start off as we continue to tour different firms this spring semester.

### Perkin + Will

185 Berry Street, Lobby One, Suite 5100  
San Francisco, CA 94107  
415.856.3000

**Editor's Note:** We would like to thank Perkins+Will for actively supporting diversity and exposing CASA members to a world class professional environment and practice.

On Friday March 7th, we will visit the landscape firm SWA Group (San Francisco). I anticipate that CASA members who come will have another valuable opportunity to learn about how landscape firms operate and get the chance to practice their networking skills!

### About the Author

By Diana Nguyen is a student at the College of Environmental Design, UC Berkeley. She is a 4<sup>th</sup> year student pursuing a BA in Architecture. She is Co-Treasurer of CASA, and has been a volunteer at the YWCA Pre-Kindergarten Enrichment Program and the ReUse Club (committed to reducing and diverting the amount of materials thrown out annually from the university). Diana can be reached at [di.ana\\_14ng@berkeley.edu](mailto:di.ana_14ng@berkeley.edu).



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## Help Us Create a Welcoming Environment in the College of Environmental Design – We need your ideas!

By Susan Hagstrom and Omar Ramirez



*Imagine that you could design the type of undergraduate program in which every student feels welcome, supported, and valued - what would you include? What institutional barriers - economic, social, or other - would you address that prevent the full participation of each CED student?*



Currently, CED is home to the highest percentage of historically underrepresented minority students (22%) and the highest percentage of Pell Grant recipients (48%) of all of the undergraduate colleges at Cal. In addition, 35% of our undergraduates are first generation college students and 71% are first or second generation immigrants. CED provides services to current and prospective students from all communities and we incorporate our values of Advising Excellence, Equity & Inclusion, as well as Health & Well-Being into our programs and services.

However, the college would like to do more for our undergraduates. In keeping with CED's overall goals for equity, inclusion, and diversity, the advising staff in the Office of Undergraduate Advising are actively engaged in creating an equitable and welcoming environment for students in the College.

**“ CED is home to the highest percentage of historically underrepresented minority students (22%) and the highest percentage of Pell Grant recipients (48%) of all of the undergraduate colleges at Cal. In addition, 35% of our undergraduates are first generation college students and 71% are first or second generation immigrants. ”**



This spring, we will be presenting at the National Academic Advising Conference and the UC System-wide Advising Conference on the topic of “Creating an Equitable and Inclusive Environment for Students: What Advisers Can Do.” To help us prepare, we ask your assistance in assessing the CED student experience.

### We seek your input!

Help us improve the student experience. Have you observed or experienced disrespect or bias based on race, ethnicity, gender, physical ability, or sexual orientation? What happened and what would have made a difference? Alternately, have you felt welcomed and valued in CED and if so, what contributed to this positive experience?

**Whether you are a CED alum or a current undergraduate, we would like to hear about your experiences. Please send us your ideas and suggestions and help us create a welcoming environment for all students.** Every idea or comment is welcome.

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