2015 AIA Fellowship

Nominee: Pamela Anderson-Brulé
Organization: Anderson Brulé Architects, Inc.
Location: San José, California
Chapter: AIA Santa Clara Valley

Sponsor: Craig Hamilton FAIA
Organization: CANNONDESIGN

Category of Nomination:
Category Two - Practice (Management)

Summary Statement:
Creating a new leadership role for architects, Pamela Anderson-Brulé, engages clients, leaders, and stakeholders in a comprehensive and transformative evaluation and reprogramming of public agency service operations, while balancing human, social, economic, and environmental needs.

Education:
Undergraduate: California Polytechnic State University, San Luis Obispo, CA (1976-1981, 5 Years) - B.S. Architecture
Post Graduate Studies: Advanced Management Institute, San Francisco, CA (1992-2005, 13 Years) - AEC Business Administration Studies
Harvard University, Cambridge, MA (Summer 1991) - Certificate of Business Development and Communications
Harvard University, Cambridge, MA (Summer 1991) - Certificate of Financial Management for Design Firms
Harvard University, Cambridge, MA (Summer 1990) - Certificate of Managing the Design Firms
Ecoles d’Art Americaines, Palais de Fontainebleau, France (Summer of 1980) - Studies included Architecture, Landscape Architecture, Fine Arts

Licensed in: California, Arizona, Colorado

Employment:
Anderson Brulé Architects, Inc. (1984 - Present, 30 Years)
Nomination Signature Sheet

Candidate's Name

Component Nomination

Name of component organization: AIA Santa Clara Valley
Signature of chapter president or secretary: [Signature]
Name of chapter president or secretary: Britt Lindberg, AIA Chapter President

OR

Nominated by any 10 AIA Members or any 5 Fellows in good standing:

1. Signature/date: [Signature]
   Print/Type full name/chapter: [Name]

2. Signature/date: [Signature]
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Note: It is the responsibility of the sponsor to notify the AIA component of a petition nomination.
October 11, 2014

John Castellana, FAIA
Chair, 2015 Jury of Fellows
The American Institute of Architects

Dear John and members of the Jury:

It is with great enthusiasm that I sponsor Pamela Anderson-Brulé for elevation to the College of Fellows in the American Institute of Architects.

Pamela has advanced architectural practice by creating and implementing successful strategies that combine a deep understanding of systems and organizational thinking with strong leadership skills to create positive cultural and organizational change for public clients. She is widely recognized for her innovations in problem definition, stakeholder engagement, and process planning where open participation and engagement of the community, users, and interested participants has become a necessary component of the design process.

I have known Pamela since the 1990s, when we were both studying at the Advanced Management Institute (AMI) founded by Lou Marines, Hon. AIA, former AIA CEO. We were both searching for ways to make tangible and positive changes in the systems and process of professional practice. Pamela was an early adopter and advocate of AMI’s new practice methodologies, and her firm became a prime exemplar of the benefits of systems thinking, process mapping, and total quality management to increase the value architects bring to clients, organizations, and society.

Her expertise has led her to be sought out by world-class firms, including SOM, Perkins and Will, and Carrier Johnson, for collaborations that have resulted in extraordinary new systems and operational plans for city, county, and university facilities. Her process leadership and collaboration on the San José State University and City of San José Martin Luther King, Jr. joint-use library has been widely recognized as a groundbreaking new model for the delivery of shared services.

I also experienced her work firsthand when we collaborated on a large, complex planning and design project for Ohlone Community College in Northern California. Her extensive knowledge and energetic leadership was instrumental in creating a successful engagement plan for a complex hierarchy of campus and community stakeholders. Her effort resulted in full support and enthusiasm from the college community for both a new set of buildings and new organizational and programmatic models of educational engagement and student support.

While many of the practice innovations Pamela began are now widely adopted in the profession, during our collaboration at Ohlone College, I directly experienced how she has advanced those original process techniques into a mature and rigorous approach to client and stakeholder engagement. In my many years of practice and collaboration, Pamela stands out as an exceptional architect whose approach to engagement and the design process leads the profession.

Pamela readily shares her knowledge and practice innovations with the profession by teaching and speaking about systems thinking and design process theory, and by mentoring emerging professionals in her office. Her work has also widely influenced others: her practice is a central case study in the influential practice management book, *New Models of Professional Practice* by Kyle Davy and Susan Harris.

Pamela’s innovations have had a powerful influence on the profession, demonstrating the leadership value of architects and providing significant client and community services far beyond traditional practice. I strongly urge you and the jury to elevate Pamela Anderson-Brulé to the College of Fellows.

Sincerely,

Craig A. Hamilton, FAIA
Principal

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Creating a new leadership role for architects, Pamela Anderson-Brulé, AIA engages clients, leaders, and stakeholders in a comprehensive and transformative evaluation and reprogramming of public agency service operations, while balancing human, social, economic, and environmental needs.

Working exclusively in the public realm, Pamela Anderson-Brulé, AIA created a new practice model through her development of Strategic Process Design. In 30 years of practice leadership and continual study of advanced business models, she has honed a new service standard for architects that includes facility design and master planning, but takes an extra step to add leadership of the evaluation and reprogramming of the client’s vision, services, and operations. Her consultation with local governments, public healthcare, university libraries, and other public agencies has resulted in new service and administrative models that have greatly improved operations, efficiency, and user experience.

Pamela believes that for a building design to be truly successful, it is the architect’s responsibility to fully understand, engage, and enhance the client’s entire operations from a human, social, economic, and environmental perspective. Strategic Process Design begins by creating a comprehensive dialogue of needs, expectations, and models of the client's vision, services, and operations with all of the client's stakeholders: administrators, political leaders, community members, employees, and those who will use the services within the building. She focuses on problem discovery first, elevating her design leadership and significantly expanding the architect’s traditional role to become facilitator, services consultant, and efficiency expert. She guides her clients, the community, and other constituents to understand not only their present needs, but the future evolution of their needs, and works with them to create new service concepts and detailed operational plans that achieve their vision. She does this with a focus on a simple formula that she developed: Service + Environment = Experience. Pamela leads her clients through a process where they design the experience they seek for their community engagement by defining specific services that will be delivered and the environment needed to successfully create that experience.

This process creates a setting in which real collaborative and adaptive work can thrive. The people involved are transformed into a high-performance team of individuals working towards a shared vision. Through the completion of the architectural work, the team defines a new place that will ultimately support the legacy of their original vision.

Pamela’s Strategic Process Design was nationally recognized for the groundbreaking new service and operational models developed for the Martin Luther King, Jr. Library, a joint-use library for San José State University and City of San José, designed by Gunnar Birkerts Architect, Carrier Johnson, and Anderson Brulé Architects as collaborative partners. Prior to the building’s design, Pamela worked with City and University managers, librarians, community groups, and others to facilitate the creation of new service models that seamlessly combined the two library systems. Later, the City of San José asked Pamela to lead Strategic Process Design for their proposed new city hall, after a new city manager determined the ongoing design did not align to the City’s cultural or administrative needs. Pamela held a series of workshops with employees, administrators, political leaders, and community constituents to determine their operational needs and vision. Subsequently, designer Richard Meier, FAIA reconfigured the program to accommodate the vision developed through the process. For example, transparent government was paramount, so conference rooms were moved from behind security barriers to publicly accessible locations on each floor of the building.

Pamela has honed her new methodology through years of practice and study at Harvard University's Special Design Program and the Advanced Management Institute (AMI) founded by Lou Marines, Hon. AIA. She has widely shared her knowledge about this and other problem solving techniques, such as systems thinking and living system theory, to audiences at firm retreats, universities and colleges, professional conferences, and professional workshops and courses. She trains her staff in team building, facilitation, communication management, documentation, and decision tracking to expand their skillset, which has influenced other design professionals to establish a more expanded role in project leadership. During her career, she has led the Strategic Process Design in collaborations with renowned firms such as Perkins & Will, Anshen & Allen, SOM, Carrier Johnson, and Cannon Design on numerous nationally recognized projects. Pamela has also shared her unique and collaborative approach to design leadership with practice leaders across the country through her 15 years of work with AMI and FMI Corporation, where she has engaged in think-tank A/E groups in the design of new models of practice. By modeling strong leadership, Pamela influences other design professionals – inside and outside of her own practice – to expand their role as leaders in an ever-changing industry.
SIGNIFICANT WORK  SECTION 2.1

Note: Date denotes start of project

2014

Santa Clara County Department of Family and Children Services – Receiving, Assessment Intake Center Feasibility Study
Development of an inclusive and collaborative service and operational model and feasibility study to provide sustainable and appropriate care for children and youth in protective custody. Includes a systems-wide needs assessment of Social Services in relationship to protective custody and identifies key systems improvements beyond physical space improvement. The work includes all stakeholders and service partners that work with DFCS to deliver services or to protect children/youth/parent rights.

City of Campbell Civic Center & Library Master Plan
Considers the community and neighborhood’s desire for a community green and facilities to enhance and promote community engagement, learning, and play with improved connection to the downtown retail core. Development of community needs assessment, plan of service, facility program, facility scenarios, and a final six-acre master plan for city administration, police, historic museum, historic home, and library in the heart of downtown.

Saratoga Civic Theater Master Plan
Community-based process to consider the expansion and renovation of a theater/council chambers which included theater company needs and community priorities. Multiple scenarios were developed to accommodate renovations and additions with minimal impact to the theater’s operations. This study allowed the City to move forward with their planning.

2013

City of Los Altos Civic Center Master Plan
Phase 1 Update Community Center
From 2007-2009 a master plan for this 19-acre site was created through a community-based process that resulted in an approved plan. Due to the recession, it was determined that a bond would not pass. In 2012, an update to the original master plan began to focus on Phase 1 – the community center including recreational fields and a public pool. The community was re-engaged in a process of developing and balancing priorities for community amenities that could be supported by a bond. This update assesses these current community priorities and City financing opportunities for a 2015 bond election.

2012

The Health Trust Strategic Operational Plan
This non-profit organization supports the delivery of health care to the underserved in Santa Clara County by supporting service partners with financial counselling, book keeping, marketing, business strategies and as well as service improvements and grants. When they lost their lease, it provided the Health Trust an opportunity to reconsider their own organizational structure and service model. Development of an existing building assessment, program, feasibility study, and cost model led to a new organizational model and design that was implemented into a new facility.

Ohlone Community College Master Plan & New Academic Core – in Association with Cannon Design
Working collaboratively with the Ohlone Community College District, a campus-wide master plan was created which included design standards through a shared governance model. The project also included the creation of an adaptive service and educational model to be included in the design of three buildings for science, arts, general academics, and learning commons.

City of Capitola Library Master Plan
The development of a long-range plan to develop a new library for the City within the Santa Cruz County Library system. Includes working with a citizen group to establish community priorities for library services as well as studies for site fit and selection for the location of the new library.

Santa Catalina School Master Plan & New STEM Building
This exclusive private boarding/day school, on a 36-acre site in Monterey, California, had not built a new academic building in over 40 years. The master plan effort for the 3.75-acre academic core worked with the school community including administration, faculty, and students to develop an updated model for education based on best practices resulting in a new 26,000 SF math and science building with a focus on marine biology.

Saratoga Foothill Woman’s Club Historic Renovation of a Julia Morgan Design
This beautiful club house, originally designed by Julia Morgan and constructed in 1915, was in need of renovation and updating to allow for accessibility and to support the activities and services of the Saratoga Woman’s Club to remain a financially viable organization. This required a carefully designed and very inclusive process with the entire membership to build a shared vision, common values, and approved design direction that allowed for extremely sensitive updates to this beautiful facility.
City of Los Altos Downtown Visioning Study
A vision for downtown was developed through a collaborative process with the community, stakeholders, and City staff. This led to the redesign of a streetscape that included new sidewalk and landscape, new water retention and bio-swales design, and city-wide recycling and waste approach – rebranding the downtown look and feel.

City of Mountain View Rengstorff Park Master Plan
A master planning effort defined the long-term park vision and established a framework for addressing aging facilities, including community center, senior center, daycare, and community pool, across the popular 27.5 acre site. A community-based process that designed and facilitated community needs and priorities, shared vision, and approach to community services.

Saint Louise Health & Hospitals Regional Hospital Master Plan
Development of community needs assessment in parallel with demographic and regional healthcare analyses helped inform an expansion plan on one campus and a reuse plan at another campus. This included a hospital master plan and a medical office and urgent care facility.

City of Virginia Beach Joint-Use Library
Design of an award-winning 120,000 SF joint-use library that serves as the center of lifelong learning and engagement for the community. Open in 2013, this landmark project has become a national example of seamless service and community partnership to expand community resources in the delivery of public education and enrichment.

Santa Clara County Health & Hospitals Downtown Clinic Feasibility Study
Development of building and site feasibility studies, real estate assessment, market needs assessment, service model, operational planning, and programming to allow for the development of a new clinical model of health services and the construction of a new clinic.

Monte Sereno City Hall Master Plan
Through existing conditions analysis, service concept development, and space needs assessment, project goals and objectives were created, setting the foundation for future phases of the master plan. This process was designed and facilitated as an inclusive community-based project which allowed for community dialogue to build a shared vision.

Mills-Peninsula Hospital Strategic Identity and Interior Architecture
Development of interior architecture and a strategic identity of this 450,000 SF hospital to create a defined experience for patients, families, and hospital staff. This process included a large cross-functional population of users, hospital staff, and administrators to develop a shared vision.

City of Los Altos Civic Center Master Plan
Development of a community needs assessment, plan of service, facility program, and master plan scenarios for City administration, police department, arts and culture facilities, library, swim facility, and historic facilities for a 19-acre site in the heart of downtown. This community-based process was highly inclusive and transparent and built advocacy and community support over a two-year period to align priorities toward a long-range plan.

South County Catholic High School Master Plan
This entirely new high school campus will serve the southern edge of the county’s population. Working collaboratively with the South County Catholic High School taskforce and the Diocese of San José, a new educational master plan and curriculum core was developed as a first step in defining a vision for this new campus. The campus master plan included a long-range plan which outlined strategic phasing of facilities to allow for student population growth over time.
Pamela Anderson-Brulé, AIA Fellowship Application

City of Sunnyvale Library of the Future Study
A community-based and highly detailed process to develop a vision, needs assessment, plan of service, operational plan, and conceptual design to outline the community and City vision for the Library and the method to achieve it in a long-range master plan.

City of San José Solari Park Master Plan
Master planning involved community-based planning and programming for the integration of a joint community center and library space onto a 12-acre park site. The approved master plan included the building and adjacent city park amenities which led to the construction of this new public facility in a very under-served neighborhood within San José.

De Anza Community Campus Center
Collaboration with student body representatives, faculty, staff, and campus facility managers contributed to the creation of a program and design to modernize the existing Campus Center.

Notre Dame High School San José Master Plan Vision
A vision plan established a new approach to the educational plan which allowed for new trends in project-based learning, faculty collaboration, and student success. The master plan included both long- and short-term development of the existing urban campus in a phased approach that allowed for development over a 20-year period.

Allergy and Asthma Association of Santa Clara Valley
The development of a new central service hub for this county-wide health system included new models in service delivery, strategic planning, and programming. The architectural and interior design services aligned to organization’s newly formed operations and culture.

San José State University Clark Hall Renovation Project – in Association with SOM
With the new construction of MLK Library, the old Clark Library could be renovated into a new student success center, faculty offices, and administrative offices. Clark Hall became the center for student success and engagement. This collaborative effort was led by SOM and included strategic work by the design firm IDEO for the student success center.

City of San José New City Hall
Mission Development & Strategic Operational Plan
Development of service assessment, mission, service priorities, and strategic operational plan for all city services located in the new city hall. Followed by an assessment and implementation plan of service functions to align to the City’s mission and strategic direction.

City of Newark & Ohlone Community College
Joint-Use Library Feasibility Study
A collaborative effort between the City of Newark, Ohlone College, Alameda County Library, and Newark Unified School Districts was designed and facilitated as a transparent and highly inclusive process to determine the feasibility of creating a joint-use library on the new Ohlone, Newark campus. This included the development of a needs assessment; plan of service; and operational, program, and cost models for the project.

FIRST 5 Santa Clara County
Strategic Operational Plan and New Facilities Design
This organization assists in early learning, health, and family support for children between ages 0 and 5. Strategic operational planning and space programming defined current and long-term needs of staff, programs, and strategic initiatives in a new service model for the organization which led to the design for relocation to a new facility.

Redwood Shores Public Library & State Bond Application
The City of Redwood City desired to create a branch library on an island within its jurisdiction, but miles from the city. They needed to build advocacy with the community, a partnership with the local elementary school, and a shared vision and detailed program to apply and receive funding from the State Library Bond. The design received approval from a coastal commission and the community developed an exemplary vision for a center for environmental education and a joint-use community center and library that has become an award-winning example of the community’s vision.

California State University Monterey Bay Strategic Library Vision
An exploration of university library service delivery informed development of a conceptual vision, goals, and strategic objectives for the planning process of the CSUMB library. This work was designed and facilitated to include the entire president’s cabinet and build common vision within the shared governance of the University to allow design to proceed with clear expectations.
SIGNIFICANT WORK  SECTION 2.1

2001

Town of Los Gatos Civic Center Master Plan
This highly detailed and inclusive project developed over a seven-year period culminated in a master plan. Development of needs assessment, service plan, strategic operational plan, and space program for administrative offices, police station, and library were included in the plan.

City of San José Alum Rock Urban Vision & Plan
A community-based project to create a shared vision for an urban development strategy along a major corridor on the east side of San José. The community worked to strategically design a plan that would remove blight, providing an increase in housing, and improve the neighborhood business district while aligning to the General Plan.

2000

Santa Clara County Social Service Department Strategic Operational Plan and Site Selection
The Social Service Department lost their lease and had to find a new office in the height of the real estate boom. It looked infeasible to maintain the organization in a single location. The study developed multiple scenarios and assisted in site selections. A new service model emerged from the study and a space program and scenarios developed for multiple locations. Ultimately, a single site was found and consolidation of the organization was possible.

Our House, Homeless Team Shelter & City Year Joint-Use Project
The shelter was losing its home to the construction of a new city hall. The concept of a new organizational model combining the homeless teen shelter with City Year, an urban “Peace Corps” which supports inner-city youth. A new joint-use model, service, operations, and design was created through a highly controversial and inclusive neighborhood process which included hundreds of meetings, ultimately building advocacy and approval for this award-winning project.

Saratoga Community Center Master Plan
A community-based project that facilitated dialogue to establish needs, services, operations, program, and master plan scenarios for a new and renovated community center, theater, and city hall on the civic center site. The plan included benchmarking other cities and developing cost models to assist in the framing of a finance strategy.

Mayfair Neighborhood Improvement Initiative
This non-profit organization need to create an internal vision, plan of service, operational plan, and implementation strategy for their business model. This included the long-range goal of managing neighborhood improvements and initiatives to improve the conditions of this eastside neighborhood. This project was financed through the City of San José Redevelopment Agency.

1999

San José State University Student Service Center
After exploring limited site options for a necessary relocation of student services, the first floor of a parking garage was selected. This was met with concern and resistance. A highly detailed and inclusive process was facilitated to build a new plan of service and operational framework that brought multiple departments together into a cohesive whole. The outcome was a new student service center that is a welcoming, functional space.

San Ramon Civic Center Master Plan – in Association with Cannon Dworsky Design
The project design was developed through a design competition among key architects in the realm of public master plans. This mixed-use plan included city hall, theater, library, museum, and retail integrated into a well balance master plan leveraging opportunities for cultural, educational, and civic experiences.

Mount Madonna School
Watsonville, California
The site became the inspiration for the new middle/high school, blending harmoniously with the surrounding redwoods and capturing a village-like setting. School leadership worked collaboratively to design a new educational model and architectural design that was completed as a community-based project from design through construction.

City of San José & San José State University Martin Luther King, Jr. Joint-Use Library – in Association with Carrier Johnson Architects & Gunnar Birkerts Architect
A 470,000 SF joint-use library is the first of its kind in the nation to bring together two organizations to deliver seamless service to public and university patrons. This award-winning library became the inspiration for joint-use facilities across the nation and the globe.

City of San José & San José State University Joint-Use Library Feasibility Study & Strategic Operational Plan
Development of library plan from feasibility analysis of organizational structure, plan of service, and operational plan lay the groundwork for the formal agreements for a new joint-use library between the two entities. This complex process was designed and facilitated to bring together two cultures and organizations with a single shared vision for service and build community advocacy for project approvals.

1998

1997
Santa Clara County YMCA – East Valley, Northwest, and Central Facilities Plans
A comprehensive three-facility renovation and new construction to update and improve community services to the region. This inclusive and membership process included leadership, staff, and users of all three facilities and created a new service model and identity for these Santa Clara County YMCA facilities.

Santa Clara County Health and Hospitals Valley Specialty Center – in Association with Anshen + Allen
A new medical office building on the County health center’s main campus is the central point of outpatient and urgent care for the county. This collaborative effort included facilitated development of the design through leadership, medical and administrative staff, and the users in development of this award-winning project.

City of San José Story and King Road Development Strategy
The community-based project for this large urban core in the eastside of San José facilitated hundreds of community members and advocacy groups to develop a strategic vision for land use and development strategies to improve urban blight and create an enhanced community asset for this under-served neighborhood.

Stanford University, Cowell Student Health Center
Strategic Operational Plan
A strategic plan was developed to examine alternatives to creating a new facility or renovating the existing facility, including evaluation of additional sites. This study created the service and operational model, program, and strategic approach to a new health center for Stanford students and paved the way for the new building.

Santa Clara County Health and Hospitals Chaboya Clinic
Strategic Operational Plan and Program
The medical service delivery process was standardized both architecturally and organizationally, resulting in a programmatic control document for use in design-build.

Santa Clara County Women’s Retention Center
Residential in character, the alternative sentencing facility is respectful of needs during women’s transition back into society. This unique project was created when a new highway displaced an existing facility. The state, city, and county developed a joint agreement to establish a new center which required a carefully planned and facilitated process of developing a shared vision and agreement.

Palo Alto Unified School District, Building for Excellence – in Association with Perkins & Will Architects
The process and protocol for the entire bond project was established. Campus space programs, master plans for all campuses, facility assessments, and conceptual cost models were created as part of this project.

Santa Clara County Health & Hospitals Valley Medical Center East Valley Health Clinic
The first of seven clinics planned in the new health delivery model for the County, this project developed the proto-typical clinic for all future clinics. A new plan of service and operational plan was developed through a facilitated process with hospital and clinical leadership, medical staff, and patients. Workflow analysis, patient experience, and service delivery were developed prior to the design and construction of this clinic.

Santa Clara County Health & Hospitals North Tower Project – in Association with Anshen + Allen
Sensitivity to the healing environment was captured and integrated into a unique and comprehensive design. The project brought together hospital leadership and medical staff in the development of a new hospital tower to replace the existing aging County facility.

Anderson Brulé Architects is incorporated, January 1, 1991
Anderson Brulé Architects
Practice Model - “The ABA Way”
Pamela Anderson-Brulé sought to develop a new model in practice leadership and management based on the architect’s ability to lead innovation, be thoroughly aware of development potential for the client and community, and understand how human systems learn and grow using new strategic business models. To achieve her vision, she trained staff in project leadership, communication, facilitation, systems thinking, and living systems theory. The result was a highly innovative, self-motivated, and adaptive firm.

Anderson Brulé Architects is founded as Image Design Planners
Presentations

Society of College and University Planners (SCUP)
“Discover New Models (of Integrated Planning)”
March 2014

Alliance for Innovation, Transforming Local Government
“Dream Big and Maximize the Opportunities in Your Community”
April 2013

Young Professionals
“Training in Master Planning”
November 2011

Health Care Facilities Symposium
“The Emotional Healing Experience: Hospital Design for Patients and Families”
October 2011

League of Cities
“Transforming Your Community Streetscape”
September 2011

Society of College and University Planners (SCUP)
“Capturing Opportunity: Expanding Programs by Fulfilling Community Needs”
January 2011

Advanced Management Institute, AEC Futures Research
“Trends and Drivers in the AEC”
“Is it Tomorrow Already? Megatrends Impacting Your Firm”
July 2009

DC Builds Conference
“Branch Libraries: San José Public Library”
November 2007

Society of College and University Planners (SCUP),
Campus of the Future
“Space Innovation: From Parking Garage to Student Service Center”
July 2006

Commercial Real Estate Women (CREW)
“Martin Luther King Library, The First of its Kind”
November 2003

Advanced Management Institute, Discovery Conference
“Organization and Eco-System Development”
October 2003

Advanced Management Institute, Discovery Conference
“Process Design and Facilitation”
September 2001

Advanced Management Institute, Discovery Conference
“Firm Transformation and Trends that Affect the A/E Industries”
May 2000

Collaborative Process Institute
“Project Facilitation”
February 2000
Professional Affiliations

American Institute of Architects Santa Clara Valley
Member, 1992 - Present
Board Member, 1998 - 2002
Chapter President, 2001 - 2002
Committee Chair
- AIASCV Strategic Plan 2002 – Still used today, this plan developed the structural and organizational plan for the relationship between the board and committees.
- Arch 101, 1993 – Non-dues revenue program to teach Planning Commissioners and City Council members how to collaborate with architects.
- Voice of the AIA, 2000 – A program to create a consistent message in public relationships as well as create a direct link between local politicians and city leaders and the AIA.

American Institute of Architects California Council
Board Member, 2001 - 2002
John S. Bolles, FAIA Fellowship

Rotary Club of San José, District 5170, Club No. 16
Member, 1999 - Present
Committee Member
- Enterprise Leadership Conference (ELC), 2003 - Present – Annual conference to teach high school juniors how to design and create business plans while understanding the basics of ethics, marketing, finance, and business management.
- International Youth Exchange, 2012 - Present – Act as host parent, counselor, and committee member for the annual international exchange program.

Steering Committee Member, 2013
- Rotary 100th Year Project – PlayGarden at Guadalupe River Park and Gardens, a 4.5-acre universal access play garden in downtown San José.

Committee Chair, 2008-2009
- Enterprise Leadership Conference (ELC) Created a Strategic Plan for the Enterprise Leadership program that is still in use today.

FMI AEC Futures Study
Steering Committee Member, 2009-2010
- Provided insight and critique of scenarios. Key player in shaping the project.

Collaborative Process Institute (CPI)
Founding Member, 1996 - 2000

PROFESSIONAL & COMMUNITY OUTREACH

Philanthropic & Educational Work

San José State University
Guest Lecture – Master Planning, September 2013
Guest Lecture – Master Planning, September 2012
Consulting Campus Architect, 2000 - 2005

Breakthrough Collaborative
Hosted annual Career Day to inspire and educate students about the architectural field. 2009 - Present

Old Orchard School
Introduction to Architecture, 5th Grade, 2009 - Present
Architectural Geometry Presentation, 2013

Notre Dame High School
Geometry Honors City Project Lecture, 2010 - Present
Faculty, Introduction to Design and Creative Thinking Course, 2014 - Present

Habitat for Humanity
Women Build Project, 2004 - 2006

Silicon Valley Education Foundation
Board Member, 2007 - Present

San José Educational Foundation
Board Member, 2005 - 2007

Franklin-McKinley Education Foundation
Board Member, 2002-2005


**Project Awards**

**American Institute of Architects Santa Clara Valley**  
Visions of the Valley, Honorable Mention, 2004  
Dr. Martin Luther King, Jr. Library  
Merit Award, 1999  
SCC Santa Clara Medical Center, New Main Hospital  
Merit Award, 1999  
North Tower Valley Medical Center

**American Society of Interior Designers (ASID), California Peninsula Chapter**  
Silver Award, Residential, 2014  
Award of Excellence, Residential, 2001  
Award of Distinction, Community Service, 2000  
Distinction for Community Project Interiors, 2000  
Atypical Infant Motivation Center  
Award of Distinction, Corporate Interior Architecture, 1998  
TUV/Siemens, Santa Clara, CA

**League of Cities**  
Helen Putnam Award of Excellence, 2004, for Intergovernmental Relations & Regional Cooperation, Dr. Martin Luther King, Jr. Library

**National League of Cities**  
James C. Howland Gold Prize, 2000, for Municipal Enrichment Among Cities with Populations in Excess of 500,000  
Dr. Martin Luther King, Jr. Library

**American School and University, Architectural Portfolio**  
Outstanding Design, Post Secondary, 2011  
Poly Canyon Village Housing  
Educational Design Excellence, 2000  
San José State University Student Services Center  
Citation, Work in Progress, 1999  
Dr. Martin Luther King, Jr. Library  
Specialized Facility Citation, 2014  
Tidewater Community College & City of Virginia Beach, Joint-Use Library

**Engineering News Record**  
Merit Award, Best 2014 Project, Mid-Atlantic Region

**Council for Advancement and Support for Education (CASE)**  
Circle of Excellence Silver Award, 2004, for Best Practices in Public or Governmental Relations, Dr. Martin Luther King, Jr. Library

**American Library Association (ALA)**  
John Cotton Dana Award, 2004, Dr. Martin Luther King, Jr. Library

**Design Build Institute of America (DBIA), Western Pacific Region**  
Excellence Award, Public Sector Building over $15 Million, 2010  
Poly Canyon Village Housing

**California Legislature Assembly**  
Excellence in Design Work, 2004, Dr. Martin Luther King, Jr. Library

**American Public Works Association (APWA)**  
Merit Award, 2009, Redwood Shores Library

**Western Council of Construction Consumers (WCCC)**  
Outstanding Achievement, Public Facilities, Redwood Shores Library

**Student Housing Business**  
Innovator Award, Best New On Campus Development, 2011  
Poly Canyon Village Housing

**Contract Design Magazine**  
Healthcare Environment Award, 1999, Santa Clara Valley Medical Center

**HONORS & RECOGNITIONS SECTION 2.2**

**Individual & Firm Honors**

**American Institute of Architects Santa Clara Valley**  
President’s Award, 2001

**ZweigWhite, Architect, Architecture Week**  
Best Small Architecture Firm to Work For, #1, 2008  
Best Architecture Firms to Work For, #3, 2008

**Silicon Valley Business Journal**  
Women of Influence, 2010  
Women of Distinction, Finalist, 2007  
Top 15 interior Design Firms in Silicon Valley, 2010

**Santa Clara County, First Five**  
Outstanding Service, Children and Families in the Community, 2005

**Construction Specifications Institute (CSI)**  
Co-operation Award, 2008
Publications about Pamela Anderson-Brulé’s Work

*Architecture: Celebrating the Past, Designing the Future*, 2008
By Nancy B. Solomon and Robert Ivey
Anderson Brulé Architects is recognized for their work successful work with Dr. Martin Luther King, Jr. Library, the first joint-use library in the United States.

“Economies of scale in the library world: Dr. Martin Luther King Jr. Library in San Jose, California,”
*New Library World, Vol. 104, Issue 7/8*
By Paul Kauppila and Sharon Russell
Dr. Martin Luther King, Jr. Library is analyzed for its operation as a joint-use library.

*San José Mercury News*
The Dr. Martin Luther King, Jr. Library innovative collaboration is featured.

“For San Jose’s new library it’s what’s inside that counts,” August 10, 2003
*San Francisco Chronicle*
The Dr. Martin Luther King, Jr. Library innovative collaboration is featured.

*Health Facilities Review: 2003-2004*
Anderson Brulé Architects is mentioned for its contribution to the interior design of the Santa Clara Valley Medical Center.

“High tech, high touch,” June 2012
*Health Facilities Management*
Mills-Peninsula Medical Center is featured.

“Interpretive Innovation,” September 2010
*Green Building Design Magazine*
Redwood Shores Community Library is acknowledged for promoting environmental understanding.

*Joint Libraries: Models that Work*, 2012
By Claire B. Gunnels, Susan E. Green, and Patricia Butler
Dr. Martin Luther King, Jr. Library and Tidewater-Virginia Beach Library are studied to analyze the success of joint-use college/public libraries.

*Managing AEC Project Organizations at the Edge of Chaos: An Analysis of AEC Projects' Adaptive Capacity from a Living Systems Perspective*
PhD Dissertation, University of California, Berkeley, 2005
By Beatrice C. Benne
A comparative study of processes from Dr. Martin Luther King, Jr. Library and San Francisco Airport’s International Terminal.

Penn Institute for Urban Research, University of Pennsylvania

“One for the books,” January/February 2014
*Virginia Town and City, By Christine M. Brantly and Neva White*
Tidewater Community College and Virginia Beach’s joint-use library collaboration is featured.

“Pleasant Surroundings,” December 23, 2001
*Silicon Valley Business Journal, By Megan Lindow*
Santa Clara Valley Medical Center’s design is highlighted.

“Uniting Two Worlds,” August 10, 2003
*San José Mercury News*
Special edition guide to the Dr. Martin Luther King, Jr. Library.
Publications by / about Pamela Anderson-Brulé

*Interior Design Handbook of Professional Practice, 2001*
edited by Cindy Coleman
Pamela Anderson-Brulé contributed chapter: “Programming for Change”

*Managing Quality in Architecture, 2006*, by Charles Nelson
Anderson Brulé Architects is used as an example for quality design practices.

*Value Redesigned, 2005*, by Kyle V. Davy and Susan L. Harris
The design process and practices of Anderson Brulé Architects are commended.

*1000 Architects, 2003*, by Aisha Hasanovic
Anderson Brulé Architects is highlighted for its innovative project management approach.

*2000 Architects, 2006*, by Aisha Hasanovic
Anderson Brulé Architects is highlighted for its innovative project management approach. “Anderson Brulé Architects’ decision to stay small brought bigger opportunities for work,” August 20, 2010

*“Designing a Downtown,” May 1, 2006*
*Silicon Valley Home*, by Kelly Flaherty Curley
Pamela Anderson-Brulé’s impact on San José’s downtown atmosphere is explored.

*“Designing Woman,” July 23, 1999*
*San José Business Journal*, edited by Cindy Coleman
Pamela Anderson-Brulé’s biography relates the impact of her upbringing to her work being accomplished today.

*“Honoree: Pamela Anderson-Brule,” April 8, 2007*
*Silicon Valley Business Journal*, by Becky Bergman
Pamela Anderson-Brulé is highlighted as a Woman of Distinction.
Exhibits

1. Anderson Brulé Architects Practice Model – “The ABA Way”
   San José, California
   Photography/graphics by Anderson Brulé Architects

2. Ohlone Community College
   Master Plan & New Academic Core
   Fremont, California, Est. Completion 2015
   Imagery by Cannon Design, graphic by Anderson Brulé Architects

3. Santa Clara County Receiving Assessment Intake Center
   Feasibility Study
   Santa Clara County, California, Est. Completion 2015
   Graphics by Anderson Brulé Architects

4. City of Los Altos Civic Center Master Plan
   Phase 1 Update Community Center
   Los Altos, California, Est. Completion 2015
   Imagery by Anderson Brulé Architects

5. Tidewater Community College & City of Virginia Beach
   Joint-Use Library
   Virginia Beach, Virginia, Completed 2013
   Photography by Jeff Goldberg/Esto, unless otherwise noted

6. Mills-Peninsula Hospital
   Strategic Brand & Interior Architecture
   Burlingame, California, Completed 2011
   Photography by Pierre Brulé

7. Santa Clara County Health & Hospital Downtown Clinic
   San José, California, Completed 2010
   Graphics by Anderson Brulé Architects

8. Town of Los Gatos Civic Center Master Plan
   Los Gatos, California, Completed 2007
   Photography/imagery by Pierre Brulé and Anderson Brulé Architects

9. City of San José New City Hall
   Mission Development & Strategic Operations Plan
   San José, California, Completed 2003
   Photography by Anderson Brulé Architects

10. Dr. Martin Luther King, Jr. Library Joint-Use Library
    Strategic Operational Plan and Feasibility Study
    San José, California, Completed 2003
    Photography by Timothy Hursley
BUILDING A NEW PRACTICE MODEL
Pamela Anderson-Brulé’s development of a new practice model began during her first days of employment in the architecture profession. In the 1980s, many firms lacked structure, organization, and mentoring. Project leaders had no formal training in communication, schedule, or budget development and were treated as a commodity. Unpaid overtime, limited training, and being stretched beyond appropriate levels of responsibility were the norm. Firm leaders were struggling to define successful and sustainable models for their practices. Her thought, “there has to be a better way,” became the driving force for her lifetime search for new models in design firm leadership.

FORMAL TRAINING
Pamela started her own firm in 1984, and by 1990 was seeking formal leadership and business training. Her goal was to develop a new model in practice leadership and management. She chose Harvard School of Design’s special program, Managing the Design Firm, as her first formal entree into the study of management. She benefitted from collaboration with her classmates, who were senior leaders and owners of nationally recognized design firms, discovering that they were also dissatisfied with the status quo. They worked together to explore new models, asking questions, conducting research, discussing solutions, and developing creative and inspiring responses. Her research led her to the conclusion that a new firm model was a necessity.

Over a 15-year period, Pamela engaged in additional learning at the Advanced Management Institute (founded by Lou Marines, Hon. AIA) while she created a new foundation for her firm. Her studies included research, interaction with firm and thought leaders across the county, and absorption of critical business concepts from a vast array of business models, in architectural practice and beyond. It became clear that architects needed to lead innovation, be thoroughly aware of development potential for the client and community, and understand how human systems learn and grow using new strategic business models.

Anderson Brulé Architects Practice Model – “The ABA Way”

She developed a following vision statement to guide the new model development:

“To build a firm through a team-centered culture, creating architecture formed from inspirational vision, designed with great passion of a quality that enriches communities and establishes a future benefit to society.”

TRANSLATING RESEARCH INTO PRACTICE
To achieve her vision, Pamela provided her staff with training in project leadership, communication, facilitation, systems thinking, and living systems theory. Since 1990, educational retreats are held twice a year for the entire staff, including leadership and communication courses taught by Pamela, and introducing leadership concepts such as Heifetz adaptive work. In parallel, she sought public-sector clients with highly complex adaptive work that required deep community dialogue and exploration to achieve new service models and, ultimately, new built environments that would allow the models to succeed. The result was a highly innovative, self-motivated, and adaptive firm. Pamela’s firm, Anderson Brulé Architects, Inc. (ABA) became a “beta test” for all of her formal exploratory studies.
In 2009, Pamela created new vision and mission statements to guide the firm in the next decade:

**Vision:** “To sustain communities and individuals by creating a legacy of design experiences, balancing human, social, economic and environment needs.”

**Mission:** “To transform people, place and practice through strategic design”

This mission inspired the simple formula:

\[
\text{Service} + \text{Environment} = \text{Experience}
\]

Pamela believes that ultimately, architects are designing an experience for the users of public architecture. The ways that community members explore, discover, live, and work in their environments creates an experience that sustains their human needs. The projects themselves must be affordable to be realized, sustainable over decades, and built in a way that protects and preserves the environment. The experience is only achieved if the services delivered to the community and the environment in which they are delivered support the long-term vision of the community.

This premise motivates Pamela to expand her practice to include the study of a clients’ whole eco-system, including the creative collaboration of innovative service models, and ultimately create designs for unique and beautiful buildings that allow the public to experience this vision.
HOW IT WORKS

The ABA Practice Model is founded on three strategic goals: Redefine and Achieve Design Leadership, Create Social Capital, Be a Teaching and Learning Organization. The model begins with the formal exploration of a clients’ community’s needs and vision, followed by the definition of desired service and operations. The design process itself becomes the environment in which real collaborative and adaptive work can thrive. Ultimately, the participants transform into a high-performance team of individuals working towards a shared vision of services as well as architecture. They adapt their own practice and service models to achieve innovative and socially rewarding outcomes, and through the completion of the architectural work, define and transform a new place that will ultimately support their vision.

The outcome of the ABA Practice Model:
- ABA builds trust in the process with stakeholders, allowing for creativity and the ability to create a shared vision;
- Their work is founded in research and exploration; they challenge perceptions and help build new operations and service plans that allow a community to evolve;
- ABA aligns clients’ expectations with project quality, budgets, funding, and schedules, so projects can move forward successfully, ultimately being on time and on budget;
- ABA improves the way clients practice their operations and services, including libraries, healthcare, and city and county governments, leading to higher quality service levels, administrative and financial efficiencies, greater cooperation between agencies, greater user satisfaction, and higher employee morale;
- The strategic planning and facilitation learned through the ABA Way has also influenced many non-profits in which Pamela has had a leadership role. For the AIA Santa Clara Valley, Pamela facilitated and completed a Strategic Plan in 2002 that is still in use today; for Rotary Enterprise Leadership, Pamela facilitated and created a strategic plan in 2008 that is also still in use today. Pamela also assisted the San José Educational Foundation’s Board 2007 in the development of their strategic plan.

AWARDS & PUBLICATIONS

- ZweigWhite, Architect, Architecture Week
  Best Small Architecture Firm to Work For, #1, 2008
  Best Architecture Firms to Work For, #3, 2008
- Silicon Valley Business Journal
  Women of Influence, 2010
  Women of Distinction, Finalist, 2007
  Top 15 Interior Design Firms in Silicon Valley, 2010
- Santa Clara County, First Five
  Outstanding Service, Children and Families in the Community, 2005
- Construction Specifications Institute (CSI)
  Co-operation Award, 2008
- Interior Design Handbook of Professional Practice, 2001
  edited by Cindy Coleman
- Managing Quality in Architecture, 2006
  by Charles Nelson
- Value Redesigned, 2005
  by Kyle V. Davy and Susan L. Harris
- 1000 Architects, 2003
  by Aisha Hasanovic
- 2000 Architects, 2006
  by Aisha Hasanovic

EXHIBIT 1

SECTION 3

Architecture Firm of Record: N/A  Completion Date: N/A
Design Firm: N/A  Role of Nominee: N/A

Declaration of Responsibility
I have personal knowledge of the nominee’s responsibility for the project listed above. The responsibility included:
- Project under direction of nominee

Jason Hull, Senior Associate

Pamela Anderson-Brulé, AIA Fellowship Application 15
Ohlone Community College
Master Plan & New Academic Core

During the design phase of this project, Pamela collaborated with multi-national firm Cannon Design to create three new core academic buildings totaling 185,000 square feet to serve as an educational hub in the heart of the Ohlone Community College Fremont campus. As project director, Pamela designed a strategic process to successfully guide the project from master plan to design.

**CHALLENGE** Pamela was challenged with creating a new educational service model for the Community College to align to their vision, bringing together formal and informal learning, tutorial, learning centers, and formal academic classrooms. The design was based on the campus educational master plan goals: creating a learning environment that would encourage the love of learning, making college services visible and connected in a way that naturally draws students into available educational services. To accomplish this goal, Pamela designed a process that allowed for a pattern of communication that is progressive, dynamic, and builds concepts and advocacy for a new model through a participatory governance process.

**STRATEGY** Pamela explored the college’s demographics and discovered an enormous diversity of ethnic backgrounds with extreme ranges of skills for college readiness. The College had one large population of students who needed to learn how to learn and study with a history of being generally unsupported in their formal educational preparedness (e.g., managing classes, note taking, use available resources, understanding basic time management etc.). Another equally large population was attending community college as a stepping stone to a university transfer, and already loved to learn and study, having been raised in cultures of high achievement. To accommodate both populations, Pamela led the college community in the design of a new service and educational model, where the physical environment allowed all learner types to thrive, making academic success visible and transparent to all and showcasing a variety of services to advance student learning.

**IMPACT** Through her distinctive planning strategies, Pamela determined who needed to be included in the process, guiding the development and organization of the services to be provided, and how the College would deliver these services. Pamela led the facilitation of governance bodies, focus groups of specialty areas, user groups and academic leadership to build a common vision and direction for the master plan and the building designs to align to Ohlone Education Master Plan Vision and the emerging academic model. By listening to the many constituencies and the student

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“[Pamela’s] extensive knowledge and energetic leadership was instrumental in creating a successful engagement plan for a complex hierarchy of campus and community stakeholders. Her effort resulted in full support and enthusiasm from the college community for both a new set of buildings and new organizational and programmatic models of educational engagement and student support.”

Craig A. Hamilton, FAIA
Principal
Cannon Design
population, college leadership, and academic stakeholders, she led the design of a new educational service model and the concept of a “learning commons” uniquely designed for Ohlone’s student population emerged. Tutorial services, learning centers, and the library were combined into a learning commons on the main street of campus, encouraging formal and informal opportunities for learning and developing “collision” points where learners were invited in to participate and support each other’s success. Places were created on the exterior and interior of the campus facilities to encourage these learning collisions and to make academic success a visible and vibrant part of daily learning.

Through Pamela’s directorship, Cannon Design and Anderson Brulé Architects formed a high performance collaboration, redesigning the educational model allowing for a transformative design that connects old and new facilities into a new environment of global learning, cultural awareness, and common learning success for all students.

U.S. Green Building Council, LEED Gold – In Progress

Architecture Firm of Record: Cannon Design  
Associate Architect: Anderson Brulé Architects  
Design Firms: Cannon Design & Anderson Brulé Architects  
Completion Date: Est. 2015  
Role of Nominee: Project Director, Associate Architect  
Declaration of Responsibility: I have personal knowledge of the nominee’s responsibility for the project listed above. The responsibility included: a) Project under direction of nominee

Krista Nelson, Project Manager

PUBLICATIONS

“Unveiled> Ohlone College Fremont Campus”  
The Architect’s Newspaper, October 10, 2014

“AIA 2030 commitment: Five years on, are we any closer to net-zero?”  
Building Design & Construction, October 12, 2014
**Challenge**  The Santa Clara County Department of Family Service (DFCS) is responsible for children taken into protective custody. A relatively new and comprehensive shelter was suddenly closed and sold due to budget cuts. Services were decentralized and an older medical facility was renovated to serve the receiving and assessment function, but severely lacked proper space for children or service providers. DFCS was under extreme political and regulatory pressure to build a new facility, but more importantly to redesign a model of service to provide sustainable appropriate care for children waiting for permanent placement. As the study began, it became clear that system-wide changes were required and an entirely new approach to delivering these crucial services needed to be designed before next steps in facility design could be realized.

**Strategy**  DFCS had previously engaged in the development of a strategic plan, but was in a political quagmire with endless stakeholders with different and widely opposing opinions on how to proceed. The Santa Clara County facilities agency recognized their need for expert third-party facilitation and hired Pamela to provide that leadership. Her strategy was to develop an inclusive, collaborative, and solution-seeking process that would bring hundreds of stakeholders together to define needs, explore new models of service, and define a new operational plan and program that could be approved by Social Services. She would then work with the County to assess and select a site for the new service model – a facility to be constructed and occupied in a three- to five-year timeframe required by regulatory bodies. Timely decision-making was essential to success.

"Pam is a true epitome of an architect who is passionate about what she does and truly believes in approaching design as a collaborative and inclusionary process. She has excellent communication and facilitation skills that are essential especially when approaching projects that have a huge community impact such as the RAIC Project."

Priya Cherukuru
Capital Projects Manager
County of Santa Clara
DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility for the project listed above. The responsibility included:

- Project under direction of nominee

Priya Cherukuru,
Capital Projects Manager

IMPACT This process (still ongoing) allowed opposing factions to come together and find common ground, breaking a stalemate and creating a shared vision: to improve the condition and environment in which traumatized children/youth are navigated through a complex and terrifying process. The new service model is designed as a child-centric system, where each service provider works collaboratively to ensure best placement the first time. The system identified up-stream service improvements critical to improving social service practices, ultimately designing an environment that creates a nurturing experience and a positive step toward a better life.
Pamela Anderson-Brulé created a complex, collaborative, and inclusive community-based process to unite common vision, politics, and financial strategies for the Los Altos Civic Center’s Master Plan. The plan includes a dynamic collection of community amenities in a beautiful setting designed to create a holistic community experience of service, interaction, learning, and play.

**CHALLENGE** Located on a 19-acre site adjacent to downtown, existing civic center facilities contained aging buildings physically separated and without strong pedestrian links. The City needed a combination of renovated and new facilities to meet the needs of its citizens. To establish parameters for the master plan and a bond campaign, Pamela used human systems theories and process mapping to conduct an existing conditions and needs assessment, strategic service and operational plan, program, site plan, cost model and financial strategy. The complexity of each amenity activated a variety of diverse and vocal advocacy groups, funding demands, and design challenges.

**STRATEGY** Over a five-year period, Pamela designed and facilitated a highly detailed adaptive public process that enabled and connected the many voices within the community to a shared vision and plan of action. Rather than creating consensus and requiring compromise, she focused on engendering knowledge and understanding about why the community needed to move in any particular direction. Her study of human groups led her to understand “group dynamics,” and how to lead groups to build trust and a common vision.

“Pamela’s exceptional facilitation skills, community facility experience, and planning expertise were instrumental in the success of the Master Plan process. Her strong leadership allowed our staff and Council to achieve public approval and approval on schedule and on budget.”

James Walgren, AICP,
Assistant City Manager
City of Los Altos
This shared vision manifested into a concept for a multi-generational community hub of resources, education, and recreation including city hall, police, library, theater, community center, community pool, soccer and baseball fields as well as an existing orchard, playgrounds, historic house and museum. Pamela’s leadership in working with the City staff and the financial commission led to the development of an approved financial strategy and target for a 2015 ballot.

The transparent process of community engagement continues with a focus on building a cost-effective and achievable first phase. The City became interested in the concept of a design competition for the schematic design for Phase 1. As an alternative, Pamela recommended that the City ask AIA Santa Clara Valley to conduct a design charrette, achieving the Chapter’s goal for community engagement while generating high caliber, diverse, and politically “neutral” design options for community input. Planned for October 2014, this charrette will bring the creative talents of architects throughout Santa Clara County, engaging the practice in transformational co-creation.

**IMPACT** The Civic Center’s master plan was approved in 2009, but a decision was made not to go to bond during the recession. In 2013, the city re-engaged Pamela to focus on the first phase with the priority uses of community center and recreational facilities. Her process included hundreds of community members, dozens of special interest groups, and new and revolving City Council members – each with strong and often opposing needs and demands. A task force member who worked alongside Pamela over the years stated at a Council meeting, “Let’s face it, we are a schizophrenic community, we want high density, low scale, and do not want to pay for structured parking. We want every program element and open space, and we want high quality at a low price. Pamela is the only person I know that is capable of leading us through this effort.”

Her rigorous process, dedication, and adaptability will result in an approved master plan which will pave the way for the first new public building project in Los Altos since Ernest Kump Jr, designed the original city hall and library. Pamela’s unique strategic planning process creates shared purpose, a common path, and a willingness to listen to all but synthesize and balance need. In the end, she articulated a community plan built through community vision.

**Architecture Firm of Record:**
Anderson Brulé Architects

**Completion Date:**
Est. 2015

**Design Firm:**
Anderson Brulé Architects

**Role of Nominee:**
Principal

**Declaration of Responsibility**
I have personal knowledge of the nominee’s responsibility for the project listed above. The responsibility included:

☒ Project under direction of nominee

Marcia Somers, Los Altos City Manager
**Tidewater Community College & City of Virginia Beach Joint-Use Library**

This state-of-the-art library serves as a model of successful joint-use public partnerships between municipalities and academic institutions – serving as a center for community engagement and learning delivering universal access to information for all users through seamless service.

**CHALLENGE** Tidewater Community College in Virginia Beach, Virginia, was planning a new library for their campus. Simultaneously, the City of Virginia Beach was planning a new branch library located directly across the street. Virginia Beach librarians learned of the success of the nationally renowned MLK joint-use library in San José and recognized a potential partnership opportunity. The City, known for visionary planning and collaborations, believed a partnership could create a more dynamic and meaningful services for the community. The College recognized that a partnership could serve as a springboard to State funding, with the City bringing financial resources to the table, immediately elevating their project as a priority. For the project’s success, the College and City needed to work together to build a new model for library services, bringing two cultures together and creating a high-performance working team built on trust.

**STRATEGY** Recognizing that Pamela’s experience leading complex public process and joint-use partnerships made her uniquely qualified to assist in the development of the vision, the City hired her to develop a plan of service, operational plan, and conceptual design for this unique project. Pamela led a 60-person task force through the feasibility phase. After approval, she then facilitated the development of a service plan, operational plan, program, and conceptual model, bringing together library staff, City and College leadership, and other community stakeholders to define a detailed approach to services. This work included information needed to create a memorandum of understanding for the partnership agreements between the State, College, and City.

**IMPACT** Pamela’s leadership facilitated a successful College and City partnership with a single vision and detailed plan leading to the project’s approval and funding. When the project later moved into architectural selection, Pamela created a team with the Virginia-based architectural firm RRMM and Carrier Johnson of San Diego, with whom she had previously teamed on the MLK project, and the team was selected to design the project. Together, the team created an iconic building that successfully supports seamless service and integrated technology, resulting in an increase in student use, increased community enrollment, and becoming the center for community engagement and learning.
of community dialogue and collaboration. The project has been nationally recognized by the American Library Association. Pamela shared her learning with architectural and educational profession at the Society for College and University Planners to demonstrate how process design and facilitation of discovery process can develop into a transformational service model for joint use.


AWARDS & SELECT PUBLICATIONS

American School & University Architectural Portfolio, 2014 Specialized Facility Citation

Engineering News Record, 2014 Merit Award, Best 2014 Project, Mid-Atlantic Region

Energy and Sustainability Conference, 2014 Crystal Award, Higher Education for Community Colleges

Construction Management Association of America, 2013 Project Achievement Award, Buildings, New Construction Project with Constructed Value Less Than $50 Million

Inside Business / Hampton Road Business Journal, 2013 Best Educational Building

“One for the books,” January/February 2014 Virginia Town and City

By Christine M. Brantly and Neva White

Joint Libraries: Models that Work, 2012

By Claire B. Gunnels, Susan E. Green, and Patricia Butler
Mills-Peninsula Hospital
Strategic Identity & Interior Architecture

"With open dialogue and creative delivery methods, the interiors team has been able to meet all construction schedule imposed deadlines, and the overall interiors budget is tracking with the approved numbers. This is no small task in the world of California hospital construction. ABA's organization, documentation, attention to detail, and diligence place them at the top of my list of design consultants."

Christian Ovlen,
Mills-Peninsula Health Services

Mills-Peninsula Hospital was under construction when the client reviewed full-scale interior mockups and determined that the interior design by Anshen + Allen did not align with their identity. From past collaborations, Anshen + Allen's project principal knew that Pamela had the skills to facilitate this client effectively and recommended Anderson Brulé Architects.

**CHALLENGE** In an extremely short timeframe, Pamela led the redesign of the interiors of the hospital while it was under construction, without affecting the schedule and with no increase in the original project cost. This meant the costs had to be reduced to account for project escalation in order to meet the budget. In addition, the changes had to be coordinated and approved by the California Office of Statewide Health Planning and Development (OSHPD) through Anshen + Allen, then re-bid by Turner Construction. The redesign had to create a new identity for the hospital, compliment the exterior design by Anshen + Allen, and be completed in time to align to the on-going construction schedule.
STRATEGY  To Pamela, it was clear that a shared vision for the hospital had not been originally achieved, and if she was going to meet the deadline, she would need to establish a new decision-making process. She agreed to take on the project if hospital leadership was willing to completely redesign the review and approval process. She designed a new process that called for a small and effective core team of administrators, medical staff, and facilities managers who would guide the project to the final review by the hospital board. She held intensive planning workshops with cross-functional teams of doctors, nurses, administrators, and general hospital staff to determine their needs, building a common vision and advocacy for the design. Using her firm’s formula, “service + environment = experience,” Pamela created a formal statement to define the experience desired by patients, families, and staff – a “strategic identity” to define the “feeling” of the hospital interiors. Once leadership agreed on the strategic identity concept, the core team worked out the specifics. As the design progressed, a value redesign achieved the financial and scheduling goals: the design was assessed from a systems perspective to understand where savings in design might occur. Review of the design from a service and environmental perspective led to revision that aligned to the delivery of services and the strategic identity.

IMPACT  With Pamela’s guidance, the hospital interiors aligned to the client’s expectations and established a new identity. Advocacy for the design was shared between administrative and hospital staff. With Pamela’s leadership, the Board received opportunities for approvals at each step of the process, leading to the acceptance of the final design in a timely manner. The generation of a single brand identity and the comprehensive, yet streamlined, process allowed the project to be wholly redesigned on time and on budget. The new hospital experience – as described by patients, family, and staff – reflects the vision that was created through Pamela’s strategic process, and received accolades and rewards as a superior medical institution that successfully serves its community. In the end, the new process allowed for positive collaboration with the hospital and Anshen + Allen (who was also credited with good teamwork for recommending Pamela’s firm), and the client was very pleased with the work of both firms.

AWARDS & SELECT PUBLICATIONS

Structural Engineers Association of Northern California (SEONC)
- Award of Excellence in New Construction, 2010
- Award of Merit in Landmark Structures, 2010

“Advanced Medicine For Everyone: State-Of-The-Art Communications Technology Makes Mills-Peninsula ‘The Hospital Of The Future’”
- The Voice, Second Quarter 2010

“High tech, high touch”
- Health Facilities Management, June 2012

“Mills-Peninsula hospital in Burlingame again named one of best in country”
- San José Mercury News - San Mateo County Times, October 20, 2010

“Mills-Peninsula Medical Center”
- Architectural Record, Building Types Study, August 2011
Pamela Anderson-Brulé was responsible for the design and facilitation of a complex community-based process that created a new service model for clinical services in downtown San José using public-private partnerships.

**CHALLENGE** Santa Clara County Health and Hospitals (SSCHH) developed a bond (Measure A) to fund upgrades to their existing hospital. A competitor’s hospital had recently closed in downtown San José and the County purchased the property. The County discovered through public polling that the inclusion of a new downtown clinic to Measure A would likely garner enough public support to pass the bond. However, the County knew their satellite clinics were not usually financially viable, and the downtown location and demographics would potentially ensure this same fate for the new clinic. Having created the first satellite clinic for the County previously and years of work with County and City, she understood the complexities of the SCCHH system as well as the expectations of the County GSA, the City, and the Redevelopment Agency.

**STRATEGY** The strategy was to lead the development a new sustainable service model for the Downtown San José Clinic, bringing together public agencies and a nonprofit organization with the experience and infrastructure to operate a successful enterprise. Using her knowledge and understanding of community needs and process mapping, Pamela carefully built support from stakeholders and coordinated a plan between SCCHH and the City of San José and the Redevelopment Agency. This included selecting a site and moving forward with construction in a very short time frame. Pamela designed an inclusive and efficient process to move from problem discovery to solution, including identifying and collaborating with potential service partners, clinical leadership, financial and medical planning consultants, and a myriad of political advocacy groups and stakeholders who needed to be involved to build a shared understanding and approval. Ultimately she led the creation of a service plan, strategic operational plan, program, site criteria development, site analysis and feasibility, final site selection, and master plan approved by the Santa Clara County Board of Supervisors.

**IMPACT** With Pamela’s leadership, SSCHH developed a new service model and operational plan with unique service partnerships to sustainably serve the downtown community. This new joint service model uses County clinical services – where most effective and financially viable – and contract services through service partners with a proven and effective model of service for the downtown’s demographic. The County Board of Supervisors approved the site and master plan for the project and the City of San José and the Redevelopment Agency approved the site and general planning parameters set forth in the site master plan. With these approvals, the project was able to move forward into the architectural selection process, selecting Ratcliff Associates Architects and the completion of the clinic is expected before the end of 2014. This clinic will be key in serving the medical needs of the San José community and broadening primary and urgent care services to this downtown population. Pamela’s careful leadership and process allowed for timely approval of these important services.

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“Pamela was the architect for SCCHS for several years and dramatically improved the quality of the delivery of health care service by a number of measurable standards… and give this fine firm our highest recommendation.”

Robin Roche, Former Executive Director
Santa Clara Valley Health and Hospital System
Pamela Anderson-Brulé led a community-based project over a five-year period, collaborating with Town of Los Gatos administration and community members to develop a plan to allow an increase in city services into a single one-stop service model and redesign the exiting campus to create new and renovated facilities for city hall, police, community development, and library, thus improving service delivery and bringing the historic town into the 21st century.

**CHALLENGE** The Town was unable to garner support for a new civic center and the existing facilities were in overcrowded, aging buildings with each department struggling to deliver effective services. Pamela’s challenge was to establish a community engagement process that would develop a shared vision to move the Town forward. She needed a process by which a new approach for creating vibrant functional facilities for this affluent community could be realized. Hard fiscal barriers, multiple changes in town leadership, conservative viewpoints, and the influences of many opposing and changing advocacy groups had dominated the project’s ability to move forward for years. A paradigm shift was needed and Pamela understood that it was imperative to build advocacy and shared discovery for a new model.

**STRATEGY** Using her skills in systems thinking and human/group dynamics, she mapped out a highly inclusive process that cultivated public outreach opportunities to assess community needs at every level and build a new service model. Since the Town Council had rejected the idea of a new town center, she proposed a concept of adaptive reuse of three existing buildings while also exploring potential for new buildings on and off campus. Pamela then developed a plan that combined the three isolated buildings into seamless hub of town administrative service, preserving and allowing for the renovation the award winning existing town center. Further, she led the community in reaching approval to move police operations to an alternative site and develop a new program and site location for a new library within the civic center property.

**IMPACT** Pamela’s patience, perseverance, and collaborative skills (despite the power of the vocal and ever-changing advocacy groups) was critical in producing the ultimate decision and approval of the master plan by the Town Council. The police department already had a completed program, service model, and operational plan, and when an existing communication building went up for sale, the Town quickly determined that the building would work for police operations. They were able to purchase another building and move in, opening up a wing of the civic center to renovate police headquarters. The Town then moved forward with an RFP for a new library using the new program and service model in the master plan, completing another project and opening up additional existing space for an arts and cultural center. The new library location respected the existing town center and connected the library to an undervalued public park. The final master plan balanced the human, social, economic, and cultural needs of the community and allowed them to realize a new future.
City of San José, New City Hall
Mission Development & Strategic Operations Plan

The San José Civic Center by Richard Meier & Partners provided a catalyst and a tremendous opportunity for organizational change for the City of San José – an effective “tool” to close the gap between the City’s existing culture and a new vision. Pamela’s strategic plan provided a transformational approach for cultural and operational change, as well as an implementation plan to align the building design to the City’s new mission and operational plan.

**CHALLENGE** In early 2002, the new San José City Manager engaged Pamela to assist with the development of a mission statement and strategic service and operational plan for the new civic center, which was already in the design phase. Pamela worked collaboratively with a core team of City leadership and staff to develop a plan and implementation strategies to align the design to a new model of city services. She used an inclusive and collaborative process that embraced a wide variety of stakeholders, including the community, key leadership, and 167 City employees, to develop the plan.

The future culture and organization of the City of San José is defined by its mission, “commitment to customer service and corporate priorities.” At the time, the City was transitioning toward fully realizing the City Service Area (CSA) concept of cross-departmental focus on service areas. This plan provided a foundation for customers, stakeholders, and staff to experience the City as “one organization” instead of a collection of disparate departments.

**STRATEGY** The result was a strategic operational plan that clearly defined service delivery goals within the new civic center, and an action plan to make them a reality. The implementation strategy included an “operational and service” review in collaboration with Richard Meier & Partners, when it was discovered that Meier’s design did not adequately align to the City Manager’s newly discover concepts for the City’s service model. Subsequently, revisions to Meier’s architectural plans aligned the design with the service and operational plan and fully supported the City’s mission. For example, public meeting rooms were moved from behind security barriers to more open, public areas. Pamela was also hired to create the schematic design for the City Manager’s floor to reflect the new service model that was incorporated into the final design.

This process allowed for transformational services to be delivered through a new service and operational model. It also permitted the design architects to clearly understand how to revise the design to meet the needs of the changing administration with relative ease and only minor disruption to the process.

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“I have worked with Pam on several projects. The most amazing thing about her is her ability to listen, really listen, ask good questions, and then create a design that magically captures the vision.”

Mark Linder
Former Assistant City Manager
City of San José

Architecture Firm of Record: Anderson Brulé Architects
Design Firm: N/A
Completion Date: 2003
Role of Nominee: Principal

Declaration of Responsibility
I have personal knowledge of the nominee’s responsibility for the project listed above. The responsibility included:

a. Project under direction of nominee

Mark Linder
Former Assistant City Manager
Pamela Anderson-Brulé, AIA Fellowship Application

Pamela Anderson-Brulé is nationally recognized for her leadership of the development of the groundbreaking service and operational model for the Martin Luther King, Jr. Library, a joint-use library combining the services of San José State University and City of San José Library. The first of its kind, this 477,148 square foot, “seamless” service library enriches the university and community and is a prominent landmark in downtown San José. This project gave Pamela an opportunity to build on her vision and strategic goal to redefine the leadership role of architects in the transformation of the built environment.

**CHALLENGE** Both the City and University had aging libraries without resources to achieve their goals. The Mayor and University president dreamed of an unprecedented collaboration - a single facility to achieve a common vision - not realizing the organizational complexity of the vision. The San José RDA led the effort and knew that Pamela had the unique skills to design and facilitate this complex transformative process. The new library director added the challenge, moving from a simpler concept of co-location, to a transformational concept of “seamless” services - a “marriage” of both institutions to serve the community. This was met with tremendous resistance from a myriad of stakeholders.

**STRATEGY** Pamela’s leadership role was an untried concept. No architect had led the design of a new service and operational model for joint-use of a major university and city main library. Pamela planned a unique process of design leadership, establishing a clear method for discovery, innovation, and decision making and with the Library Director and Dean led the development a new service and operational model for the City and University libraries to deliver seamless service.

Pamela believes that organizations must learn new ways of doing things when faced with adaptive challenges, and that learning happens through experimentation and discovery. Where there were neither problem definitions nor solutions, a new methodology using living systems theory had to be explored – resulting in the design a new organizational system. Pamela focused on problem discovery to unearth the issues before attempting to solve them. Designing over 160 planned collaborations, she brought together political leaders, community groups, librarians, and other stakeholders to prove the feasibility of joint-use, detailing its function and building advocacy for approval. The entire team was engaged in a explorative journey. Pamela created an environment that succeeded in combining two different libraries’ services into a new elevated service model. Through her guidance, librarians from both organizations were not asked if seamless service should happen, but how it should be developed. This was imperative in driving the concept and creating a new shared vision.
IMPACT Ultimately, the Martin Luther King Jr. Library established the concept of “joint-use” facilities of all types, inspiring other joint-use libraries around the country. The Library’s unique concept and process was the subject of a doctoral dissertation at the University of California at Berkeley. Pamela’s process was compared to that of similar complexity for the San José International Airport. The thesis concluded that, “Project performance is based on the organizations’ ability to manage efficiently and deliver innovative solutions, thereby delivery value to clients... Based on these findings, it is suggested that new project management strategies emerging from a deeper understanding of organizations as living systems have the potential to produce improved performance outcome.” Benne, Beatrice, “Managing AEC Project Organizations at the Edge of Chaos: An Analysis of AEC Projects’ Adaptive Capacity from a Living Systems Perspective,” 2005.

Once the Strategic Operational Plan was approved, Gunnar Birkerts Architect and Carrier Johnson, in association with Pamela’s firm, were hired to design the project, which would be the recipient of a design award from the 2004 AIA Santa Clara Valley and became internationally renowned library service model setting new trends in library design.

"Pamela’s practice has changed the way the City of San José plans and designs civic buildings including how it effectively engages the public staff."

Jane Light, Former Director San José Public Library
"At once academic and active, humming with well-organized joy, the new Dr. Martin Luther King Jr. Library makes a convincing case that traditional libraries can hold their own in the computer age. It’s also a reminder that architecture is more than a fashion show. Public buildings must be judged by how they work, not just by how they look.”

San José Mercury News,
“For San Jose’s new library it’s what’s inside that counts”

**SELECT PUBLICATIONS**

“A Library Fit for a King”
*Black Issues in Higher Education*, December 2004

*Architecture: Celebrating the Past, Designing the Future*, 2008
By Nancy. B. Solomon and Robert Ivey

“Economies of scale in the library world: Dr. Martin Luther King Jr. Library in San Jose, California.”

“First of Its Kind In The Country”
*San José Mercury News*, August 13, 2003

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*San Francisco Chronicle*, August 10, 2003

*Joint Libraries: Models that Work*, 2012
By Claire B. Gunnels, Susan E. Green, and Patricia Butler

“Library’s New Era”
*San José Mercury News*, August 1, 2003

*Managing AEC project organizations at the edge of chaos*
PhD Dissertation, University of California, Berkeley, 2005,
By Beatrice C. Benne

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“Nation’s Only Co-managed City/University Library to Open in San Jose”

“New Library, New Day: Shared Facility Should Help Revitalize Downtown”
*Downtown Dimension*, August 2003

“San Jose's New Main Library, the First of its Kind and the Largest West of the Mississippi”
*La Oferta*, August 10, 2003

“San Jose’s New Joint City/University Library”
*Hispanic Outlook on Higher Education*, vol. 14, iss. 9

“Uniting Two Worlds”
*San José Mercury News*, August 10, 2003

**AWARDS**

American Institute of Architects Santa Clara Valley
Visions of the Valley, Honorable Mention, 2004

League of Cities
Helen Putnam Award of Excellence, 2004
for Intergovernmental Relations & Regional Cooperation

American Library Association (ALA)
John Cotton Dana Award, 2004

American School and University, Architectural Portfolio
Citation, Work in Progress, 1999

National League of Cities
James C. Howland Gold Prize, 2000, for Municipal Enrichment Among Cities with Populations in Excess of 500,000

Excellence in Design Work, Honorable Mention,
California Legislature Assembly

Excellence in Design Work, Honorable Mention,
California Legislature Assembly

Excellence in Design Work, 2004

Thompson Gale/Library Journal
Library of the Year, 2004
Reference List

Gordon Carrier, FAIA
Principal, Carrier-Johnson

Kent Mather, FAIA
Former AIASCV President, former AIA Director,
former AIASCV Executive Director

Lou Marines, Hon. AIA
Former Chief Executive Officer of the AIA
Founder of Advanced Management Institute (AMI)
Management Counsel, Executive Coach, Author

Carl Hampson, AIA
Associate Principal/Design Leader, Cannon Design

Kyle Davy, AIA
President, Kyle V. Davy Consulting

Jane Light
Former Director, San José Public Library

Mark Linder
City Manager, City of Campbell