



THE REBOUND INSTITUTE
CONCEPT DESIGN PACKAGE

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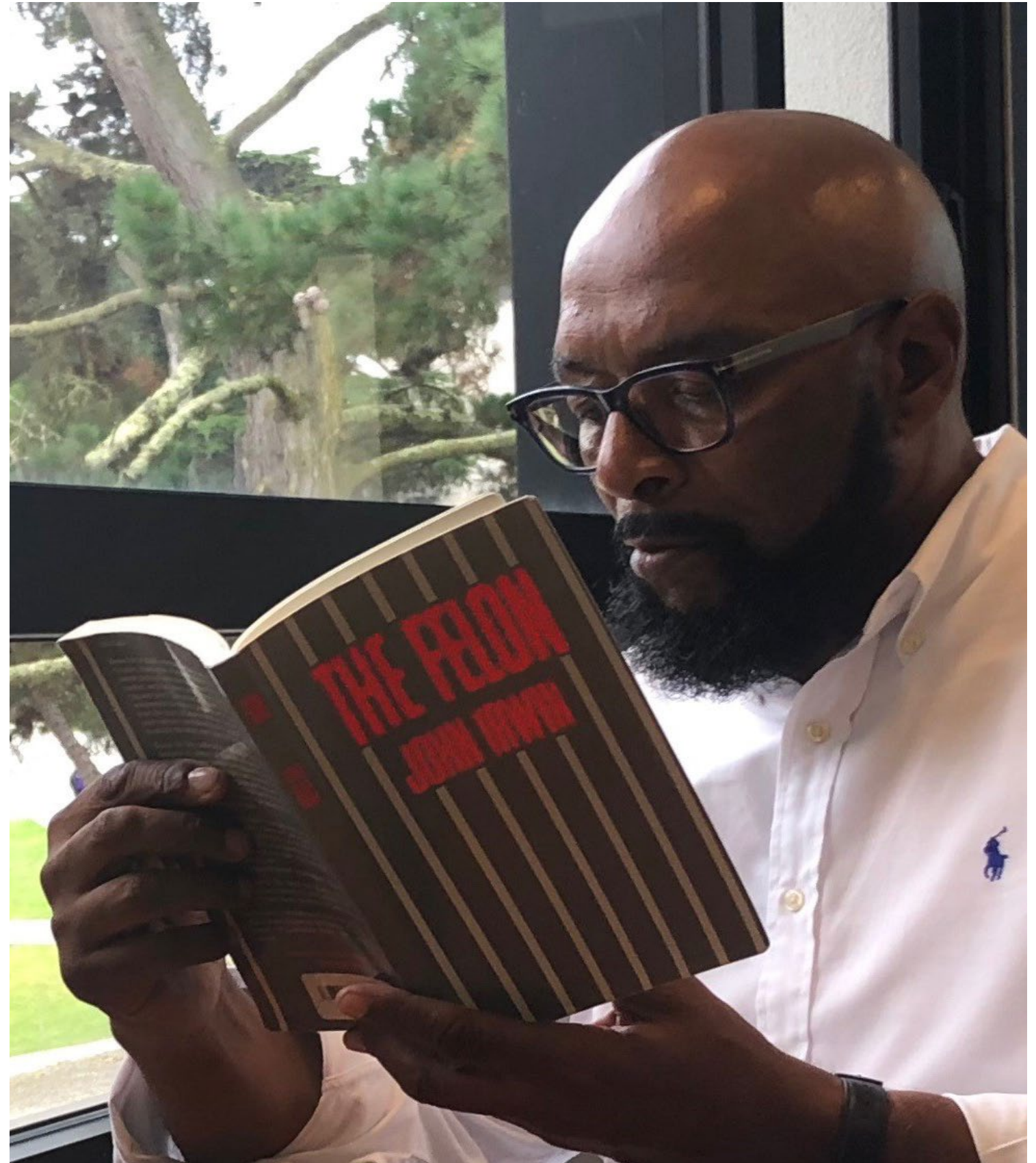


01. CASE STATEMENT FOR THE REBOUND INSTITUTE

PURPOSE OF STUDY

PURPOSE OF THE STUDY:

We undertook this study to clarify our vision for the Rebound Institute and identify the specific program components and the corresponding physical space needed to achieve this vision. This document provides the conceptual basis for moving forward with development of the Institute. Included are the service program components, a conceptual space program, phasing options and the delineation of next steps.



VISION AND GOALS

The Rebound Institute is a self-sustaining enterprise that will support formerly incarcerated and justice-involved people in their pursuit of a safe living space, education and employment opportunities that draw on individual skills upon release. In partnership with Bay Area law schools and members of the California Bar, the Institute also will provide law students and others interested in justice reform with an opportunity to work with program participants on a variety of legal issues, including applications for record expungements, certificates of rehabilitation and clemency, with the intent of eliminating barriers to justice and reentry.

The Institute's hands-on approach for cultivating consistent educational development, normalizing healthy decisions, and fostering business entrepreneurship will help lower recidivism numbers in the Bay Area. Our goal is to ease the stress of having to navigate on one's own in a quickly evolving and uncertain job market. The Institute team will routinely visit prisons and jails that have traditionally offered vocational-based training in custody, but without a plan for a handoff to employers after release. We will offer a seamless transition for those who are motivated yet are unsure of how to start their life in an ever-changing world that is new to them.

Research shows that the lack of access to housing and employment are two of the primary challenges to successful re-entry following involvement with the criminal-justice system ("Successful Reentry: A Community-Level Analysis," Harvard University Institute of Politics Criminal Justice Policy Group). The Rebound Institute will address these challenges and complement the educational support provided by Project Rebound on California State University (CSU) campuses across the state.

Building on Project Rebound's educational foundation, the Institute will further increase students' success by considering a full range of variables in their personal life and the lack of preparation in current incarceration practices.

PROJECT REBOUND HISTORY

The Rebound Institute is a logical extension of the Project Rebound program, which for more than 50 years has enabled formerly incarcerated students to attain university degrees, helping them embark on careers as working professionals. Project Rebound offers guidance and special admissions for students who may not normally qualify for acceptance. Once on campus,

students receive counseling, advising and financial support, such as food vouchers, BART tickets and money for books. The program also connects them with student interns who help them navigate the challenges of academic study and college life.

Founded in 1967, Project Rebound has helped thousands of formerly incarcerated students graduate from college. Beginning in 2016, with support from the Opportunity Institute and the CSU Chancellor's Office, the program now operates on 14 CSU campuses.

MEETING THE NEED

During more than 50 years of supporting formerly incarcerated students as they pursue higher education, Project Rebound staff have continually encountered gaps in resources and services that impede these students' transition into campus and community life. In some cases, the transitional gaps have undermined individual student success. Formerly incarcerated people face a pressing need for:

HOUSING

Finding appropriate and affordable housing is a constant challenge for people returning to the community, especially women. When considered for release, individuals are expected to establish a viable plan that includes housing. The uncertainty of being approved for release can be extremely disconcerting. There is also always the question of whether the housing program has capacity to provide a space on very short notice and with little preparation time.

EMPLOYMENT

People typically leave prison with no more than \$200 in their pocket, requiring them to quickly find a job to cover the cost of food, rent and other basic needs. The pressure to find a job without adequate preparation or skills creates tremendous anxiety at the vulnerable point of reentry. Although the prison system may offer vocational and soft skills training in custody (communications, job interviewing, team work), there is generally little or no push to develop a post-release plan to apply those skills to survive financially upon return. Within the community, there are few job-training programs. Even where people have been part of focused training programs while in prison and have learned a trade, they still face obstacles to securing and maintaining employment once out of custody.



"I never thought I would ever make it out of prison, much less graduate from a university. Earning this bachelor's degree in social work will help those who are on parole..."

LIFE-SKILLS DEVELOPMENT

Many individuals lack survival skills, such as cooking, doing laundry, and maintaining personal finances. While they are incarcerated, the prison provides their food and clothing, and often they re-enter the community lacking the basic life skills to provide for themselves. Drawing on the real-life experiences of those who have successfully traversed the reintegration process, we plan to incorporate life freedom preparedness skills (such as opening a bank account, building credit, time management, and learning health and culinary basics).

Building self-reliance is key to an individual's reintegration into community life. The traditional soft skills often provided in custody are a great starting point, but consideration must be given to other basic life deficits that are the result of having been cut off from the continually changing world.

LEGAL ADVOCACY AND SUPPORT

With proper legal guidance, we can give real meaning to the concept of rehabilitation through positive social-life changes and help from the courts. We will help break the chains that hold back the potential of the formerly incarcerated. From losing the right to vote or serve on juries to exclusions from obtaining professional licenses, a criminal history can seriously limit their reentry success.

CASE STATEMENT FOR THE REBOUND INSTITUTE

EDUCATION AND TRAINING

California state prisons provide 20 Career Technical Education programs in various industry-recognized certification and employment pathways, yet none provides a seamless and direct transition into a career beyond prison. Most provide vocational training without a plan of how to effectively translate those skills into a job or continued education outside of prison. The exceptions are Soledad, Avenal, Elmwood and San Quentin, which offer in-depth training in trades and are located within easy outreach distance. We would strategically forge relationships with prisons that train individuals in the vocations that have entrepreneurial support at the Rebound Institute. The Institute's goal is to apply those skills for personal independence as people work toward their long-term goals of freedom and self-sustainment, without the additional stresses of having to cold-call strangers and eventually disclose compromising history that could ultimately work against making positive life changes. The Institute will bridge practice with real-life application based on an earnest desire to thrive.

Similarly, the Institute will seek participants who have been enrolled in higher-education programs in prison. A notable example is Mount Tamalpais College (formerly the Prison University Project) at San Quentin, the first independent liberal arts institution dedicated specifically to serving incarcerated students. Students there can earn associate of arts degrees, which enable them transfer to SF State University and other four-year universities and colleges.

We will continue our already strong relationship with Mount Tamalpais College, which for many years has served as a pipeline to Project Rebound and SF State University.

LEGAL ADVOCACY AND SUPPORT

Resolving legal constraints that persist even after release and the end of parole is a vital step toward restoring the full rights of citizenship. We want to promote the California Certificate of Rehabilitation as an incentive, reward and recognition for the formerly incarcerated and as a powerful tool and symbol to achieve restorative criminal-justice reform. With proper legal guidance, we intend to place real meaning to the concept of rehabilitation



“The Institute offers a hands-on approach for cultivating consistent educational development, normalizing healthy decisions, and fostering business entrepreneurship.”

through positive social-life changes and help from the courts. We will help break the chains that hold back the potential of the formerly incarcerated. A criminal history – from losing the right to vote or serve on juries to exclusions from obtaining professional licenses – can seriously limit one's success.

IMPLEMENTING A “NEXT STEP” MODEL

The Rebound Institute is envisioned as a program that meets formerly incarcerated participants' need for housing, employment, education, legal support and life-skills training. While many participants would enroll at SF

State University, the Institute will also be open to formerly incarcerated individuals who are working toward a GED or pursuing an associate's degree, either as a path to earning a bachelor's degree or as part of learning a craft for career advancement. The intent is for all participants to take the “next step” to another level of accomplishment – from GED to an AA, from AA to a BA, or from BA/BS to applying to a master's program. Each participant would work with a counselor to develop an individualized plan that would set educational, career and life goals, and lay out a path to achieving them.

PROGRAM GOALS:

- AN INDIVIDUALIZED PROGRAM OF **ESSENTIAL SERVICES** THAT MEND GAPS IN RE-ENTRY AND OFFER A SEAMLESS TRANSITION BACK INTO COMMUNITY LIFE.
- AN **INCLUSIVE, SAFE, INSPIRING** PLACE FOR REBOUND INSTITUTE PARTICIPANTS, RESIDENTS, STAFF AND VISITORS.
- **ACTIVE** COMMUNITY GATHERING SPACES, WORKSHOPS AND CLASSROOMS THAT FACILITATE CONNECTIONS, EMPATHY AND TRUST, AND ENABLE INDIVIDUALS TO FEEL VALUED AND EMPOWERED TO MAKE POSITIVE CHANGE.
- A **COMMUNITY** THAT REFLECTS OUR VISION AND VALUES AND DIVERSITY OF EVERY PARTICIPANT.



EVALUATION AND MEASUREMENT OF PROGRAM OUTCOME:

The Rebound Institute seeks to help participants, who are newly reentering the community, overcome the dread that they feel at having to figure out a successful path overnight. Our experience demonstrates that people make positive change when they build from a nurturing lifestyle rooted in independence and self-sufficiency. Our participants' self-cultivation will be our measure of success. As each member meets their desired goals (established by them in collaboration with Institute staff), the process of learning and growing as a conscious participant in their own reintegration will enable them to meet their obligation and contribute to community life.

VISION + GOALS

DESIGN PRINCIPLES:

- ESTABLISH AN ACTIVE IDENTITY AND SITE PRESENCE.
- CREATE A WELCOMING INVITATION.
- OFFER SAFE, EFFICIENT, INSPIRING SPACES WITH INDOOR + OUTDOOR CONNECTIONS.
- CONNECT TO NATURE WITH DAYLIGHT, VIEWS AND ACCESS TO COMMUNITY AREAS.
- CREATE SIMPLE + FLEXIBLE SOLUTIONS.
- PROMOTE A HEALTHY, RESOURCE-EFFICIENT + REGENERATIVE COMMUNITY.

NUEVA HILLSIDE LEARNING COMPLEX, *LEDDY MAYTUM STACY ARCHITECTS*

The Nueva Hillside Learning Complex is carefully woven into the land to create a variety of innovative educational environments that promote environmental stewardship and a passion for lifelong learning.



ESTABLISH AN ACTIVE IDENTITY
+ SITE PRESENCE



ED ROBERTS CAMPUS,
LEDDY MAYTUM STACY ARCHITECTS

A community center serving and celebrating the Independent Living / Disabled Rights Movement. Located at a regional transit hub and integrating advanced strategies of Universal Design and Sustainable Design.

CREATE A WELCOMING INVITATION



THE RU PARE SCHOOL,
BETA + ELISABETH BOERSMA

As part of a process aimed at revitalising the area's urban design and community feel, an old school has been transformed into a hub for entrepreneurs featuring full-height windows that can be retracted to open the entire facade.

OFFER SAFE EXTERIOR SPACES WITH
INDOOR + OUTDOOR CONNECTIONS



EDWIN M. LEE APARTMENTS,
LEDDY MAYTUM STACY ARCHITECTS

Balancing a civic scale with a feeling of home, the building enables sustainable lifestyles for its residents, prioritizing access to views and daylight. The project frames a generous internal garden courtyard beyond.

VISION + GOALS

CONNECT NATURE WITH DAYLIGHT,
VIEWS + ACCESS TO COMMON AREAS



KID UNIVERSITY IN GANDIA,
PAREDES PEDROSA

The design respects the position of six existing white mulberry trees, arranging the classrooms around them and shaping a central courtyard. This courtyard will be the core of the Kid University, linking open spaces, covered areas and indoor rooms.

CREATE SIMPLE + FLEXIBLE SOLUTIONS



JAMES COOK UNIVERSITY,
WILSON ARCHITECTS + ARCHITECTS NORTH

The Student Hub - Student services re-imagined as a flexible, dynamic space that can also be used as a social learning space in non peak times.

PROMOTE A HEALTHY, RESOURCE-
EFFICIENT / REGENERATIVE COMMUNITY



GARY COMER YOUTH CENTER,
JOHN RONAN ARCHITECTS

This youth center, located in the Grand Crossing neighborhood on Chicago's south side, provides a constructive environment for area youths to spend their after-school hours.



02. PROGRAM

PROGRAM COMPONENTS

Rebound Institute is a multi-faceted program designed to meet the full range of participants' needs.

Major components include:

- HOUSING
- WORKSHOPS
- COMMUNITY SPACES
- LEGAL ADVOCACY

Housing

Our housing model will provide a foundation and launch for residents. Within our supportive housing model, we will provide an environment conducive to the development of a positive mindset and personal growth. The Institute will house up to 20 high-achieving men and women. Housing will be offered year-round, ideally in a 24-month cycle, which is the time it takes to earn an AA or complete a BA degree as a transfer student.

Our residents will be as independent as possible, responsible for the upkeep of their individual living area and shared facilities. Residents and staff will establish individualized house agreements that are specifically tailored to them in this setting, rather than following a generic set of rules. We will have supportive staff on site, including a live-in "go-to" person 24/7.

We will provide a weekly group to remain current with residents' suggestions or concerns, along with scheduling individual check-ins. Importantly, we will not impose blackouts or restrictions on movement. Residents will be free to make the necessary arrangements to work and attend classes. Moreover, they will have ample study space, reliable Internet, and computer access. Our housing modality provides positive role models of people who have had the experience of successfully transitioning back into community life, are thriving, and will teach by example.



“Within our supportive housing model, we will provide an environment conducive to the development of a positive mindset and personal growth.”



Skills Workshops

The Rebound Institute will offer fully equipped workshops for participants to practice their trade as barbers, upholsterers, tattoo artists, and opticians. The prisons close to the Bay Area (Soledad, Avenal, Elmwood and San Quentin) offer in-depth training in these trades, and individuals released from these institutions would have a place where they could use their craft to financially support themselves while in school. Avoiding a stressful and uncertain job market and having the chance to set one's work schedule around education can prove highly conducive to future success.

Those with experience also could act as teachers and mentors to other members of the program. Participants would use the workshops to offer services to the public – both the campus and larger communities. Revenue from these businesses would generate income to support the program and individual participants. Delancey Street in San Francisco and Homeboy Industries in Los Angeles serve as precedents for this type of social entrepreneurship.

“Our goal is to apply those skills for personal independence as people work toward their long-term goals of freedom and self-sustainment..”

PROGRAM COMPONENTS

Community Spaces

Common space can have a large impact on the development of social networks and the subsequent values of community participation and civic engagement. For example, common spaces where members of a community can interact (libraries, community centers) can help build and sustain social networks. A crucial component of the Institute is to encourage and foster pro-social behavior and avoid anti-social self-centered ideals often connected to imprisonment.

Shared community spaces – whether a multi-use classroom, conference room, courtyard or lounge – will connect and support the major program components. An ample instructional kitchen will be a social center – a place where participants learn basic culinary skills and come together as a community to cook and eat meals. These common spaces will allow for both planned and informal gathering and promote a sense of community.



“Our experience demonstrates that people make positive changes when they build from a nurturing lifestyle rooted in independence and self-sufficiency.”

Legal Advocacy

The Rebound Institute will partner with local law schools to establish a legal clinic that provides participants with assistance in obtaining certificates of rehabilitation, judicial clearance, and record expungement. Emphasis also will be given to helping participants understand their rights to pursue professional licenses in applied fields, including barbering, various medical licensures, social work, counseling and real estate, as well as introductions to cannabis decriminalization and related equity programs under state and local ordinances for implementing the Medicinal and Adult-Use Cannabis Regulation and Safety Act – with an eye toward potential job and business opportunities.

Partnering with Bay Area law schools, law students and legal professionals will have the opportunity to advance criminal-justice reform by working with the Rebound Institute and in collaboration with criminal-justice reform and social-justice organizations and attorneys on various research and data-driven projects and reports, briefs and legislative initiatives.

In partnership with law-school externships, under the leadership of an onsite licensed attorney, clinic students will develop client-counseling skills through interviewing participants, drafting legal analysis based upon a participant's circumstances; write motions, briefs and applications for expungement; attend legal and legislative meetings and hearings; and engage in strategy sessions with members of the bar, the judiciary and community leaders. Experienced attorneys, former clients and allies from the Presidential Leadership Scholars program also will be brought in as guest lecturers. In addition to providing practical learning opportunities for law students, the clinic could also provide practical experience and training for undergraduate students at CSU campuses and other universities.



“From losing the right to vote or serve on juries to exclusions from obtaining professional licenses, a criminal history can seriously limit one’s success.”

PROGRAM COMPONENTS



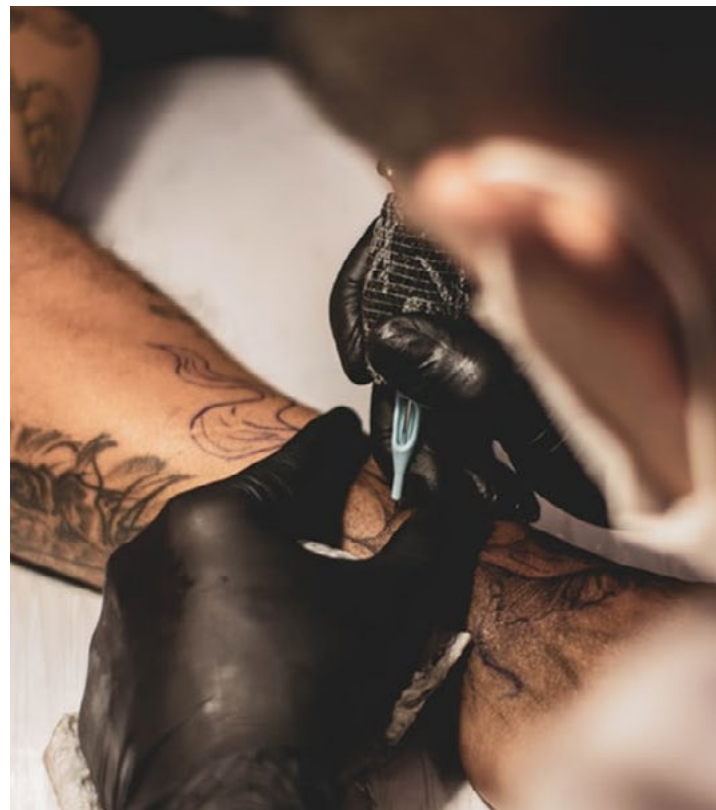
Moving Forward

In tandem with articulating a clear program vision for the Rebound Institute, we have imagined the physical environment that we would like to house our program. This study lays the groundwork for the services we will provide and the type and quality of the spaces that will make the Institute an inspiring and effective community. It also outlines the next steps needed to make the Rebound Institute a reality.

There are options for how the Rebound Institute buildout could be implemented: (1) new construction, (2) renovation of an existing building, or (3) leasing space in partnership with another development under design or construction as a way to fulfill its affordable-housing requirement. We will explore all options.

Design Principles

- Establish an active identity and site presence.
- Create a welcoming invitation.
- Offer safe, efficient, inspiring spaces with indoor and outdoor connections.
- Connect to nature with daylight, views and access to community area.
- Create simple and flexible solutions.
- Promote a healthy, resource-efficient and regenerative community



“The Rebound Institute will offer fully equipped workshops for participants to practice their trade as barbers, upholsterers, tattoo artists and opticians.”

CONCEPTUAL SPACE PROGRAM + PROGRAM RELATIONSHIPS



ENTRY AND LOBBY

The lobby will serve as the “public space” of the building interiors and provide interactive spaces that enhance the user experience. The space focuses on creating an inviting and welcoming place for the public by providing ample natural daylight, views to nature and designated seating areas for up to 20 people. The space will welcome and direct participants and visitors, control access, and provide exit ways from the building.



LEGAL ADVOCACY CLINIC

Legal Advocacy consists of four areas: legal clinic, in-take rooms, conference rooms and a library. These areas – ranging from private meeting spaces for the legal team and clients to a large, collaborative conference room – make up the core of the clinic.



COMMUNITY SPACES

These key programs are supported by a range of shared social spaces and a mix of supplementary spaces that are designed to allow for community-led programming. These spaces include a variety of small, medium, and large conference rooms, multi-space rooms, classrooms, and informal breakout areas. More than a destination where people come to be active, the community spaces are places where people go to meet, engage, connect, learn and celebrate together.



SKILLS WORKSHOPS - ARTISAN SPACES

The workshops consist of several facilities for an upholstery studio, tattoo and hair salon parlors, an optician lab and display space, and makerspace as well as a computer lab/classroom. These “artisan spaces” will provide participants with hands-on training and job skills, and reinforce a co-working philosophy by fostering creativity, collaboration and communication.

Barber/Hair Salon and Tattoo Studio

The studio spaces accommodate 2-3 barber chairs and 2 tattoo stations, and allows for in-person apprenticeship workshops. These spaces give students an opportunity to connect with mentors, receive an overview of the program, and get the support they need to succeed as hair stylists or tattoo artists.

Upholstery Studio

The 1,000-sf. studio accommodates 2 to 3 participants and offers an opportunity for hands-on furniture upholstery training. The studio provides a collaborative, creative environment that is flexibly furnished where participants may complete projects in a self-paced instructional atmosphere. Transparency and visual access, in combination with designated display spaces, provide the overall community a chance to see people at work and products produced.

Optician Laboratory

The optician laboratory is made up of a lens-processing lab and reception area, storage space and a display/sales floor that totals 1,500 sf. The main area is a large open space where visitors could browse the glasses as though they are at a gallery.

Makerspace

The 500-sf. design of the makerspace offers participants and faculty a flexible learning environment to accommodate individual and group project areas and collaboration spaces. The flexible space complements traditional classroom programs while cultivating an atmosphere for participants to test ideas through hands-on learning and experimentation. By focusing on transparency, the makerspace creates a highly communicative space that promotes cross-disciplinary learning.



TEACHING KITCHEN

The Teaching Kitchen is designed as a commercial cooking facility for serving meals to residents and community members, as well as a teaching facility, where education, engagement and community-building around food are primary objectives. It is an interactive, hands-on program that supports goals such as learning about healthy eating and cooking fundamentals, and fostering team-building. The kitchen also provides ample storage space for equipment, a wet/dry storage area and a communal dining area.



SUPPORTIVE HOUSING

The 20-unit housing component provides residents a simple and beautiful living space, and social and academic services shared with the Institute. With an average of 360 sf. per studio apartment, the Institute’s residential area features a community room, library and study area, fitness room and shared use of the Institute’s teaching kitchen.

The main driver for the housing program is to provide residents with independence while supporting personal growth and fostering a sense of community. A landscaped central courtyard is situated in between the housing and the Institute’s other components to offer visual access to nature and sunlight, and allow residents to gather formally or informally outside and away from the street. (Housing will be offered year-round, ideally in a 24-month cycle, which is the time it normally takes to earn an associate’s or complete a bachelor’s degree as a transfer student.)



STAFF AND SUPPORT

The staff and support programs are situated within the institute to balance the need for a collaborative environment as well as private nooks for focused work while providing visibility to the Institute’s occupants. These spaces include office spaces for the director and building manager, and also shared workspaces that are conveniently accessible from work areas.

PROJECT REBOUND INSTITUTE: PROPOSED PROGRAM COMPONENTS

BUILDING ENTRY RECEPTION	NO.	# OF PEOPLE	SIZE	
Lobby Reception	1	2 (staff) 20 (seating)	750	SF
Restrooms	1		500	SF
Elevator (TBD)	1		-	SF
Elevator Control Room	1		-	SF
Subtotal			1,250	SF

WORKSHOPS	NO.	# OF PEOPLE	SIZE	
Barber Hair stylists	1	2-3 barber chairs	400	SF
Tattoo Artists	1	1-2 visible/1 private	400	SF
Upholstery	1	2-3	1,000	SF
Opticians	1		1,500	SF
Computer Lab Classroom	1	20 (computers)	750	SF
Maker Space Flex Room	1		500	SF
Subtotal			4,550	SF

LEGAL ADVOCACY	NO.	# OF PEOPLE	SIZE	
Legal Advocacy Clinic	1	2 (attorneys) 8 (clients)	600	SF
Legal In-Take Room (120 sf. each)	2	2-4	240	SF
Legal Conference Room	1	10-12	200	SF
Library Reading Room	1	4-6	150	SF
Legal Secure Storage Room	1		100	SF
Subtotal			1,290	SF

INSTRUCTIONAL KITCHEN	NO.	# OF PEOPLE	SIZE	
Teaching Kitchen	1		1,000	SF
Kitchen Storage	1		200	SF
Dry Storage	1		150	SF
Freezer Cold Storage	1		150	SF
Kitchen Office	1		120	SF
Kitchen Restroom	1		100	SF
Dining Area	1		500	SF
Subtotal			2,220	SF

COMMUNITY SPACES	NO.	# OF PEOPLE	SIZE	
Large Multi-Use Space Classroom	1	35-50	750	SF
Conference Room	1	20-25	400	SF
Small Conference Rooms (200 sf. each)	4	4-6	800	SF
Informal Gathering Lounge	1	20-30	500	SF
Chair Table Storage	1		125	SF
AV Equipment Room	1		60	SF
AV Recording Booth	1		60	SF
Server Room	1		100	SF
Subtotal			2,695	SF

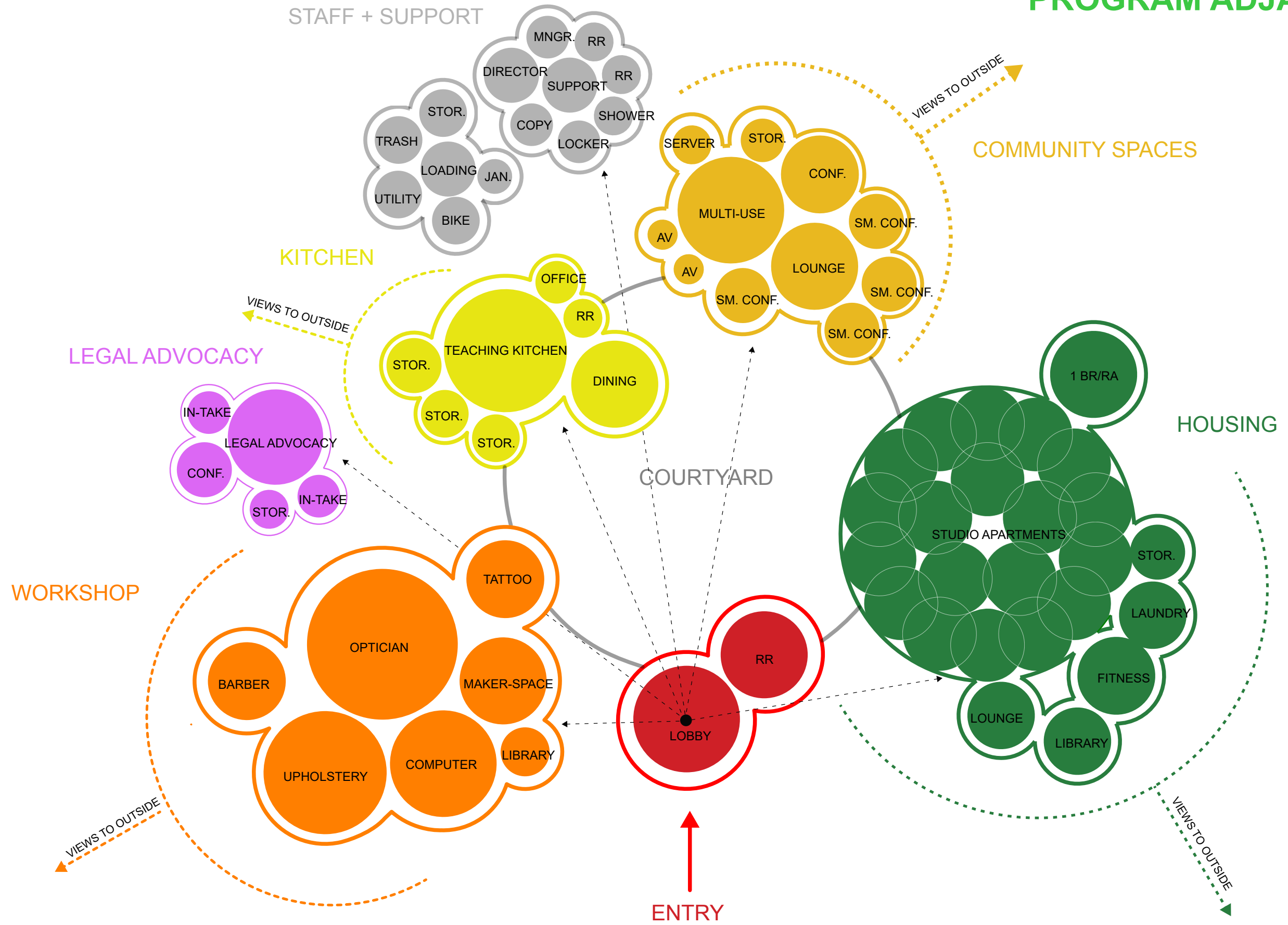
HOUSING	NO.	# OF PEOPLE	SIZE	
Studio Apartment (360 sf. each)	20		7,200	SF
1-Bedroom Apartment (R.A.)	1		500	SF
Computer Library Study Area	1	12-15	300	SF
Community Room Lounge Area	1	30-50	750	SF
Common Kitch. (Use Instruct. Kitch.)	1		-	SF
Small Fitness Room	1		400	SF
Laundry Room	1		300	SF
Storage	1		200	SF
Shared Sevices with Institute			-	SF
Subtotal (Housing)			9,650	SF
Subtotal (25% Grossing Factor)			12,063	SF

STAFF AND SUPPORT AREAS	NO.	# OF PEOPLE	SIZE	
Director's Office	1	1	200	SF
Building Manager	1	1	120	SF
Shared Workspace Support Staff	1	3	200	SF
Storage	1		150	SF
Copy Supplies Room	1		120	SF
Lockers	1		120	SF
Staff Restroom	2		200	SF
Staff Shower	1		100	SF
Janitor	1		80	SF
Trash	1		150	SF
Electrical Utilities Telecom	1		150	SF
Bike Room	1		150	SF
Loading Recieving Area	1		200	SF
Washer Dryer	1		-	SF
Subtotal			1,940	SF

Subtotal (Institute Spaces)			13,945	SF
Subtotal (25% Grossing Factor)			17,431	SF

Total Estimate Building Gross Area			29,494	SF
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PROGRAM ADJACENCY

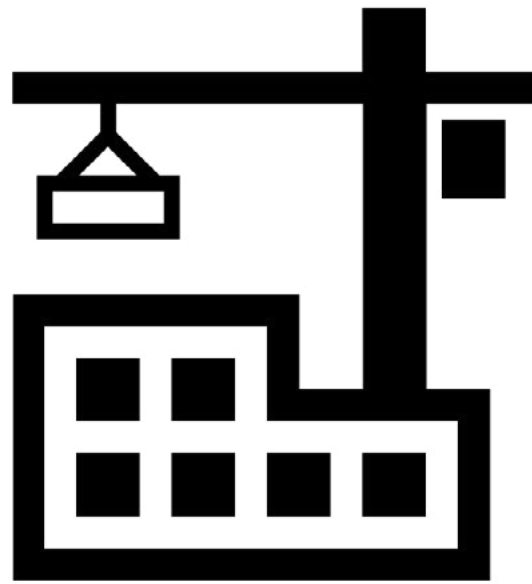




03. OPTIONS FOR INSTITUTE DEVELOPMENT

OPTIONS FOR INSTITUTE DEVELOPMENT

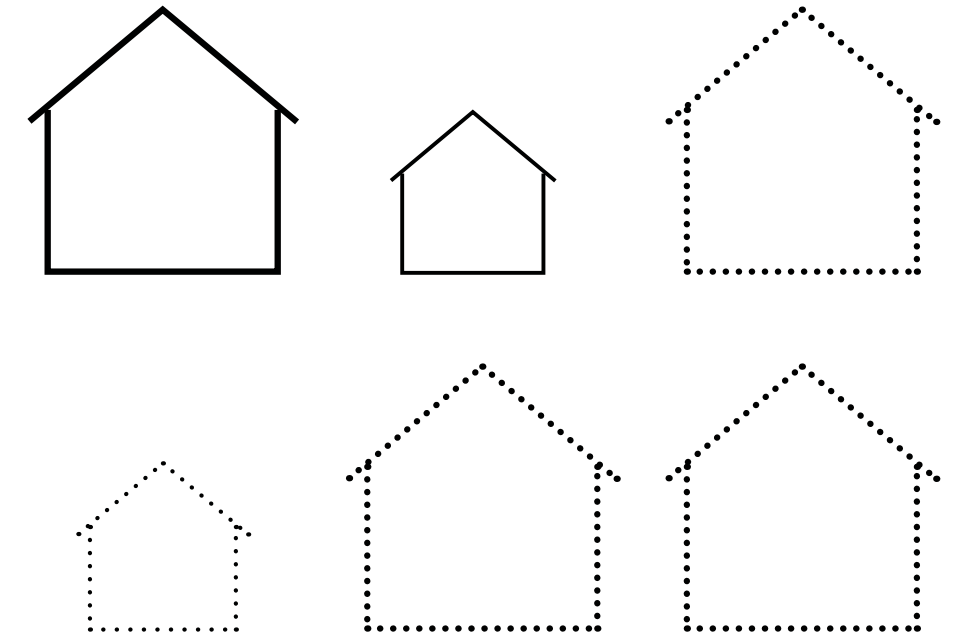
1. NEW CONSTRUCTION



2. RENOVATION OR REUSE OF EXISTING BUILDING



3. PHASING OPTIONS/PILOT PROGRAM



There are options for how the Rebound Institute project could be implemented: (1) new construction, (2) renovation of an existing building, or (3) leasing space in partnership with another development under design or construction as a way to fulfill its affordable-housing requirement. We will explore all options.

While new construction would allow us to shape most directly the Institute's physical environment, much will depend on site availability and overall cost. Ideally, we would like the Institute to be located within an easy commute distance of the SF State University campus by walking, bike or transit. The current high vacancy rate of retail and office space in San Francisco and the East Bay due to the pandemic could open greater opportunity for renovation of an existing building.

The Institute's program components – housing, workshops, community space and legal advocacy – are interrelated and would best be built concurrently. However, depending on the timing to develop strategic partnerships and secure financing, we will consider options to phase in program components or implementing a single element as a pilot project. Phasing possibilities, for example, could include modest renovation of an existing building to house a smaller number of residents and one workshop space. The Legal Advocacy Clinic could be housed in vacant office or retail space while we gather the resources to build the full Institute.



04. PRECEDENT IMAGES

MULTI-USE SPACES



GOOGLE CODE NEXT LAB (OAKLAND), *Kurani*

FLEX GATHERING SPACES



BAY SCHOOL OF SAN FRANCISCO, *Leddy Maytum Stacy Architects*



UC BERKELEY JACOBS INSTITUTE FOR DESIGN INNOVATION, *Leddy Maytum Stacy Architects*



UC BERKELEY JACOBS INSTITUTE FOR DESIGN INNOVATION, *Leddy Maytum Stacy Architects*

COMMUNITY SPACES



EDWIN M. LEE APARTMENTS, *Leddy Maytum Stacy Architects*



RENE CAZENAVE APARTMENTS, *Leddy Maytum Stacy Architects*

COURTYARD SPACES



MERRITT CROSSING, *Leddy Maytum Stacy Architects*



MICHAEL J. HOMER SCIENCE + STUDENT LIFE CENTER, *Leddy Maytum Stacy Architects*

CLASSROOMS



CHINESE AMERICAN INTERNATIONAL SCHOOL, Leddy Maytum Stacy Architects

INFORMAL SPACES/BREAK-OUT SPACES



RESTORE OAKLAND, Design Justice + Designing Spaces



RESTORE OAKLAND, Design Justice + Designing Spaces



GOOGLE NEXT LAB (OAKLAND), Kunani

TEACHING KITCHENS



CHATAM UNIVERSITY EDEN HALL CAMPUS, *Mithun*

MAKERSPACE



NUEVA SCHOOL AT BAY MEADOWS, *Leddy Maytum Stacy Architects*



THE POSSIBLE PROJECT, *HMFH*



THE POSSIBLE PROJECT, *HMFH*

LIVE-WORK / INDIVIDUAL LIVING SPACE



Makoto Suzuki



FORM/Kouichi Kimura Architects





05. NEXT STEPS

NEXT STEPS

