



Places of Value. Value of Place.



**PROPOSAL**

# Marston Hall, Brown University

*Proposal for Consulting Services  
& Schematic Design*

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Brown University PD&C | Providence, Rhode Island

APRIL 30, 2026



April 30, 2026

**BROWN UNIVERSITY  
PLANNING, DESIGN &  
CONSTRUCTION**  
MARSTON HALL

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*Brown University PD&C  
PO Box 1877  
Providence, RI 02912*

Dear Brown University Planning, Design & Construction Team,

Union Studio Architecture & Community Design is pleased to respond to this Request for Proposals. As a Providence-based firm with twenty-five years of practice rooted in this city and region, we bring to Marston Hall a design philosophy formed, tested, and grounded in the conviction that buildings earn their place by serving their communities with integrity across generations. The thoughtful adaptation of one of Brown's most distinctive historic structures to serve the Center for Language Studies is precisely the kind of work our firm was conceived to do.

Our design culture is grounded in time honored principles of beauty, durability and adaptability that certainly inspired buildings like Marston Hall. We believe that those principles remain the most reliable guide to work that will endure, garnering the community esteem that justifies adaptive reuse and embodying a form of sustainability that reaches well beyond energy performance alone. This is not a nostalgic position; it is a rigorous one. We have committed two decades to putting that conviction to work, navigating the intersection of historic integrity and contemporary program need, from our ongoing renovation of Newport's first high school (a landmark civic building dating to 1873) to preservation and adaptive reuse projects throughout Providence and across New England. That body of work, detailed in our enclosed qualifications, reflects a firm that approaches historic buildings as teachers rather than constraints.

We are, above all, a firm that has earned its reputation through consistency. For twenty-five years, Union Studio has grown alongside Providence, working with community development organizations, cultural institutions, housing authorities, and civic bodies that return to us because they trust us. That trust has been built project by project, through honest communication, rigorous due diligence, and a commitment to outcomes that serve people long after the ribbon is cut. We would be proud to extend that same partnership to Brown University, here at Marston Hall.

Respectfully submitted,

**Douglas Kallfelz** AIA, LEED AP, CNU  
Co-founder & Managing Partner  
douglas@unionstudioarch.com

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**SUBMITTED TO**

**BROWN UNIVERSITY PD&C**  
PO Box 1877  
Providence, RI 02912

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**SUBMITTED BY**

**UNION**  
160 Mathewson Street  
Suite 201  
Providence, RI 02903

109 South 13th Street  
Suite 3B  
Philadelphia, PA 19107



TIVERTON PUBLIC LIBRARY, Tiverton, Rhode Island

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# Firm Profile

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Founded in 2001

ARCHITECTURE & COMMUNITY DESIGN

With offices in  
Providence, RI  
Philadelphia, PA

- EAST COAST BASED
- NATIONAL REACH

40 Employees

- ARCHITECTS
- PLANNERS
- DESIGNERS



*Union is a nationally practicing architecture and community design firm. We're driven by our mission to enrich lives and strengthen communities. Our work includes urban planning and community design, civic and institutional buildings, mixed-use developments, and housing of all types.*

**INSTITUTIONAL & CIVIC BUILDINGS** are among the most important places we design. They carry a heightened responsibility to the public realm — anchoring neighborhoods, embodying collective identity, and setting the tone for the daily life of the people they serve. Designing for these institutions demands humility, careful listening, and deep respect for cultural context.

Our institutional and civic practice spans new buildings, renovations, and the careful renewal of historic structures. Our approach pairs respect for context with practical strategies for code compliance, accessibility, targeted mechanical upgrades, and contemporary program needs. We collaborate closely with MEP, code, and specialty consultants, integrating their expertise into a coherent design, and work alongside construction managers from the earliest sketches to align scope, cost, and schedule.

Listening shapes every project. The questions we ask early — how a space is used, who moves through it, what is missing, what is loved — guide every choice that follows. The result is architecture that is welcoming and worthy of the life it holds, enduring yet able to evolve, serving its community well today and earning its affection for generations to come.



## OUR MISSION

Using the power of design to enrich lives  
and strengthen communities.



## We are ...

**Partners** who believe in “serving first”. Through collaboration, empathy, and humility we earn the opportunity to help shape the future for our clients and the communities we serve.

**Leaders** and fierce optimists. We challenge ourselves and our colleagues to advocate for and create more beautiful, just, and sustainable places for this generation and the next.

**Stewards** entrusted with preserving and extending the accumulated wisdom of our profession in service of a more equitable, sustainable, and enduring future.

**Artists** who believe that beauty has the power to enrich and delight—to elevate the merely practical in order to touch the spirit. We aspire to bring this artfulness to all that we do.

**Grateful** and love what we do and who we do it with. We believe that creating places for people to thrive should be fun and enriching for everyone. We find joy in working to make the world a better place.



## Our Approach to Programming



### OUR PHILOSOPHY

*Programming is where a building begins to take shape—in conversation, observation, and patient study of what a place is asked to do, and for whom.*

Every project begins with questions. Who will use this place? How does it work today? What is it being asked to become? Programming is the steady work of answering these questions.

Listening comes next. Stakeholder conversations move across an organization—leadership, staff, partners, the people who pass through each day. Their priorities surface in matrices and margin notes, and together become the compass that guides the decisions ahead.

Observation deepens the work. We tour comparable buildings alongside our clients, learning from places already in operation. We walk the site together, reading its neighborhood, its light, its history. When an existing building is part of the story, we listen to it too—to the craft in its materials, the wisdom embedded in walls that have stood the test of time.

Analysis follows. Conversations become diagrams: organizational charts, adjacency studies, square-footage tallies. We hold the program a client needs against the footprint they have, and the gap between them becomes the next question to answer.

The work then opens into possibility. We bring multiple schemes forward, each a different answer to the same question, paired with massing studies and early sections. Trade-offs are made visible; the client weighs them, and chooses.

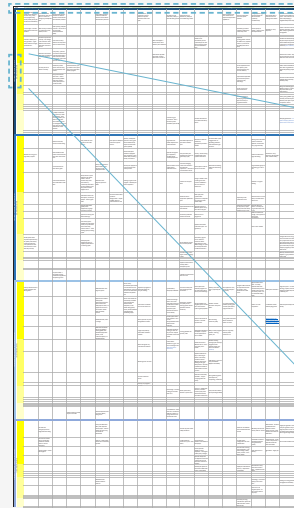
What emerges is a framework: a clear set of goals, a guiding strategy, and a shared understanding of how the building will serve the people who will call it theirs.



# How Programming Becomes Place: Listening, Drawing, Shaping

## Listening — Gathering Voices, Defining Goals

Programming begins in conversation. We meet with the people who know a place best—leadership, staff, partners, neighbors—and let their priorities surface. The matrix that emerges becomes a compass: voices and values that will guide every decision ahead.



VISIBILITY	SEPARATION
<p><b>WHAT ARE WE TRYING TO ACCOMPLISH?</b>                      Maintain visibility of children at all times, and allow better visibility into program spaces.</p> <ul style="list-style-type: none"> <li>Line of sight important throughout building, especially in key areas of bathrooms, corridors and entry/exits.</li> <li>Pool area to be more visible to rest of building - currently completely segregated from rest of facility interior and exterior.</li> <li>Access points into and out of facility critical.</li> <li>Glazing in doors to be able to see into classrooms, offices, and program space.</li> <li>Ability to supervise children going into bathrooms and in locker rooms while maintaining their privacy.</li> <li>Individual bathrooms in classrooms would be ideal.</li> <li>Allow staff members to observe other team members and assist if needed.</li> </ul>	<p><b>WHAT ARE WE TRYING TO ACCOMPLISH?</b>                      Separate childcare programming from public access areas for security; better organize departments, programs and activities.</p> <ul style="list-style-type: none"> <li>How do children move from inside activity spaces to exterior activity spaces?</li> <li>Within a classroom or program spaces, provide zones of activity to help separate users and equipment.</li> <li>Rentals use not to interfere with daily use. Rentals should have their own entry protocol, bathrooms and support spaces.</li> <li>Quarantine space for kids that are ill or are experiencing a hard moment that others should not see.</li> <li>Separation for age groups.</li> <li>Visual and physical separations between staff and KCH spaces.</li> <li>Front desk is busy - separate out tasks here!</li> </ul>

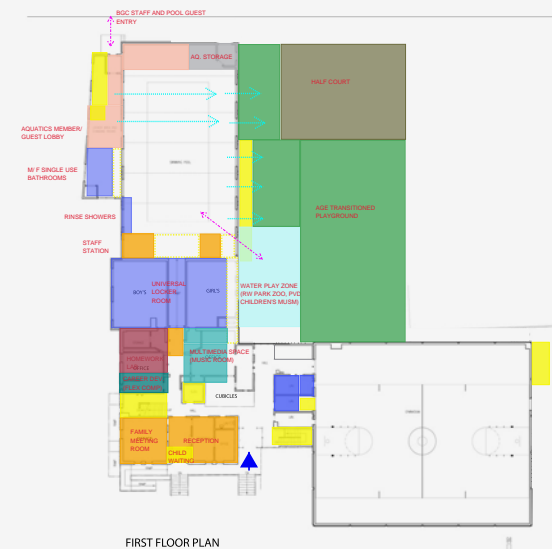
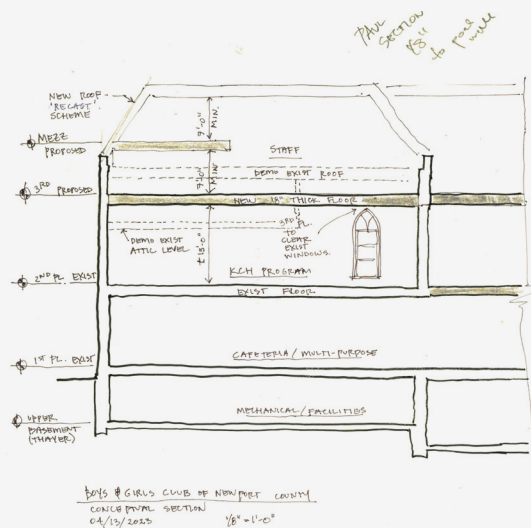
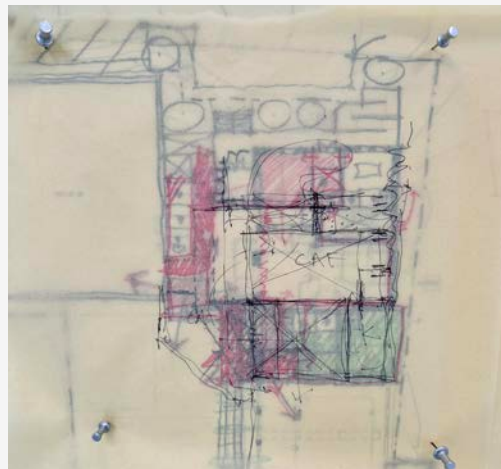
**GOAL** "PROVIDE SAFE AND ENGAGING SPACES THAT WILL SUPPORT MORE YOUTH, CHILDREN, AND FAMILIES IN THE COMMUNITY BY ADDING TO AND STREAMLINING THE CENTRAL CLUBHOUSE."

**STRATEGY**

- EXPAND THE CAPACITY AND AGE RANGE OF THE CHILDCARE PROGRAM.
- IMPROVE SECURITY AND SAFETY OF THE CLUBHOUSE.
- ALLOW THE CHILDCARE, GYMNASIUM & POOL TO FUNCTION SEPARATELY, AND IN PARALLEL, AS DIVERSE REVENUE STREAMS.
- PROVIDE STAFF THE SPACE AND INFRASTRUCTURE THEY NEED TO CONTINUE LEADING THE ORGANIZATION SUCCESSFULLY.
- EXPAND AMENITIES AVAILABLE TO CLUB MEMBERS, PARTNER ORGANIZATIONS & SCHOOLS, AND THE BROADER COMMUNITY.
- PROVIDE FOR FUTURE PROGRAM FLEXIBILITY.

## Drawing — Sketch, Trace, Iteration

Ideas are tried and tried again. Plans pushed, sections drawn to test a roofline, a stair, a third floor. Layers laid over layers, set aside, returned to. The building's logic emerges and the program finds its shape in the patient back-and-forth of testing what fits.



## Shaping — Final Programming Scheme

The program finds its place in plan. Color-coded zones, adjacencies, supervision points, entries—every decision from the work that came before now lives in a room with a door and a window. The building, in plan, has found its footing.

**LEGEND: FINAL PROGRAMMING SCHEME**

CHILDCARE 6,489 SF	GYMNASIUM 7,229 SF
POOL 4,692 SF	PLAYGROUND 6,490 SF
LOCKER ROOMS 1,424 SF	STORAGE 1,206 SF
OFFICES 2,191 SF	MECHANICAL 2,076 SF
STAFF LOUNGE 210 SF	LAVATORIES 1,769 SF
CATERIA 3,437 SF	CIRCULATION 5,527 SF
KITCHEN 600 SF	

**NEW PROGRAM SPACES**

PRE-K 1,482 SF	CONF. ROOM 132 SF
	KCH COAT SPACE 182 SF

ENTRY / EXIT POINTS  
 AFTER-HOURS ACCESS  
 MOVABLE PARTITIONS

PROGRAM ADJACENCY  
 SUPERVISION POINTS

Total KCH Capacity = 256 children  
 Total Daycare Capacity = 40 children  
 Total Capacity = 296 children  
 Total Added Square Footage = +/- 8,372 sf  
 Total Building Square Footage = +/- 41,541 sf

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# Our Approach to Revitalizing Historic Buildings



BOYS & GIRLS CLUB OF NEWPORT COUNTY, Newport, Rhode Island

## OUR PHILOSOPHY

*An old building is a partner, not a problem to be solved. It carries its own logic, its own history, and its own surprises — and the best work begins by treating all three with respect.*

Old buildings carry their own logic: floor-to-floor heights set a century ago, masonry walls that hold both load and history, structural systems that pre-date the codes our work must meet. Bringing these buildings into contemporary use is rarely a matter of insertion. It is a matter of negotiation—between fire and life-safety code, modern MEP, accessibility, and a structure that was never asked to hold them.

We approach the work expecting surprise. Conditions hidden behind plaster are uncovered as the project moves; tax-credit standards shift; agency leadership reinterprets long-settled rules. We build redundancy into the team so that knowledge is held in more than one place and momentum holds when conditions change.

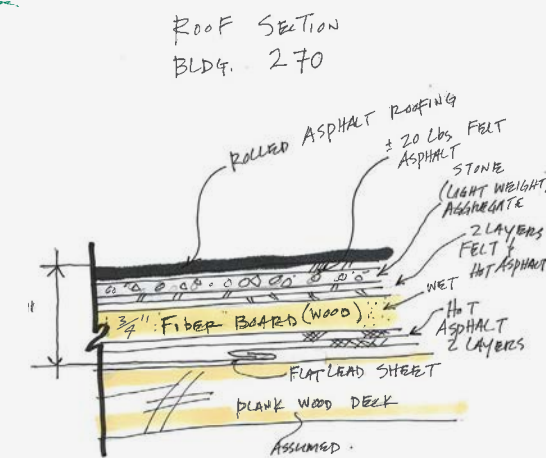
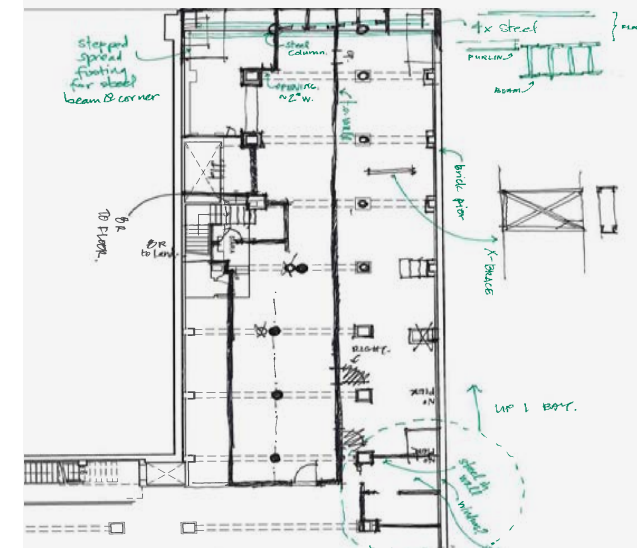
Coordination is constant. Engineers, code consultants, preservation specialists, and contractors are at the table early and often—threading ductwork through original joists, routing sprinklers behind cornices, finding egress paths that meet code while keeping intact what makes a building worth preserving. Every decision is tested against three measures at once: compliance, performance, and the integrity of the historic fabric.

The best solutions emerge when the whole team treats the building as a partner—one with its own history to honor and its own surprises to share. The result is a building that meets contemporary standards while keeping the qualities that made it worth keeping.



## Historic Fabric — Exploration & Understanding

Creating a harmony between historic architecture and new systems begins with a deep understanding of the building. We will undertake an existing conditions survey - along with any necessary consultants, such as structural engineers and MEPFP engineers - to acquaint ourselves with what's existing, and what's to remain.



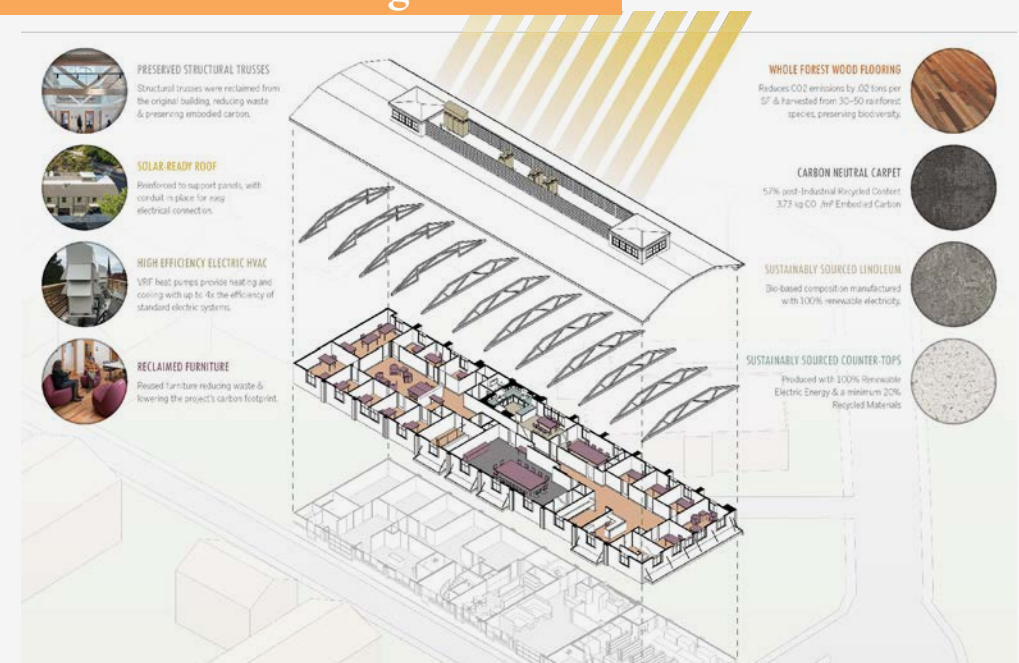
## Logic & Surprises — Expect the Unexpected

Even with extensive research and surveying, it's only once the walls and ceilings start to come down that historic buildings start to spill their secrets. A strong relationship with the contractor and a devoted team of engineers goes a long way here to tackle the unforeseen conditions and find elegant solutions.



## Coordinating Solutions — How it Comes Together

A deep respect for and a commitment to stewarding historic buildings ensures that notable elements in the existing building will never play second string to a new intervention.





SOUTHSIDE COMMUNITY LAND TRUST HEADQUARTERS, Providence, Rhode Island

# Our Approach to Committee & Stakeholder Engagement



## OUR PHILOSOPHY

*The best buildings are shaped by the people who know them best — those who walk their halls each day, those who steward their systems, those who carry their institutional memory.*

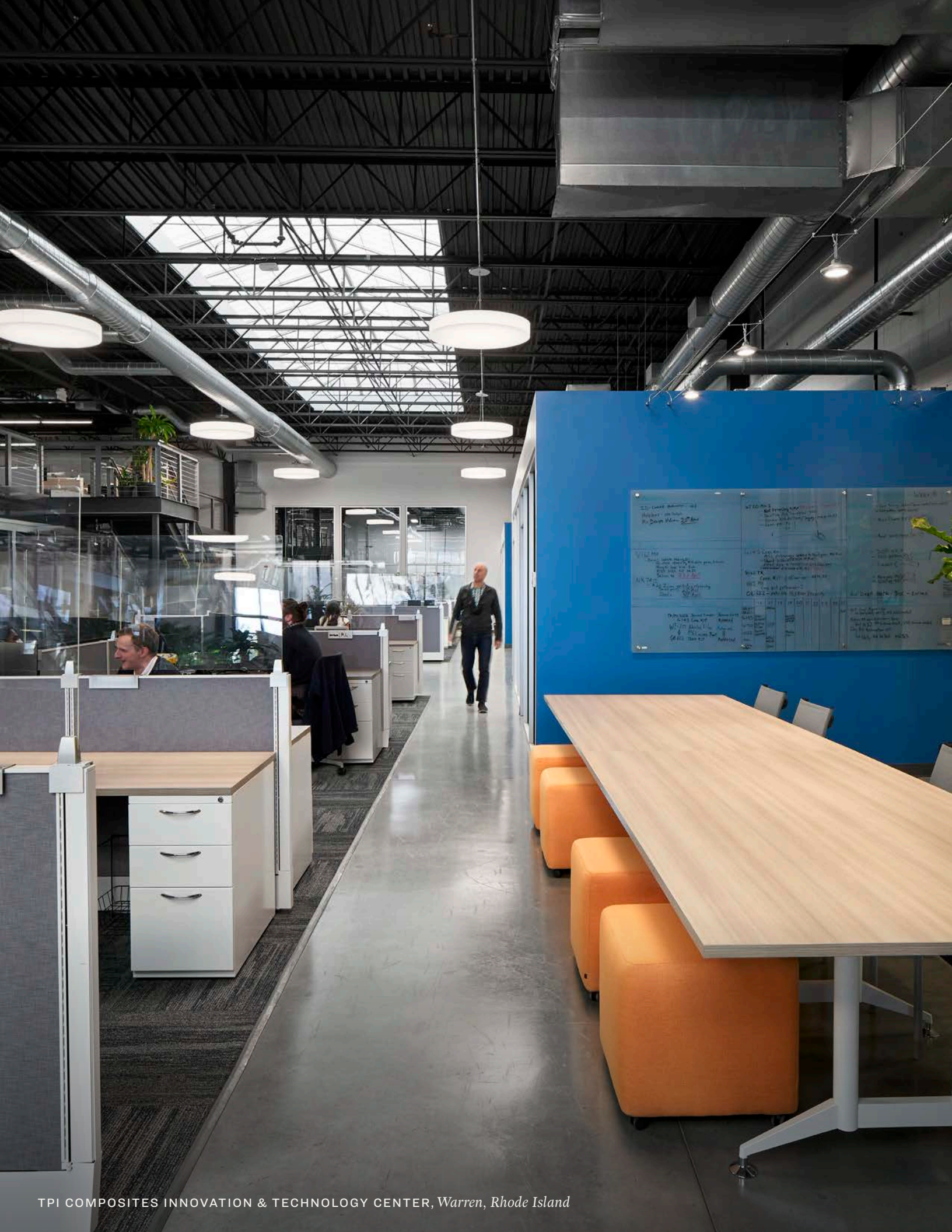
Every institution holds a particular kind of knowledge. The faculty member who knows which corner catches the morning light. The facilities engineer who has tended the boilers through forty winters. The department chair carrying decades of how the work actually gets done. This knowledge rarely sits in a brief — and it shapes everything we design.

At Union, engagement on institutional projects begins with attention. We listen to the building, to the people who use it, and to the teams responsible for its long life. Conversations with end users, facilities staff, and project leadership surface the realities that drawings alone can't capture: how a space is actually used, where the workarounds have quietly accumulated, what the institution most wants to protect.

These exchanges shape our work in concrete ways. They guide how a plan is tested, how scope is prioritized, how trade-offs are framed for the people who will weigh them. We bring our own expertise — in code, construction, historic systems, and the choreography of design teams — into a candid conversation with those who hold the institution's expertise. The result is a project shaped by both, and stronger for it.

Engagement, for us, is also a discipline of humility. Every institution has stewarded its places longer than we will know them. Our work is to honor that stewardship, ask good questions, and design with care for what is already loved.





## selection of Award highlights

- 2025 AIA Philadelphia, Merit Award for Equitable Communities in the Historic Preservation/Adaptive Re-use category: **Southside Community Land Trust Headquarters**
- 2025 AIA New England, Citation: **The Veranda House Restoration**
- 2025 CNU, National Chapter, Three Charter Awards: **Westminster Street Revitalization; Eastdale Main Street Village; and Cape Cod Resiliency: Missing Middle**
- 2025 GrowSmart RI, Outstanding Smart Growth Award: **The Residences at Riverside Square**
- 2025 CNU, National Chapter, Merit Award: **Preserving History: Assessments & Climate Adaptations at the House of the Seven Gables**
- 2024 CNU, National Chapter, Merit Award for Emerging Project: **Veridian at County Farm**
- 2023 National Association of Home Builders (NAHB), Platinum Award: **Brewster Landing**
- 2022 Providence Preservation Society, Mission-Driven Preservation Award: **Southside Community Land Trust Headquarters**
- 2022 Urban Guild: Design Exploration Award: **Adults with Autism Disorder - Guides and Practices**
- 2022 AIA Philadelphia: Paul Sehnert Award Excellence in Design, Collaboration, & Impact: **Life do Grow Farm Conceptual Master Plan**
- 2021 CNU National Chapter: Charter Award: **Hammetts Hotel**
- 2020 NAHB, Platinum Award, Green Entire Home Remodel: **Jamestown Net-Zero House**
- 2020 NAHB, Platinum Award, Community of the Year: **Castle Street Cottages**
- 2019 CNU National Chapter, Filling the Housing Gap, Missing Middle Design Competition: **It Will Play in Peoria**
- 2018 NAHB, Best Student Housing: **Middlebury College Student Residences**
- 2018 NAHB, Best Single-Family One-of-a-Kind Custom or Spec Home: **This Old House® 2018 Idea House**
- 2016 APA RI Chapter Award Outstanding Neighborhood Planning: **Keeping History Above Water: Planning for Sea Level Rise in Newport's Historic Point Neighborhood**
- 2016 AIA New England: Design Merit Award for Institutional: **Tiverton Public Library**
- 2016 NAHB, Community of the Year: **Heritage Sands**
- 2015 NAHB, Best Project in Pacific Northwest Region: **Ludlow Cove**
- 2014 Builder Magazine: Builder's Choice Award, Project of the Year for Green Development or Production Housing: **Riverwalk**

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AMERICAN  
INSTITUTE OF  
ARCHITECTS  
(AIA)

24

CONGRESS  
FOR THE NEW  
URBANISM  
(CNU)

5

AMERICAN  
PLANNING  
ASSOCIATION  
(APA)

21

NATIONAL  
ASSOCIATION OF  
HOME BUILDERS  
(NAHB)



TIVERTON PUBLIC LIBRARY, Tiverton, Rhode Island

# Project Understanding & Approach

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# Project Understanding & Approach

RFP 2026-0097 | Consulting Services | Schematic Design | Marston Hall

MARSTON HALL is a small but significant building on Brown's campus. Its Beaux-Arts proportions, restrained classical detailing, and corner siting give it a civic presence that has rightfully earned it a lasting place in the architectural fabric of the University. William Welles Bosworth's design, with its central rotunda foyer likely envisioned as a shared civic heart where the study of many languages might converge, represents a standard of permanence that newer campus construction rarely achieves. The relocation of the Center for Language Studies into this building is not incidental; it is a homecoming. The original design intent and the present academic mission are in genuine alignment, and that alignment will help guide decisions about how the space is adapted.

Brown's PD&C team has done meaningful preparatory work: the initial test fit confirms, at a high level, that the building can hold what is being asked of it. The Schematic Design phase now asks the more demanding questions — testing programmatic needs against existing conditions, code and accessibility requirements, and the technical demands of integrating modern building systems into a historic structure, all while developing a reliable understanding of what the project will cost. It is the role of the selected design team to take the framework Brown has established and develop it into a coordinated, well-resolved schematic design that gives the University the spatial, technical, and financial clarity needed to move confidently into construction documents and, ultimately, into construction.

## Our Approach

### STEWARDING A BUILDING OF HISTORIC CHARACTER

Our design culture is grounded in a mastery of proportion, material logic, and architectural precedent that gave civic buildings their authority and longevity. We study the classical and traditional principles that produced buildings like Marston because those principles remain the most reliable guide to work that will endure, garnering the community esteem that justifies adaptive reuse and embodying a form of sustainability that reaches well beyond energy performance alone. This is not a nostalgic position; it is a rigorous one. Our practice has developed substantial experience in exactly this kind of work. The Westminster Street revitalization in downtown Providence, our own headquarters within that revitalization, the Boys & Girls Club's 1873 Thayer School in Newport, the House of the Seven Gables in Salem, the Veranda House on Nantucket, and the Tanner House in Philadelphia are all projects in which we have worked inside buildings of significant historic character — understanding what to preserve, what to recover, what to thoughtfully adapt, and where contemporary intervention can be made legible without competing with the original. We bring that same disposition to Marston: respect for the building as we find it, and a clear understanding of where the program asks us to make changes and how to make those changes well.

Finance Authority (CHFA) standards, the fast-tracked renovation addressed mechanical, electrical, plumbing, and fire protection systems throughout; remediated hazardous materials; and reimagined interiors — all while residents remained in place. When the work was complete, the building had a new name and something harder to name: the sense that a place had been valued, not merely maintained.

### INTEGRATING MODERN SYSTEMS INTO A HISTORIC STRUCTURE

The RFP identifies the central technical challenge directly: the mechanical strategy at Marston requires in-depth expertise in integrated building systems and demonstrated experience updating mechanical systems into historic structures. We agree, and we want to address this head-on. Retrofitting a building like Marston with contemporary HVAC — without compromising historic fabric, ceiling heights, sightlines, acoustics, or the character of the spaces themselves — is among the more demanding problems in adaptive reuse. It requires early and sustained collaboration between architect and engineer, a willingness to test multiple system strategies against real spatial constraints, and discipline about where ductwork, piping, and equipment can be located without diminishing the rooms they serve.

This is work we have done. At the Boys & Girls Club's Thayer School in Newport, we are integrating a holistically reconfigured mechanical, electrical, and plumbing system into a 19th-century masonry building on the National Register, navigating the same tension Brown is asking us to navigate at Marston. Our full rehabilitation of four historic buildings on Westminster Street required threading



## Process

OUR SD PROCESS FOR MARSTON WILL MOVE THROUGH FIVE OVERLAPPING STREAMS OF WORK.

**Existing conditions and due diligence.** We begin by understanding the building as it actually is: site visits, review of available drawings and prior assessments, walk-throughs with Brown’s facilities team, and targeted documentation of conditions that will shape design decisions, including structure, envelope, existing MEP, accessibility, and historic fabric. Kjelgaard joins us early to assess existing systems and begin developing a clear strategy. Jensen Hughes engages on code and life safety from the outset. The deliverable is a shared baseline: what we are working with, what constraints are real, and where the test fit’s assumptions hold or require adjustment.

**Programming with the Center for Language Studies.** The test fit confirms the program can work; SD asks how it fits well. We will develop a detailed understanding of CLS’s day-to-day operational needs — what adjacencies matter, what is shared versus dedicated, what specialized space is required — and confirm that Slavic Studies’ continued presence is well-served by the proposed reconfiguration.

**Schematic design.** With existing conditions and program in hand, we develop refined floor plans, key elevations, narrative and detailed specifications, preliminary material and finish direction, and a coordinated mechanical, electrical, plumbing, and life-safety strategy. Where the test fit’s general approach holds, we build on it directly. Where conditions or program suggest a refinement, we bring options to Brown with trade-offs made clear and our recommendation stated.

**Cost validation with Brown’s construction manager.** A central purpose of the SD phase is to give Brown a reliable understanding of what the project will cost and validating the scope. We will work closely with the construction manager, structuring our documentation to support meaningful pricing and surfacing cost implications as design decisions are made — not after. This way of working, designing and pricing in parallel with the design team, engineers, and CM at the same table, is how we have run cost validation on projects from the Boys & Girls Club in Newport to the Hyannis Public Library to our own office space.

**Documentation and Brown’s compliance framework.** We will deliver SD documents that comply with Brown’s Design and Construction Standards and complete the Compliance Form at the appropriate phase. Where any aspect of the design needs to depart from the standards, we will surface that early through the Waiver Request process. Our intent is to be a straightforward partner to Brown’s project management team: bringing well-resolved work, flagging issues before they become problems, and keeping the project on schedule.

## Schedule

The RFP identifies a December 2026 target for CLS to occupy Marston Hall. Working backward from that date, through construction, bidding and CM mobilization, and construction documents, the SD phase will need to proceed at pace. Our work will be scoped, staffed, and managed accordingly: a project kick-off shortly after selection; existing-conditions assessment and programming running in parallel rather than sequentially; design and cost validation on a defined cadence; and a deliverable schedule we can all commit to. We will actively manage the decision points where Brown’s input is needed, surfacing those early so they do not become schedule risks. We have managed similar scope on tight timelines — the MIIS student housing renovation required envelope upgrades, full mechanical replacement, and interior reconfiguration completed for a fall 2021 student move-in. Marston is a different project, but the discipline is the same: clarity about what has to happen by when, and a team that treats schedule as a design constraint to be solved.

## The Work Ahead

Marston Hall is the kind of project where smaller scale belies underlying complexity. A successful Schematic Design phase requires careful programming with two academic units, a mechanical strategy that respects a building of real architectural character, cost intelligence that gives Brown confidence to proceed, and a pace that holds to a December 2026 occupancy date. We have organized our team and our approach around those requirements. We would be proud to undertake this work, and to demonstrate the kind of working partnership we hope might extend to future projects on the Brown campus.





# Project Team

- 31 Team Organizational Chart
- 32 Union Studio Team Resumes



# Team Organizational Chart





# Douglas Kallfelz AIA, LEED AP, CNU

## Co-Founder & Managing Partner

As managing partner at Union, Douglas works directly with client leaders on a wide range of community design, residential, institutional, and civic projects. With more than 30 years of experience across a broad range of client and project types, Douglas brings a unique blend of business acumen, technical expertise, and design skill to those he serves. He has been the primary architect and Principal-in-Charge for many of the firm's award winning affordable housing projects, sustainable communities, civic buildings, student housing, libraries and residences. Douglas blends his project leadership and design responsibilities with overall management and strategic planning for Union. His work embodies a commitment to contextually inspired design and enduring quality as the foundation of lasting value for communities and clients alike.

### EDUCATION

Harvard University,  
Graduate School of Design  
Cambridge, MA  
Master in Design Studies, 2003

Syracuse University  
Syracuse, NY  
Bachelor of Architecture, 1995  
Cum laude with Honors

### REGISTRATIONS & CERTIFICATIONS

Registered Architect  
Licensed in: RI, MA, ME, NH, VT, SC

LEED Accredited Professional

### RELEVANT EXPERIENCE



#### MIDDLEBURY COLLEGE STUDENT HOUSING

Monterey, California

An award-winning rural intervention provides new student residences for Middlebury's prestigious Vermont campus.



#### WESTMINSTER STREET REVITALIZATION

Providence, Rhode Island

An adaptive reuse, mixed use project that involved the revitalization of three historic buildings, and the design of a new, contextual addition.

# Douglas Kallfelz AIA, LEED AP, CNU



#### TIVERTON PUBLIC LIBRARY

Tiverton, Rhode Island

Complete master planning, programming and building design for a new public library. This library set the bar for new library design in the state.



#### MIDDLEBURY INSTITUTE FOR INTERNATIONAL STUDIES STUDENT HOUSING

Monterey, California

Rehabilitating a 50-year-old building creates walkable student housing with a more contextually sensitive character.



#### HAMMETTS WHARF

Newport, RI

Historic waterfront infill. Full design services from masterplanning, entitlement, design and construction.

“Meaningful design begins with having a deep respect for the cultural values of the people and communities we serve. Listening first gives the greatest chance of creating buildings and places that enrich lives and strengthen connections.”

### PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)  
Member, *Current*

AIARI Architectural Forum

Vice President, *Current*

AIARI Chapter Past President, 2013

Harvard Alumni Real Estate Board  
Board Member, *Current*

Urban Guild  
Fellow, *Current*

Congress for New Urbanism (CNU)  
Member, *Current*

### SPEAKING ENGAGEMENTS

One Cape Summit, 2025 Keynote  
Resilient Communities & Attainable Housing  
25 years of partnership and transformation

Crafting Resilient Communities:  
Lessons learned over 20 years of designing  
attainable housing in New England  
AIA New Jersey, 2023

East Coast Rising: Shifting Resilience Planning  
from Guidelines to Implementation  
CNU National Conference, 2022

Finding the “Missing Middle” in Housing  
International Builder’s Show, 2018

Intentional Communities: History & New  
Applications for Clustered Development  
Architecture Boston Expo, 2012

Sustainable Opportunities Across the Transect  
CNU New England, 2011

Cottages on Greene: An Alternative Residential  
Development for the New Economy  
GrowSmartRI, 2009

Smart Streets for Smart Growth: Rethinking  
Green Infrastructure in Cities and Towns  
EcoBuild, 2009

### COMMUNITY ENGAGEMENT

Warren Rhode Island Planning Board  
Board Member 2012-13

ACE RI Mentorship Program  
Advisory Board Member

Leadership Rhode Island  
Member, *ETA II Class*



# Kara Babcock AIA, CNU

## Associate Principal

As one of Union's longest-tenured employees, Kara has garnered experience on many of the firm's most challenging architectural and urban design projects, most recently as project manager for the new and award-winning Hammetts Wharf Hotel in Newport, RI. Her project background spans a variety of types and sizes from workforce housing to public libraries, adaptive reuse, and an award-winning research exhibit on sea level rise in historic communities. With her degree in both architecture and fine arts, Kara takes great pride in balancing design aesthetics with the technical aspects that make our built world a reality. She delights in working closely with large, comprehensive project teams to shepherd a concept through to completion and has found the mission-based work at Union Studio to be personally rewarding.

### EDUCATION

Roger Williams University  
Bristol, RI  
Master of Architecture

Roger Williams University  
Bristol, RI  
Bachelor of Science, Architecture

### REGISTRATIONS & CERTIFICATIONS

Registered Architect  
Licensed in: RI

### PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)  
Member, 2018–Current  
RI Chapter, Board of Directors, 2018–2020

Congress for the New Urbanism (CNU)  
Member, 2017–Current

### RELEVANT EXPERIENCE



#### TIVERTON PUBLIC LIBRARY Tiverton, Rhode Island

Complete master planning, programming and building design for a new public library. Referred to as the “Crown Jewel” of the Rhode Island public library system upon its completion, this library sets the bar for new library design in Rhode Island.



#### BOYS AND GIRLS CLUBS OF NEWPORT COUNTY Newport, Rhode Island

Complete renovation and expansion of the headquarters incorporating childcare center, pool, gymnasium and educational facilities.

# Kara Babcock AIA, CNU



#### HAMMETTS WHARF HOTEL Newport, Rhode Island

Full architectural services from conceptual design to construction administration for a new mixed-use hotel in a historic downtown setting. The site was within a VE flood zone, adaptive construction techniques for sea level rise were implemented.



#### HYANNIS PUBLIC LIBRARY Hyannis, Massachusetts

Addition and renovation of the historic Hyannis Public Library that honors its rich history while meeting modern needs.



#### WESTMINSTER STREET REVITALIZATION Providence, Rhode Island

An adaptive reuse, mixed use project that involved the revitalization of three historic buildings, and the design of a new, contextual addition.

### SPEAKING ENGAGEMENTS

**The House of Seven Gables: A case study for historic building and campus adaptation plans**  
The Preservation in a Changing Climate Conference, *September 2023*  
Traditional Building Conference, *March 2026*

**Transforming Coastal Adaptation Narratives: Urban Resilience Beyond Survival**  
Congress of the New Urbanism National Conference, *June 2025*  
AIA NH Learning Day, *March 2026*

**Community-Centered Approaches to Climate Adaptation**  
Donner Foundation Speaker Series for the Aquidneck Island Land Trust, *June 2025*

### COMMUNITY ENGAGEMENT

**ACE RI Mentor Program**  
RI Chapter, Board of Directors, *Current*  
Mentor for Office Experience Program, *Current*  
Mentor, *2011–2012*

**Roger Williams University**  
Frequent guest critic at design studios, *2011–present*

**DESIGNxRI - Design Forward Program**  
Advance Cohort, *Fall 2017*

“We have the privilege of influencing the fabric of spaces and places for everyone and it is our responsibility to ensure they meet the needs and help to overcome the challenges of the communities in which we are working.”



# Taylor Hughes AIA, CNU Architect

Committed to a thoughtful, well-researched, and holistic approach to architecture, Taylor's first consideration is for the people who will interact with the spaces she designs. She believes in using her skills as an architect to improve the world and create places with integrity. At Union, Taylor applies this same dedication to every project, from research and programming to client presentations and coordination. Outside of the office, Taylor serves as Vice-President / President Elect on the board of the American Institute of Architects Rhode Island chapter and as co-chair of the chapter's Advocacy committee, which has brought her to the Statehouse in the past year to testify on legislation.

## EDUCATION

Roger Williams University  
Bristol, RI  
Master of Architecture  
Honors: *summa cum laude*

Roger Williams University  
Bristol, RI  
Bachelor of Architecture

## REGISTRATIONS & CERTIFICATIONS

Registered Architect  
Licensed in RI

## RELEVANT EXPERIENCE



**HYANNIS PUBLIC LIBRARY**  
Hyannis, Massachusetts

*An addition and renovation of the historic Hyannis Public Library that honors its rich history while meeting modern needs.*



**BOYS & GIRLS CLUB OF NEWPORT COUNTY**  
Newport, Rhode Island

*A major renovation and expansion of the historic Thayer School building will revitalize the Boys & Girls Clubs of Newport County and expand vital youth programs.*

# Taylor Hughes AIA, CNU



**VERANDA HOUSE RESTORATION**  
Nantucket, Massachusetts

*After a catastrophic fire, the Veranda House was painstakingly restored to preserve its historic legacy while introducing modern safety and accessibility.*



**22 RYE STREET LIBRARY**  
Providence, RI

*22 Rye Street reimagines a historic schoolhouse as a vibrant community library and cultural center, expanding educational and creative opportunities for Providence's diverse neighborhoods.*

## PROFESSIONAL AFFILIATIONS

American Institute of Architects,  
Rhode Island Chapter  
Vice President / President-Elect, 2026-Present  
Young Architect Director, 2023-2025

Congress for the New Urbanism (CNU)  
2024-Present

## COMMUNITY ENGAGEMENT

AIARI  
Advocacy Committee Co-Chair, 2025-Present  
Honor & Design Awards Committee, 2021-present

AIA Chapters of New England  
Design Award Committee, 2022

## SPEAKING ENGAGEMENTS

Young Architects Forum:  
Bridging Generations  
AIA25, 2025  
Boston, MA

Thoughtful, principled, and committed to architecture that improves our daily lives.



# Relevant Experience

- 44 Our Relevant Work
- 67 References

# Boys & Girls Club of Newport County

DATE July 2025 construction start SIZE 38,850 sq ft COST \$16.5M CLIENT Boys & Girls Clubs of Newport County



images: Union

## Boys & Girls Club of Newport County

NEWPORT, RHODE ISLAND

### Expansion and renovation of a historic Boys & Girls Club in Newport.

Union was selected to guide and design a significant overhaul of the central clubhouse on Church Street in downtown Newport, Rhode Island. The current facility is an assemblage of three distinct buildings realized in different eras. The Thayer School, built with funds from a local merchant, William Sanford Rogers, originally served as the City's first high school in 1873. It has been home to the Boys & Girls Clubs of Newport County since 1957. Two major additions, a gymnasium and an indoor pool, were completed in the 1960s. Minor renovations and repairs have taken place over the decades in a fragmented patchwork as funds and donations were made available.

"Blueprint for Great Futures" will expand the facility by 8,000 square feet, renovate and restore existing spaces, and upgrade outdated building systems. The project is a holistic reconfiguration with every area being impacted. The process required immense efforts to precisely program the campus to support its wide-ranging community services while being sensitive to the historic school that is on the National Register of Historic Places.

The project will nearly double the number of slots in its vital all-day childcare program from 165 to 281. Club offerings feature daily meals, school transportation, and afterschool programs that focus on health, academic and social success. The refreshed pool and gym will reopen as community amenities accessible to the public.



Clubhouse S.T.E.A.M. classroom rendering



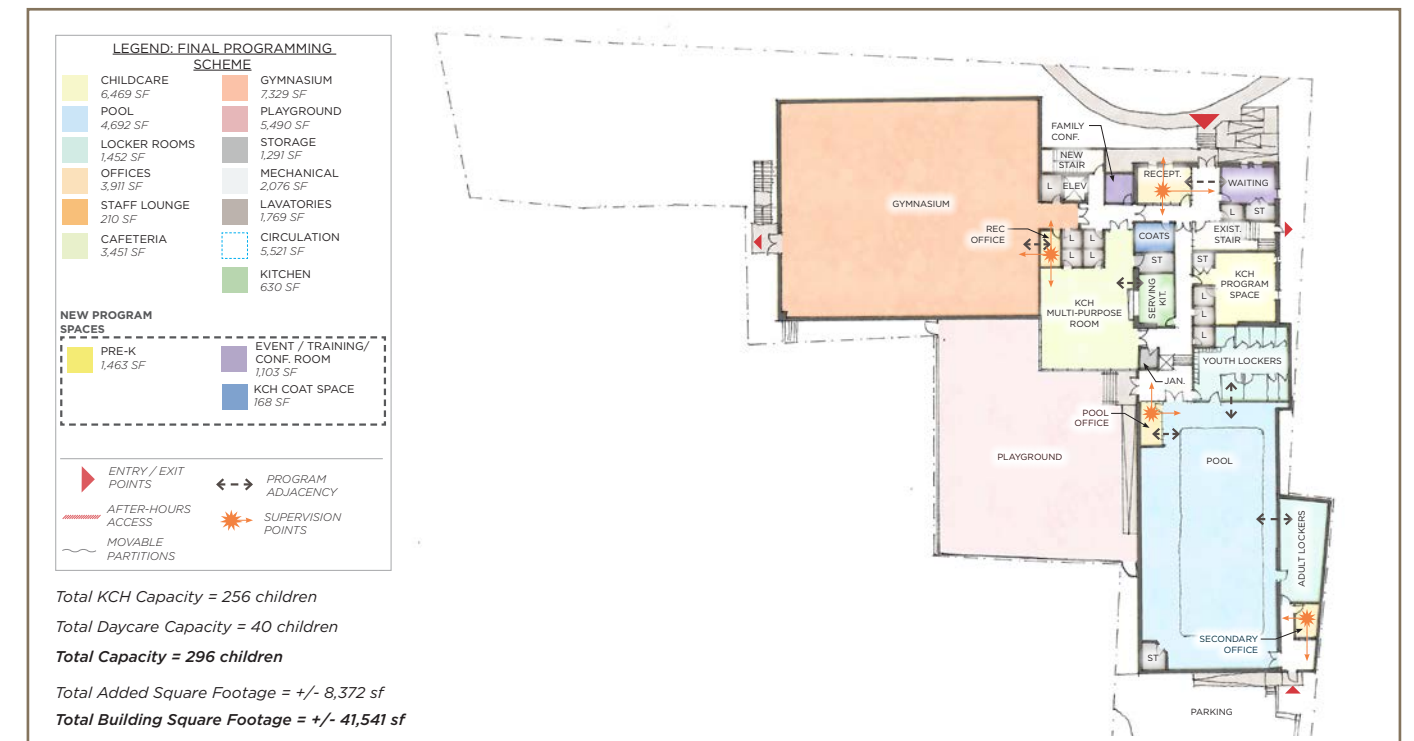
Multipurpose room rendering



Entertainment and gaming room rendering



Flexible homework studies or Board conference room



Programming Report: First Floor



photography: Jordan Horn



# Middlebury Institute for International Studies (MIIS), Student Housing

MONTEREY, CALIFORNIA

A fifty-year-old office building finds its purpose — one that fits the street, the campus, and the student community it now serves.

A nondescript 1971 office building on Munras Avenue had no particular claim on anyone’s imagination — until MIIS and Kirchhoff Campus Properties looked at it and saw something else: the first student residence hall in the institute’s 66-year history walkable to campus, woven into the fabric of downtown Monterey.

The conversion reoriented the building around student life. Rooms line the perimeter, drawing in light and air, while communal cooking, study, and gathering spaces anchor the center of each floor — putting shared life at the heart of the plan rather than the edges. The sustainability commitments were taken seriously: the existing envelope was upgraded beyond local energy codes, a high-efficiency all-electric HVAC system replaced aging infrastructure, and a solar array across the majority of the roof puts the building to work generating the energy its 89 residents use. The fast-tracked schedule delivered the building in time for fall 2021, meeting the need exactly when it arrived. An office building that once organized work now organizes community — a quieter transformation than it sounds, and a more lasting one.



## MIIS Student Housing

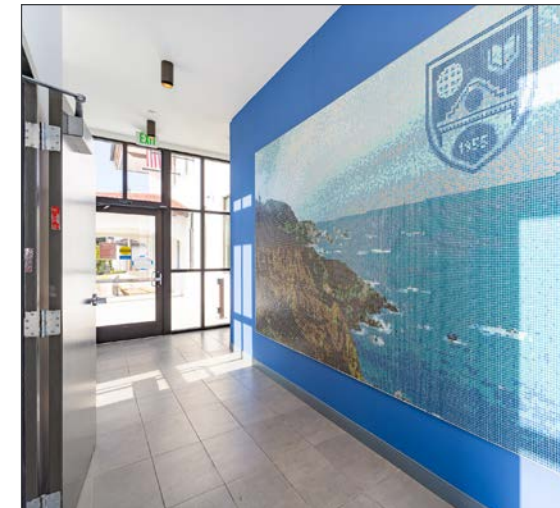
ADAPTIVE RE-USE

DATE 2021

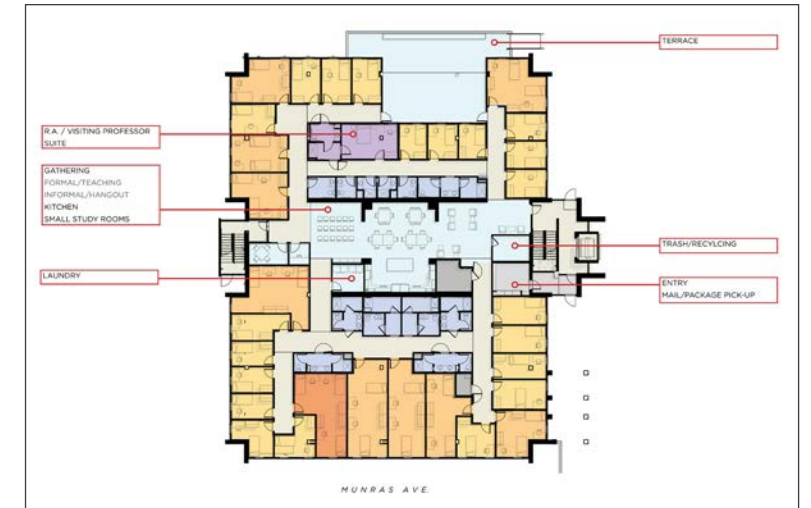
SIZE 27,000 sf

COST (Undisclosed)

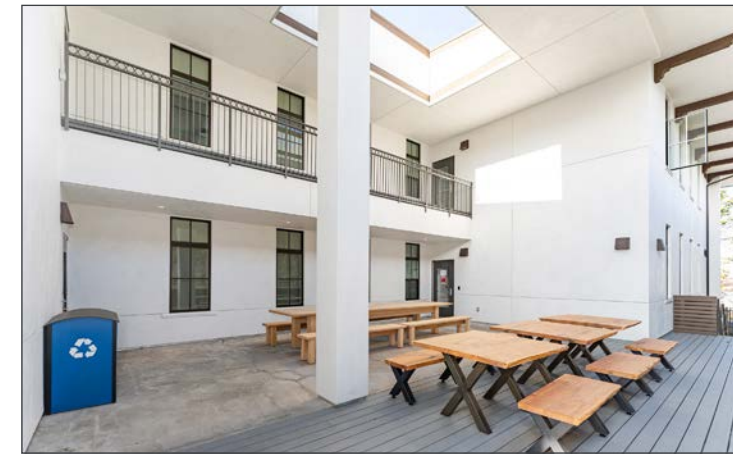
CLIENT Kirchhoff Campus Properties



The main pedestrian entrance with a coastline mosaic.



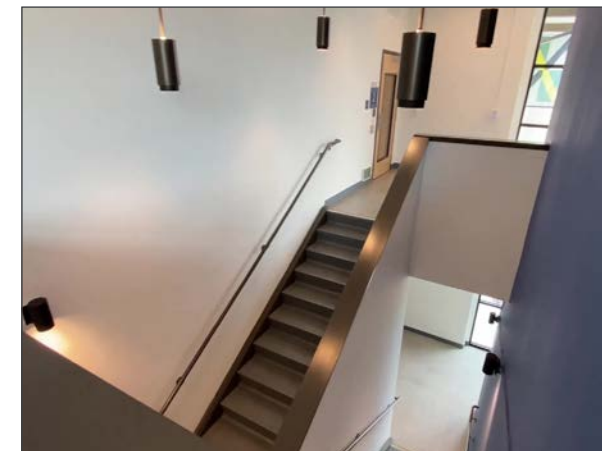
Schematic plan



Interior courtyard



Interior common area



Central stairway



Common kitchen space

# Union's Headquarters, Design Studio/Office Space

DATE 2022

SIZE 7000 sf

COST \$750,000

CLIENT Union Studio Architecture & Community Design



photography: Nat Rae



## Union's Headquarters, Design Studio/Office Space

PROVIDENCE, RHODE ISLAND

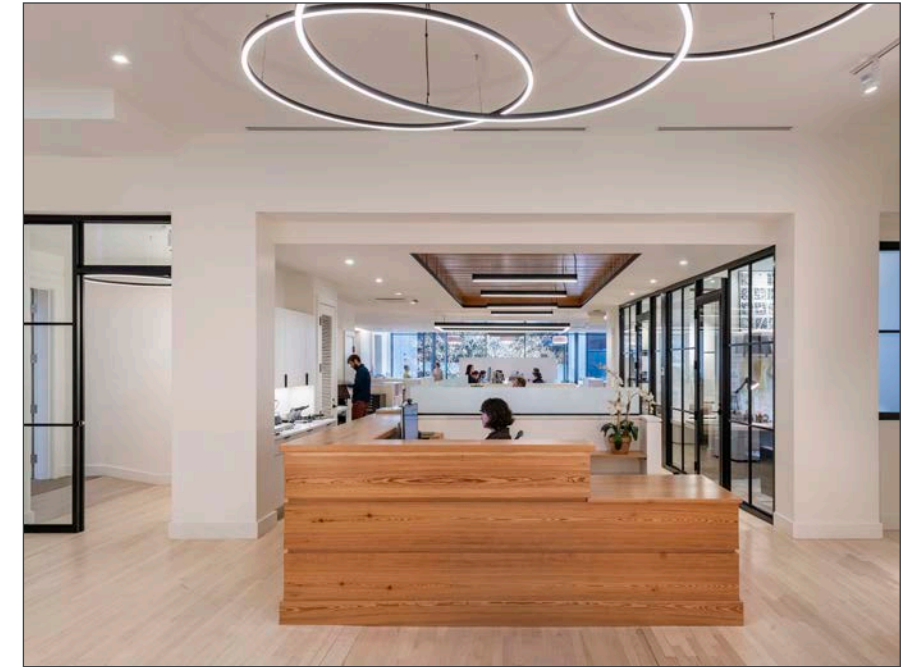
New headquarters and studio space for Union, carved from two historic structures in the heart of downtown Providence.

When Union was hired to design and oversee the revitalization of nearly an entire city block, we also found ourselves stretching the seams of our studio space. Conveniently, this revitalization effort was just down the street from the studio in Providence, Rhode Island that had been our home for almost 15 years. So, we chose to take over the second floor of a unique historic two-story infill building in the heart of the city block.

In addition to making room for our growing practice, we saw this as an opportunity to demonstrate our commitment to the highest levels of sustainability by designing the office to meet the stringent requirements of the Living Building Challenge. This involved investigating every product to ensure red list free materials were used, including using custom millwork from salvaged timbers from a Rhode Island mill. These salvaged materials became the signature material in the office – highlighting firsthand how careful stewardship can live harmoniously with thoughtful design.



Westminster Street exterior view



Reception and open studio floorplan beyond



Large bay window overlooks historic Westminster Street



# Southside Community Land Trust Headquarters

DATE 2022      SIZE 12,000 sf      COST \$5.8 million      CLIENT Southside Community Land Trust



photography: George Gray

## Southside Community Land Trust Headquarters

PROVIDENCE, RHODE ISLAND

The rehabilitation and renovation of an 1880s livery building, brings produce, agriculture programs and jobs to an economically challenged urban neighborhood.

Union designed the rehabilitation and renovation of a 12,000 square foot, 1850s livery building to serve as the headquarters for Southside Community Land Trust (SCLT), a well-established, non-profit urban agriculture organization. The ground floor includes a USDA produce packing center, commercial kitchen for use by SCLT's farmers, and tenants, and three rental spaces for locally owned food production businesses plus a fresh food market. The entire second-floor features offices, meeting spaces, staff kitchen and dining area, and a classroom large enough to host community meetings.

After 170 years and many uses, the heavy-timber building required a new foundation, structural reinforcement, and completely upgraded exterior and interiors. It sits proudly on a public square that serves as a gateway between downtown Providence and a south side neighborhood challenged by years of disinvestment. The revitalized building once again serves as a community hub; helping to activate the public space and connect pedestrians to the adjacent urban youth farm. The completed project is a metaphor for SCLT's stalwart commitment to the neighborhood, and testament to their talent for turning overlooked spaces into active community hubs.

- 2025 Merit Award Equitable Communities - AIA Philadelphia
- 2024 Citation for Architecture of Rehabilitation, AIA Rhode Island
- 2024 Merit Award - Civic, Urban Guild
- 2023 Urbanism Award, Congress for the New Urbanism, New England Chapter
- 2023 Merit Award, Congress for the New Urbanism
- 2023 Outstanding Smart Growth Award, GrowSmartRI
- 2022 Mission-Driven Preservation Award, Providence Preservation Society



Leased ground floor retail



USDA certified commercial kitchen on ground floor

Community meeting space on second floor >



View of second floor lobby and office spaces



# Bishop Stang Innovation Lab

DATE 2024

SIZE 3,000 sq ft

COST undisclosed

CLIENT Bishop Stang High School



images: UNION



## Bishop Stang Innovation Lab

NORTH DARTMOUTH, MASSACHUSETTS

Once quarters for the founding Sisters, now a workshop for the work students bring to it — the fourth floor keeps its vocation, and changes its tools.

The fourth floor of Bishop Stang’s east wing held what older school buildings often hold — solid concrete bones, a deep floor plate, daylight from two sides. The Innovation Center renovation gives those qualities a new vocation: one continuous working room where students design, fabricate, and test what they imagine.

Two classrooms anchor the long wall, opening to a lounge framed by a whiteboard wall. A fourteen-foot robotics arena holds the heart of the plan. Fabrication stations gather along the perimeter — 3D printers, a CNC mill, a laser cutter, five soldering and thermoplastic welding bays, a peg board where tools stay in plain sight. At the threshold, a portal branded The Summit marks the room as the school’s own.

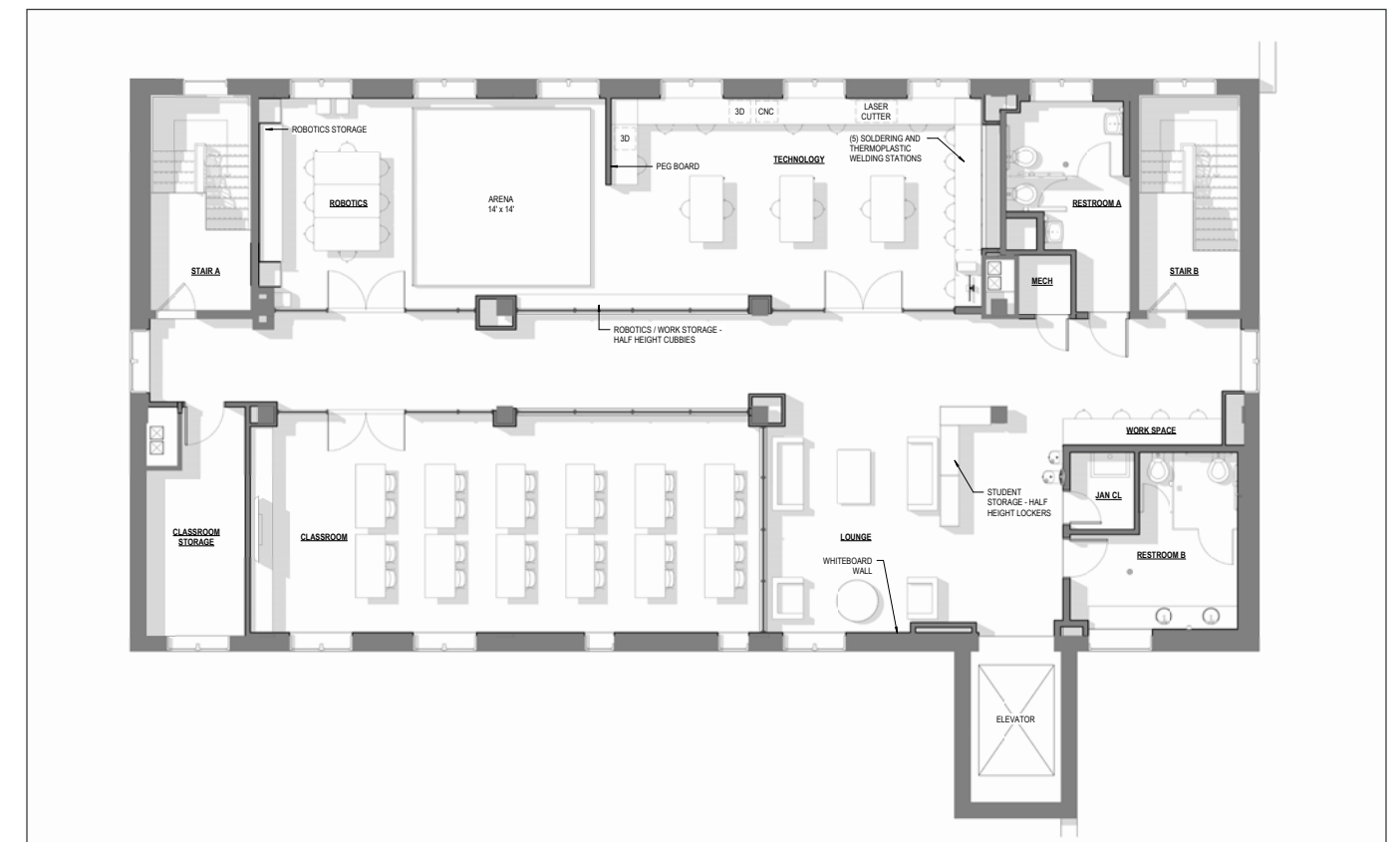
Listening to the building shaped the work. A single concrete column was removed and the slab re-supported, opening sightlines from arena to bench. Piping that once crossed the width of the floor was drawn down beside an existing shaft, lifting the ceiling and giving the room its breath. The lower floors continue on their original water-cooled VRF system, undisturbed; this top floor receives its own air-cooled heat pumps with ceiling cassettes — a higher-efficiency loop for a room with the sky directly above. Soffits hide the ductwork, soften the sound, and carry drop-down power to the work tables. What shaped this place — patient hands, durable materials, daylight, room enough to gather — also shapes how students will use it.



4th floor before: Concrete slab and column grid, the room’s working bones



4th floor, after: View across the fabrication bay toward the technology zone



Proposed project floor plan: classrooms and lounge along the south side, robotics arena and fabrication bay to the north

# New Bedford Research & Robotics

DATE 2026      SIZE 14,500 sq ft      COST Undisclosed      CLIENT New Bedford Research & Robotics



images: Union



Existing exterior conditions

## New Bedford Research & Robotics

NEW BEDFORD, MASSACHUSETTS

Transforming an industrial shell into a hub for innovation and community.

New Bedford Research & Robotics (NBRR) is a non-profit organization advancing equitable access to frontier technologies for entrepreneurial and social good. Their innovation campus brings together entrepreneurs, students, researchers, and artists to explore industrial-scale robotics and emerging technologies in a collaborative, community-oriented environment.

Union is working with NBRR to transform the public-facing portion of their campus along Purchase Street into a vibrant and accessible hub. The first phase—currently under construction—stabilizes and revitalizes the existing one-story structure through a comprehensive exterior renovation, including new fenestration, a new roof, exterior finishes, and a custom robotically formed metal entry fabricated by NBRR. A redesigned parking area and landscape improvements will strengthen the connection between the sidewalk and the main entrance, adding accessibility, bike parking, and plantings.

The project lays the foundation for Phase II: a full interior fit-out that will create flexible offices, meeting and presentation spaces, and a state-of-the-art “Robotics Hall” dedicated to fabrication, research, and technological exploration.



Existing interior conditions



Interior rendering showing re-design



Exterior rendering, view from Purchase St.

Site context showing the Andre Lopes Korean Overpass bridge.



# TPI Composites Innovation & Technology Center

WARREN, RHODE ISLAND

A comprehensive building rehabilitation transformed this aging manufacturing facility into a modern global tech headquarters.

Rehabilitating and revitalizing an existing building is one of the most sustainable things that can be done for the local environment, and when it is for a company that is rooted in the community and looking to stay and grow, it can have a profound positive effect on the local and regional economy as well.

Located in Warren, Rhode Island, a town with a long history of manufacturing, the building owner and TPI Composites wanted to ensure that their manufacturing facility would allow them to remain in their current location and continue to prosper. But their current building was outdated and in need of upgrades befitting of an innovative global manufacturing corporation. They wanted corporate architecture that reflected the ethos and DNA of the company's identity: manufacturing, fabrication, and innovation

COMMERCIAL

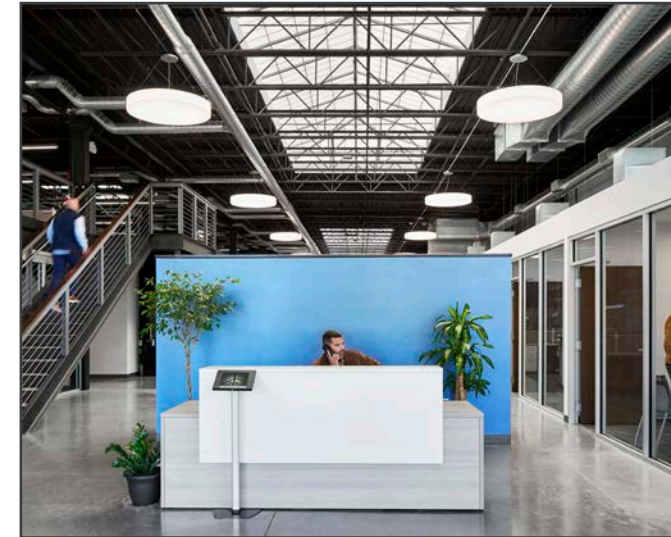
## TPI Composites Innovation & Technology Center

DATE 2020

SIZE 18,000 sf

COST undisclosed

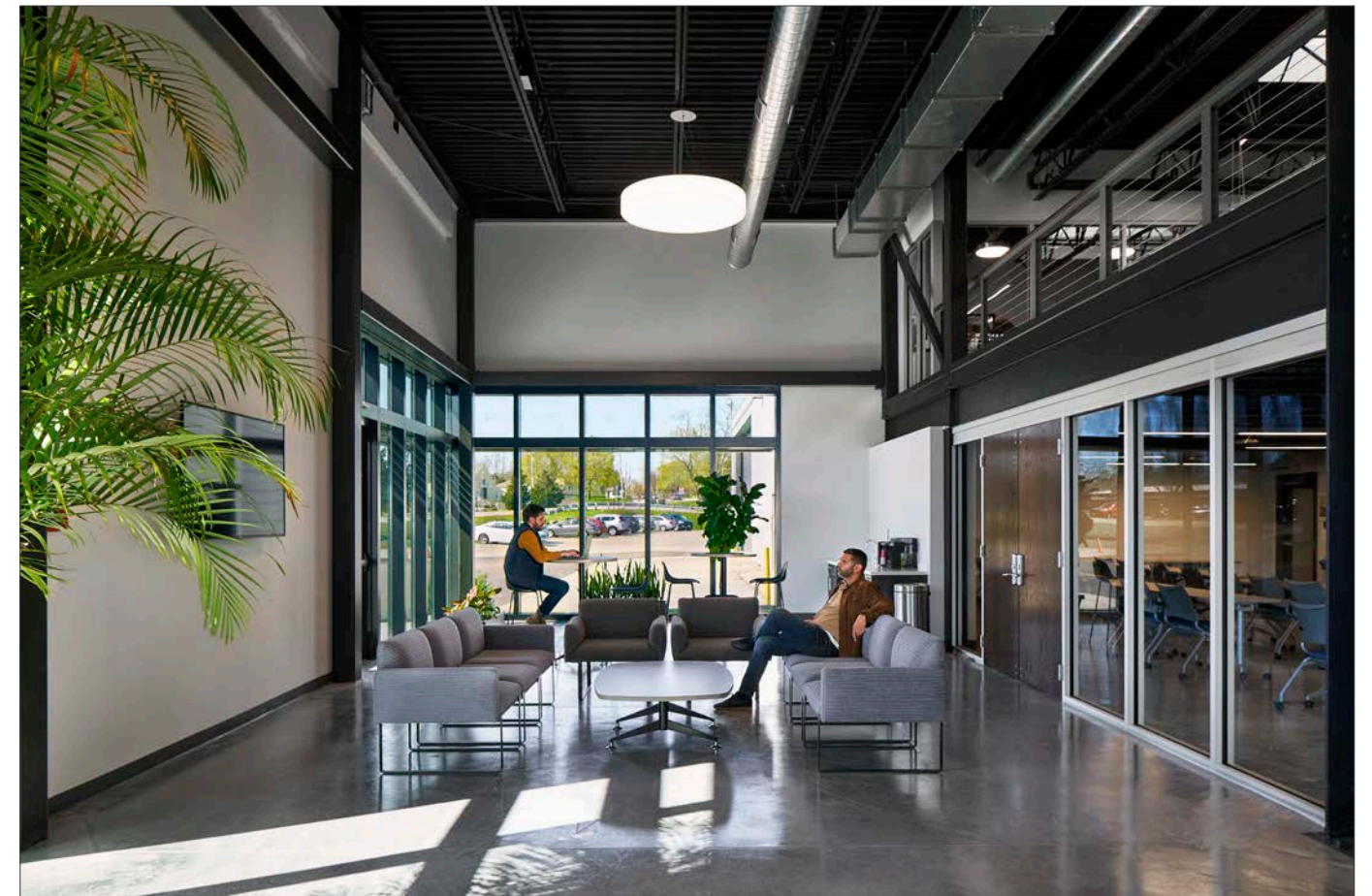
CLIENT Peter King



Reception desk



View of office space from the mezzanine



Visitor lounge

# Hyannis Public Library

DATE Summer 2025 const. start    SIZE 2 acres    COST \$8.5M    CLIENT Hyannis Public Library Board of Trustees



New main entrance with meeting rooms in glazed “connector” leading to red youth barn (children & young adult wing)

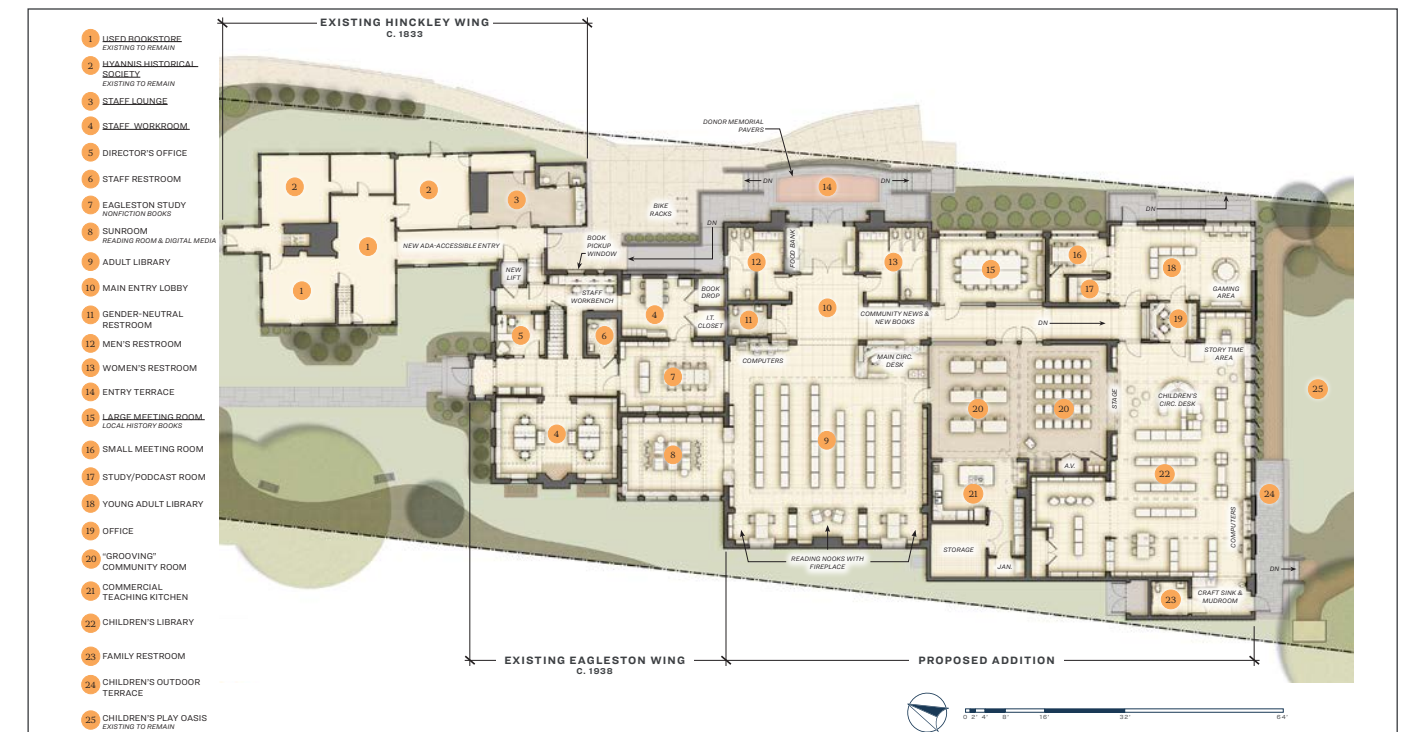
## Hyannis Public Library

HYANNIS, MASSACHUSETTS

Carefully balancing historic preservation with forward-thinking design, dynamic spaces, and community-centered services for under-served and minority citizens.

The historic Hyannis Public Library, a cherished Main Street landmark dating back to 1830 with the original Cape-vernacular building still intact, partnered with Union to re-imagine its aging 1970s addition and renovate its 1938 masonry building. This comprehensive renovation and addition project represents the first major update to the facility since 1974, as it replaces the deteriorating wing with thoughtfully interconnected spaces. The new addition will feature flexible meeting spaces, a commercial teaching kitchen, a large assembly space that transforms into a dance studio, and whimsical children and young adult sections, all while maintaining a contemporary Cape Cod aesthetic that is respectful to the two remaining structures and provides innovative, modern spaces that will inspire Hyannis citizens.

This renovation creates a bridge between generations, adapting the space for evolving needs while respecting its heritage. The renewed Hyannis Public Library will be able to deepen its role as a vital center for learning, creativity, and community connection for its diverse population of year-round residents, seasonal visitors, and under-served community members.



Floor plan including the preservation and renovation of the original historic library structures on Main Street



# 22 Rye Street Library

CIVIC & INSTITUTIONAL

DATE 2025      SIZE 21,000 sq ft      COST TBD      CLIENT Community Library of Providence



Conceptual site plan



Neighborhood site analysis

## 22 Rye Street Library

PROVIDENCE, RHODE ISLAND

Transforming a historic schoolhouse into Silver Lake’s vibrant new community library and gathering place.

This Nestled in Providence’s Silver Lake neighborhood, 22 Rye Street stands as a testament to the city’s past and a beacon for its future. Once a bustling schoolhouse, this historic building presents an opportunity for transformation—one that honors its legacy while meeting the community’s evolving needs.

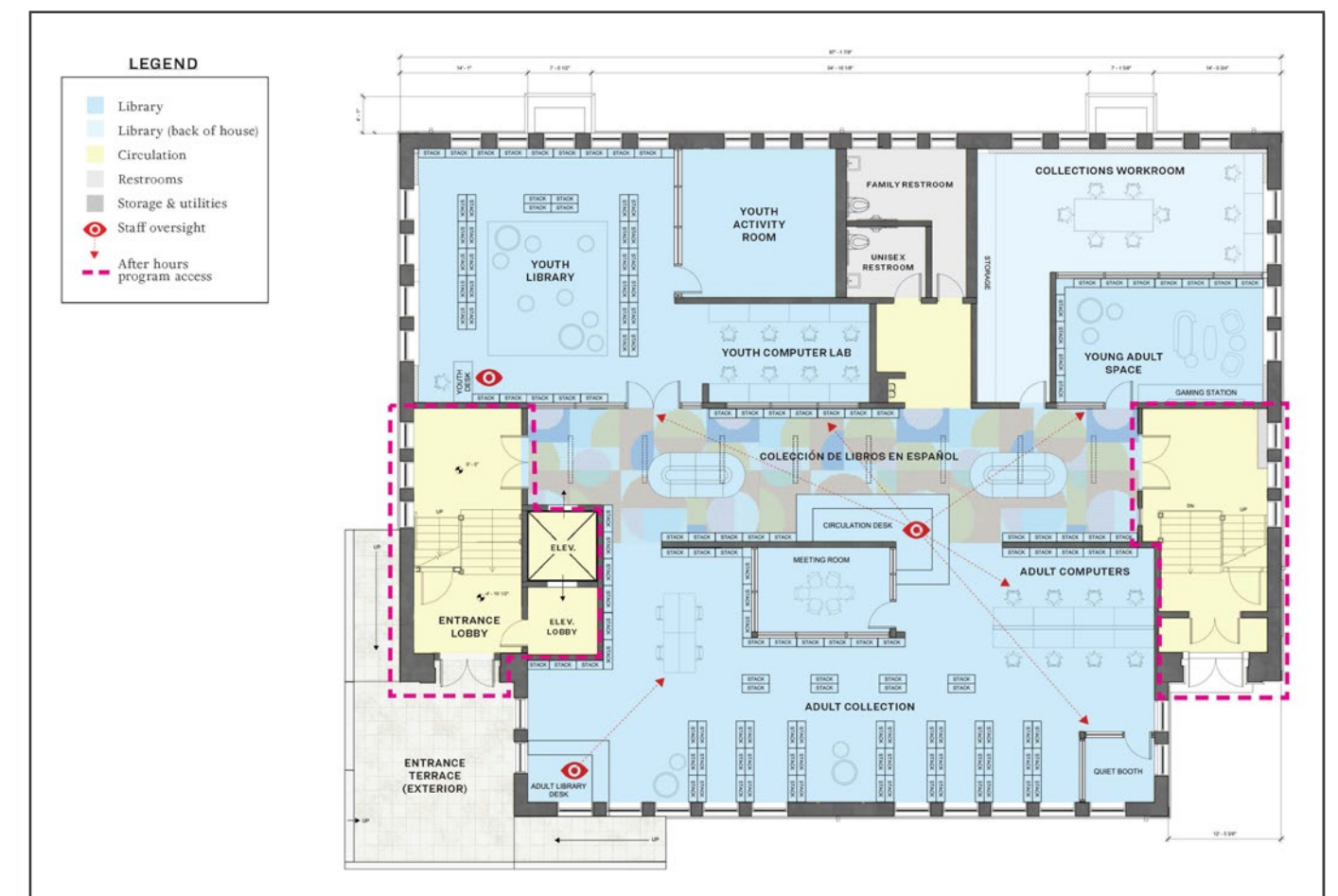
This project reimagines the former Ralph Street School as a vibrant community library serving Silver Lake, Olneyville, and Hartford neighborhoods—areas home

to a diverse, primarily Latino community. Beyond books, this library will function as a cultural and educational hub where neighbors connect and ideas flourish.

Union’s vision creates an expanded library space for all ages, featuring a robust Spanish-language collection that provides a welcoming environment for bilingual and Spanish-speaking residents. A makerspace will nurture creativity, while an entrepreneurship center will empower small businesses and local artisans, strengthening the neighborhood’s economic foundation.

Responding to community priorities, the library will house dedicated spaces for ESL, GED, citizenship, and workforce development programs. A used bookstore will make literature more accessible while generating support for the library’s broader mission.

At its heart, this project cultivates belonging—ensuring that Providence’s diverse communities have spaces to learn, share, create, and connect. By revitalizing 22 Rye Street, we’re creating a center for opportunity and culture that will serve generations to come.



Conceptual floor plan: first floor



# Saving the Henry O. Tanner House

PHILADELPHIA, PENNSYLVANIA

## Reclaiming a cornerstone of Black cultural heritage in North Philadelphia.

The Henry Ossawa Tanner House remembers. Built in 1871, the three-story brick rowhouse at 2908 West Diamond Street held a family whose son would grow into one of the most celebrated American painters of his era. From this home, Henry would enter the Pennsylvania Academy of Fine Arts in 1880 as its only Black student, and later paint *The Banjo Lesson* and *The Thankful Poor* with a tenderness that insisted on the dignity of Black life.

The historian Dr. Carter G. Woodson once called the home the center of the African American intellectual community of Philadelphia and the Northeast.

A National Historic Landmark, the house has weathered decades of vacancy and the slow patience of decay. It endures because the Friends of the Tanner House gathered the resources and resolve to carry it forward — securing a new roof, closing the building to the elements, and beginning the careful work of recovery. Union was selected through an open RFP to serve as design partner.

Six pillars guide the restoration: Faith, Family, Freedom, Health, Arts, and Education. They shape a program rooted in what neighbors asked for — gathering and nourishment, archives, a media space for storytelling, a place for young people after school, and an artist-in-residence apartment that quietly continues the home's original purpose.

Sankofa runs beneath it all — looking back to move forward.



# Saving the Henry O. Tanner House

CIVIC & INSTITUTIONAL

DATE in design, 2026

SIZE 3,400 sq ft

COST \$1.5M

CLIENT Friends of Tanner House



First floor community space



Preliminary floor plans



Second floor library

# CISF Sailing Center

DATE 2026      SIZE 3,550 sf      COST undisclosed      CLIENT Conanicut Island Sailing Foundation



images: UNION

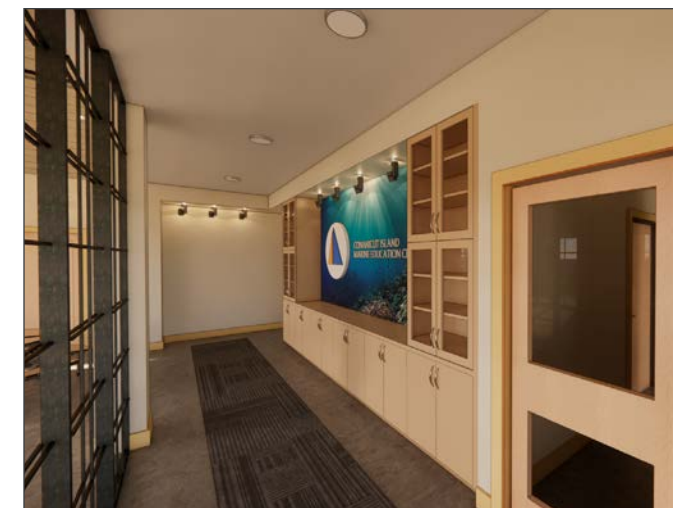
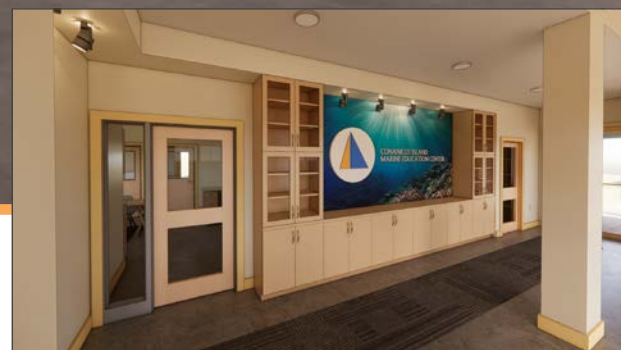
## CISF Sailing Center

JAMESTOWN, RHODE ISLAND

A permanent home for CISF at Fort Getty Park — net-zero, red-list-free, and designed to teach as much as it shelters.

The Conanicut Island Sailing Foundation (CISF) is establishing its first permanent home at Fort Getty Park in Jamestown. The resilient, sustainable campus replaces temporary tents and trailers and expands CISF’s capacity to deliver sailing, science, and youth education programs to the local and statewide community. Two new buildings—a 2,320 sf education center and 1,230 sf workshop—are linked by landscaped outdoor spaces and feature a multipurpose room, marine laboratory, kitchen, day lockers, showers, and boat storage and maintenance space.

The campus is designed to ‘practice what it preaches,’ showcasing high-performance building science and healthy material choices. A well-insulated envelope with triple-glazed windows pairs with all-electric systems including heat pumps, ERVs, and hybrid water heating. Rooftop solar arrays with battery backup target net-zero energy use, while red-list-free and bio-based materials reduce embodied carbon. Native plantings, pervious paving, and rain gardens extend CISF’s environmental mission into the landscape, creating a living classroom where students engage with sailing, marine science, and the coastal environment.



Entrance, with view of galley



Multipurpose / classroom space



Marine biology lab



Staff work room



Preliminary exterior view



## REFERENCES



---

## CLIENT REFERENCES

**Arnold B. Chace** – Founder & Managing Partner  
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(401) 847-6927 x111

**Colin Kane** – Founding Partner  
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Email: ckane@peregrinegrp.com

**Daniel Paquette** – Owner's Representative  
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Phone: 401-862-0985  
Email: dgpaquette@gmail.com

**Margaret DeVos** – Executive Director  
Southside Community Landtrust  
margaret@southsideclt.org  
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**Susan Baker** – Curator of Collections  
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sbaker@7gables.org  
(978) 744-0991



**UNION**

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**Union Studio Architecture & Community Design**

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