



Capabilities Statement for Homeless Shelter Solutions

RPM Team operates as both a consultant for homelessness programs and a turnkey design firm involved in developing and constructing Navigation Shelters.



20+ Shelter projects



20+ Years of experience



3,000+ Beds



6 Weeks routinely developed submittals



8+ States



10+ Sole sourced contracts



RPM is Rapid Program Management for homeless services infrastructure, because funds expire soon and things need to happen fast in this industry, sometimes it's a matter of life and death.

Program Management means we assist from the initial concept to the final punch list walk, providing architectural, engineering, consulting, and owners rep services. Committed to the joint effort of solving the homelessness crisis, our backgrounds are in urban planning, social service, economic development, project management, construction management, architecture, structural engineering, civil engineering, and MEP engineering.

With eight plus years experience in building navigation centers and housing projects and another 20 years of experience in nonprofit homeless management, **RPM Team enables clients/ownership a single point of contact to navigate through homeless solutions, whether its feasibility studies, procurement consulting, or permit drawings.** The experience is seamless with one-contact to manage all project efforts that traditionally involve a cabal of designers, contractors, permit expeditors, social services experts, and more.

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Experience

RPM Team has successfully developed facilities that have helped thousands of people transition from homelessness to a better life.

Our Shelter Solutions division is led by David Renard, Richard Renard, and Cruz Avila. With an extensive background and experience in delivering design and development of navigation centers, RPM Team is passionate about making a positive impact on the lives of people experiencing homelessness. We are committed to working with cities and their partners to develop and implement innovative solutions to end homelessness.



David Renard, Richard Renard, Jan Renard, Cruz Avila

Design

We deliver projects that are well-designed, energy efficient, and dignified. RPM Team makes a point to incorporate principles of trauma-informed design to enhance the experience of the clients, helping to reduce stress, and cultivate an environment of mutual trust and support.



Campus of Hope, Rendering



Client Experience

RPM actively solicits and incorporates feedback from stakeholders with lived experience of homelessness to ensure that our final design improves the supportive housing program. We consider the overall client experience from their initial impression of the site to the arrival/intake, day room, and dining spaces with the goal of mitigating trauma.

Advocacy

RPM takes an advocacy role with your project. Working with the community, the government and the unhoused population we work relentlessly collaborating to accommodate the needs of all stakeholders. With deep knowledge and expertise on how to navigate through the process of putting all the pieces together, we're determined to understand your organization's desires and custom build a program including budget estimates, services and community involvement required to create a successful project. From the initial understanding of needs, to accurately developing budgets required for funding, we actively advocate for the project with local planning and building departments to ensure compliance, while helping educate and coach cities through the process. We provide both pro bono submittal services and fee based services to our clients.



Richard Renard,
Stockton Mayor, Kevin J. Lincoln, II



David Renard,
Former Nevada Governor, Steve Sisolak



Findings & Reporting

As we aggregate data points, a narrative starts to emerge where we can start to articulate the needs of the community's unhoused population based off the historical metrics, and insight from stakeholders. These data points turn into a data informed key findings and systems analysis report.



David Renard presenting project report to city of Phoenix.

Funding & Recommendations

With an understanding of the project's unique needs we are then ready to create budget estimates for start up expenses, ongoing operating costs and funding sources. Our experience with providing budget estimates enables our partners visibility into the process of putting the pieces together to satisfy the needs of current funding sources and potential funding sources at the local, city, state and federal levels.

Preliminary and final project Phase One pro forma (itemized capital costs and projected annual operating budget) and Preliminary phase two pro forma including identified sources of financing (public & private). This section will develop a budget for the project and identify the sources of funding.

We're advocates of your project to ensure there is a sustainable funding mechanism in place to support long term operations. As we conclude the exploratory phase of funding, we provide our clients with a final recommendation for short term and long term operation's plan that is financially sustainable and trauma informed.



Pathways Forward

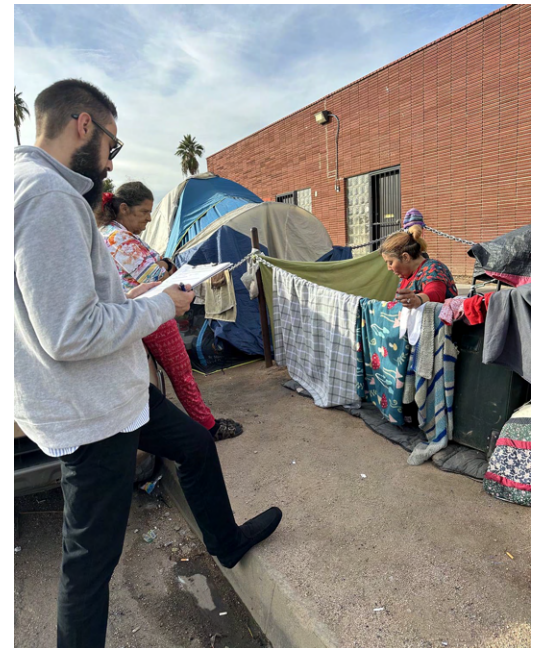
We make it easier for our clients to complete the necessary steps to move their project in the right direction. Whether the project is purely conceptual or already funded, RPM Team can offer a pathway forward ensuring a successful final delivery of the right services. We provide the following services to all stages of projects and have experience turning around late stage projects started by other organizations.

- Feasibility Study
- Homeless Services Consulting
- Design Development
- Design & Project Management

Feasibility Study

Information Gathering

Our initial feasibility study involves the collection of various data points to determine the financial viability of Navigation Centers, transitional shelters, and emergency shelters in the local geography. We want to map and analyze the needs of the community and provide recommendations based on the existing shelter and transitional housing options, including any new beds/units and supportive housing anticipated in the next 24 months. This section will help to identify the need for new services and to ensure that any new services are coordinated with existing providers.



Street Interviews, David Renard

Stakeholder Collaboration

Our collaboration with stakeholders includes the community, the local unhoused population, the business community, neighborhood associations, faith communities and law enforcement. Through our in-depth outreach, we will assess the community's current homeless crisis response system and based on past performance, we recommend operational and procedural adjustments to improve the system utilizing Navigation Center sites, ie - we assess how the situation would be improved with Navigation Centers. This assessment includes the current commitment, impacts and opportunities in outreach and the referral processes with law enforcement mental health behavioral health, public health, and the homeless resident response rate.



Homeless Programs Consulting

To effectively tailor our homeless program consulting services, we analyze initial Point-in-Time (PIT) count and assessment, encompassing families, couples, and individuals, to gain a comprehensive understanding of the specific needs of the homeless population within the target geography. As the needs are understood we can then analyze and recommend the most strategic use of a navigation center as a new resource to enhance the area's systematic response to homelessness.



Engage with the community to validate findings and coordinate with the City and Continuum of Care to develop best practices for Navigation Centers. This will help to ensure that the Navigation Center is meeting the needs of the community and is aligned with other homeless services in the region.

Identify gaps in services compared to best practices and identify why unsheltered individuals are not seeking support from existing providers. This will help to ensure that the Navigation Center is filling a need and that it is accessible to the people who need it most.

Provide concrete recommendations for services, staffing, and facilities, including examples of where these recommendations have been implemented successfully. This will help to ensure that the Navigation Center is effective and efficient.

Deliver a written report with findings, recommendations, and estimates of capital costs, operating expenses, and funding sources. This will help to secure the necessary funding for the Navigation Center and to ensure that it is sustainable in the long term.



Design Development

Pre Development Planning

Preliminary site plans; phase one and two master plan; detailed phase one site plan with drawings and public presentation 3D drawings/material showing major features. This section will develop a plan for the layout of the new facility and identify the key features that will be included.



Identification of all significant entitlement issues and detailed work schedules for re- view/approval by the City. Assumes RPM/City will jointly identify entitlement issues with City responsible for formal land use application(s) submittal(s) and any appeals. This section will identify any regulatory approvals that are needed for the project and develop a timeline for obtaining them. RPM will act as general “project coordinator” between the City (with weekly coordination meetings), any sub-contractors, service providers and general contractors during preplanning.

Site Program Design Estimating

RPM will provide multiple site assessments with code conformance. Including the site planning and design, the estimates accommodate the services offered per location and offer choice and flexibility regarding building types, manufacturer and can also accommodate severely truncated timelines. In addition RPM can provide a life cycle **analysis when requested which includes** product life cycle duration research for various pre-engineered manufacturers, that includes energy consumption comparison and long term maintenance costs.

Design and Project Management

Design & Project Management

RPM's design development services include architectural and landscape design services, civil, structural, mechanical, electrical, and plumbing engineering solutions.

Architectural Services

We provide preliminary design, schematic design, design development, and construction documents. Preliminary design includes evaluation and planning approvals; these services require gathering existing data regarding the site, including site tax map, utility locations identified in public GIS, and zoning.



Interfaith Works, Notice of Construction

- Municipality research for historical building permits and drawings
- Design review application materials including site plan and narrative
- Land use application
- Submit materials relevant to a design review

Schematic Design includes drafting site plan and floor plans and developing a layout for the general building plan and preparing the necessary design review materials.

Construction Documents include providing site plan with parking and notes (site survey is excluded), floor plans, fire and life safety plans including a code summary showing egress, plans illustrating fire separations from lot lines, reflected ceiling plans, interior elevations of essential spaces, and accessibility details as required. We're here to deliver the plan review and resubmittals as required in order to receive the permit.



Civil Engineering Services

These services include the creation of a grading and drainage plan, site utility plan, storm water plan and calculation, erosion control plan, SWPPP documents and offsite improvement plans if required.

Structural Engineering Services

These services include the coordination of engineering packages with manufacturers for prebuilt/pre-engineered structures, the foundation design, design of gate and fence posts, and design of structural partitions and ceiling lids where necessary as well as structural calculations.

Mechanical Engineering Services

These services include the development of the building's HVAC system, energy forms, the mechanical equipment schedules and details and a compilation of permit level documents and signed and sealed drawing for submission for permit and construction.

Electrical Engineering Services

Include the design of electrical systems stamped and signed for permit, electrical plans including site distribution design, lighting plans in altered areas, site lighting design, panel schedules for new panes, sheet specs as required and energy forms.

Plumbing Engineering Services

Plans illustrating plumbing supply and waste on plans, plumbing line and fixture calculations.

Landscape Architectural Services

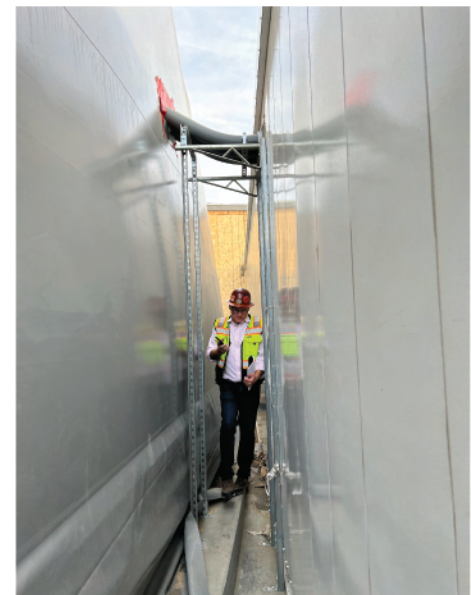
Design and construction documents, planting schematics, irrigation plans, sheet specification and necessary details.

Construction Administration

Responding to RFIs during estimating and construction, submittal review and approval, and punch list review.



SWPPP, Phoenix Navigation Center



Rick Van Diepen, Principal Architect
site visit



Types of Shelters

There are a variety of shelter solutions each with its own advantages depending on the application. RPM has experience working with traditional construction, pre manufactured buildings, upcycling shipping containers, renovating existing structures and providing temporary structures for emergency use.



Sprung Navigation Centers

Sprung's tension fabric structures are ideal for permanent and temporary shelter buildings that meet a wide range of community needs. With low construction costs, limited foundation requirements and the ability to deliver and build faster than conventional builders, Sprung is a solution for communities in need of navigation centers.

The permanent or temporary shelter structures have bright and welcoming clear-span interiors with energy-efficient insulation packages that ensure a comfortable environment and lower overall operating costs.



Embarcadero Navigation Center, Interior, San Francisco, CA



Shelter Campus

The Reno CARES Campus is a collaborative design effort with Reno's chief building official and Washoe County general services. Building 46,000 SF in 34 days, the entire project was completed in under 60 days. Our team imported soils from nearby to engineer a 46,000 SF footprint without a post-tension slab. Working in phases, we built the dormitory and bathroom/showers before winter and added the kitchen, dining, and wrap-around service spaces later. Additionally, RPM Team assisted in the design of new mechanical systems to help slow the spread of pathogens. Later additions included non-congregate housing for the population that could not succeed in congregate settings. Consolidating both housing models on one campus allows for the centralization of services, which offers more cost effective operating models for large groups. It is the most affordable mass shelter on the West coast.



Reno SAFE Camp



Reno CARES Campus



Warming Shelters & Emergency Dormitory

As the temperature gets colder, many unhoused people will be struggling to stay warm. During the construction of the CARES campus in Reno, RPM was asked to build 20,000 SF of heated temporary tents and restroom trailers during the construction that would provide a heated space and restrooms to serve the unhoused population immediately.



Temporary Warming Shelter & Restrooms, Reno Cares Campus



Warehouse Conversion

During the construction of a navigation center in Medford, Oregon, RPM recognized the need to develop the front-half of a warehouse building on the site as a service and warming center for the Navigation Center.



Medford Warehouse



Medford Navigation Center

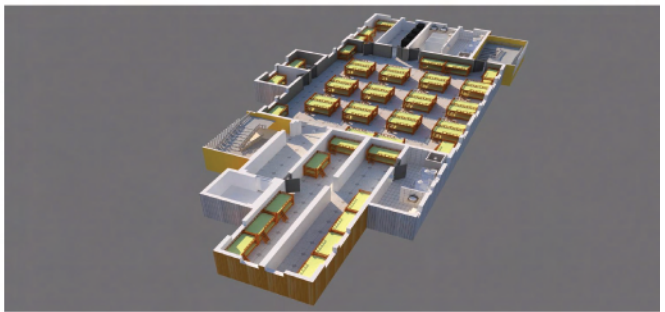


Medford Navigation Center



Vertical Construction/ Volumetric Modular

Vertical construction can be costly if taking a traditional approach, especially with a public project that requires prevailing wage rates. Utilizing prefabricated containers helped lower the overall cost by reducing prevailing wage costs and changing to off-site manufacturing. Additionally, using containers for construction sped up the entire process allowing the project to work on fabrication while awaiting permits and approvals.



Stockton Navigation Center



Tiny Home Villages

Opting for energy-efficient tiny homes makes a substantial impact, especially for larger operations. Tiny homes are actual buildings with excellent insulation and heating, which makes them comfortable and relatively quiet shelters. Because these tiny homes are built off-site and are easily relocatable, they're also very convenient and low cost to install.



Mission Cabins



Mission Cabins



Reno SAFE Camp



Quickhaven Transitional Shelters



Factory Built Homes

A factory is much safer and provides economical building conditions. Off-site construction allows builders to take advantage of labor that does not require the prevailing wage, this means factory built structures are more economical saving approximately 40% on costs related to the homes. Studio, one bedroom and family style homes can be built day and night and deep into the winter. Building off-site and horizontally dramatically reduces the need to go up on ladders. And for many of the tasks, skilled tradesmen aren't needed. Plumbers and electricians are becoming harder to find, and the factory assembly process allows more efficient use of their time. For example, wire boxes for recessed ceiling lights aren't assembled by licensed electricians but on a workbench by assembly workers following a design.



RPM's housing units are highly energy efficient with R-15 continuous insulation in the walls and R-25 rigid insulation in the ceiling cavity with a light colored cool roofing membrane. Light fixtures are specified with LED lamps and occupancy sensors in bathrooms and office/reception spaces. Windows are Low-E/Energy star rated, and the HVAC system utilizes high-efficiency mini-split heat pumps with programmable thermostats. Water-saving strategies include low-flow plumbing fixtures and native landscaping with drip irrigation. Pre-engineered and modular construction solutions are designed to be adapted and reused, offering a sustainable option for future needs. Structures like Sprung's are disassembled, reconfigured, or expanded and relocated for another application. No demolition is required, and no waste goes to the landfill. As a fast, reliable alternative to conventional construction, pre-engineered and modular solutions dramatically reduce construction timelines. RPM's buildings can be LEED certified with specified building products.



Notable Projects

Name: Medford Navigation Center

City Location: Medford, OR

Client / Organization: City of Medford

Type of Shelter: Overnight

of Beds: 100

Link: <https://www.rpm-team.com/city-of-medford>

Name: Embarcadero Navigation Center

City Location: San Francisco, CA

Client / Organization: City of San Francisco

Type of Shelter: Navigation

of Beds: 200

Link: <https://www.rpm-team.com/embarcadero-safe-navigation-center>

Name: Division Circle Navigation Center

City Location: San Francisco, CA

Client / Organization: City of San Francisco

Type of Shelter: Navigation

of Beds: 176

Link: <https://www.rpm-team.com/embarcadero-safe-navigation-center>

Name: Respiro

City Location: Phoenix, AZ

Client / Organization: Human Services Camp Inc.

Type of Shelter: Overnight

of Beds: 100

Link: <https://www.rpm-team.com/respiro>

Name: Yakama Tribal Command Center

City Location: Washington

Client / Organization: Yakama Nation

Type of Shelter: Navigation

of Beds: 100

Link: <https://www.rpm-team.com/yakima-union-gospel-mission-shelter-expansion>



Name: Mission Cabins
City Location: San Francisco
Client / Organization: Sf Department of Public Works
Type of Shelter: Tiny Homes
of Beds: 68
Link: <https://www.rpm-team.com/mission-cabins>

Name: Sergio's
City Location: Olympia, WA
Client / Organization: Interfaith Works
Type of Shelter: Dormitory
of Beds: N/A
Link: <https://www.rpm-team.com/interfaith-works-sergios>

Name: Huntington Beach Navigation Center
City Location: Huntington Beach, CA
Client / Organization: City of Huntington Beach/Mercy House
Type of Shelter: Center
of Beds: 174
Link: <https://www.rpm-team.com/huntington-beach-navigation-center>

Name: Phoenix Navigation Center
City Location: Phoenix, AZ
Client / Organization: City of Phoenix
Type of Shelter: Day and Night Center
of Beds: 300
Link: <https://www.rpm-team.com/press/cityofphoenixnavigation-centerdesignservices>

Name: Reno CARES Campus
City Location: Reno, Nevada
Client / Organization: City of Reno/Washoe County/Volunteers of America
Type of Shelter: Navigation Center Campus
of Beds: N/A
Link: <https://www.rpm-team.com/reno-cares-campus-project>

Name: Meadowview Navigation Center
City Location: Sacramento, CA
Client / Organization: City of Sacramento/Volunteers of America
Type of Shelter: Navigation Center
of Beds: 100
Link: <https://www.rpm-team.com/meadowview-navigation-center>



Name: X Street Navigation Center
City Location: Sacramento, CA
Client / Organization: City of Sacramento/Volunteers of America
Type of Shelter: Navigation Center
of Beds: 100
Link: <https://www.rpm-team.com/x-street-navigation-center>

Name: M Street Navigation Center
City Location: Bakersfield, CA
Client / Organization: Kern County/CapK
Type of Shelter: Dormitory
of Beds: 150
Link: <https://www.rpm-team.com/m-street-navigation-center>

Name: Salinas Navigation Center
City Location: Salinas, CA
Client / Organization: City of Salinas
Type of Shelter: Navigation Center
of Beds: 50
Link: <https://www.rpm-team.com/salinas-navigation-center>

Name: Stockton Homeless Shelter
City Location: Stockton, CA
Client / Organization: Stockton Shelter for the Homeless/City of Stockton
Type of Shelter: Navigation Center & Drop In Center
of Beds: 180
Link: <https://www.rpm-team.com/stockton-homeless-shelter>

Name: Samuel Jones Hall Emergency Shelter
City Location: Santa Rosa, CA
Client / Organization: City of Santa Rosa
Type of Shelter: Navigation Center
of Beds: 60
Link: <https://www.rpm-team.com/samuel-jones-emergency-shelter>

Name: Family Promise, Family Village
City Location: Scottsdale, AZ
Client / Organization: Family Promise – Greater Phoenix
Type of Shelter: Housing
of Beds: 6 two bedroom units
Link: <https://www.rpm-team.com/family-promise-family-village>



Name: Oregon Harbor of Hope

City Location: Portland, OR

Client / Organization: City of Portland

Type of Shelter: Navigation Center

of Beds: 100

Link: <https://www.rpm-team.com/oregon-harbor-of-hope-navigation-center>

Name: Yakima Union Gospel Mission Shelter Expansion

City Location: Yakima, WA

Client / Organization: Yakima Union Gospel Mission

Type of Shelter: Navigation Center Campus

of Beds: 300

Link: <https://www.rpm-team.com/yakima-union-gospel-mission-shelter-expansion>

Name: Reno SAFE Camp

City Location: Reno, NV

Client / Organization: Washoe County

Type of Shelter: Campus

of Beds: 51 Units

Link: <https://www.rpm-team.com/reno-safe-camp>



Trauma Informed Design

PRACTITIONERS OF THE EMERGING ARCHITECTURAL MOVEMENT CALLED TRAUMA INFORMED DESIGN SEE BUILDINGS AS THE FIRST LINE OF THERAPY

Navigation Centers are purpose driven sites where homeless individuals and families can access a variety of services, including food, shelter, healthcare, and employment assistance. Trauma-Informed Navigation Centers (TINCs) take this concept one step further by incorporating trauma-informed practices into all aspects of their operations.

Trauma-informed practices are based on the understanding that trauma is a widespread experience that can have a significant impact on a person's physical, mental, and emotional health. TINCs recognize that many homeless individuals and families have experienced trauma, and they strive to create a safe and supportive environment where people can heal and rebuild their lives.

Key features of TINCs:

Trauma-informed staff: TINC staff are trained to understand the impact of trauma and to provide services in a way that is sensitive and supportive.

Safe and welcoming environment: TINCs are designed to be safe and welcoming places for people to come. They typically have comfortable spaces where people can relax, connect with others, and receive services.

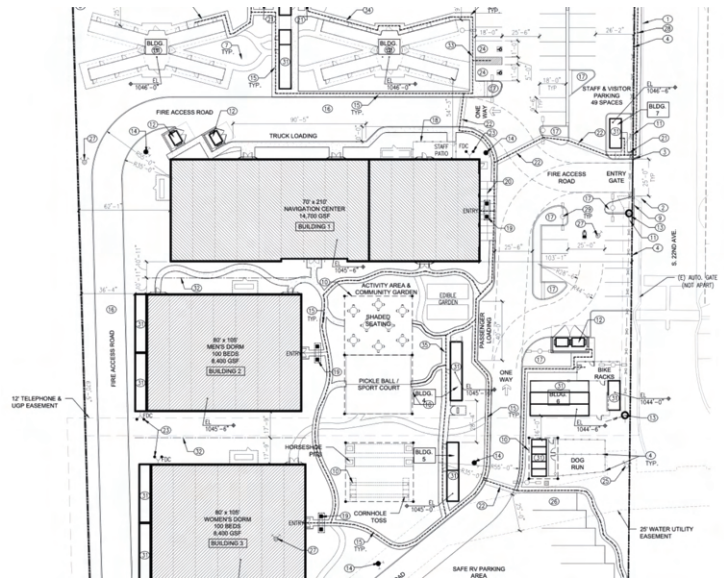
Choice and empowerment: TINCs respect the choices of their clients and empower them to make their own decisions about their care.

Collaboration: TINCs work collaboratively with other organizations in the community to provide a comprehensive range of services to their clients. TINCs have been shown to be effective in helping homeless individuals and families achieve their goals. For example, a study by the National Bureau of Economic Research found that TINCs can reduce the number of days that people spend homeless by up to 20%.



APPLYING TRAUMA INFORMED DESIGN AT RPM TEAM NAVIGATION CENTER PROJECTS

Our goal is to create facilities that are attractive and are beacons of hope. Enrolling in navigation centers are voluntary so they need to be as welcoming as possible. We seek to understand our demographic in-need through conversations and partnering with firms that work with the community so we can provide the best product possible. Aesthetically we want to deliver a beautiful building with a welcoming interior and plenty of outdoor space.



- Curved walkways in exterior open space to feel more park like
- Private outdoor space for women
- Landscaped bioretention areas
- Lots of glazing facing to exteriors
- Ceiling features that do not stand out, like painting of overhead utilities and ensuring ductwork matches color of ceiling
- Fun wayfinding signage that is playful and not institutional
- Gates and fencing that does not feel prison like or institutional
- Ability to customize sleeping areas
- Changing rooms located in large open dorms, separate from the bathroom areas.
- Lounging spaces within the dorm areas
- Classroom settings for private groups like AA and NA
- Wide hallways
- Open spaces to eliminate interior mazes
- If law enforcement on-site is a required design we incorporate their presence so a police car is not visible



Thought Leadership

ULI Homelessness 3.0 Conference

"The city of Los Angeles needs to take a more immediate approach to addressing the homelessness crisis because it does not have the kind of time required for Housing First to be the only acceptable solution to a worsening crisis. We can build shelters in a matter of months and for a fraction of the cost of hotel rehabs and purchases."



ULI Homelessness 3.0 Conference

Spotlight Series

RPM, CEO Richard Renard was interviewed on "At Work on Purpose" a podcast that explores bringing purpose into our everyday lives.



Spotlight Series Podcast

Society of Military Engineers

SAME San Francisco hosted the Rapid Hospital Mobilization to discuss the challenges, best practices, and success stories of COVID-19-related applications from the perspective of engineers, builders, manufacturers, and owners.



SAME San Francisco



Richard Renard, CEO, Founder

Richard spent over 40 years in the marketplace and 20 years in manufacturing with expertise in aluminum. After a successful career, Richard turned his focus to the nonprofit sector where his passion for homeless services grew. Since then, Richard has spent 20 years partnering with cities to come up with homeless solutions and community engagement projects; he currently serves as an Advisory Board Member for Victory Mission in Salinas, CA. When David came to him with the idea of starting RPM Team, Richard knew it was an avenue for change. With strong leadership skills, Richard helps our team stay focused on the task ahead of us and ensures our manufacturer network executes our quality assurance procedures. Additionally, his ability to communicate with prospective clients, partners, and coworkers alike is a valuable asset for RPM.



David Renard, COO, President

As a highly efficient project manager with expertise in design and manufacturing systems, David is a valuable leader at RPM Team. For seven years, David ran West Coast operations for Sprung Structures, the world's fastest building manufacturer, then led an executive role at a structural engineering firm leading it to become Inc 5000's fastest growing engineering firm for 2019, #238 fastest growing private company in the US. During that time, he developed a passion for lowering homeless shelter construction costs and implementing design practices that accelerate time-sensitive projects. He saw the need for a design firm that partners with manufacturers to produce higher quality results and a quicker turnaround time - inspiring the creation of RPM Team. David loves working with family and alongside people he knows and trusts. Outside of work, he sits on the board for the Society of American Military Engineers taking a role as their Program Manager, and enjoys taking trips to Lake Tahoe.



Cruz Avila, Homeless Operations and Programs Consultant Cruz Avila has over 21 years of non-profit experience - ranging in extensive project management, economic development, programs and social services. Passionate about mental health and caring for people experiencing homelessness, Cruz has collaborated with a broad range of agencies to provide clients with access to counseling and housing. Additionally, he was CEO for Poverello House, where he managed a \$3 million budget, 37 employees, and a temporary overnight shelter for men and women. As RPM Team's Homeless Operations and Programs Consultant, Cruz offers valuable insight and expertise to our firm. Currently working towards his Marriage and Family Therapy License, Cruz spends his free time enjoying the outdoors with his beautiful wife Tanya and their daughter Tatiana.



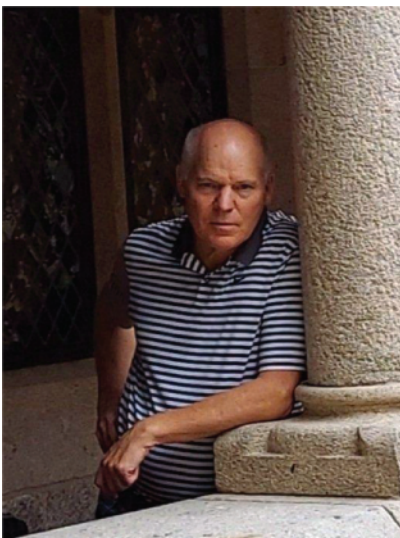
Rick Van Diepen, AIA, Principal Architect Rick brings a unique perspective to the RPM team with his diverse design and project management background. He is passionate about crafting impactful designs focused on sustainability and homelessness. As a LEED and NCARB certified architect, some of his projects have included \$250 million budgets with large-scale renewable energy systems. Having worked with RPM personnel for over six years, we are grateful for Rick's selective approach to each project. On the weekends, Rick can be found playing games with his wife and two daughters or enjoying pickleball with friends.



Dmitriy Lashkevich, PE, CTO Dmitriy has over 15 years of industry experience in structural, civil, and municipal engineering. He started working for government agencies regulating and managing construction and capital improvement projects and later transitioned to the private sector. As a licensed engineer, he brings technical expertise in creating structural and civil designs with special knowledge of temporary structures. He loves the camaraderie of RPM, which enables our team to bring large projects from conception to completion in record time. Dimitri spends his free time raising his two daughters, fishing, hiking, and enjoying nature.



Will Waters, Principal Will has worked in Commercial Real Estate Development and Analysis, Project Management, and Construction Management for over 10 years. With analytical, estimating, and scheduling expertise, Will plays a critical role in ensuring that RPM Team delivers rapid program management™ and premium results. As a disciplined and sincere team player, Will appreciates and helps foster RPM's atmosphere of care, support, and dedicated hard work. In his free time, he plays and watches soccer, goes on walks with his wife Siulin and dog Bishop, and creates music on his guitar.



Will Denecke, Project Manager Will has worked in urban planning and real estate development for over 20 years. With extensive project management experience working with engineers, architects, and state officials, he is a valuable addition to our team. Will was introduced to RPM Team while a consultant to Oregon's first homeless navigation center. Throughout the project, Will saw the benefits of rapid response housing proposals and working with RPM colleagues, came to appreciate RPM's turnkey approach to development. A few years later, he joined the firm as an independent consultant. Will's creative problem-solving skills and strategic business solutions are invaluable to RPM. In his free time, he loves hiking, traveling, and exploring new areas of the world.



References

City of San Francisco
City of Chattanooga
City of Huntington Beach
City of Reno

Ripple Effect of the Navigation Centers, San Francisco

"Navigation centers are raising the bar on how homeless shelters are now considered," wrote Julia Laue, AIA, LEED AP, NCARB, of the San Francisco Department of Public works. Julia has made the case for how RPM's navigation center work has positively impacted the community and made improvements towards advancing architecture. In addition to the advancement of the profession, navigation centers have made an impact beyond San Francisco's geographical area. *"These navigation centers and transitional housing facilities were inspired by the San Francisco Navigation Centers. They were designed and built by RPM, a company formed from Division Circle Team and Will Deneke, from Portland, OR."*

Section 3 :: Exhibit #4

Navigation Centers for the Homeless

Ripple Effect of the Navigation Centers

These navigation centers and transitional housing facilities were inspired by the San Francisco Navigation Centers. They were designed and built by RPM, a company formed from Division Circle Team and Will Deneke, from Portland, OR. Julia provided a tour of the Division Circle Navigation Center after which he modeled the Portland Navigation Center:

[Reno CARES Navigation Center Campus | Reno, Nevada](#)
City of Reno/Washoe County/Volunteers of America ([link](#))



[Respiro | Phoenix, AZ](#)
Human Services Camp Inc., Overnight, 100 Beds ([link](#))

[Sergio's | Olympia, WA](#)
Interfaith Works Dormitory ([link](#))



[Huntington Beach Navigation Center | Huntington Beach, CA](#)
City of Huntington Beach/Mercy House, 174 Beds ([link](#))

[Meadowview Navigation Center | Sacramento, CA](#)
City of Sacramento/Volunteers of America, 100 Beds ([link](#))

[X Street Navigation Center | Sacramento, CA](#)
City of Sacramento/Volunteers of America, 100 Beds ([link](#))

[M Street Navigation Center | Bakersfield, CA](#)
Kern County/CapK, Dormitory, 150 Beds ([link](#))

[Salinas Navigation Center | Salinas, CA](#)
City of Salinas, Navigation Center, 50 Beds ([link](#))

[Stockton Homeless Shelter | Stockton, CA](#)
Stockton Shelter for the Homeless/City of Stockton
Navigation Center & Drop In Center, 180 Beds ([link](#))

[Samuel Jones Hall Emergency Shelter | Santa Rosa, CA](#)
City of Santa Rosa, Navigation Center, 60 Beds ([link](#))

[Family Promise, Family Village | Scottsdale, AZ](#)
Family Promise – Greater Phoenix, 6 two bedroom units
([link](#))

[Union Gospel Mission Shelter Expansion | Yakima, WA](#)
Yakima Union Gospel Mission,
Navigation Center Campus, 300 Beds ([link](#))

[Reno SAFE Camp | Reno, NV](#)
Washoe County, Tiny Homes, 51 Units ([link](#))



[Oregon Harbor of Hope Navigation Center, Portland, OR](#)
Harbor of Hope, 100 Beds ([link](#) | [link](#))



"The Division Circle San Francisco Navigation Center was a major factor in our decision to adopt the navigation center model and utilize the Sprung structure in Portland, OR. Julia's insights into San Francisco's planning process as it applies to congregate shelters was very helpful. When I returned to Portland after my tour in San Francisco, I convinced our team to go with the sprung structure, and we modeled the Portland Navigation Center after the San Francisco Navigation Centers. I now work closely with RPM to plan and design transitional facilities in Oregon, California, Washington, and Arizona."

-Will Deneke, Project Manager, RPM
(Formerly PM with the Portland Harbor of Hope Navigation Center Team).



Hi David,

Sept 12, 2022

These are fantastic. I've got to say, I now get why there was such an emphasis on the process side of the house after looking up RPM. I thought I was pulled into a meeting on the structure itself, but RPM is a turnkey program management firm utilizing prefab buildings; it makes so much more sense now! Having looked through the Medford City report, I think RPM has the expertise and competence for the project we are looking at.

Those operational budgets are fantastic starting points for us and will be helpful to inform our discussions with potential service providers here. I've got a short meeting tomorrow with our property and city planning folk to look at our property list before sending it over to you. I should have that and any "navigational aids" over to you by COB on Wednesday. Thanks so much!

Best Regards,

Seth Davis
Policy Analyst



**City of Chattanooga - Office of Mayor
Tim Kelly**



CITY OF HUNTINGTON BEACH
Public Works Department

Sean Crumby, PE
Director of Public Works

December, 2020

Re: RPM Team
Letter of Recommendation

To Whom It May Concern:

I am pleased to write this letter of excellent performance on behalf of RPM Team, who recently provided their services for our new 175-bed Homeless Shelter in Huntington Beach.

RPM demonstrated a clear and comprehensive understanding of the City's needs and delivered a design package well below (industry standard) cost and budget and extremely demanding schedule. Additionally, they introduced other building products to reduce material and labor costs. It is this combination of understanding and action that led to the project's success.

RPM staff, under the leadership of President David Renard is very easy to work with and always put the client first. They not only ensured that structures and site were code compliant; they went out of their way to coordinate with the operators. They were proactive and sensitive to how the flow of operations, structure and campus design could help the healing process of the guests. It quickly became apparent that RPM is committed to helping the homeless, and their joy in doing so is infectious.

Mr. Renard and his team have demonstrated superior dedication and effort towards meeting and exceeding the City's goals. Their responsiveness, flexibility, fairness, and overall kindness is unparalleled and I would highly recommend their services.

If I can provide any additional information, or be of any further assistance, please do not hesitate to contact me at REMOVED FOR PRIVACY.

Sincerely,

Tom Herbel, P.E.
City Engineer
City of Huntington Beach

TH:DD:kb



*Chris Pingree, Building and Safety Manager
Community Development Department*

*CONTACT
INFO
REMOVED
FOR PRIVACY*



June 14, 2021

To whom it may concern,

The City of Reno was tasked to build a 900 bed homeless shelter with the challenging deadline of being open in a few months. Due to the timeline and our staff's engagement on existing projects, we did not have the bandwidth to prepare the design development docs typical of traditional projects. We relied heavily on the RPM Team to help fill in the gaps, and from the beginning of their involvement, we could see how their expertise in homelessness helped us achieve our accelerated schedule. RPM stepped up and worked in tandem with our in-house engineering groups and our General Contractor, and led the subcontractor education. RPM's experience in the pre-engineered building space allowed us to replace the traditional approach to design, and replace with working construction docs based on their past projects. This allowed our subcontractors to keep working on the fly, ensuring that systems would work in the field.

RPM helped the city estimate turnkey costs during the development phase, simultaneously ensuring our goal to 46,000 square feet would be code compliant from both a structural and architectural perspective, and helped put our dreams to reality when it was a challenge to fit 46,000 SF on a trapezoidal shaped site. The result was an elegant boomerang shaped structure that straddles the site, creating a natural barrier to the property line creating an inclusive campus feel because of the natural courtyard. RPM also designed and engineered the 46,000 SF foundation and consulted with our civil and geo-tech to ensure we could avoid an assumed post tension design, which was the feeling after discovering the weak soil that, was on site.

It quickly became apparent the folks at RPM are not just pre-engineered building experts, but they are here to help homeless and their pride in their work was refreshing to have a group so passionate and knowledgeable, which helped our general contractor achieve the rapid timeline. Their responsiveness, flexibility, and overall kindness is unparalleled and I would recommend any city, county, or state to utilize their services to lead their homeless housing efforts.

Sincerely,

Chris Pingree, Building and Safety Manager
Community Development Department