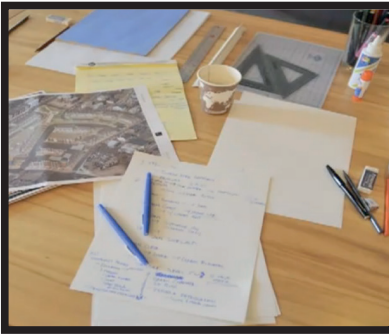
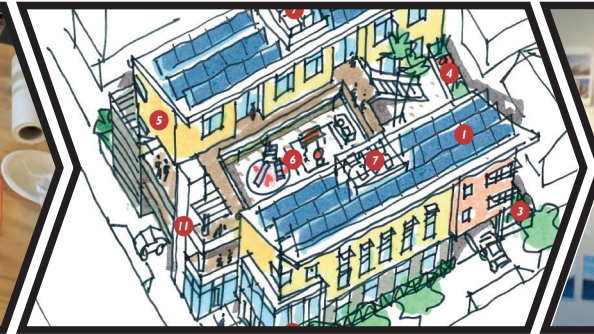


PRE-DEVELOPMENT DESIGN TOOLKIT



DESIGN VISIONING

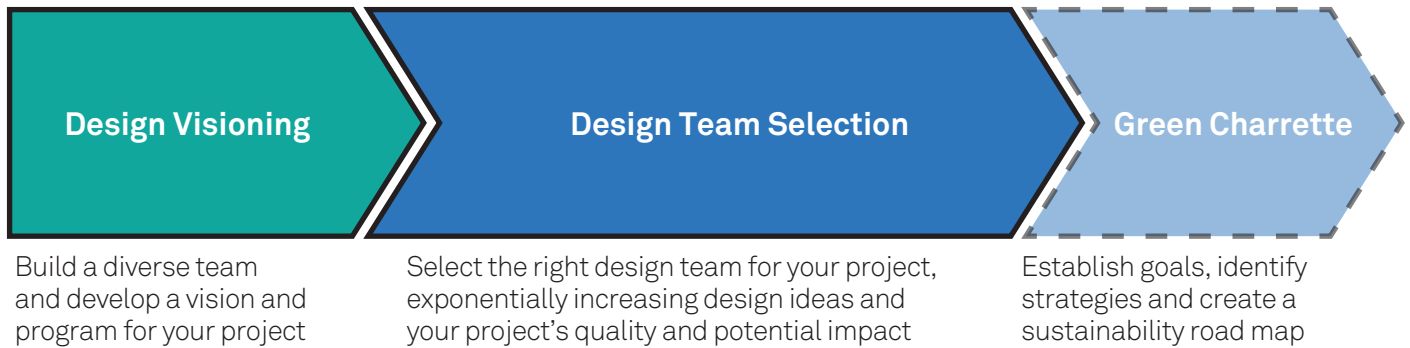


DESIGN TEAM SELECTION



GREEN CHARRETTE

INTRODUCTION



Pre-development is a challenging time period for all developers. Deadlines and requirements pile up as you race to secure funding. This is also a crucial time to set your project up for success. You and your team will make a number of critical decisions that affect the design, quality, livability and sustainability of your project for its entire life cycle.

In the affordable housing field, we tend to use a segmented approach to development, but this does not always guarantee the best outcome. The housing need is too great, the funding is too competitive and the margins are too thin. A new, fully-integrated approach is needed. We are confident that using this toolkit will result in a building that is well designed, energy efficient and will ultimately improve residents' quality of life.

This toolkit will provide you with a new framework for your pre-development timeline. By planning ahead and structuring the weeks and months prior to your funding applications, you will:

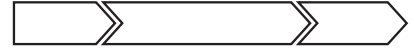
- Establish buy-in from a diverse set of stakeholders around a common set of goals that align this project with your organization's mission and community's need;
- Organize responsibilities amongst your team to ensure that success is defined and key "champions" will follow through;
- Document design decisions in architectural drawings, specifications and scope of work so that construction is not delayed by confusion and costly change orders;
- Specify technologies, systems and materials that your operations staff can maintain based on the residency.

70% in 10%

On average, 70 percent of the key decisions about environmental sustainability, community engagement and health impacts are made within the first 10 percent of the design process.

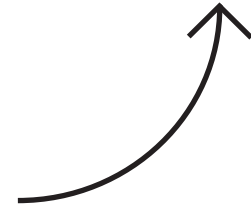
30 years

With over 30 years of experience working in affordable housing, we know that a modest investment of time and energy early on in the process will have dramatic impacts.

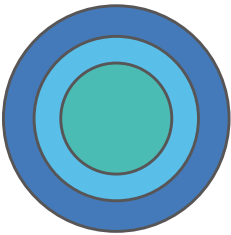


PROCESS KEY

Throughout the toolkit you will find a key at the top right corner of the page to help remind you where you are within the pre-development process.



PRE-DEV TEAM KEY



In Step One, you will identify and build a Pre-Dev Team, which will consist of a Project Lead, a Core Committee, and Other Key Stakeholders. You will find this key on the bottom right-hand corner of all following pages to help you quickly identify which members of the Pre-Dev Team should be involved in each step of the process.



Are you ready?

It is important that you appropriately time the kick-off of the pre-development design process within the context of your anticipated overall project timeline. Beginning pre-development work too early can result in diminished interest for your project due to long waiting periods. Beginning too late will result in a rushed and less thoughtful process. The following are a series of questions that may help you understand if you are ready to engage in this process:

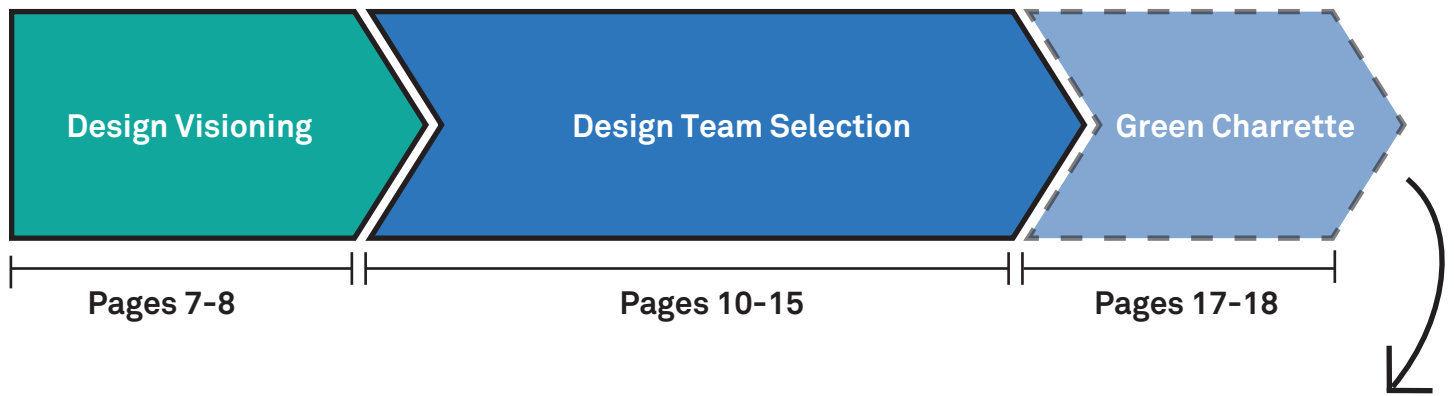
- Do you currently have site control, or some other type of assurance that you have the ability to develop the property?
- Has an internal project manager been identified? Will you have project partners? Are they ready and willing to engage in this process with you?
- Do you have a reasonable assumption of project financing? What will your financing sources require in terms of design and permitting? Is extra time needed to meet these requirements?
- Is the timing right, based on the pre-development schedule? Do you need more than three months to make this process successful?

SIDEBAR

Small text boxes will be in the right hand margin to provide you with additional information relevant to each step of the process.

These boxes will provide useful tips and advice to enhance your process as well as important factors to keep in mind as you move through the process.

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*Note: The full Green Charrette Toolkit is a separate document, but you will find an overview on page 17

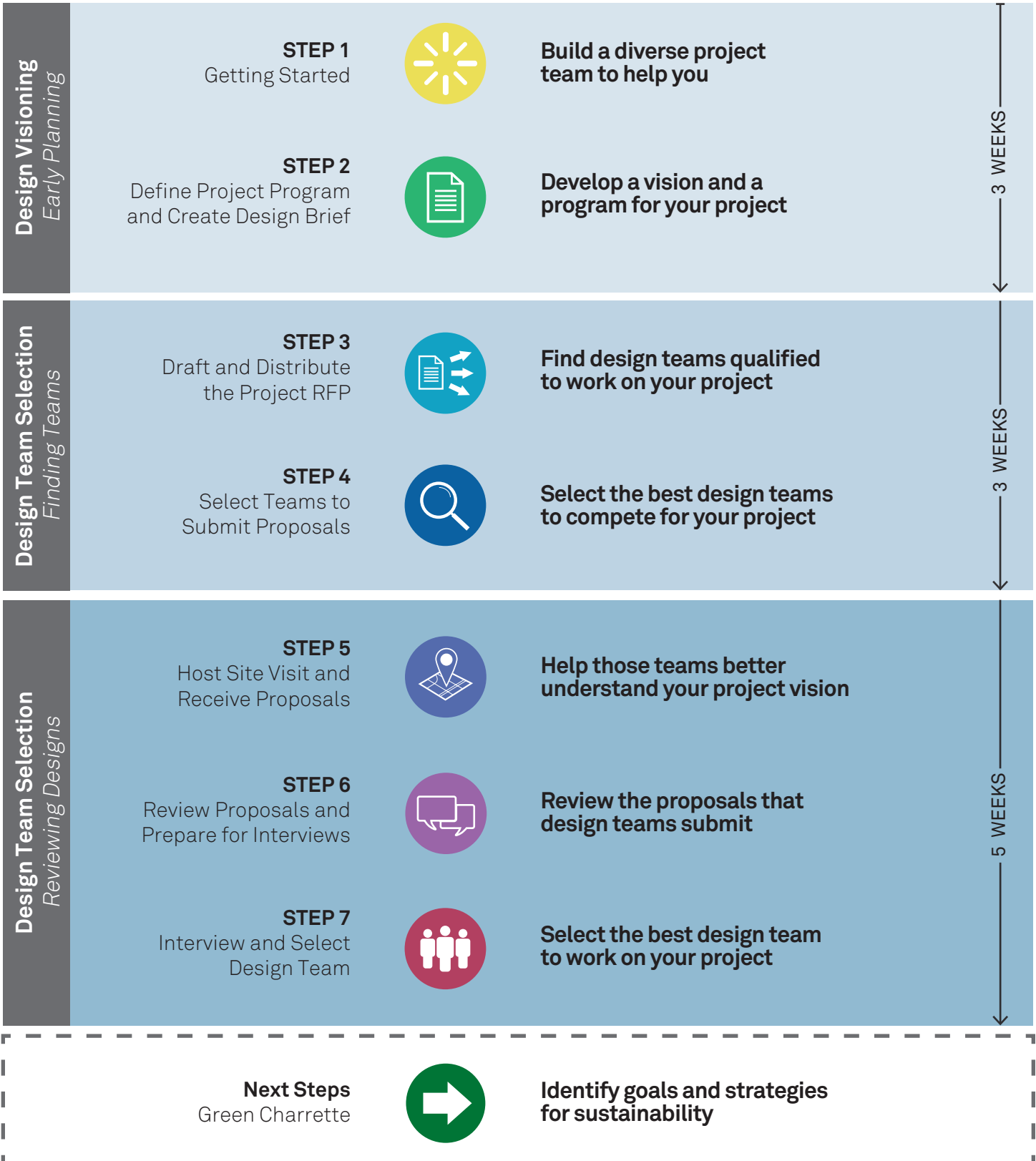
5.....	Overview of the Process
6.....	Step 1: Getting Started
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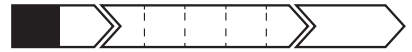
Appendix: Resources

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OVERVIEW OF THE PROCESS

This toolkit will guide you through seven steps, each of which will help you better design your affordable housing development. Below is a brief overview of the steps you will take over the next three months.

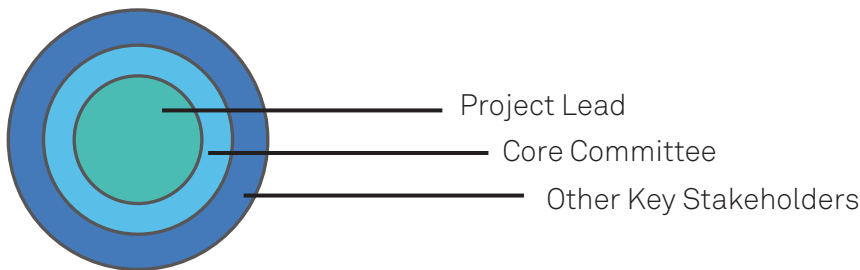




1) Getting Started

Time Commitment: 1 week

The Structure of a Pre-Dev Team



Identifying a Project Leader

The first step in starting the pre-development design process is to identify who will lead the process. That individual (Project Lead) will be responsible for managing the process and timeline, organizing written materials, as well as managing communications. This guide is written to assist the Project Lead with planning, organizing and executing a successful pre-development design process.

Building a Core Committee

The next step is to identify which individuals at your organization, or partner organization, should be part of this pre-development design process. This group will assist with the creation of the design brief as well the selection of the design team. Some potential Core Committee members include, but are not limited to:

- Project Manager
- Executive Director / Chief Executives / President
- Program Development Staff (if relevant)
- Resident Service Staff
- Operations and maintenance staff or representative from maintenance company if services are provided by a third party

Involving Other Stakeholders

Consider inviting individuals outside of your organization to participate in some or all parts of this process. Think strategically about whom to include in these early conversations, based on the nuances of your project and community. Inviting stakeholders to share their voice early can be valuable and contribute to a successful process. Some potential Other Key Stakeholders include, but are not limited to:

- Residents
- Members of the community, including community organizers
- Local government representatives

BUILDING THE RIGHT PRE-DEV TEAM

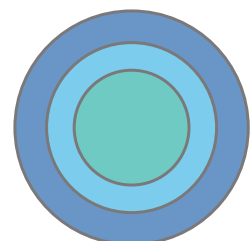
Assembling a core group with varied perspectives and diverse expertise will be critical to the pre-development design process. All team members should agree to participate in the entire selection process, from generation of the program and design brief, through design team selection and green charrette.

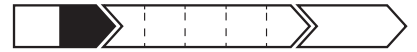
TEAM ROLES AND RESPONSIBILITIES

Be clear with all your team members exactly what their role and responsibilities will be. You should outline when they will be asked to participate and roughly how much of their time is required.

This step includes:

- *Project Lead*
- *Core Committee*
- *Other Key Stakeholders*





2) Define Project Program and Create Design Brief

Time Commitment: 2 weeks

Before the design team selection begins, it is important for the Pre-Dev Team to agree upon design goals and define a coherent programming approach for the development project. This, along with the physical characteristics and zoning regulations associated with your site, will provide a common foundation for the proposals that participating design teams will produce. Each Pre-Dev team member should read and understand the Project Program Guide and Design Brief Outline, which have been created to help your team through this process.

First, the Project Lead should convene a meeting with the Pre-Dev Team, comprised of the Core Committee and Other Key Stakeholders. We recommend you schedule at least three (3) hours for the group discussion. The Project Lead should facilitate this meeting, starting with a discussion of the questions in the Project Program Guide and followed by a group review of the information needed for the design brief as identified in the Design Brief Outline. The notes from this meeting should be compiled and formatted by the Project Lead into the Design Brief, which will later be distributed to potential design teams as an appendix to the RFP.

- ✓ Project Program Guide - Appendix page 19
- ✓ Design Brief Outline - Appendix page 21
- ✓ Design Brief Samples - Appendix page 25

THE IMPORTANCE OF A DESIGN BRIEF

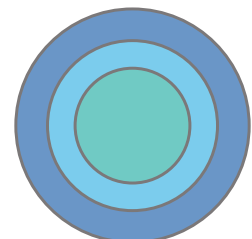
Even if you do not plan to go through the full design team selection process, creating a design brief is still a valuable and worthwhile investment of time. This process will help your team reach consensus on the goals and vision for the project and help you to articulate those goals and vision in language that will resonate with design teams.

A QUICK NOTE ON MEETING MINUTES

In any meeting facilitated by the Project Lead, we suggest a separate person take notes for the group. This allows the Project Lead to fully engage in all discussions.

This step includes:

- *Project Lead*
- *Core Committee*
- *Other Key Stakeholders*

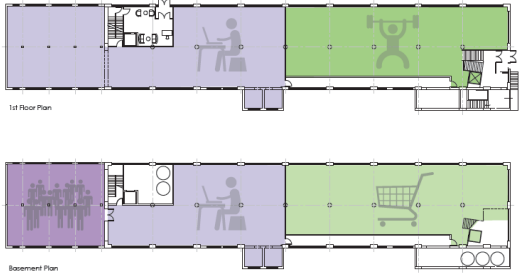


ORINOKA MILLS

Philadelphia, PA



“Creating a detailed design brief very early in our process not only helped to define our goals, but also to highlight what questions we needed to focus on to make the project work. It gave us more tools to articulate exactly what qualities we would look for in a design team.”



THE PROJECT

Located in Philadelphia’s Kensington neighborhood, Orinoka Mills is an adaptive reuse project aimed at addressing housing instability, food security and crime prevention. As the first step in a larger multi-block revitalization plan, it was critical that Orinoka Mills demonstrated the viability and success of affordable housing in the neighborhood.

THE PROCESS

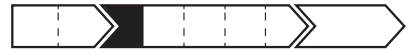
In order to accomplish this goal, the project team used the process of developing a program and design brief as an opportunity to engage multiple stakeholders such as community organizations, city planners, government representatives and local neighbors, gaining input from all.

THE RESULT

By involving multiple stakeholders in the development of the design brief, the team demonstrated their commitment to creating a positive impact in the neighborhood and avoided future obstacles and contentious issues. This allowed the team to gain the support and buy-in of the city, the local community and various funders.

Developer
New Kensington Community Development Corporation

Design Teams
Interface Studio Architects
Kitchen and Associates
Bergmann Associates
Jibe Design



3) Draft and Distribute Project RFP

Time Commitment: 2 weeks

Now that you have refined the programmatic and design goals for your project, it is time to develop the Request for Proposals for Design Services (RFP). This is the document that you will distribute to interested design teams to solicit their participation in this process. The RFP Outline describes project related information to include in your RFP and guides you through the two phases of the process.



RFP Outline - Appendix page 34

Phase One - Request For Qualifications (RFQ)

Phase Two - Proposal Submission

It is important to think critically about which firms you will send your RFP to. While many development organizations have long standing relationships with architectural firms that deserve to be considered, this is an opportunity to learn about other creative and qualified firms. When determining whom to send the RFP to, we recommend you:

- Include firms you have worked with in the past who have provided you with outstanding results;
- Identify firms you have admired but whom you have not had the opportunity to work with;
- Research new firms who may have the capacity to deliver creative approaches to affordable housing projects;
- Research firms that specialize in the type of project you are developing (i.e. supportive, tribal, seniors, veterans, etc.);
- Consider the size firm do you want to work with. Will you get their “A-team” actually working on the project?

We recommend that you send the RFP to at least six (6) firms, with at least two firms that you have not had the opportunity to work with in the past, but whom you believe to have the qualifications to successfully deliver your project.

If you are having a hard time identifying potential firms, contact your local American Institute of Architects (AIA) chapter for recommendations.

ENCOURAGE DESIGN TEAMS TO COLLABORATE

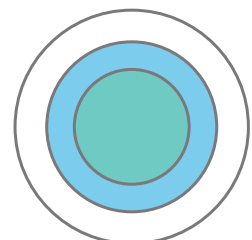
One way to expand the field of potential design teams is to encourage smaller, local firms to partner with firms in other areas who have specific expertise relevant to the project. This coupling of local knowledge and design excellence will help generate compelling fresh ideas. You may want to include this as a suggestion in the RFP.

DATES TO AVOID WHEN DISTRIBUTING YOUR RFP

It is important to think strategically about when to issue your RFP, as your ability to solicit quality proposals could be negatively impacted by certain predictable conflicts. Double check to make sure that proposal generation and submission does not coincide with holidays or potential conflicts like tax credit applications.

This step includes:

- *Project Lead*
- *Core Committee*





4) Select Teams to Submit Proposals

Time Commitment: 1 week

As a first step in the selection process, interested firms will submit basic qualifications related to their experience and capabilities. This will allow you to gauge the number of firms you will ask to submit full proposals, as well as provide you the opportunity to better understand the capabilities of firms that you have not worked with in the past. Using these submissions, the Core Committee should discuss and select the three (3) or four (4) firms that you would like to have submit full proposals and present their ideas.

In reviewing the qualifications, below are a list of things to consider and questions to ask during the process. Think of these as discussion points that should be brought up to your Core Committee as you collaboratively work through this step of the process:

- Did the firm submit their qualifications on time?
- Did they follow requirements for information and length?
- Is the firm's approach and portfolio of projects well aligned with your organizational priorities?
- Does the firm have experience with affordable housing projects?
- Does their proposed approach to client engagement/interaction meet your expectations?
- Does their proposed approach to community/stakeholder engagement meet your expectations?
- Are they committing experienced staff to your project? Do you know which individuals will actually be working on your project and what their level of experience is?
- Have they solicited qualified sub-consultants, and if so what experience do they have?
- Do they have experience with projects similar in type to yours? If so, how many similar projects have they completed?
- Are their completed projects performing well? How do you know?
- Have they won any past awards for their work?
- What type of feedback did you get from their references?

If you do not have qualification submittals from at least three firms or if the firms that you were most interested in soliciting proposals from do not respond, contact some of the non-responsive firms and ask them why they have decided not to participate. It may make sense to use this information to refine and reissue your RFP to ensure that there will be more proposals to select from.

DESIGN COMPETITIONS DRIVE INNOVATION

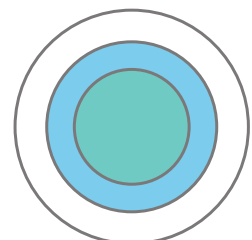
Presenting the submission process as a design competition between three or four design firms (or collaborative design teams) often generates unique and creative proposals. A design competition can also be used to stir public interest and support for the project.

CONSIDER COMPENSATION FOR PROPOSALS

Providing a small amount of funding to each team that is asked to submit a full proposal has been shown to increase the quality of proposals as well as the overall time and energy investment on the part of the design team, ultimately resulting in more robust and innovative proposals.

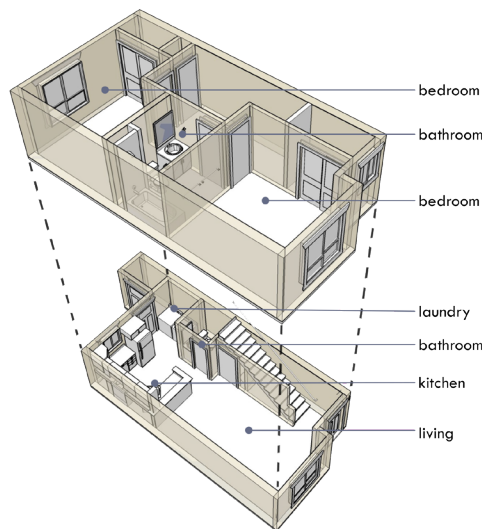
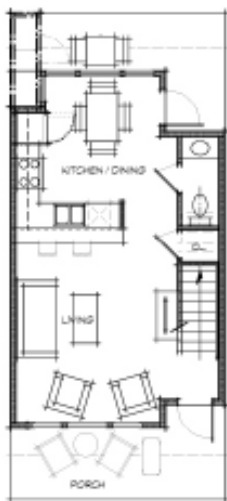
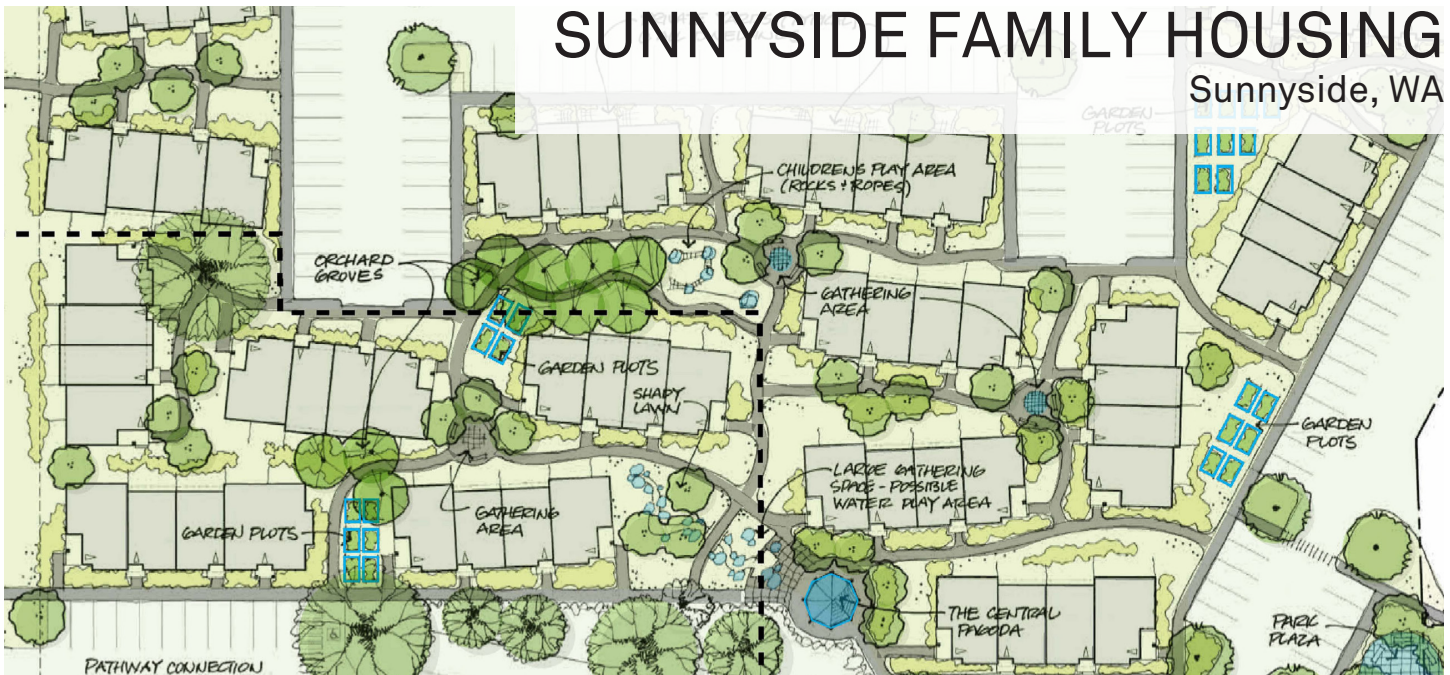
This step includes:

- *Project Lead*
- *Core Committee*

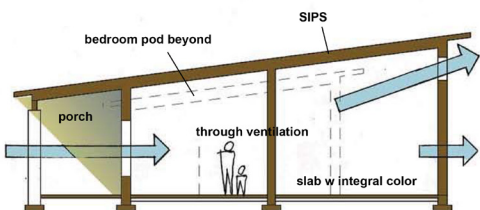


SUNNYSIDE FAMILY HOUSING

Sunnyside, WA



“This step of the process made us much more aware of the need to approach more than one design firm... each team brought particular strengths to the table that could prove especially valuable on future projects. We plan to stay in touch with each and keep them in mind as new opportunities arise.”



THE PROJECT

This project addresses rising demands for farmworker housing in Sunnyside, WA and aims to set a new precedent for local affordable multifamily housing. The Sunnyside Housing Authority hopes the housing can help break down socioeconomic barriers for farmworker families.

THE PROCESS

The development team worked hard to craft a design brief that encouraged creative solutions and innovative ideas, and they made sure to select a diverse group of design teams to submit proposals.

THE RESULT

Carefully selecting design teams with diverse experience and expertise provided multiple creative visions for the project. Through the process, the development team was able to gain new perspectives and insights into how they could approach the project, and ultimately develop an innovative design that combined the best aspects of each proposal.

Developer

Office of Rural and Farmworker Housing in partnership (ORFH) with Sunnyside Housing Authority (SHA)

Design Teams

ZBA Architecture
Bazan Architects
Environmental Works
Arellano Christofides Architects



5) Host Site Visit and Receive Proposals

Time Commitment: 3 weeks

It is important that the design teams selected to submit a proposal are given the opportunity to see the proposed project site and ask questions relevant to developing their design approach. Invite all teams that will be submitting a proposal to attend a site visit.

This site visit should be a half-day meeting where all of the teams are taken to the proposed project site at the same time, and, after the visit are encouraged to ask clarifying questions about the project program, design brief and design goals of the project.

If possible, it is valuable to take these firms to one of your existing buildings, identify what features are functional and desirable and what you would change about the space if you could. From past experience on a number of other projects, we have found that design teams are accepting of this approach and gain valuable additional insights about what design elements will be most critical to include in their proposals.

It is common for additional questions to come up after the site visit while teams are processing information. The Project Lead should identify to whom questions should be emailed, and for how long firms can ask additional questions (typically one week after the site visit is a reasonable amount of time). Once this window of time has closed, all questions submitted, along with your provided answers, should be compiled and distributed to all teams submitting proposals.

Q & A PERIOD

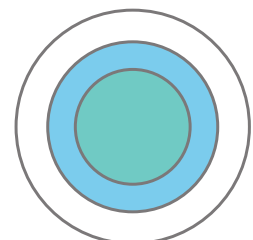
While you are waiting for the design proposals to come in, the Project Lead should provide the Core Committee with information about the selection process so they are prepared. Include details such as: how proposals will be shared (email, hard copies, access via a shared portal, etc.), expectations about proposal review and comments, and schedule for group discussion and review.

TIMING IS EVERYTHING

Three weeks is a good amount of time to provide design teams to generate their proposals. With less than three weeks, teams will not have enough time to develop thoughtful, innovative approaches. With more than three weeks, teams may feel the need to provide overly developed design schemes.

This step includes:

- *Project Lead*
- *Core Committee*





6) Review Proposals and Prepare for Interviews

Time Commitment: 1 week

Distribute the proposals as well as the Proposal Review Guide to the Core Committee, and allow them at least a week to review and comment on the proposals. Schedule at least half a day for group review and discussion of the proposals using the Proposal Review Guide as a tool for facilitating discussion. You may also want to re-review the submitted qualifications (Step 4).

 Proposal Review Guide - Appendix page 38

Remember that there may be other relevant questions or issues to discuss that may not be represented in the guide. The Project Lead should use this guide as a starting point and add questions to it that relate specifically to items that have particular relevance to your development project.

During this discussion, the Core Committee should also make a list of questions to be posed to the design teams during their interviews. These questions need not be the same for each team, and should be developed to build on the information that each team provided in their proposals.

It is important to clarify how final selection decisions will be made. The Project Lead, along with other Core Committee members should decide before the process begins about whether selection will be based on consensus by the full committee, or if a sub-section of the committee will make the final decision. It is important that all committee members understand how a decision will be made before the selection process commences.

SCHEDULING INTERVIEWS

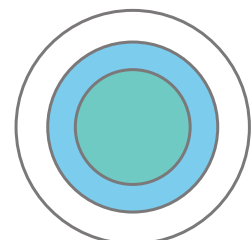
During this review time, the Project Lead should also be scheduling the design team interviews. We recommend holding these interviews in one day, scheduling 1 hour for each group with at least 40 minutes after each interview for the selection committee to debrief (see Step 7 for details).

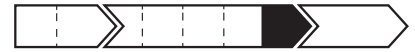
KEEP YOUR PROCESS TRANSPARENT

It is extremely important that the Project Lead makes clear how the final selections were made. An open process benefits all involved. We recommend including all, or most, of the Core Committee in this decision-making process.

This step includes:

- *Project Lead*
- *Core Committee*





7) Interview and Select Design Team

Time Commitment: 1 week

All Core Committee members should have reviewed and discussed each proposal in advance of the interview. The Project Lead should make sure that these members are provided the schedule and expectations for their participation during the interview day. It is also beneficial to include Other Key Stakeholders team members for some portion of the day, though they may not be part of the final design selection. We recommend the following schedule for each design team interview:

- 30 minutes: Design Team Presentation
- 30 minutes: Q&A with Design Team
- 40 minutes: Selection Committee Debriefing Discussion

The Project Lead should play the role of host during this day, greeting teams as they arrive, initiating introductions at the beginning of each presentation, reminding teams that time will be kept firm, and ensuring that important questions discussed during the proposal review are asked.

During the debriefing discussion after each interview, additional questions may come up that are important to the final selection process. The Project Lead should collect these questions and follow up with design teams the next day. We recommend that the individuals who will make the final decision meet one last time to review the responses to these questions and decide as a group which team will be chosen.

Once the final decision for a design team is made, all firms should be provided with brief written feedback relative to their proposal and presentation.

 Design Team Feedback Form Samples- Appendix page 40

If the design team selection process is properly timed, there should be very little lag time between architect selection and contract execution. The goal here is to build upon the momentum that has been created by the selection process to launch a successful and integrated schematic design process.

FOR THE SELECTED TEAM

Provide feedback to the selected team, highlighting the key aspects of their proposal that led the committee to select them. Specify how their design concept could be improved upon.

FOR TEAMS NOT SELECTED

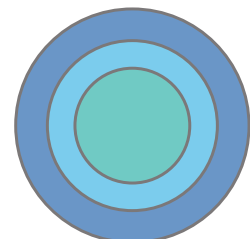
It is important to acknowledge the time and effort that each team has put into this process by providing teams feedback about the review of their proposal and interview. The Project Lead should provide each team a brief summary of positive and negative attributes of their proposal and presentation.

REFINING THE PROGRAM AND DESIGN

The Project Lead should keep a running log of relevant concepts or questions that come up during this process to bring to the design team as they further refine the project program and design.

This step includes:

- *Project Lead*
- *Core Committee*
- *Other Key Stakeholders*



VILLAGE AT BEVERLY

Hattiesburg, MS



“It was very beneficial to be able to engage with design teams about our project before signing a contract with them. Their proposals and presentations allowed us to understand their creative process and approach in a way that really enriched our knowledge about the project and exponentially increased our design ideas.”



THE PROJECT

The Village at Beverly is a redevelopment project for an unused site in Hattiesburg, MS. The project aims to establish a mixed-use assisted living community, integrating senior housing with nearby medical providers, local businesses and recreational areas to create an active living environment.

THE PROCESS

The process began with a day-long workshop and site visit, allowing design teams to see the project’s physical context and collaboratively identify opportunities and potential obstacles. Teams toured the site and surrounding areas and met with community stakeholders to better understand the project’s full context.

THE RESULT

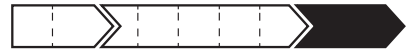
By spending a full day touring the site and discussing the project, SMHD got to know each design team and helped each better understand their vision, which led to proposals that expertly addressed all project goals.

Developer

Southern Mississippi Housing and Development Corporation (SMHD)

Architect Teams

Albert and Associates
Dale McCarty Association
Duvall Decker Architects
Howorth & Associates Architects



Next Step: Green Charrette

Time Commitment: 3 week

The critical next step to incorporate sustainability into the project from the very beginning is a green charrette. Enterprise uses the term “green charrette” to mean an intensive working session that will bring together a diverse group of housing professionals, funders, policymakers, health practitioners and community stakeholders to help advise you on how to best integrate green design principles into your affordable housing development before the design process is complete.

Through this process, you will investigate issues such as smart land use, healthy living environments, resource conservation, and green property maintenance, as you take a deeper dive into the design proposal provided by your selected design team. A successful green charrette will build upon the best aspects of your design team’s initial proposal and provide you with a road map to meet your sustainability goals and identify individual responsibilities to help get you there.

The green charrette allows you the opportunity to reintroduce your design team to your stakeholders to discuss their proposal and ensure that sustainability is incorporated thoughtfully and strategically. Re-articulating your sustainability goals for the project to your design team is worthwhile as it continues the dialogue started by your Design Brief.

Some considerations to start working on right away are:

What type of charrette do you need?

- Following the design team selection process, do the sustainability principles still need refinement?
- Is the design at a stage where you are able to evaluate building systems and technologies?
- Is there more stakeholder engagement and buy-in necessary? If so, the focus of your charrette may shift or multiple charrettes may be needed.

What are your charrette goals?

- Be clear and concise about your expectations for the charrette.
- Make sure your goals for the event are quantifiable.
- Are there local codes or ordinances that this building must comply with?
- Are there national green building certification programs (e.g. Enterprise Green Communities, LEED) this project should comply with?

CONTINUE THE INTEGRATIVE DESIGN PROCESS

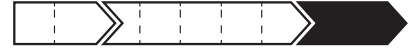
This investment in the early stages of the design process allows for better coordination between developers, architects, property managers, tenants and community organizations, and ensures that critical issues are addressed before they become obstacles.

SCHEDULING A GREEN CHARRETTE

Once you choose your design team, it is best to schedule the green charrette to occur during the early schematic design phase. From the planning stages to follow-up reporting, the charrette process should take about 3 weeks to complete.

ESTABLISH YOUR INVITEE LIST EARLY

Based on the type of charrette and the goals you have set for the day, it is important to invite the right group to provide feedback. Some possible attendees include: Pre-Dev Team members, the selected design team, technical experts, operations staff, local sustainability leaders, community stakeholders/residents, city or state officials, and other affordable housing stakeholders.



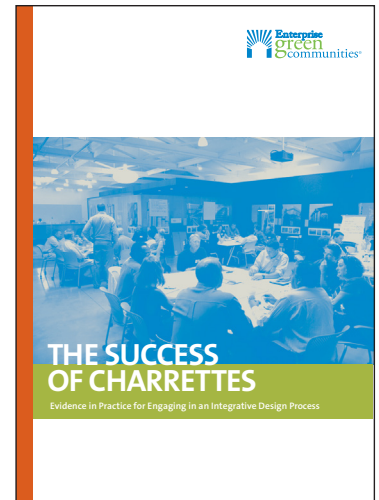
Next Step: Green Charrette

Green Charrette Resources:

Enterprise Green Communities maintains some valuable open-source tools to support your charrette process. The Green Charrette Toolkit [<http://www.enterprisecommunity.com/solutions-and-innovation/enterprise-green-communities/resources/charrette-toolkit>] is your one-stop-shop for the entire Green Charrette Process from goal setting through feedback and report-outs. The Toolkit includes sample agendas, preparation checklists, and sample exercises to make the most of your event.

In 2011, Green Communities evaluated the personal and financial impacts that green charrettes had on the success of affordable housing projects. “The Success of Charrettes: Evidence for Engaging in Integrative Design” [<https://s3.amazonaws.com/KSPProd/cache/documents/675/67598.pdf>] tells those stories and demonstrates the value and impact of green charrettes.

For more information on Enterprise Green Communities and their charrette resources, contact them at greencommunities@enterprisecommunity.org.



APPENDIX

25.....	Project Programming Guide
27.....	Design Brief Outline
31.....	Design Brief Samples
40.....	RFP Outline
44.....	Proposal Review Guide
46.....	Design Team Feedback Form Samples



The following guide will help you work through the key factors to discuss when defining your project program such as project type, user needs and site considerations.

NOTES: _____

Project Type:

- Will your project be residential, commercial, or mixed-use?
- Have you completed a market analysis to confirm need for this type of project?
- Do you have appropriate funding sources and project partners to successfully execute the use you are envisioning?

Commercial Projects:

- What are the commercial use/uses you are anticipating? Will they be managed by your organization or will they be managed by different entities?
- Are there mechanical and/or visibility requirements for spaces that might affect their placement in the building/buildings?
- What parking requirements are needed to support these uses?

Residential Projects:

- Who will these housing units serve?
 - Families with Children - Seniors - Individuals - Residents with certain physical, mental or mobility challenges?
- Will the residents be best served by traditional apartments, or is an alternative, more communal design strategy preferred? Is there a need for adjacent supportive spaces near units?
- Is it anticipated that residents will work in their units/the building?
- Will residents/visitors likely be travelling to and from the building by car? By public or other type of organized transit?

Provided Services:

- Do you anticipate providing services at this site?
- What is the nature of these services (i.e. - counseling, medical, nutritional, physical, educational, child care, etc.)?
- Based on the nature of the services, how much and what types of space will be required for administering them?
- What factors should govern the placement of these spaces in the building? (i.e. - Proximity to a key street corner/commercial corridor)
- Will the services be solely for residents of this building, or will there be services that will be accessed by members from the broader community?
- If there will be outside members of the community coming to the site for services, do you want these individuals to be physically and socially separated from the residents of the building, or for the building to promote social interaction?



Spaces and Uses:

- What types of community-based spaces should be included? Are these spaces anticipated as interior, exterior, or both? Will limited space require multiple use flexibility for these spaces? Based on the need for this, what uses would pair well together based on anticipated scheduling?

Some potential uses to consider include:

- Recreation – adult, child, elderly
- Exercise – adult, child, elderly
- Community interaction – formal and/or casual, small/large groups
- Cooking and/or communal eating facilities
- Community gardening and growing
- Computer lab or other technology access points

Are there any other spaces in the building that require significant amounts of space and planning?

For example:

- Garage for maintenance equipment
- Composting facility
- Centrally located storage for tenants
- Central laundry with commercial grade equipment
- Parking beyond zoning expectations

NOTES:



The following outline will help you work through the five major focus areas of a design brief; description of the project, developer's expectations, project vision, project size, and design considerations.

NOTES: _____

 Sample Design Briefs can be found on page 25

I. Description of the Project

Provide design teams with a basic description of the project, including:

- Name
- Site address
- Type of project (new construction, rehab, adaptive reuse, etc.)
- Size and existing condition of site
- Basic nature of surrounding community
- Anticipated basic programming of site (affordable housing, mixed use, commercial, etc.)

The Pre-Dev Team should also include a reference map to help design team's geo-locate the project, as well as a site map so that they understand the geometries and boundary conditions of the site.

II. Developer's Expectations

This section is an opportunity to communicate your mission and overarching goals with teams who may not be familiar with your organization, and contextualize this project as an important component of realizing those overall goals and aspirations. Provide teams with some basic context about past development experiences, and how you see this project building upon those experiences.

III. Project Vision

In this section, highlight your most important priorities for the project, which may include but are not limited to:

- Resident health, comfort and experience
- Durability and maintainability
- Beauty/art
- Cost effectiveness
- Sustainability and performance
- Community building
- Neighborhood impact

These are all important aspects of your project, but if too many priorities are included in this section, design teams may not get a true understanding of what is most important to you. In this section, be specific about which priorities are pivotal to making this project a success.



NOTES:

IV. Project Size

Provide information about your expectations related to the size of the building, including information on number of units / bedrooms and square footage. Indicate if these are flexible or fixed, based on financing assumptions.

V. Design Considerations

This section should provide more in-depth information related to the regulatory parameters, programming and design goals of the project. It should provide the design teams with guidance but not be proscriptive. The goal is to set a foundation upon which the design teams can be creative and innovative. Encourage design teams to be thoughtful about these parameters and identify areas where design criteria potentially conflict, and be prepared to discuss how conflicts will be negotiated.

Zoning and Regulatory Considerations

Provide any known zoning information, such as zoning district, available FAR, parking requirements, building type for code purposes.

Site Considerations and Neighborhood Context

Provide information related to any special site or neighborhood features or considerations that should be accounted for, such as:

- Contamination
- Grading
- Desirable or undesirable adjacent parcels and building uses
- Access restrictions or requirements – pedestrian and vehicular
- Parking requirements
- Goals around activation of/use of street front
- Privacy goals
- Goals for exterior spaces and landscaping
- Neighborhood beautification goals
- Site-related maintenance goals
- Safety considerations
- Eco-districts
- Neighborhood and/or city-wide initiatives

Building Design Considerations

What do you want the building to look like? What do other buildings in the neighborhood look like (height, width, location on lot, interesting features)? Is it important that this project look like the other buildings in the neighborhood, or should it stand out? In what ways?

What are some adjectives related to how you want people to feel when they pass by or walk around outside the building? What are adjectives related to how you want residents to feel when they travel through the common areas of the building?



Unit Design Considerations

Provide the design team information related to your goals around unit design.

- Are there regulatory requirements for unit sizes that should be considered?
- Is unit layout flexibility important?
- What are your expectations and goals around finishes?

Reference and include the information developed from the Project Program Guide related to your target population and their unit-based needs to complete this section.

Additional Program Requirements

This section is intended to build upon the programming information in the project description sections above. Provide any relevant information developed from the Project Program Guide which was not included already, such as :

- Required space for on-site services
- Interior and exterior community- based spaces
- Operations and maintenance related spaces
- Commercial spaces

Greening Considerations

It is important that expectations related to building performance are established at the RFP phase. We recommend including specific information related to the following sustainability-oriented items:

Greening Requirements – Are there regulatory and/or financing requirements related to green performance building? If so, what are they?

Utility Rebate Programs – Do you expect teams to design to standards that will enable a project to achieve efficiency rebates from relevant utility companies?

Certifications – Is certification under a rating system expected? Should the project be designed as “certifiable”? What rating system do you expect people to design towards (Green Communities, LEED, ENERGY STAR, Passive House, etc.)

Renewable Energy – Do you expect the project to include renewable energy in the base building design? If not, should the project be designed as “solar ready” should funding become available in the future?

Systems Approach- What level of design/system complexity is acceptable to achieve performance and sustainability? What is the capacity of your maintenance team?

NOTES:



Greening Considerations *cont'd*

Energy Performance Goals- Do you have specific goals around how much energy/water the building will consume? Do you have specific goals around how tightly the building is air sealed? Can you provide specific metrics related to these goals (for example, how much water the building should consume in gallons per bedroom per day)?

Health Considerations

Are there specific goals related to how the building design promotes resident health?

- How important is your building design to physical activity? Indoors? Outdoors? Seasonal or all year?
- Should the design team follow any healthy living design standards, such as the Active Design Guidelines? (<http://centerforactivedesign.org/guidelines/>)
- What standards do you have around healthy materials selection?
- Are there environmental hazards that the building and its systems need to mitigate (air quality, radon, etc.)?

Universal Design Considerations

Outline your goals and requirements related to building and site accessibility by users of varying ages and physical/mental abilities. Be sure to focus on any particular needs that the population in your building has, as well as your broader goals related to designing a building that can serve the greatest range of users possible. Be sure to include that teams are responsible for ensuring that the project design meets all local, state, and federal requirements related to accessibility.

For more information on Universal Design visit the Green Communities website: www.EnterpriseCommunity.org/green

Resilience

What are your goals around passive survivability in the case of an emergency when power is not available? Are active backup systems required/desirable?

Construction Costs

If you have expectations/requirements around the cost per square foot or per unit to construct this project, provide that information to the team. This is important in that it provides context to the design teams about what resources they will have at their disposal to achieve your goals. Ideally, teams will propose designs that achieve many, if not all, of the goals outlined above within the context of the proposed budget.

NOTES:



Design Brief for Phase II

I. Description of the Project

Phase II is the second phase of redevelopment of a portion of the XX hospital campus into affordable housing. The first phase consists of two multifamily buildings, a 6 story, 95 unit 85,578 square foot structure on a 32,725 square foot lot, and a 6 story, 114 unit 98,120 square foot structure on a 31,920 square foot lot. See Appendix A for summary information related to Phase I.

Phase II will be developed on an adjacent 97,000 square foot parcel that currently contains an unoccupied 164,600 square foot former psychiatric facility. While this building has some interesting architectural features, the site has negative connotations in the neighborhood given its former use. It has been closed and vacant since 2011. The layout of the facility would require significant reworking to modify it for the type of housing contemplated, and there are believed to be significant environmental issues that would require remediation. Therefore, Developer A's working assumption is that the building will be demolished and a new building/s put in its place.

The housing on all three parcels is targeted at low-income and formerly homeless families and individuals.

II. Developer A's Expectations

Developer A works toward catalyzing vital neighborhoods where affordable housing plays a critical role in the long-term economic and social success of lower-income individuals and families. Developer A has a history of developing safe, affordable, durable, beautiful, healthy and energy efficient housing. In this project we are seeking to improve upon our previous efforts by taking advantage of lessons learned in other projects, and by challenging our team to exceed current paradigms.

Our overarching development goal is that a passerby or unfamiliar building visitor will be more likely to guess that our project is a boutique hotel or a doorman apartment building than an affordable housing project. We want everyone on the project team to be comfortable imagining their own mother living in the development. We also want a project that is easy and inexpensive to operate and maintain, promotes positive resident interaction, improves the neighborhood, and is at the cutting edge in terms of sustainable development.

III. Project Vision

Phase II will be designed to meet the highest standards of healthy living and sustainable development. This concept of health is further reinforced by the proximity and partnership with the adjacent XX Hospital and the development project will transform a derelict psychiatric hospital to housing that will contribute to the neighborhood fabric and improve the everyday lives of the residents by creating vibrant, livable spaces. Developer A seeks to further explore the notion of the "garden" and the potential of a unified campus that will serve as a safe and supportive environment for the future



community. This new development will exceed the building performance of Phase I and set a new standard of high-quality housing for Developer A.

IV. Project Size

To work within our current financial assumptions and have the housing impact that Developer A expects at this site, the project must be at least 250 units, with a mixture of studios (50%), one (10%), two (30%) and three bedroom units (10%).

V. Design Considerations

The following description of design considerations includes some of the major features that Developer A would like to see incorporated in the site. The list is intended to provide the prospective design teams with guidance but not be proscriptive. Developer A is seeking creativity and innovation from the design teams, not merely an attempt to satisfy all of these guidelines. Design teams are encouraged to identify areas where design criteria potentially conflict, and be prepared to discuss how conflicts will be negotiated.

Zoning and Regulatory Considerations

- A. R5
- B. Available FAR: approximately 200,000 sf
- C. No onsite parking is required, Developer A will seek a Mayoral override.
- D. Use Group 3: Non-profit with sleeping accommodations

Site Considerations

- A. Relationship to Hospital Site: Access and all services must be provided from Winthrop Street; the hospital entry way that divides parcels J and N cannot be used as an amenity or access to Parcel G. (Although we expect to be able to use the hospital garage for parking). The relationship with the Hospital requires that the site will be self-contained and not an extension of the hospital campus. Pedestrian paths must be inside our property lines. Conversely, we expect to take advantage of the proximity to the hospital site to facilitate access to programs and services for residents, and so we are looking for innovative ways of facilitating positive pedestrian access to the adjacent site within the above stated constraints. See Appendix B for a site plan.
- B. Financing restrictions prevent the Parcel X structures from being formally connected to the buildings on Parcels Y and Z, however we are seeking creative ways to link the amenities and services and have the facades and landscaping complement each other.



- C. No commercial spaces are contemplated, and we are not seeking to use the street front to create commercial or other intentional activity. A sense of privacy is important to the population we serve.
- D. Beautiful and usable outdoor spaces are important to Developer A. Outdoor features should be for the private benefit of the residents and provide only passive benefit for neighborhood-beautification. Low maintenance exterior spaces should be prioritized.

Building Design Considerations

- A. Beautiful and not institutional looking. Indoor and outdoor design should incorporate the use of art/sculpture.
- B. Bring the outdoors into the space; consider innovations such as living roofs and walls. See how light wells have been used to improve basement space in other Developer A's buildings. Take advantage of large southern exposure.
- C. Building materials should be contextual to the hospital, street and Phase I sites; no requirement to reference existing building; include interesting accent materials.

Unit Design Considerations

- A. Unit size-consider and understand city guidelines; note that Phase I units are larger than their guidelines.
- B. Incorporate built-ins to save floorspace and maximize living space and perhaps make smaller units possible.
- C. Finishes-same quality as market rate housing-no carpet, ceramic tile, wood floors, solid surface countertops.

Building Programming Requirements

- A. **Social service office spaces:**
 - 1. A mix of individual offices and small conference rooms.
 - i. Office space for social services should include at minimum 3 private offices, a conference room, a waiting area, space for storing office supplies, and have room for a heavy-duty copier. These spaces must be wired for high-speed internet
 - 2. Social service offices to promote a welcoming, non-institutional atmosphere and privacy at the same time.
 - 3. Entrance into offices should be secure with reception desk but provide open sight lines.
- B. **Community, amenity, and activity spaces:**
 - 1. Security desk should be welcoming not intimidating; it should feel like a doorman building. Good sightlines for security personnel and residents, no blind spots indoors or



- out. Security programming is positive for the neighborhood. Video cameras should be included for security.
2. Common use/amenity areas should be centralized (as opposed to being disbursed throughout the building) and be inviting and easily accessed by tenants.
 3. Community spaces should accommodate a large variety of uses – community groups, large meetings/conference, small groups, workforce training, public and non-public events.
 4. The typical patterns associated with high use common areas (i.e. laundry facilities, computer rooms, etc) should be considered and exploited to encourage greater amounts of natural, positive community interaction (i.e. – dual-use spaces such as a laundry room with adjacent children’s play area)
 5. Plan for the following types of community amenities and programming:
 - i. Computer room/technology center with built-in workspaces that can also include small tables/individuals study areas.
 - ii. Spaces appropriate for exercise/recreation programming (indoor and outdoor – multi-season).
 - iii. Gardening opportunities/urban agriculture potential
 - iv. Common laundry facilities
 - v. Common trash and recycling infrastructure
 - vi. Storage and workspace available for building superintendent; no tenant storage
 - vii. Server room for Developer A’s office technology

Greening Considerations

The building is expected to be very sustainable and incorporate/achieve the following certifications and performance metrics:

- A. LEED H Midrise –at least Gold certification.
- B. Enterprise Green Communities standards.
- C. NY DHCR greening requirements-B9 form.
- D. NYSERDA multi-family performance program.
- E. Solar ready for PV and Solar Thermal.
- F. Energy Performance goals: use less than 2 btu/sf/HDD for space heating; less than 2 ACH @50Pa air infiltration; significant reductions in use of gas for domestic hot water; less than 60 gallons/bedroom/day in potable water use; common area lighting power densities and total usage below ASHRAE standards without feeling dimly lit; maximize efficiency in electrical use for pumps, motors, ventilation and air conditioning; design to maximize daylighting in common spaces and to reduce light levels when natural light is present; coordinate lighting design with finish colors and texture.
- G. Simplicity in systems design for ease of maintenance.



Health Considerations

- A. Incorporate design features that encourage physical activity (See NYC Active Design Guidelines).
- B. Design to encourage indoor and outdoor physical activity in all seasons.
- C. Choose finishes that are healthy and can be cleaned with non toxic cleaners and details that inhibit pests and reduce pesticide use.
- D. Consider air filtration appropriate for urban site.

Universal Design Considerations

- A. Design for the differential needs of residents of many ages and abilities:
 - a. Residents inhabiting studio apartments could range from their 20's to elderly residents.
 - b. Family units turn over less frequently and would benefit from age in place accommodations.
 - c. Children will inhabit the building and should also be accommodated for through design.
- B. Consider wayfinding between Phase II and buildings in Phase I.
- C. 5% of units may require accessibility for hearing and vision impaired residents

Resilience

- A. Generator to maintain basic life functions.
- B. Ensure that sub grade space is not subject to flooding or can drain when power is lost.

Construction Costs

Developer A expects to be able to achieve these goals and complete construction of this project for less than \$XX/sq. ft. (The construction cost associated with Phase I)



ORINOKA MILLS DESIGN BRIEF
New Kensington Community Development Corporation
2012 Enterprise Pre-Development Design Grant



A. Organizational Background

1. Mission + Overview

New Kensington Community Development Corporation (NKCDC) is a nonprofit organization dedicated to revitalizing the Kensington, Fishtown, and Port Richmond neighborhoods in Philadelphia. NKCDC's mission is to strengthen the physical, social and economic fabric of the community by being a catalyst for sustainable development and community building.

In 2010, NKCDC initiated an extensive community engagement and master planning process to address vacancy and crime within a 23-acre study area in the heart of Kensington. The proposed plan envisions the creation of a vibrant neighborhood center that leverages the existing transit system, market opportunities, and proposed linear park network on the viaduct. This multi-phase neighborhood revitalization effort will first focus on one of the remaining structures that is part of the Orinoka Mills site located on the corner of Somerset and Ruth streets. This adaptive reuse and new construction project will transform the former industrial warehouse into affordable housing with much-needed commercial and community space. The future site will build off of the master plan and make tangible progress in restoring vitality and prosperity to the area.

Cutting through this neighborhood is the Lehigh Viaduct, which currently has only one active train line. The Viaduct isn't gated and attracts a large volume of drug and prostitution activity, which represents a significant challenge to development in this neighborhood. The heart of the study area, Kensington Ave. and Somerset St., was recently named the top drug corner in the city by the Philadelphia Weekly. Nevertheless, this neighborhood has several amenities. In addition to its close proximity to public transportation, there is a commercial corridor along the elevated train station. Businesses and community services in the area include a deli, a church and a bike shop. NKCDC aims to transform current liabilities into assets and restore the study area to vitality and prosperity.

2. Expectations

NKCDC envisions the redevelopment of the 60,000 sq. ft. Orinoka Mills structure and the 23 acres of vacant or dilapidated properties surrounding the building as an important opportunity for NKCDC to establish a presence and facilitate change in one of the most troubled spots in its service area. **This predevelopment design grant process will focus on the Orinoka Mills building and the adjacent land that extends to the viaduct (Phase I).**

Accordingly, architectural proposals for this project should focus on creating a vision for Phase I yet include a schematic strategy for the larger site, with implications for future phases and the surrounding area. The project should be mindful of the neighborhood context, but not mired in it. Proposals should be achievable, as well as visionary. The project should both stand alone and fit into the larger site and community.

B. Project

1. Vision Statement

The Orinoka Mills redevelopment project will be a forward-looking and transformative force in the neighborhood while respecting the area's current and past character. The redevelopment will contribute to an array of services and an overall healthy community, preserving affordable housing and creating a more attractive neighborhood. Furthermore, the process and product will be accessible and transparent in nature, give hope to community members, and inspire other partners to further invest in local community development.



2. Description and Program

Size

The project site is approximately one (1) acre. The site encompasses both the adjacent vacant lot and the Orinoka Mills structure, which totals approximately 60,000 sq. ft. including the basement level and the smaller adjacent timber building (please see the attached images).

Population + Program

- Mixed-use: Low-to-moderate income 1-2 bedroom affordable housing on the upper four levels. Retail and office space on the two bottom levels, including partially submerged basement.
- Additional resident and tenant details are yet undecided.
- The project comprises the adaptive reuse of the mill building, with potential for a new construction addition.
- The design should include a rooftop program for the residents, as well as private access to the outdoors.
- The Phase I site should also include outdoor green space accessible to the surrounding community.
- Strive for 24-hour programming, ensuring "eyes on the street."

3. Design Considerations (asterisks mark high priority areas)

*Site Integration + Connectivity

- Consider how the site and building relate to the surrounding neighborhood.
- The site should incorporate Transit-Oriented-Development strategies, considering the proximity of and connection to the El.
- The building should be open and accessible to the community, with a public relationship with the street.
- Strategies for Ruth Street, particularly as a less intimidating thoroughway.
- Include at least two entrances for residential and public programming.
- Include streetscape considerations along Ruth and Somerset.

*Safety Concerns

- Prioritize crime prevention (i.e. secure entryways) but do not propose a fortress.
- Avoid undefined common spaces and maintain defensible space (again, "eyes on the street").
- Create an intentional environment, with well-considered streetscapes and maintained buildings that discourage illicit activity. Consider improved pavement, exterior lighting, etc. conditions to create a welcome gateway, particularly on the path to the transit hub.
- Acknowledge the area's crime and drug issues but do not let them drive the design. What is your approach to this? Have you done any similar work in similar conditions?

*Sustainability + Health

- The development will strive for LEED Gold or Platinum.
- Landscaping and building design should account for stormwater management, particularly for viaduct runoff.
- Salvage as much material as possible from the existing building.
- Prioritize safe and healthy materials to maintain high indoor air quality.
- Operable windows and ceiling fans.
- Transit-oriented-development and bicycle connectivity.
- Note: There is likely necessary remediation associated for outdoor open spaces.

Community + Open Space

- Include an outdoor green space accessible to the surrounding community.
- Consider urban agriculture and artwork on site.
- Create a balance between private and public open space, including an accessible roof that celebrates the view.
- Propose a strategy for how open space will play out on the larger site in future phases.



Accessibility, Zoning + Maintenance

- All spaces must be ADA accessible.
- Propose a secondary means of egress as the previous staircase was demolished.
- Maintain material durability for longer lifespan and lower costs.

Design Identity:

- Respect (but do not replicate) the historic character of the building and site. The community development team values the natural light and valuable historic character of the existing building.
- Reduce space dedicated to cars, minimize surface parking, and promote alternative transportation.
- The project is neither institutional looking nor fortress-like. It should be secure and deter crime.
- Include access to the outdoors and green space, either private (balcony) or communal (rooftop). Also consider green space open to the larger community.
- Develop a strategy in relation to the neighboring building, which may or may not also be renovated.



NEW KENSINGTON'S ORINOKA MILLS: PRE-DEVELOPMENT DESIGN VISIONING ARCHITECT INVITATION

Neighborhood Context: Aerial photograph of the study site (outlined in red)



Site Detail: Aerial photograph of the Orinoka Mills site (outlined in yellow)





The following outline with help guide you through the process of creating and distributing a Request For Proposals (RFP), and provide key questions to consider as well as useful tips.

PROJECT DESCRIPTION AND REQUEST FOR SERVICES:

Include your design brief as well as the extent of the design and/or construction administration services you are looking for. If you are not able to give a completed design brief at the time that you are initiating Phase One of the RFP process (Request for Qualifications), you can use a simple project description and state that a more detailed design brief will be provided during Phase Two.

Include expectations related to deliverables at conceptual design, design-development, and construction document phases, project bid review, construction administration, and construction closeout/transition to occupancy. Be sure to also include services related to community engagement and regulatory processes, as well as set expectations around an integrated design process, which is a method for designing buildings which requires multidisciplinary collaboration from conception to completion. If possible, provide information related to project timeline and reference any included site/context maps and/or photos of the site.

SUBMISSION COMPONENTS AND TIMELINE:

It is important to clearly call out the expectations related to RFP deliverables and timeline. This section should be divided up into two phases according to the expected submission components:

Phase One - Request For Qualifications

Phase Two - Proposal Submission

The following pages provide a detailed outline to guide you through the process of creating an RFP.



Phase One: Request For Qualifications (RFQ)

NOTES:

To narrow the field of design teams providing full proposals, it is recommended to first request that interested firms provide you with qualifications. Again, it is important that you provide specific guidance related to what information is provided in the qualifications so that firms can be compared to each other.

At minimum, we recommend including the following components for qualification submissions:

- An overview of the firm's history, mission, design process and approach to client engagement
- An organizational chart, including resumes of all personnel who would be committed to this project. Provide specific information as to their experience on projects similar to this one. For the project manager and project architects identified as part of the project team, provide the name and phone number of three (3) client references with whom the architect has worked on a similar building project.
- Information on at least three (3) completed representative projects:
 - Client and contact information
 - Project type
 - Total development cost (TDC)
 - Percentage of TDC that was design fees and what consultants were included in those fees.
 - A description of exceptional features or design concepts
 - Metrics related to actual water and energy consumption of these project during operation (preference will be given to teams who can provide this info on their completed projects)
- A list of professional consultants outside the firm whom you propose would provide services not available within the firm. Provide specific information documenting their work on similar projects.
- Information on accolades or awards

Discuss with your core team if there are other additional questions you'd like firms to address in their submission of qualifications. Qualifications should be limited to no longer than ten (10) pages.

Provide each team with information on the date and time that qualifications are due, and who they should be submitted to. An appropriate turn around time for an RFQ is typically one (1) to two (2) weeks. Indicate if your preference is electronic or hard copies, and if hardcopy, how many copies should be submitted. Indicate when teams will be notified if they have been chosen to submit full proposals.



Phase Two: Proposal Submission

NOTES: _____

Site Visit

Once the qualifications have been reviewed and teams have been chosen to submit a full proposal, it is beneficial to conduct a site visit. Include information about when the site visit will be held. This should be specified for teams that are chosen to submit full proposals only. Be sure to include information in the RFP about expectations for attending the site visit, where teams should meet, what the components of the visit are (tour of site, tour of existing building, Q&A session), and whether teams will need to arrange their own transportation to get between locations. Firms should be encouraged to attend.

Q&A Period

Provide information about the time period during which questions will be answered, how and to whom questions should be sent, and the process for distributing a log of questions and answers to all firms submitting proposals at a designated date.

Proposal Submission

Provide clear and concise direction to design firms around what should be included in their project proposals. This will ensure that you get the information you need to make comparative evaluations. In the RFP, encourage the design teams to present well-articulated ideas rather than finished schematic drawings.

The time frame for the proposal generation is intentionally limited. Proposals are intended to provide basic information about the proposed project team, as well as each firm's approach to addressing the project design goals, which are provided to the teams in the design brief.

Submissions should include and be limited to:

- A narrative summary of the team's design approach, not to exceed one page.
- At least two, but no more than three, conceptual studies for site design, building massing/layout and basic interior layout. Teams should include their conceptual approach related to materiality and sustainability. *Proposals should not include advanced design solutions. While 3D massing studies could be helpful, photo realistic renderings of details should not be expected or encouraged. It is very important to explicitly state this in your RFP.*
- A conceptual approach to unit design.
- Outline of design schedule and deliverables.
- Preliminary fee structure, anticipating reimbursable costs and schedule of hourly rates for additional work, if required.
- Information about current workload and how this project will be integrated into those existing demands.
- Information regarding the circumstance and outcome of any litigation, arbitration, or claims filed against the firm or consultant firms, as well as a description of general and professional liability coverage.



• Narrative responses to the following questions:

- Describe a challenge that occurred on a similar project and how it was resolved. Include information about what was learned and how this issue will be avoided in future projects.
- What is your approach to integrating sustainability into projects with fixed capital budgets?
- How many projects have you achieved a greening certification on? In what rating system and at what levels? Provide a one page representative checklist for a project completed in the past five years.
- Provide specific information related to innovative, low- cost approaches that were incorporated to reduce energy/water consumption in a similar high performance building project you have completed. *Preference will be provided to teams who can provide data for the referenced project. Examples include, but are not limited to, water use in gallons per bedroom per day, or heating (or cooling) energy use in BTU/sqft/heating degree day.*

NOTES:

Submissions should be limited to twenty (20) pages. Include information about what date and time submissions are due. Indicate how you would like the proposals submitted (e-copy, hard copy) and how many copies you require, if requiring hard copies. Include full contact information for the Project Lead, who will accept and manage submissions.

*There may be questions that arise about intellectual property rights related to submissions. It is common that proposals are not shared between competitive teams and rights to the presentations remain with the design teams. You may state this in the RFP. However, ideas presented and discussed during the selection process typically do not qualify as intellectual property, and are therefore not typically expressly protected. **It may be beneficial to state that ideas shared may be incorporated into the final project, even if the team that proposed them is not selected.***

Architect Interviews

Teams chosen to submit a full proposal should be expected to participate in a one hour interview. This interview should include a 30-minute presentation from the firm focused on the conceptual design studies presented in the proposal submission and geared toward further exploring/explaining the approach that is being proposed followed by 30 minutes of questions and answers. Time should be carefully kept, so teams should plan their presentations accordingly. Presentations should not include a review of the team's qualifications, as that information will have already been evaluated. Interviews should be scheduled after proposal submissions are received. *Include information about what day interviews will be held on. Ask firms to maintain availability throughout that day, as presentations will be scheduled after the receipt of proposal submissions.*

Notification

Provide specific information about when firms will be notified of their status. We recommend notifying firms within two weeks. Be clear about whether being selected as the top firm means that a contract will be executed.

Appendices

We recommend including site information, such as a neighborhood context map, a site map, any relevant photos, and the design drief as appendices to the RFP.



The following outline with help guide you through the process of reviewing the design team proposals. It is important that you edit and add to these questions based on the specific criteria and goals of your project. The Project Lead should ensure that all Core Committee members have reviewed this guide prior to design team interviews.

NOTES: _____

Logistical:

- Did the firm submit their proposal on time?
- Did they follow requirements for information included and length?
- Does their outline of design schedule and deliverables meet your expectations?
- Do they appear to have capacity to devote to your project?
- Is there any litigation, arbitration, or claims that should be factored into decision making?
- Does the firm have time to give your project the attention it deserves? Is it well staffed with experienced team members?

Design Approach:

It is important to understand that the design studies presented by each team are conceptual and intended to give you a means by which to evaluate each team's approach. The design proposed is not necessarily going to be the same as the final design of the project, though ideas presented can and should provide the initial framework for the collaborative design process that is intended to happen during integrated design. The proposed concepts are a means of better understanding each firm's approach to design and problem solving.

- Does the team propose creative and practical approaches to dealing with constraints and opportunities?
- Does the design proposal properly acknowledge the community context of the site (physical, historical, social, etc.)?
- How does the proposal delineate between public and private spaces?
- Is the site configuration creative and practical?
- Has the team addressed the issue of the pedestrian experience through/around the site?
- What is the approach to usable outdoor space? Does the design encourage outdoor experiences and healthy living?
- How well does the design approach acknowledge/align with your maintenance capabilities?
- How is art and beauty incorporated/prioritized?
- Is the exterior design approach creative? Is it constructible? Is it affordable?
- Does the aesthetic, or look of the building(s), appeal to you? Will it appeal to other decision makers? Will it appeal to residents?



- Does the building match the neighborhood context or differentiate itself through:
 - Building height
 - Materials
 - Size and shape of features, such as doors and windows
- Does the proposal acknowledge your programming needs? Does the physical design approach contribute to achieving your social/ programmatic goals?
- Does the design approach acknowledge special needs/considerations related to your resident population?
- Does the proposal incorporate ideas of Universal Design?
- How does the proposal address unknown future needs?

NOTES:

Greening Capabilities:

- Extent of experience with certification programs?
 - The number of buildings certified? Under what program (i.e. LEED, Green Communities)? To what certification level?
 - Provision of required checklist?
- Did the team provide performance metrics for previous completed projects? How are these buildings performing? If they are not performing well, has the team provided a description of why and what they would change in their approach to generate better performance?
- How does the team approach green design decisions? Are they creative while acknowledging project fiscal constraints? Do they focus on the most impactful, lowest cost features?
- Did they acknowledge resident comfort as a driving factor?

Financial:

- Is the fee proposal reasonable?
- Does the overall design proposal properly acknowledge the financial constraints of the project?
- Have they shown creativity in dealing with financial limitations?



I want to thank you once again for participating in the Enterprise Pre-Development Design Program for the Village at the Beverly. Your input at the workshop and your presentation were very helpful to advance the project. I feel that the effort was a success in that each team did an excellent job of showing the unique strengths of their firm. Obviously, you have well earned being selected as the project architecture firm and I know that the client is looking forward to working with you.

As we finish the Enterprise Pre-Development Grant, I am giving each firm a short feedback report. I realize at the end of the day that I had a special opportunity to see all four firms in comparison. As an architect it was natural for me to image being in your shoes and I felt appreciation for the work you did and the way each firm communicated back to the client the importance of this project. I suspect each of you could learn a lot if we have made a video recording of the entire afternoon so you could see not only your own presentation but each other's. Of course we didn't record them, so my task is to think of your presentation in the context of the others, recollect some of the client comments and provide you a brief report that might be of help.

First, you did well to bring your entire team. Your commitment to this project and your professionalism was well communicated.

Second you gave a well-prepared presentation, which also did well to build the client's confidence. The presentation did a good job to show that you understand the project and are attentive to the design brief and presentation requirements. You did a good job presenting you design team and communicating your combined experience. I think that it was effective to have the principal of your firm start and then have the designer describe the design. The principal did a good job to frame the project importance and the designer did a good job of bringing the client back to the project.

The client was very impressed with the amount of design work you presented. I realize that the open-ended requirements left room for teams to decide how much design work to show. I think that you were smart to show three alternatives. It did two positive things. First, it communicated an eagerness to design. Second by having three proposals that share the same design approach it avoided the possibility that a single design could have something that throws off the client. The character of the design was also effective to convey a positive image of the project to impress the client with your design skills.

In short, you did a great job to present your strengths. Your firm qualifications for this project are strong. However, I think I speak for the client to say that we appreciate that you did not depend on your experience and take the project for granted. You communicated your design to do the project on its own merits and not as a project that is more or less what you have done before.

I appreciate the work you did on your proposal and look forward to seeing a great project.



Thank you for your enthusiasm and creative ideas in this design visioning process for the future Orinoka Mills project. To make this experience more collaborative, our team would like to provide feedback on your design proposal. Below is a list of the comments from NKCDC staff and NKCDC's partners that attended the presentation.

FEEDBACK

- The proposal has a very strong focus on community and is attentive to responding to local needs, including the thoughtful programming and community amphitheater. The diagrams used in the presentation were effective in showing this programming and community connection.
- The project explicitly values sustainable strategies, incorporates a number of green features and prioritizes a sustainability consultant.
- The proposal responds to the design brief and is sensitive to the development team's interests, particularly safety and active programming.
- The "civic house" resident model is aligned with NKCDC values and may be partially possible but may not be feasible as a rule and does not extend to many existing local residents.
- The façade design could be bolder, providing the building with more design presence.
- The modular proposal is ambitious but may be unfeasible given financing, union and performance constraints.



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ABOUT US

Enterprise Design Initiatives

seeks to improve people's lives by integrating intentional, functional and inspiring design into affordable housing to create stronger, thriving communities.

Enterprise Green Communities

is committed to bringing the health, economic and environmental benefits of green building to low-income people and communities.

COLLABORATORS

Edward F. Connelly & Lauren Baumann

President & Vice President of New Ecology

Provided invaluable help writing, editing and consulting throughout the process of constructing this toolkit.

Gilad Meron

Independent Designer + Researcher

Produced graphics, layout and overall design for this toolkit, and contributed to writing and editing.

SPONSORS

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