

# THE HEART OF CARRBORO

ARCHITECTURAL PLANNING SERVICES FOR THE DESIGN OF  
THE 203 SOUTH GREENSBORO ST. FACILITY FOR THE TOWN OF CARRBORO  
**RESPONSES TO QUESTIONS**

FEBRUARY 8, 2018





P E R K I N S + W I L L

February 8, 2018

Town of Carrboro Finance Director  
301 West Main Street  
Carrboro, North Carolina 27510

**Re: Response to Follow-Up Questions for Architectural Planning Services for the Design of  
203 S. Greensboro St. Facility / RFP #540-1**

Dear Patricia

We have replied to each of your questions as thoroughly as possible. We have organized our thoughts around the following overall themes, which run through the additional information provided.

- We see this project as an opportunity for a new and positive civic presence in downtown Carrboro that complements the eclectic spirit and urban texture of the site, its surroundings, and its people.
- The multi-disciplinary cultural programs being considered for the project combined with a vibrant downtown site will have an immediate positive impact on Carrboro's commercial core, and also be a catalyst for future enhancements for years to come.
- Our team takes a holistic approach to design. Sustainable energy strategies, parking and mobility solutions, and alternative landscape designs will be measured against other systems and programs that may be affected to give you the tools to make important decisions.
- We take stakeholder engagement very seriously. We strive for meaningful workshops that generate creative ideas while also aligning values and building consensus within the community.

I can assure you that we will give our very best efforts to accomplish your goals for this project. Please let us know if we can provide any additional information.

Sincerely,



Derek Jones, AIA, LEED AP®  
Principal  
Perkins+Will  
e. Derek.Jones@perkinswill.com





# RESPONSES TO QUESTIONS





*Black Box Performance Space  
Parkland College Arts Center*



## 1. What is the possibility of including solar power with battery storage, consistent with recommendations in the NC Clean Path report?

The project can be designed such that the roof, façade, and site can support various solar hot water and photovoltaics. Battery storage can be provided, but it comes with cost/benefit trade-offs in terms of pay-back. Battery storage systems can be heavy and require maintenance. There may be additional structural costs to physically support the batteries as well as dedicated cooling to offset battery generated heat loads.

The NC Clean Path report is focused on the use of solar with battery back-up for new buildings in order to reduce the need for new nuclear plants, fracking and transmission losses. The goal of the report is to reduce greenhouse gas emissions from coal and natural gas plants generating electricity by 100% by the year 2030. NC CLEAN PATH 2025 plans to make local solar with battery storage the backbone of the statewide electricity source.

We agree whole-heartedly with this approach, and support any municipality or client that chooses to use their dollars to install solar and battery systems on their facilities. The decision becomes more difficult in light of the fact that the Federal and State incentives regarding renewable tax credits expired at the end of 2015. Duke power, however, does offer incentives, both prescriptive and calculated, for energy efficient measures that are utilized on building design and operation. EDI works often with The Weidt Group, which is a group contracted by Duke Power to provide energy calculations for projects to determine available incentive credits that clients can use on their buildings. While these incentives do not typically cover the entire cost of the installations, they do help clients move in the direction in which the NC Clean Path report is advocating and reduces the load on our inefficient power generation plants thereby reducing greenhouse emissions.

We can provide energy models and life cycle costing to evaluate types of renewable energy systems and determine which can pay for themselves within a time frame that is acceptable to the Town.

## 2. What are the possibilities for maximizing urban trees into the site design? Consider and comment on the approach used in the terrace concept in Turin, Italy, where trees were included in the design to absorb noise and pollution?

Turin presents a very different climate and landscape solution from central North Carolina. That being said, the basic principles of using landscape to mitigate noise and pollution while also enhancing the biophilic design is relevant. By referencing the 25 Verde (Turin, Italy) approach of on-structure tree-planting, we can offer some insights into opportunities and challenges for your project:

### Opportunities

- Visibly iconic “green” building with progressive design approach
- Creates unique outdoor spaces that also perform ecologically
- A building that blends the eclectic scale and texture of downtown Carrboro with the tree-lined character of surrounding residential neighborhoods
- Stormwater harvesting, management, and detention opportunities (25 Verde includes large cistern for graywater storage)
- Planting on-structure may increase site utilization without sacrificing planting areas when compared with at-grade landscape solutions that would compete for space with architectural programs

### Challenges

- On-structure landscape installation and long-term maintenance is more expensive than at-grade tree planting
- To reduce weight and maintain adequate soil nutrients, on-structure landscape requires more expensive soil than at-grade tree planting Carrboro’s climate (compared to humid, subtropical climate of Turin, Italy) requires permanent irrigation for long-term on-structure plant survival



*Green Roof at Morgan State University's Center for the Built Environment and Infrastructure Studies*

- Some loss of conditioned, interior space where on-structure tree planting occurs—trees need space to thrive
- Initial plantings are not installed at 100% full coverage/maturity and may take several years for desired aesthetic to be achieved.

### Design Strategies

Translating the fundamental goals of the 25-verde project to the 203 Greensboro Street context brings to light the following design strategies for consideration:

- Any planting added to the project contributes to pollution offset—the more planting that the project is able to support, the greater the pollution offset
- Use of a diverse, native and resilient plant pallet improves ecological performance and long-term survivability while reducing irrigation and long-term maintenance requirements
- Target best locations for intensive on-structure planting systems (trees and larger plants with soil depth greater than six inches) based on relation to architectural programming, noise buffering, and solar orientation. This type of targeted approach reduces cost by concentrating large plantings in locations to

perform multiple functions while potentially branding certain areas of the project.

- Supplement/complement intensive on-structure planting systems with lighter-weight extensive tray systems (3"-6" soil depth). This more economical system reduces irrigation loads and increases pervious surface area.
- Integrate vertical gardens and/or green walls to exterior and interior spaces. These vertical plant features serve as noise buffers and visual screens within a compact footprint. They do, however require permanent irrigation systems.
- Supplement on-structure planting with appropriate at-grade planting to enhance pedestrian and streetscape environment. This type of integrated solution enhances noise buffering, improves long-term survivability rates, provides pedestrian shade and manages at-grade stormwater.





### 3. What are the techniques your team uses to engage the public and other stakeholders, especially underrepresented publics, in designing their projects?

Gaining stakeholder consensus during the planning phase is essential. Direct engagement enables participants to fuse their discrete individual experiences into broad and comprehensive solutions. The process leads to participant buy-in, alignment of values, and a strong commitment to next steps. At Perkins+Will, we have formulated a methodology during the initial phases of planning that provides an open forum for the voices of stakeholders. Stakeholder meetings should include everyone, from artists and educators to partner institutions and general community members, security personnel to facility maintenance staff.

The workshop progression begins with the “why?” and then moves to the “how?” and “what?” Initial meetings typically focus on experiential aspirations, broad programmatic goals and services. Subsequent workshops hone in on site challenges and opportunities, project character, and the unique legacies of the communities being served. Final

meetings will collect feedback on architectural options that fulfill the vision and goals set in prior workshops. Though thematically focused, these are meetings where all ideas are placed on the table and discussed openly for everyone to hear. They ideally result in a list of priorities for the project—institutional, experiential, educational, financial, and so forth. The stakeholder engagement process is also a great way to extend the Town’s ongoing civic conversation with the broader Carrboro community.

It is important to make the process accessible. This may mean offering a variety of engagement formats ranging for public workshops, written comments, online surveys, focus groups, or intercept interviews. The time and location of these engagement tools should be varied in time and location to ensure that all have access to at least some of the events regardless of personal schedule restrictions. We utilize a number of small group exercises that help participants think outside the box of predetermined expectations. We must also remember that the loudest voice does not always articulate the opinions of the majority. Our process gives everyone voice and a place at the table for meaningful dialogue.

It is critical to incorporate a feedback loop that acknowledges comments received and reports on design progress. These updates are typically part of successive workshops or accomplished through information sessions. The frequency of these updates will be determined by the size and composition of your stakeholder groups. It is important that the engagement process not become event-centric; rather, it should have clear objectives and deliverables that advance the project.

### Partnering With Jurisdictional Agencies

At Perkins+Will, we like to take a partnering approach to working with jurisdictional agencies. We are experienced in shepherding projects through agency approvals within wide-ranging districts. Although rigorous and demanding, the process is valuable, and our projects have always been better for it. We and our team members are acquainted with the staff and

directors of jurisdictional agencies. We understand that early and regular engagement with agency staff is critical. It is not unusual to have agencies voicing conflicting concerns. On these occasions, we like to convene staff from multiple agencies to reconcile divergent views in the best interest of the project. Our experience shows that collaborative planning can often expedite the design process by creating breakthrough solutions to challenges and opportunities. It can also serve as a means of dealing with complexity and uncertainty while maintaining focus on the project's goals. We believe collaborative planning helps us move toward the future with a full alignment of values, constituent buy-in, and commitment to the process.

### Case Study: ORANGE COUNTY SOUTHERN BRANCH LIBRARY

In 2014, Perkins+Will worked with Orange County Public Library leadership to conduct public workshops in the Town of Carrboro to elicit service and site aspirations for the future Southern Branch Library. Meetings were held during the day, the evening, weekend and week day. Venues varied from an evening session at the Hickory Tavern to a midday event beside the weekend farmers market. Additional information was gathered via comment cards and surveys at the libraries and independent sessions conducted within local schools. Information gathered informed the future library program along with public hopes and concerns in relation to the site under consideration at the time. Findings were presented to the Board of County Commissioners in May of 2014.





### Case Study: NEW CASTLE COUNTY PUBLIC LIBRARY ROUTE 9 LIBRARY + INNOVATION CENTER

Broad stakeholder engagement including meetings with three distinct communities to align expectations build broad consensus for their future library. What was different was the fact that this project would anchor a new Innovation District populated by partners who had not yet been identified. We worked with County officials to imagine various scenarios where the library program could adjust to support potential partners ranging from technology developers to pediatric health clinics and children's education to autism therapy. We were able to meet the aggressive timeline while maintaining open dialogues with wide-ranging partners by means of a flexible design that could readily adapt to adjacent development needs without derailing the project schedule.



*Sensory Room*

#### 4. Please describe your comfort level receiving public input in your design process and your willingness to accept and adjust an existing well-thought design to accommodate a potentially good idea at the eleventh hour.

We strive to provide the best design for you and your needs. We will work with you to deploy an inclusive process of goal setting, decision making, and iterative refinements to the design solution. Our process follows a logic to minimize the potential for untimely changes. That being said, we are always willing to make adjustments that accommodate positive change.

We also recognize that managing schedule and cost are critical to any project's success. To that end, we each carry responsibilities in the process. As your design team, our job is to maintain timely and transparent communication and bring to you decision ready information. As the owner and user of the future spaces, your job will be to make decisions that guide the design team. We, in turn, will be clear in letting

you know what the schedule and cost implications of decisions will be to the project.

One of our first tasks will be to collaborate with you to build a realistic schedule that takes into account meaningful stakeholder engagement, critical milestone dates, cross-disciplinary coordination, entitlements, owner and regulatory review times. We will be vigilant in letting you know not only what needs to be decided, but when those decisions need to be made in order to maintain that schedule.

#### 5. What is your team's familiarity and experience with solar and battery storage, geothermal heating and cooling systems, cool roofs, and other significant sustainable facility/energy construction and management components?

At Perkins+Will, we believe that the first step toward sustainable design is a strong building design. One might say that the building you don't build is the most sustainable... but the next-best thing is a functional

and flexible building design rooted in a strong sense of place that will become a lasting contribution to a sustainable downtown. This approach, coupled with state-of-the-art sustainable design techniques, will help ensure the long-term relevance and vibrancy of the new Heart of Carrboro project. We view sustainability as more than a responsibility or obligation—we believe it should be celebrated in the design of the 203 S. Greensboro St. development. As a future community hub, this facility is a prime candidate to utilize and exhibit today's advanced building techniques.

Strategies that harvest daylight, incorporate visible green roofs, or integrate renewable energy sources into the visitor experience could be deployed. In this way, they speak to exhibiting opportunities to teach about the connection between nature and the craft of building. Sustainable design, after all, is about more than reduced energy consumption; it is also about nurturing good citizens who take responsibility for themselves and their community. The key members of the Perkins+Will team are all LEED® Accredited Professionals with a passion for buildings that positively impact our cities and the cities for generations to come.

Our sustainable design process hinges on taking the right steps in the right order:

1. Clearly define needs and targets
2. Meet needs through passive design
3. Meet the remaining needs with efficient systems
4. Use waste energy streams
5. Provide controls
6. Onsite renewables if necessary
7. Offsite renewables / Clean Power if necessary

Nearly every project we design includes whole-building energy analysis. Perkins+Will has led numerous projects under North Carolina's new energy statute (GS143-135), which requires 30% energy savings relative to ASHRAE 90.1 and as much as 50% reduction in potable water usage. To achieve these goals, we conduct whole-building energy models to measure designed performance against

code-determined baseline energy consumption. We also evaluate primary architectural and MEP systems through a 20-year life cycle cost analysis to ensure that these energy reduction strategies also make financial sense. Daylight modeling is another tool we use to evaluate building placement, orientation, and exterior opening options. We have successfully completed numerous LEED®, LEED Silver®, and LEED Gold® Certified projects, including several museums, libraries, and community centers.

In addition to the more common renewable energy systems that are being widely employed, such as solar and wind, we are also involved with ongoing research on cutting-edge systems such as electrochromic glazing, algae cells, fuel cells, aerolastic flutter, piezoelectric, and building-integrated battery storage. Battery storage is still a somewhat expensive and bulky system to include in a project. We would need to understand your specific goals relative to on-site energy storage before we could embark on a meaningful analysis of whether battery storage would benefit your project.

Beyond the two case studies in this section, your project team has been directly involved in several notable projects that exhibit many of the sustainable systems discussed above, including the District of Columbia Public Library Tenley/Anacostia Branches, the National Museum of African American History and Culture, the Lord Office Building in Cary, and the North Carolina Electric Membership Corporation in Raleigh. We would be happy to provide more information on these projects if you are interested.

Engineering Design Inc. (EDi) has experience designing solar and battery storage, geothermal heating and cooling systems, and cool roof systems. EDi has also designed the following types of high-efficiency and sustainable building systems:

- Energy recovery systems
- Low-flow plumbing fixtures
- Rain water harvesting
- Gray water systems
- Solar thermal water heating

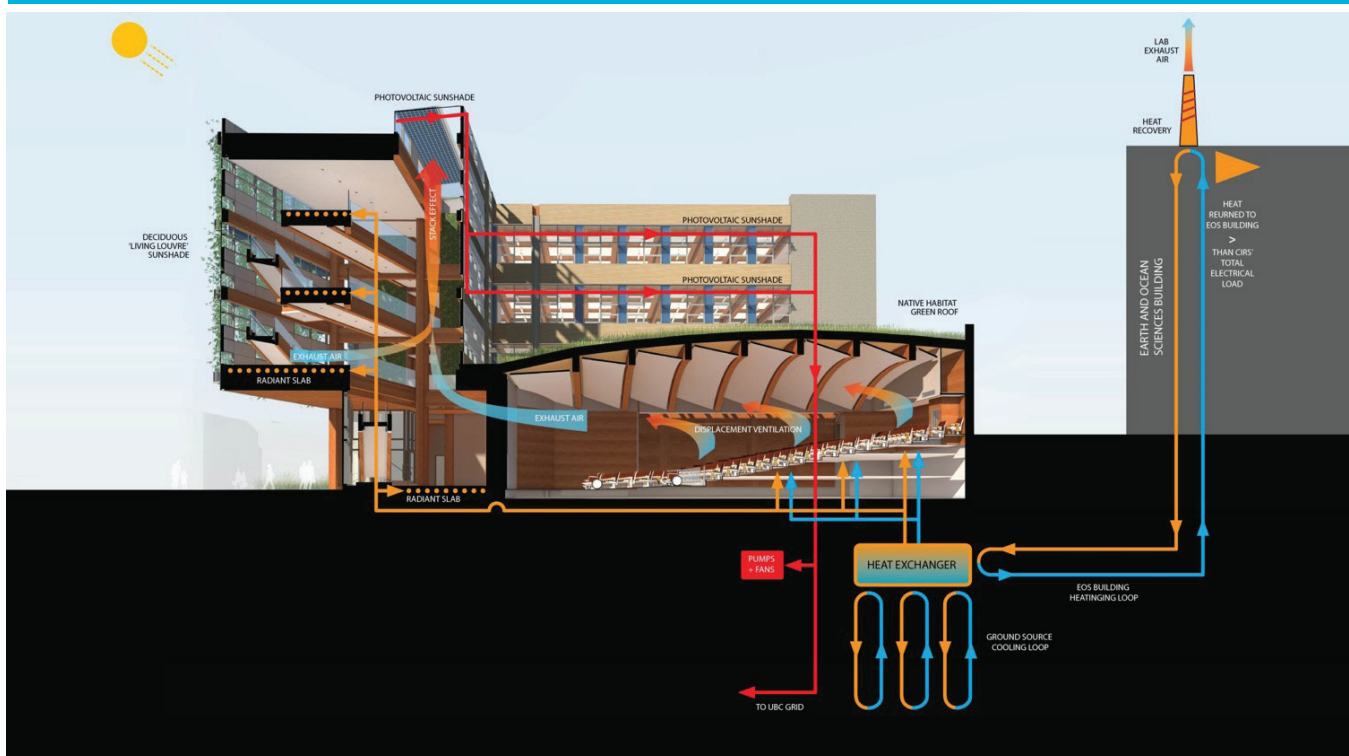
- Lighting Optimization
- Natural Ventilation
- Photovoltaic Systems
- Radiant floor and ceiling systems
- Chilled Beams
- High-efficiency A/C and electrical equipment

EDi recently designed the LEED Platinum® Certified City of Raleigh Transit Operations Center. The project implemented numerous green technologies including geothermal wells and chilled beam technologies that work together for high efficiency cooling and improved air quality.

### Case Study: UNIVERSITY OF BRITISH COLUMBIA CENTRE FOR INTERACTIVE RESEARCH ON SUSTAINABILITY (CIRS)

The CIRS project is a multi-disciplinary research facility showcasing sustainable technologies as a dynamic catalyst for social change. Many have called it the most sustainable building in North America. CIRS houses researchers from private, public and non-government sectors working together under a common mission: to accelerate sustainability. CIRS is organized around two four-story wings linked by an atrium that serves as the entry lobby to a day-lit 450-seat auditorium and 'social condenser' space. An integrated design process produced a number of innovative and synergistic design strategies resulting in net positive

carbon, net positive water, and nearly net zero energy. With occupant behavior intricately linked to these goals, CIRS also seeks to transform users from passive occupants into active inhabitants. Utilizing wood as a primary building material, CIRS achieves low-embodied energy and low-carbon impact. As the only building material made by the sun, wood allows CIRS to store over 900-tonnes of carbon, reducing its carbon footprint by more than 90% of the average UBC building. Gray and black water treatment systems eliminate potable water needs while replenishing deep water aquifers with water that is purer than the rain that falls on the building. By putting 'sustainable systems on display', CIRS is a research tool that demonstrates the possibilities in sustainable design.





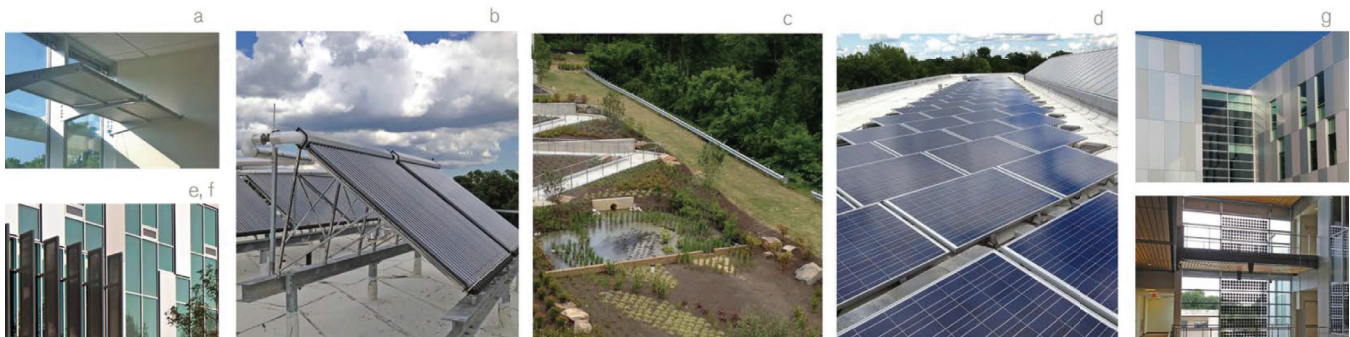
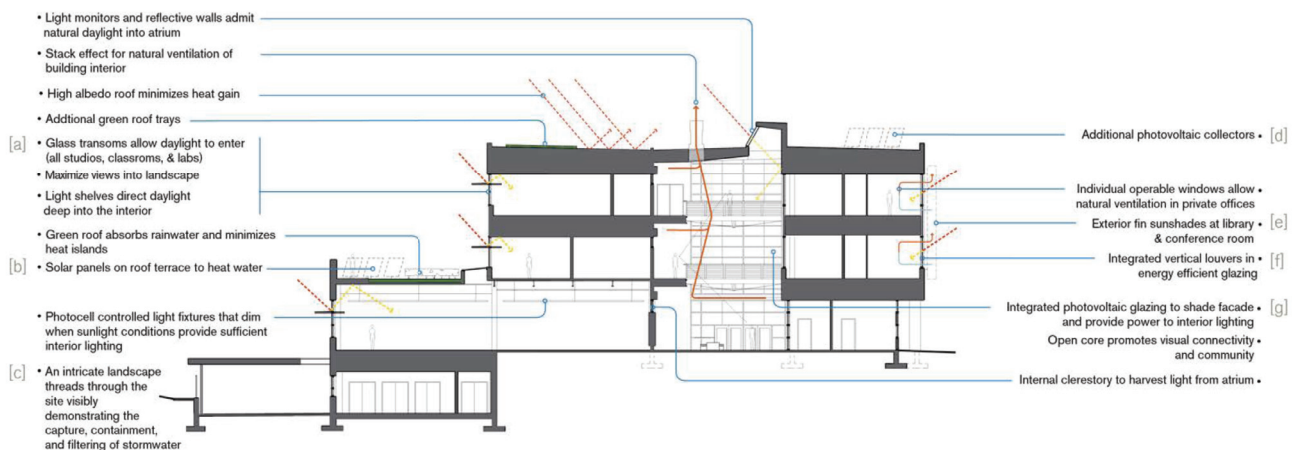
## Case Study: MORGAN STATE UNIVERSITY CENTER FOR THE BUILT ENVIRONMENT AND INFRASTRUCTURE STUDIES

The Center for the Built Environment and Infrastructure Studies (CBEIS) is conceived as an exchange of people, ideas, departments, and building methodology. By housing multiple design and engineering disciplines under one roof, CBEIS promotes interactivity among constituent students and faculty from the School of Architecture and Planning, Department of Civil Engineering, and Institute of Transportation. The LEED Gold® Certified CBEIS building also serves as a

learning laboratory for sustainability in design and engineering. Rather than implement “a” solution, it exhibits multiple strategies to illustrate comparative options. The building hosts five daylight harvesting strategies, multiple forms of resource conservation, two green roof systems, a high-albedo cool roof, gray water collection system, and varied renewable energy systems from solar hot water panels, traditional rooftop photo voltaic (PV) panels, and glass-integrated PV collectors. Systems are made visible and serve as teaching points. To further demonstrate the dynamic and integrated nature of the building systems, interactive atrium displays graphically monitor performance.

### Sustainability

Sustainable technologies are deliberately revealed to build awareness, support teaching, and ultimately foster more environmentally responsible citizens.



## 6. What is your team's experience with designing performance space, both fixed and flexible?

We have experience designing performance spaces ranging from the large, fixed-seating Ovens Auditorium in Charlotte to highly flexible 70 to 90-person “white box” performance spaces in boutique museums. More often, however, we find ourselves designing 100 to 200-person flexible performance environments commonly found in mixed-use art and community centers. With limited space, there is high value placed on nimble environments that can quickly adapt to varying performance and non-performance uses. Flexible theaters range from simple, “black box” spaces to more sophisticated “laboratory” theaters. What all flexible theaters have in common is an environment that allows the audience seating and stage configuration to be changed to suit current production needs. These spaces can also be used for non-performance activities including exercise classes, lecture series, ping-pong competitions, club meetings, and even as a Saturday morning Farmer’s Market.

A simple flexible theater space typically consists of four neutral walls, an unobstructed flat floor area, a control booth, a simple lighting pipe grid mounted approximately 18 feet above the floor, and a collection of portable platforms and chairs. An elaborate flexible theater may have lighting and rigging catwalks over the entire space, perimeter technical gallery positioned 8’ to 10’ above the floor, motor-operated telescopic seating, and possibly a “trap room” located below the main floor level. Some flexible theatres may have large windows with black-out shades in one or more of the side walls, and even large doors that open to the outdoors.

Regardless of the size and sophistication of the flexible performance space, careful consideration is given to both the front-of-house public spaces as well as the back-of-house performer and production support spaces. Critical choices regarding the public spaces include planning of the space to allow for convenient access to parking, lobby size, location and

quantity of public restroom facilities, and provisions for other audience amenities such as the box office, concessions and coat check. Critical choices regarding backstage spaces include the number of performers to be accommodated in dressing rooms and the Green Room, sufficient storage, convenient loading and unloading access, laundry and wardrobe maintenance, and whether to have onsite scenery and costume shops.

The safety of the audience, performers and technical staff is paramount in the design of all performance spaces, no matter how simple or sophisticated. The acoustical environment is critical to the success of the performance venue. The mechanical system must be designed to support a very low noise level. The performance room must also be isolated to the greatest extent possible from the distraction of outside noise and vibration.

### Case Study: BLACK BOX THEATER: ROUTE 9 LIBRARY + INNOVATION CENTER

As part of the multi-use Route 9 Library + Innovation Center, New Castle County partnered with local performing arts groups to build a 2,800-square-foot black box performance space to host music, theater productions, author talks, teen programs, community meetings, and a host of other performance and non-performance events. The 145 seat spaces incorporates retractable tiered seating and a sprung floor to accommodate dance, sports and exercise programs.



The key to the design of an effective flexible theater is to have sufficient conversation between the owner group, anticipated user organizations, and the design team to determine the size, the use, and the desired sophistication of the theater. With a clear understanding of these issues, the design will proceed.

### Case Study: PARKLAND COLLEGE ARTS CENTER

The College Fine Arts Center includes a 2,000-square-foot black box performance venue with support spaces that connect directly to an existing theater lobby to permit crowd overflow between the two spaces. The black box allows numerous seating configurations and can accommodate a seating capacity of 150. The black box is a two-story space with a catwalk above and a basement below featuring trap door access to the stage.



**7. We all recognize that vehicular parking accommodations for current and future mobility needs is a major challenge and opportunity for this project. Please describe your approach to such circumstances, including how you believe this project can address inclusive mobility.**

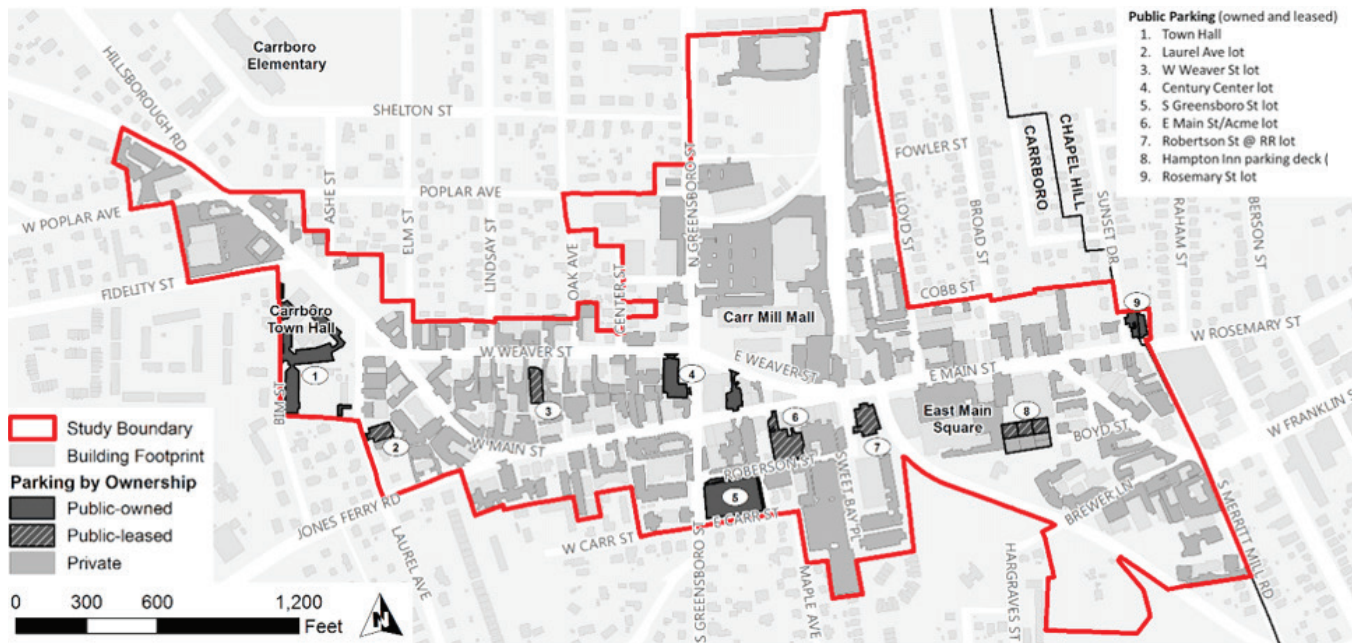
Our partner and sister company, Nelson\Nygaard, believes effective parking management is the key to unlocking multiple community goals, from economic development to congestion management and historic preservation. With more than 50 projects completed for cities, public agencies, developers, universities and nonprofits, they can analyze and share best practices from all sides of the table.

**Parking Policy:** From citywide parking strategies to neighborhood plans, Nelson\Nygaard has developed policies for small downtowns and major metropolitan centers. Their outreach tools help foster community consensus on policy objectives, and translate these into decisions on specific management policies. The firm is also at the cutting edge of new policy formulation. They have written best practice guides for the Environmental Protection Agency, taught training courses for the American Planning Association, and developed in-house best practice database.

**Demand Analysis:** Nelson\Nygaard helps developers and cities to go beyond the Parking Generation manual and accurately quantify parking demand for a new development, neighborhood plan, or zoning ordinance. Their integrated financial and transportation models incorporate the impacts of density, transit access, pricing and demand management, and the potential for shared parking. They can analyze when more parking is needed, and when it is more effective to invest in alternatives to driving.

**Parking Management:** Nelson Nygaard's senior staff includes former parking managers who can lead clients through the implementation process for parking cash-out, shared parking, residential permit parking, and other programs. They advise on how





2017 Parking Study for Town of Carrboro

to take advantage of new payment and enforcement technologies, and implement customer-friendly information systems.

Nelson\Nygaard's technical approach to the parking and mobility needs of the project mirrors our overall philosophy to parking management. Our team thinks of parking as a part of an integrated transportation system that serves as a means to accessing desirable locations like downtown Carrboro and its active surrounding neighborhoods—and not an end in itself. With this in mind, parking best serves a vibrant urban environment when it is balanced with the areas many needs and priorities, serves as many types of users of differing durations of stay as possible, and when it is always available in the highest-demand locations.

Our team proposes a focused study to help the Town understand the nature of parking in light of these emerging trends and plan for the Town's and site specific needs for the future while building on previous studies. These include a comprehensive understanding of parking supply and demand in both on-street and off-street, public and private facilities, along with a clear assessment of the dynamics between these assets and a complete understanding of the users who frequent them. We use these existing

factors to avoid a black box approach and instead create a more accurate projection of what future parking demand will be when the project is developed as well as other town developments come on-line. This allows our team to create a rationalized approach that allays skeptics' fears of parking impacts and instead grounds all of our recommendations in understandable Carrboro-specific realities.

Nelson\Nygaard's approach emphasizes the importance of understanding all potential travel options as well as the most current parking management approaches as part of our projections of future parking needs, primarily because these needs are not a simple straight-line function of new growth and development. There is often potential to expand the useful life of the existing parking supply by taking advantage of smart parking management opportunities, incentives for sharing existing resources, and potential synergies with other modes of travel. We propose to explore and identify the best strategies that will help Carrboro cost-effectively manage its future growth while ensuring that any and all barriers of access and mobility are removed.

8. Please talk about your thoughts on the importance of this type of project as a civic building, one that has the potential to become a monument of pride for the community, or not, and the role of scale, for example should it blend in vs should it become the largest building in the downtown.

We do not bring preconceived notions of what a project should be. Rather, it grows out of the unique attributes of place and community. What we can say is that this project has the opportunity to create a new, highly-visibility symbol for the Town of Carrboro. It should convey the energy and spirit of a vibrant downtown. The municipal building site is centrally located and is a walkable destination for many residents. The new facility and ancillary parking should present a welcoming experience that reflects its civic presence as an integral part of the downtown community. The proposed programming will offer amenity spaces that will directly engage the public as an educational/cultural element that adds life and vitality to the downtown. Master planning the site to be integrated with existing traffic and pedestrian pathways while also being flexible will add richness and variety of activities to Carrboro's downtown central business district.

By considering the local context, scale, pedestrian corridors and culture, the project's impact on Greensboro Street can reinforce the special character and charm of Carrboro's thriving downtown, while

holistically improving parking and mobility well beyond the site. We believe the building's character should reflect the eclectic and energetic community in which it is located. It should be a design for Carrboro and about Carrboro—an architecture that tells community stories; that becomes a source of community pride; that is embraced as a beloved neighbor.

Community engagement will be important in developing the right mix of programs, interpreting neighborhood character, and informing appropriate building massing. This project bears the civic responsibility to speak to generations of users. Character and monumentality should not be forced on a project. A design that mitigates the scale of downtown with the adjacent residential structures demands careful consideration and planning. Understanding how the community plans to grow also informs the “master plan opportunities” of the site now and how it can remain a vital contributor for years to come.

Perkins+Will is a recognized leader in civic and cultural design. We love to immerse ourselves in communities and their stories. This new Heart of Carrboro should be designed to be a “hundred year building”. Flexible and sustainable, the project should be nimble and able to adapt as program, technology and parking demands change. At Perkins+Will our buildings are designed to have a soul. This civic opportunity for Carrboro should reflect its people and spirit.



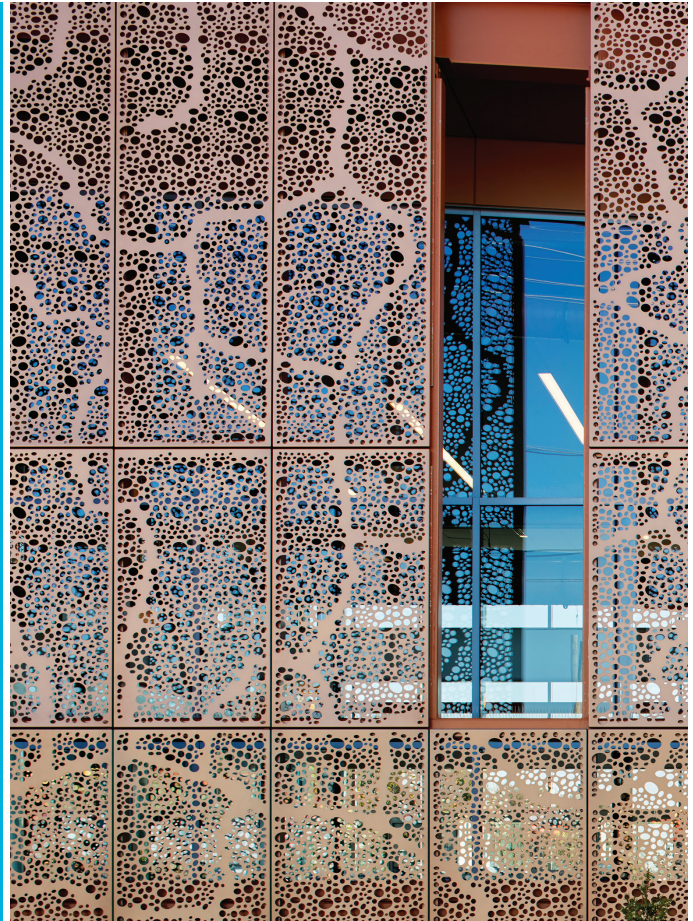
*Anacostia Library*





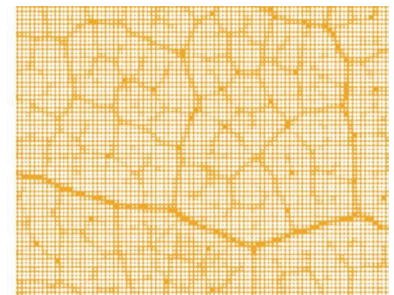
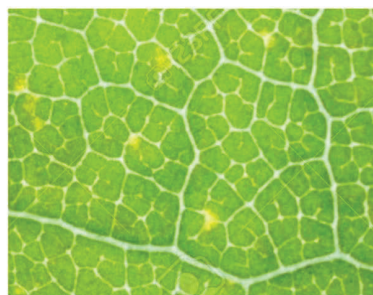
## Case Study: ROUTE 9 LIBRARY + INNOVATION CENTER

The Route 9 Library + Innovation Center is at the intersection of three distinct Delaware communities: Dunleith, Garfield Park, and Overview Gardens. Through a series of public meetings, community stakeholders were asked to remember together. Stories referenced select institutions and local luminaries important to one neighborhood, but not to all. Until, that is, someone mentioned “the big tree”. It resonated with everyone as a primal civic hub—the literal and figurative embodiment of a place to meet and connect. Inspired by a great tree under which the community gathers to learn, share, and build new knowledge, the building hosts an array of cutting-edge program spaces under a single, protective canopy. Like the canopy of a tree, the perforated metal roof expresses the organic structure of leaves while filtering out harsh solar rays by transforming them into soft, dappled light.



### COMMUNITY LANDMARK AND GATHERING PLACE:

The concept draws inspiration from a “big tree” in the adjacent historic neighborhood. The library will be a canopy under which the community gathers to learn, share, and build new knowledge.







**9. Please talk about your approach toward form and style, selecting a style based on tradition such as the historical precedent for certain uses vs the trendiness of certain design features for a place such as Carrboro.**

Located on South Greensboro Street, the project site sits at the junction of residential scaled homes and the denser commercial core of downtown. Introducing a new structure between such distinct building types requires sensitive design with careful attention to scale, streetscape, outdoor amenity spaces and access—both pedestrian and vehicular.

Throughout Carrboro there is a rich architectural texture—mill buildings, masonry commercial and highly detailed residential homes. This eclectic context of adjacent structures calls for this project to serve as a bridge between building scales, building styles and neighborhoods. Given its proposed height the building will have a vertical presence that needs to be sensitively integrated with its surroundings.

For our team, every project is unique. There is no predetermined design agenda or aesthetic. Instead, our *idea-driven* design ethos seeks always an architectural expression that is most appropriate to each project. Our designs deliver lasting value to our

clients because each is executed with a thoughtful attention to craft that inspires the creative use of materials and the art of assembly.

We are not a stylistically driven practice. The building form and expression should be driven by its place in space and time: the site, the program, the immediate context, and the building technologies of our time. Grounding a building's massing and materiality in its context enables a beautiful and functional building to fit comfortably in a neighborhood without copying architectural styles or trendy "moves". Thoughtful integration of landscape and sustainable features with the architecture enhances and extends the building's civic presence into the greater Carrboro community.

**10. Expand on the histories of your firms provided already. Information on your work with MWB enterprises is requested. Describe your experience working with minority, woman-owned, or disadvantaged businesses.**

**PERKINS+WILL**

**Perkins+Will** is an interdisciplinary, research-based architecture and design firm established in 1935. Founded on the belief that design has the power to transform lives and enhance communities, we collaborate with clients all over the world to create

healthy, sustainable places in which to live, learn, work, play, and heal.

The North Carolina Practice of Perkins+Will features a collaborative and diverse team of over 65 professionals who participate in the fabric and culture of the communities we serve. The local design team is interconnected with a global network of 25 Perkins+Will offices in cities around the world. Our staff draws on the global expertise and continuous research to provide evidence-based insight to clients.

The North Carolina Practice, based in studios in Durham and Charlotte, was established in 1988 and works in partnership with clients in the cultural, healthcare, science and technology, education, corporate, commercial, and civic sectors. In March of 2014, The Freelon Group of Research Triangle Park, founded by Philip G. Freelon, FAIA in 1990, joined Perkins+Will to form one of the firm's most distinguished regional offices. This merger added a portfolio of design achievements on behalf of some of America's most respected cultural and civic institutions, including the Smithsonian Institution's National Museum of African American History and Culture in Washington, D.C. and the National Center for Civil and Human Rights in Atlanta.

Perkins+Will is known for adhering to strong principles of sustainability, wellness, diversity, and community engagement that are fundamental to our practice. Working on projects locally, nationally, and internationally, our team is known for an idea-driven design process rooted in what matters most to our clients—reflecting and reinforcing their core values and aspirations.

### **PERKINS+WILL AND MWB ENTERPRISE**

At Perkins+Will, our Good Faith Effort is backed by our long-standing history of teaming with outstanding firms owned by minorities, women and underutilized businesses. Our connection is bound by both relationship and partnership. We don't wait for bids to appear to seek out relationships. Instead, we make the time to research which firms are rising to the top in their fields, initiate meetings that turn into bonds, and

discover the mutual benefits of partnering.

Our culture and commitment have resulted in public and private sector contracts that consistently surpass our clients' performance and W/MBE goals. The sustainable benefit of capacity-building for minority, women and underutilized businesses is an additional goal that is accomplished. When teaming, we mutually determine, not assume, how to divide the scope of work. Based on the needs of our clients, we join the team as minority or majority JV partner or as the prime with unparalleled participation by W/MBE s. The strength of the North Carolina area's W/MBE community and its rich diversity are demonstrated in each of our bid proposals.

By cultivating relationships with local or state certified minority, women and underutilized businesses, we

- Mirror the communities we serve
- Respond to our clients with diverse architectural and engineering teams
- Promote cultural competence
- Give our staff the tools to work around the globe respectfully
- Go beyond diversity and ensure that all people are heard by making our teaming structures safe zones.

Perkins+Will is committed exceeding goals for meaningful HUB participation. Through the collaborations in our proposed design team, we anticipate more than 30% of contract fees going to MWB enterprises. Additional information on each our consulting firms' work with MWB enterprises is as follows:

**Lynch Mykins** (formerly Stroud Pence) was founded in 1974 as a small consulting structural engineering firm in Virginia Beach, Virginia. The firm started the first branch office in Raleigh, NC in 1996 and has steadily grown its presence in NC since that time. In 2017, as part of an ownership transition, the name was changed to Lynch Mykins based on the new ownership of the firm by Anna Lynch, CEO and David Mykins, President and the firm is now headquartered

in Raleigh, NC. We are HUB (Historically Underutilized Business) certified with the Statewide Uniform Certification Program as a Women Owned Company. If services are required that are beyond our expertise, we would employ only qualified consultants that meet our high standards and are acceptable to you. We emphasize selection of HUB whenever available.

**Engineered Designs, Inc.** (EDi) is a consulting engineering firm providing MEP & FP systems designs as well as energy analysis and commissioning services. Principals, Ginger Scoggins, P.E., CEM, LEED AP, CxA and Tom Velez, P.E. founded the firm in 1997 to meet a growing desire in the industry for more personal involvement and commitment. The firm's professionals design systems that allow people to live comfortably, work efficiently, and play in facilities dedicated to Education, Science & Technology, Mission Critical, Government, Commercial, and Cultural purposes. Today, EDi employs more than 20 people and is structured into four distinct multi-discipline design teams, a commissioning team, plus a construction administration team. EDi is a Woman-Owned Business providing engineering design and consulting services.

**BREE & Associates** has been incorporated as a Minority owned Engineering and Construction Management business for over 17 years. BREE has continuously mentored, advised, and sought to include minority professional businesses and stakeholders from minority communities in all of our business activities.

**Nelson\Nygaard Consulting Associates, Inc.** is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for

achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multi-modal approach, our plans are renowned as practical and implementable.

**Kimley-Horn and Associates, Inc.** has made it a primary goal of the firm and project managers to engage the services of qualified Minority, Women-Owned, and Disadvantaged Business Enterprises. As a corporate policy, qualified M/WBE firms receive priority consideration when we look for consultants to support our business operations. These firms receive first consideration in any proposal we submit for government work and special consideration for proposals submitted for private work. As evidence of our commitment to the program, we significantly exceed goals established on a firmwide basis. In 2017, Kimley-Horn paid more than \$22.3 million against a goal of \$12 million to 176 M/WBE and DBE firms for goods and services.

**Available Light** works across a broad swath of the lighting industry, from architecture & interiors to museum exhibition to trade show exhibit design and production. As such, they have been fortunate to work with diverse clients and collaborators including many MWBE enterprises. Available Light treats all clients with a high level of respect, dignity, and professionalism. The success of their business is due to a stable of repeat clients who all value their unique lighting design solutions.

**11. What is the racial, ethnic and gender diversity within your firm and the project team? Describe your firm's commitment to diversity and equity in your hiring and compensation policies.**

## PERKINS+WILL DIVERSITY

Within the NC practice as of January 31st, 2018, we measure 33% of our employees come from racial and/or ethnic diverse backgrounds and we have 41 male employees and 26 female employees.



## Firmwide Diversity Statement

*We believe that inclusion spurs creativity, and that innovation is born from an engaged culture of diverse people + ideas. We are committed to building an organization that reflects the diversity of the communities and clients we serve.*

Diversity within the architectural profession is crucial for continued innovation within the built industry. Perkins+Will established our Diversity Initiative in 2013 to ensure that our organization mirrors the societies that we serve. As a leader in design, it is imperative that we lead our industry into best practices which will allow an array of expertise and backgrounds to provide creative and innovative solutions to our clients and the diverse communities we serve.

Anna Marich in our NC Practice, Durham Studio is a member of Perkins+Will's Global Diversity Council. This group researches diversity programs across industries to gather data and identify best practices and benchmarks to ensure that our own program exceeds our set objectives of having a diverse employee population, exceeding demographic survey benchmarks, increasing our employee diversity representation over time, as well as addressing the diversity talent pool shortage in our industry. Along with a diversity training program implemented in each of our 25 global offices, we are active members of numerous organizations with similar goals and objectives.

The firm practices salary equity which is reviewed on an on-going basis during compensation reviews and when making hiring decisions.

## Industry Outreach + Sharing

Perkins+Will is active in the National Organization of Minority Architects, whose mission is to champion diversity within the design professions by promoting the excellence, community engagement, and professional development of its members. We are also active with AIA's Equity in Architecture Commission, who investigates diversity and inclusion in the architectural profession by recommending a plan of action based upon the critical evaluation of current

workplace practices. Perkins+Will is involved with the Beverly Willis Foundation, a non-profit national research and educational organization working to change the culture of the building industry so that work is acknowledged, respected, and valued regardless of gender. We have supported and led numerous local ACE Mentor programs, which provide career direction for city high school students in the A/E/C industry for over 10 years. We initiated Latinos in Architecture (LiA) in 2006, an AIA supported organization with a mission of serving and supporting local communities and building networks and relationships between architects, engineers and their communities.

We frequently share diversity and inclusion best practices with industry partners and colleagues through speaking and workshop engagements such as USGBC Greenbuild National Conference, International Interior Design Association (IIDA), National Organization of Minority Architects (NOMA) conference, American Society of Interior Designers (ASID), National Diversity Council, AIA: Powerful Women in Design Symposium.

**Lynch Mykins** is a woman-owned small business. We are an equal opportunity employer. We do not discriminate against any employee or applicant because of race, color, religion, national origin, sex, physical or mental disability or age. We pride ourselves on having a diverse staff and recognize the value provided by each individual's different experience and background. Our project team would reflect the diversity in our office.

**Engineering Design Inc.** strives to provide an environment that is welcoming to all. The firm currently employs men and women of various racial and ethnic backgrounds including Filipino, Indian, Puerto Rican, Caucasian, and multi-racial heritages. We provide equal opportunity in our employment and compensation policies to all qualified employees and applicants without regard to race, color, religion, gender, national origin, age, disability, marital status, military status, or any other category protected by federal, state, and local laws.

**BREE & Associates** employees are 50% African American, 4% Hispanic, 18% Asian and 18% female. BREE is committed to an affirmative action plan that takes aggressive measures to eliminate internal barriers to equal opportunity and that strives to remedy the historical under-representation in the employment, retention and promotion of qualified persons with disabilities, persons of color, and women.

**Nelson\Nygaard Consulting Associates, Inc.** values the differences between people and is committed to providing an inclusive environment where all employees feel valued and respected. In order to provide equal opportunity and diversity opportunities, in attracting, retaining, and promoting employees, employment decisions will be based on individual merit, qualifications and ability to perform, without regard to race, creed, gender, color, religion, sexual orientation, national origin, sex, age, physical or mental disability, marital status, citizenship status, Vietnam Era or veteran status, or any other non-job related characteristic prohibited by federal, state or local law. Unlawful discrimination based on the perception that anyone has any of these characteristics is also prohibited.

**Kimley-Horn and Associates, Inc.** takes affirmative action to ensure that all employment practices are free of discrimination. A written Affirmative Action Plan is prepared annually to document responsibilities, implementation and dissemination plans, mechanism for internal monitoring, and goals. Kimley-Horn employees are 36% female and 19% minority (African American, Hispanic, Asian, Pacific Islander or mixed race).

**Available Light** hires employees based on experience/training, talent, potential, and a passion for lighting design—with zero tolerance for any discriminatory practice or attitude. It is this commitment to equal opportunity hiring that has allowed Available Light to serve our clients at the highest level of professionalism for over 25 years. At Available Light:

- 17% of our owners are women
- 31% of our staff are women
- 8% of our staff is Asian born

## PROJECT HUB PARTICIPATION

EDi

Mechanical, Electrical, and  
Plumbing Engineers

Certified National Women's Business  
Enterprise (NWBE)

Proposed 20%

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LYNCH MYKINS

Structural Engineering

HUB Certified Women  
Owned Business

Proposed 10%

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BREE & ASSOCIATES

Cost Estimating

Certified Minority Business  
Enterprise (MBE) and  
Disadvantaged Business  
Enterprise (DBE)

Proposed 1%

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