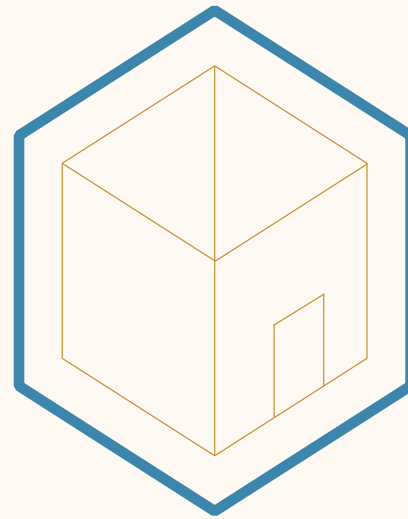


NZE Case Study: Stack Eight



**Flywheel
Development**

February 20, 2020

Flywheel Development: Project Profiles



Perry Street Townhomes

Located in Mount Rainier, MD

4 market rate townhouses

Prince George's County's First Passive House net zero residences

Highest sales price for a home in Mount Rainier



Cycle House

Located at the intersection of North Capitol and Bates Street in the NOMA neighborhood

16 rental units serving people at 60% AMI and below over ground floor retail

19,000 square feet of gross building area



Stack Eight

Located in Ward 8 near the Congress Heights metro

18 new construction stacked flats and townhomes. 100% affordable homeownership

27,000 square feet of gross building area

DC's first Living Building Challenge Petal Certified project.
DC's first net zero energy affordable housing project

Stack Eight Project: Deep Dive



Stack Eight Project

Location: Congress Heights neighborhood in Southeast DC. The site is two blocks from St. Elizabeth's and the Metro station

Competitive RFP issued by the DC Department of Housing and Community Development in 2016. Project awarded to Flywheel Development in 2017

Program: 18 for-sale stacked flats and townhouses maximizes permissible density on site, 100% affordable to 50 and 80% AMI

Construction Start: Summer /Fall 2020

Innovations: passive house + net zero on-site, battery backup power for critical loads, district energy system for heating/cooling/hot water





The Pentagon

SOUTHWEST WASHINGTON

The Yards Park

SOUTHEAST WASHINGTON

PENTAGON CITY

AURORA HIGHLANDS

Ronald Reagan Washington National Airport

BARRY FARM

Pennsylvania Ave SE

DISTRICT OF COLUMBIA

Suitland Pkwy

Interstate 395 HOV

POTOMAC YARD

Potomac River

295

Hillcrest Heights

420

DEL RAY

295

Marlow Heights

Janneys Ln

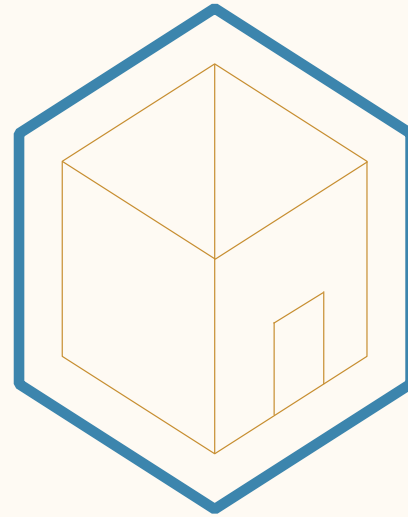
Temple Hills

Google

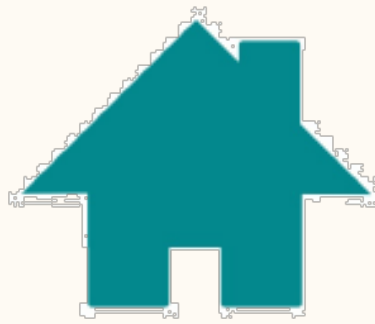
Forest Heights

www.dcbia.org DCBIA

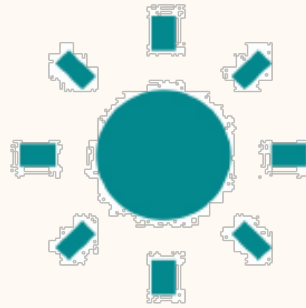
Designing for Net Zero Energy



The Basic Equation



Super-Efficient
Building



Solar Panels



NZE

Net Zero Energy

Steps for Designing Net Zero Energy Buildings

Set Your Goals: Different standards sometimes provide synergies, sometimes are duplicative

NZE-First Design: Design the building with net zero energy in mind from the beginning

Solar Potential Analysis: Conduct a solar potential analysis of rooftops -- how much solar can we generate on site?

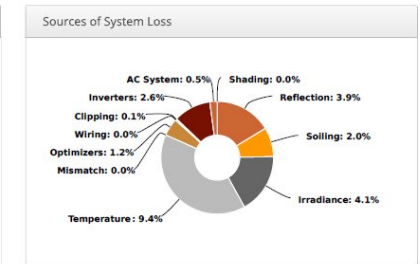
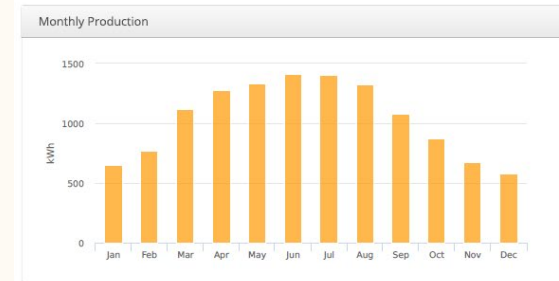
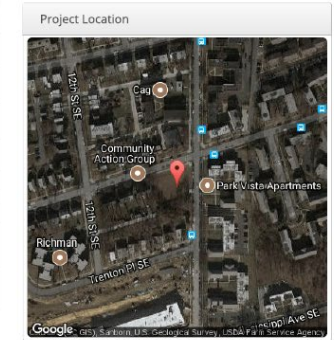
Innovation is Key: Passive House standard sets a limit on energy use/square foot/per year: 4.29 kWh/ft²/year. Our internal target is 3.75

Build It: Find efficiencies with modern construction techniques of modular and panelized

Unit 1-12 Stack Eight, Congress St SE Washington DC

Report	
Project Name	Stack Eight
Project Address	Congress St SE Washington DC
Prepared By	Thomas Bone tbone@civicsolar.com

System Metrics	
Design	Unit 1-12
Module DC Nameplate	9.90 kW
Inverter AC Nameplate	9.85 kW Load Ratio: 1.01
Annual Production	12.52 MWh
Performance Ratio	78.3%
kWh/kWp	1,265.1
Weather Dataset	TMY, 10km grid (38.85,-76.95), NREL (prospector)
Simulator Version	ce406dc177-3213c093a0-cbb9ffcef-a730d74b96

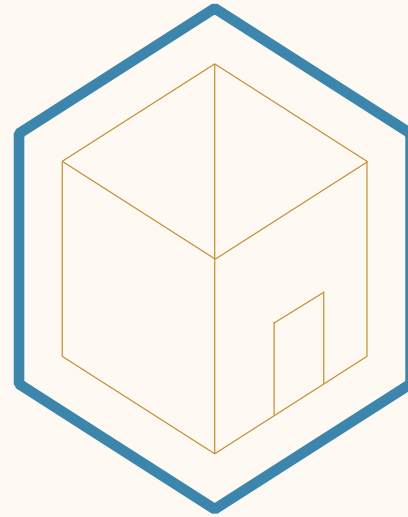


Annual Production			
	Description	Output	% Delta
Irradiance (kWh/m ²)	Annual Global Horizontal Irradiance	1,549.9	
	POA Irradiance	1,615.0	4.2%
	Shaded Irradiance	1,614.9	0.0%
	Irradiance after Reflection	1,552.4	-3.9%
	Irradiance after Soiling	1,521.4	-2.0%
	Total Collector Irradiance	1,521.4	0.0%
Energy (kWh)	Nameplate	15,068.8	
	Output at Irradiance Levels	14,450.0	-4.1%
	Output at Cell Temperature Derate	13,089.1	-9.4%
	Output After Mismatch	13,089.1	0.0%
	Optimizer Output	12,932.0	-1.2%
	Optimal DC Output	12,926.8	0.0%
	Constrained DC Output	12,918.1	-0.1%
	Inverter Output	12,587.8	-2.6%
	Energy to Grid	12,524.8	-0.5%
Temperature Metrics			
	Avg. Operating Ambient Temp	15.8 °C	
	Avg. Operating Cell Temp	32.3 °C	
Simulation Metrics			
	Operating Hours	4674	
	Solved Hours	4674	

Condition Set				
Description	Condition Set 1			
Weather Dataset	TMY, 10km grid (38.85,-76.95), NREL (prospector)			
Solar Angle Location	Meteo Lat/Lng			
Transposition Model	Perez Model			
Temperature Model	Sandia Model			
Temperature Model Parameters	Rack Type	a	b	Temperature Delta
	Fixed Tilt	-3.56	-0.075	3°C
	Flush Mount	-2.81	-0.0455	0°C
Soiling (%)	J	F	M	A
	M	J	J	A
Irradiation Variance	S	O	N	D
	2	2	2	2
Cell Temperature Spread	4° C			
Module Binning Range	-2.5% to 2.5%			
AC System Derate	0.50%			
Module Characterizations	Module	Characterization		
	JAP72501-330/5C (JA Solar)	Default Characterization, PAN		
Component Characterizations	Device	Characterization		
	SE10K (SolarEdge)	Default Characterization		
	P400 NA (SolarEdge)	Mfg Spec Sheet		

Designing for
Net Zero Energy:

Setting Goals and
Standards



Set Your Goal: Competing (& Complementary) Standards

Passive House: How we get to net zero;
PHPP/quantitative analysis undergirding Living Building
Challenge performance requirements

Living Building Challenge, NZE: Energy: goes 5%
beyond net zero with 105% on-site performance and
backup power requirements

Enterprise Green Communities: required for many
affordable housing projects, net zero earns significant
points towards certification

Baseline Code: (easy)



LIVING BUILDING CHALLENGESM



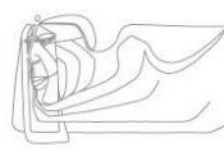
PLACE

RESTORING A HEALTHY INTERRELATIONSHIP WITH NATURE



BEAUTY

CELEBRATING DESIGN THAT UPLIFTS THE HUMAN SPIRIT



SCALE JUMPING PERMITTED FOR URBAN AGRICULTURE (IMPERATIVE 02) AND HABITAT EXCHANGE (IMPERATIVE 03)

ENERGY

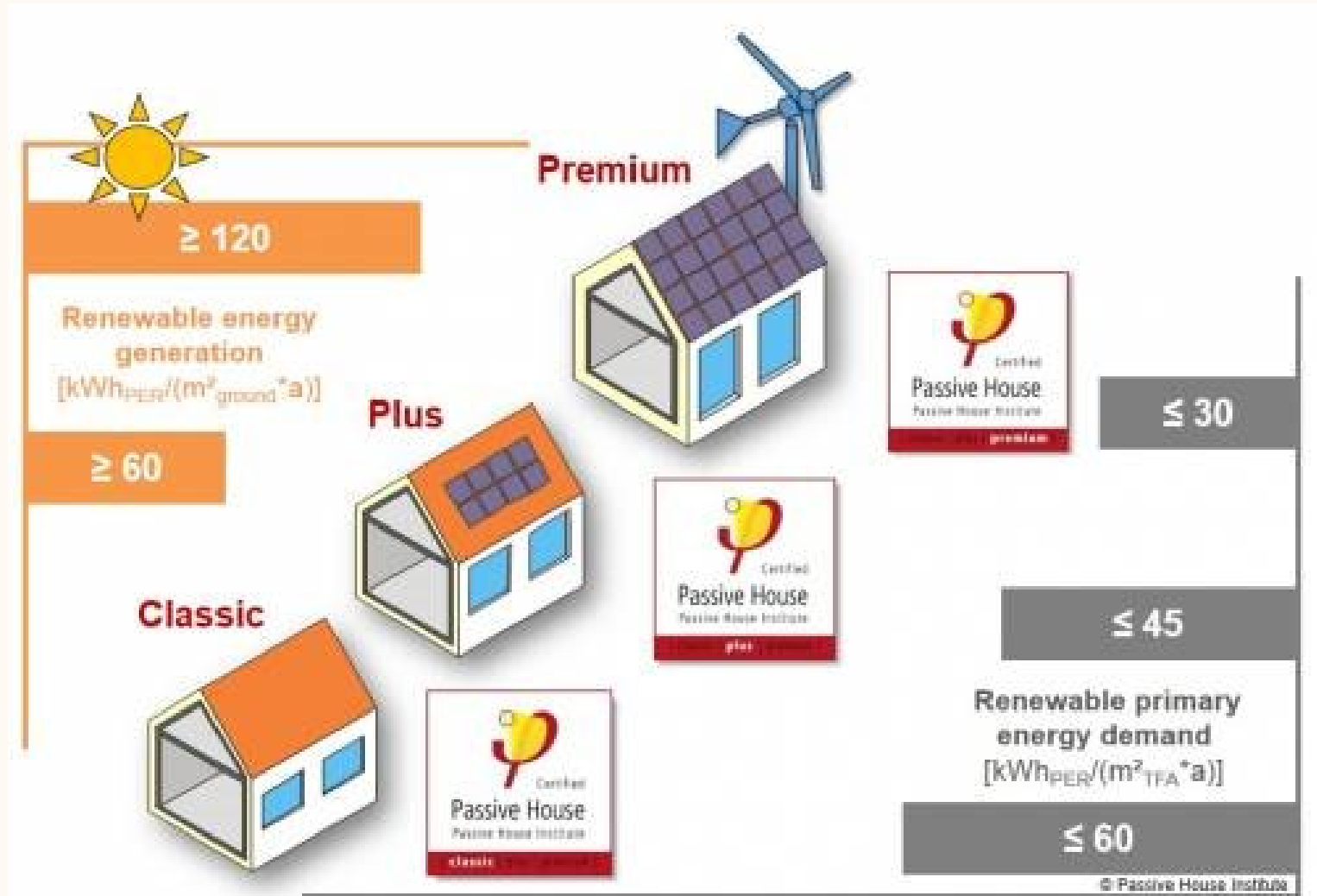
NET POSITIVE ENERGY



One hundred and five percent of the project's energy needs must be supplied by on-site renewable energy on a net annual basis, without the use of on-site combustion.¹⁵ Projects must provide on-site energy storage for resiliency.¹⁶

- 15 Refer to the v3.1 Energy Petal Handbook for a list of renewable energy systems, clarifications, and exceptions, including sub-metering requirements.
- 16 Single-family residences must demonstrate that sufficient back-up battery power is installed for emergency lighting (at least 10% of lighting load) and refrigeration use for up to one week for greater resiliency. All other project types must create a resiliency plan appropriate to the occupancy type that includes, at minimum, the capacity to store the energy equivalent to 10% of the lighting load for one week.

Stack Eight's Passive House Goal



Stack Eight's Overarching Vision

Equity



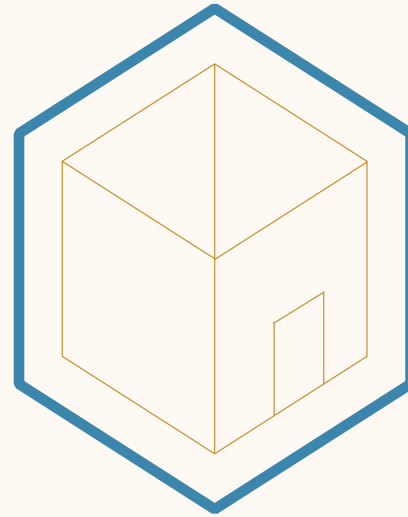
Health



Environment



Designing for Net Zero Energy: NZE-First Design



Design from the Top Down

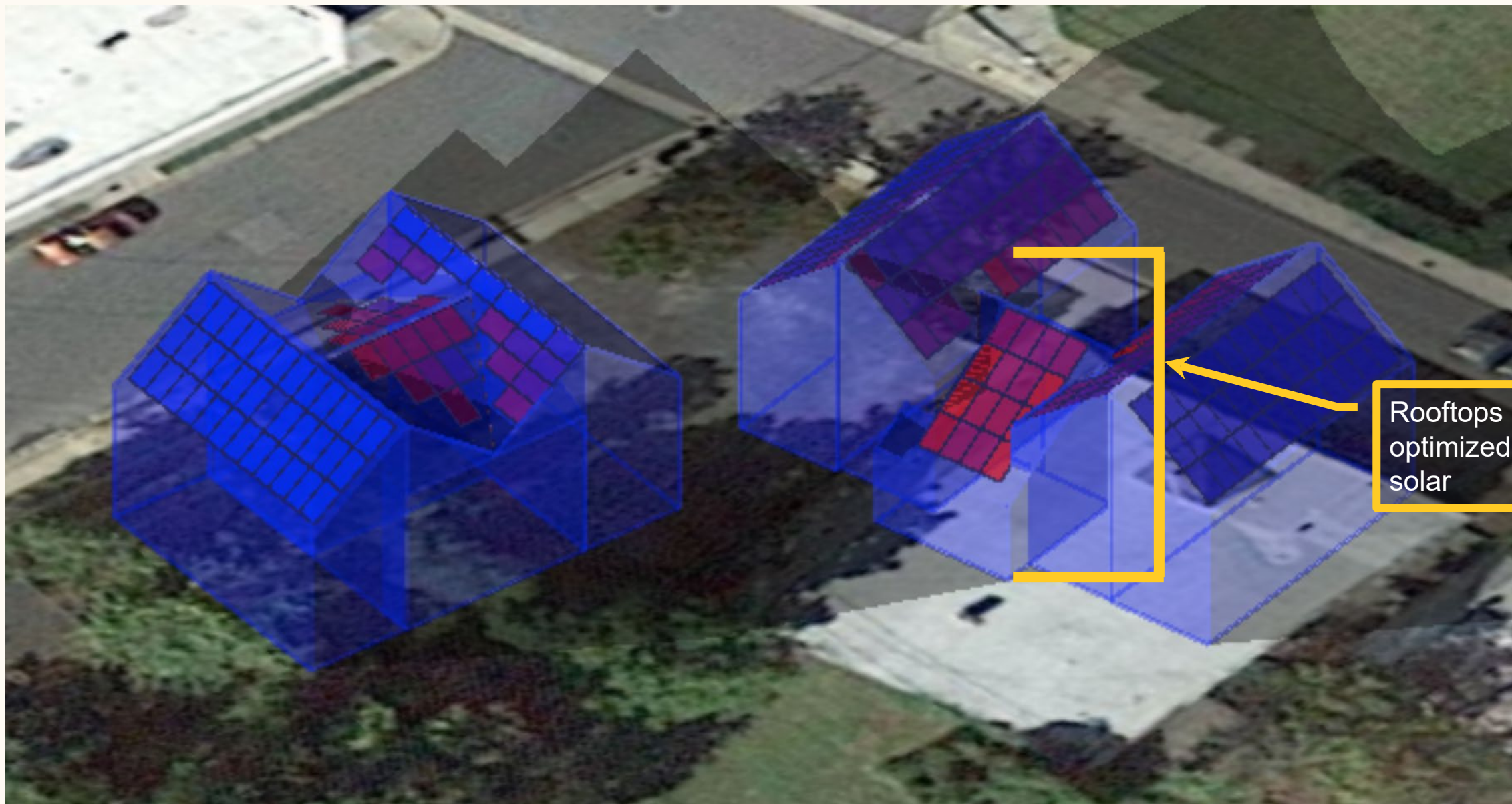


Solar panels fit neatly onto each roof. Zero rooftop equipment

SITE DETAIL KEYNOTES:

KEYNOTE	DESCRIPTION	DETAIL/SHEET	RELATED DETAILS
1.0	PAVEMENTS, RAMPS, CURBS		
1.1	Stone or Brick Paving		
1.2	Cast in Place Concrete Paving		
1.3	Wood Deck at Landscape		
1.4	Wood Deck at Porch	SEE ARCH	
1.5	Stepping Stone Paving		
2.0	JOINING		
2.1	Expansion Joint		
2.2	Control Joint		
3.0	STEPS		
3.1	Cast in Place Concrete Stairs		
3.2	Wood Stairs	SEE ARCH	
3.3	Stone or Brick Stairs		
3.4	Irregular Stone Steppers		
4.0	SITE WALLS		
4.1	Brick Retaining Wall		
4.2	Stone Seal Wall		
4.3	Existing Stone Wall to Remain		
5.0	SITE FURNITURE		
5.1	Bicycle Racks		
5.2	Storage Shed		
6.0	RAILINGS, BARRIERS, FENCING		
6.1	Metal Handrail		
6.2	Metal Handrail and Guardrail at Entry Porch		
6.3	Low Metal Garden Fence ($ch=42''$ Height)	SEE ARCH	
6.4	Metal Garden Gate		
6.5	Wood or Metal Garden Gate		
6.6	Brick or Stucco Garden Wall		
6.7	Secure Entry Gate		
6.8	Boulder Retaining Wall		
6.9	Wood Screen		
7.0	SITE LIGHTING		
7.1	Proposed Landscape Light Location		
8.0	DRAINAGE		
8.1	Landscape Area Drain		
8.2	Hardscape Area Drain		
8.3	Stormwater Treatment Area		
9.0	PLANTING AND LANDSCAPE		

Design from the Top Down



Rooftops not optimized for solar

Courtyard Width Option #1



2 pm

Courtyard Width Option #2



2 pm

These windows receive less light in Option #2, which would have increased overall project EUI



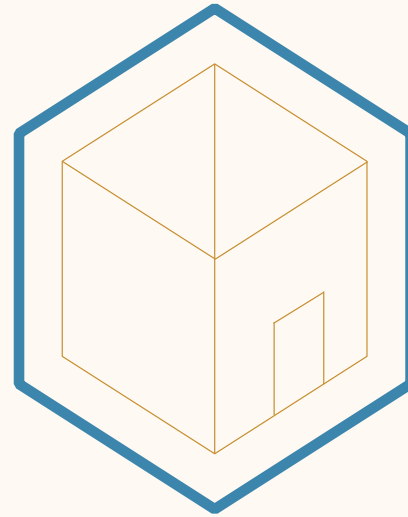
3 pm



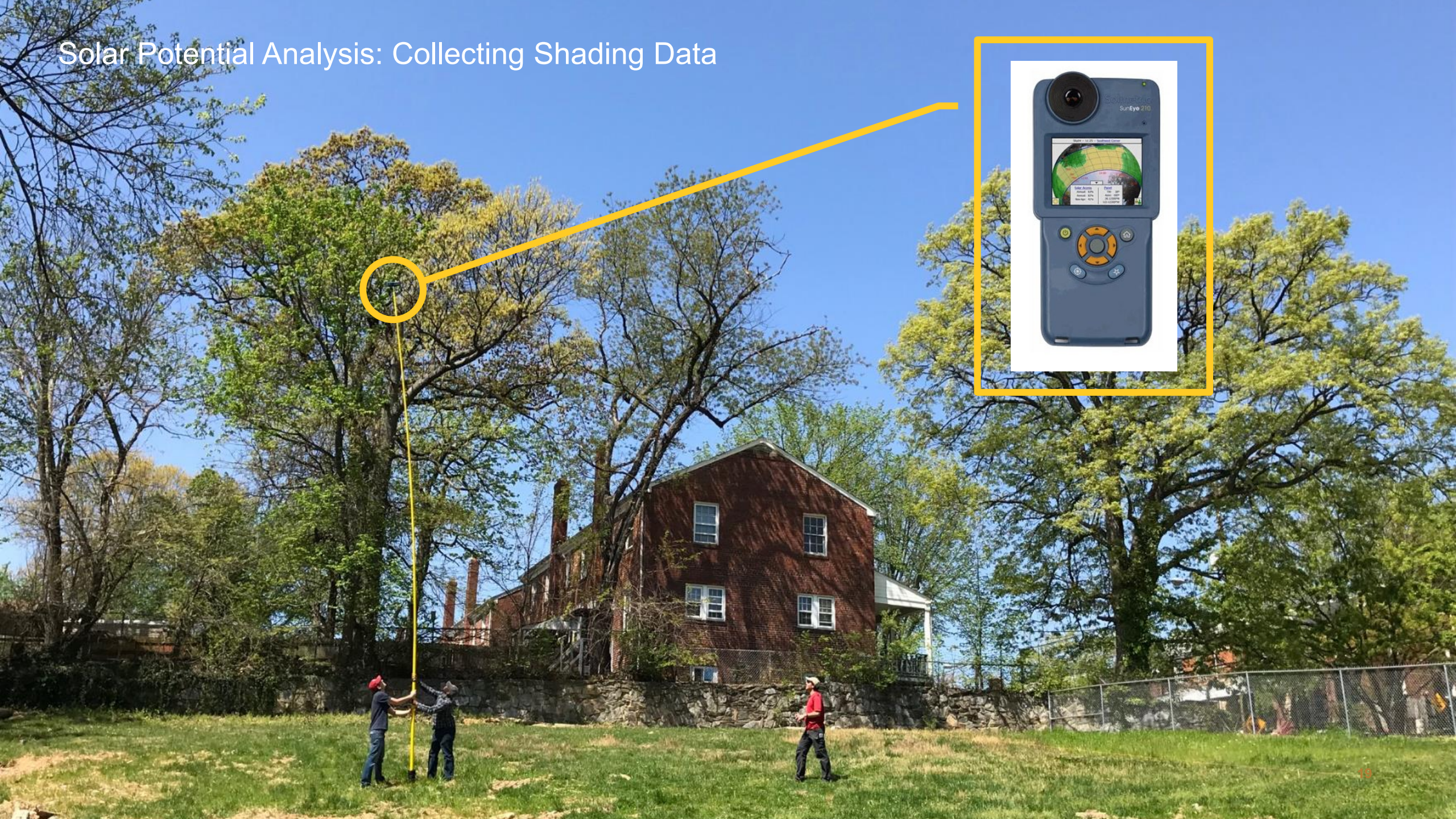
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Designing for Net Zero Energy:

Solar Analysis



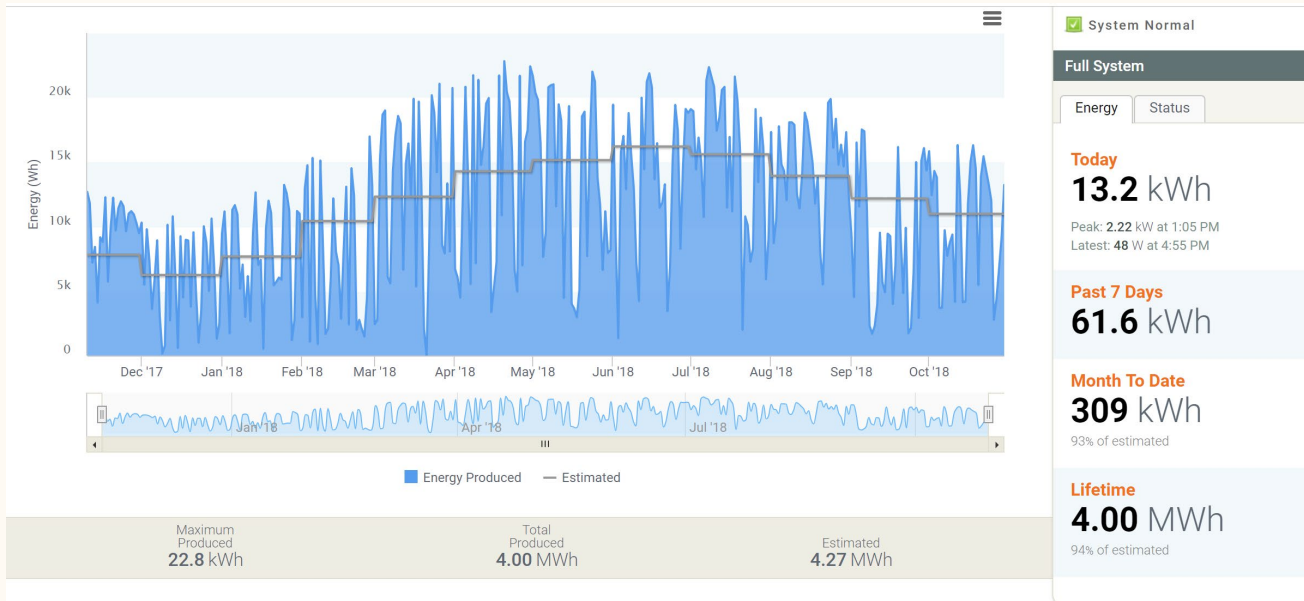
Solar Potential Analysis: Collecting Shading Data



Solar Potential on an Annualized Basis

Quantify Solar Output: Turn site characteristics into annualized energy use expectations

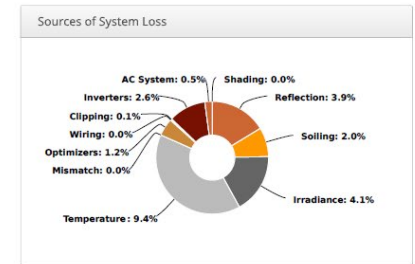
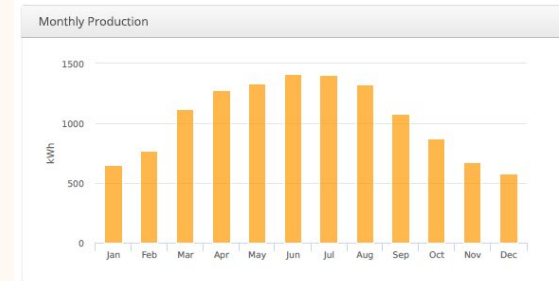
If the solar provides enough power for our demand, we can achieve net zero, otherwise we need to beat the Passivhaus maximum allowable energy use



Unit 1-12 Stack Eight, Congress St SE Washington DC

Report		System Metrics	
Project Name	Stack Eight	Design	Unit 1-12
Project Address	Congress St SE Washington DC	Module DC Nameplate	9.90 kW
Prepared By	Thomas Bone tbone@civicsolar.com	Inverter AC Nameplate	9.85 kW Load Ratio: 1.01
		Annual Production	12.52 MWh
		Performance Ratio	78.3%
		kWh/kWp	1,265.1
		Weather Dataset	TMY, 10km grid (38.85,-76.95), NREL (prospector)
		Simulator Version	ce406dc177-3213c093a0-cbb9ffcf-a730d74b96

Project Location



Annual Production

Description	Output	% Delta
Annual Global Horizontal Irradiance	1,549.9	
POA Irradiance	1,615.0	4.2%
Shaded Irradiance	1,614.9	0.0%
Irradiance after Reflection	1,552.4	-3.9%
Irradiance after Soiling	1,521.4	-2.0%
Total Collector Irradiance	1,521.4	0.0%
Nameplate	15,068.8	
Output at Irradiance Levels	14,450.0	-4.1%
Output at Cell Temperature Derate	13,089.1	-9.4%
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Optimizer Output	12,932.0	-1.2%
Optimal DC Output	12,926.8	0.0%
Constrained DC Output	12,918.1	-0.1%
Inverter Output	12,587.8	-2.6%
Energy to Grid	12,524.8	-0.5%

Temperature Metrics

Metric	Value
Avg. Operating Ambient Temp	15.8 °C
Avg. Operating Cell Temp	32.3 °C

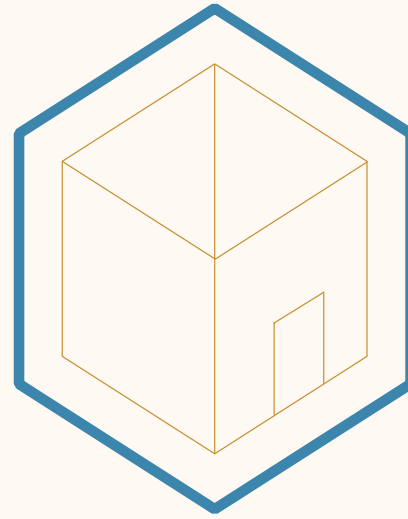
Simulation Metrics

Metric	Value
Operating Hours	4674
Solved Hours	4674

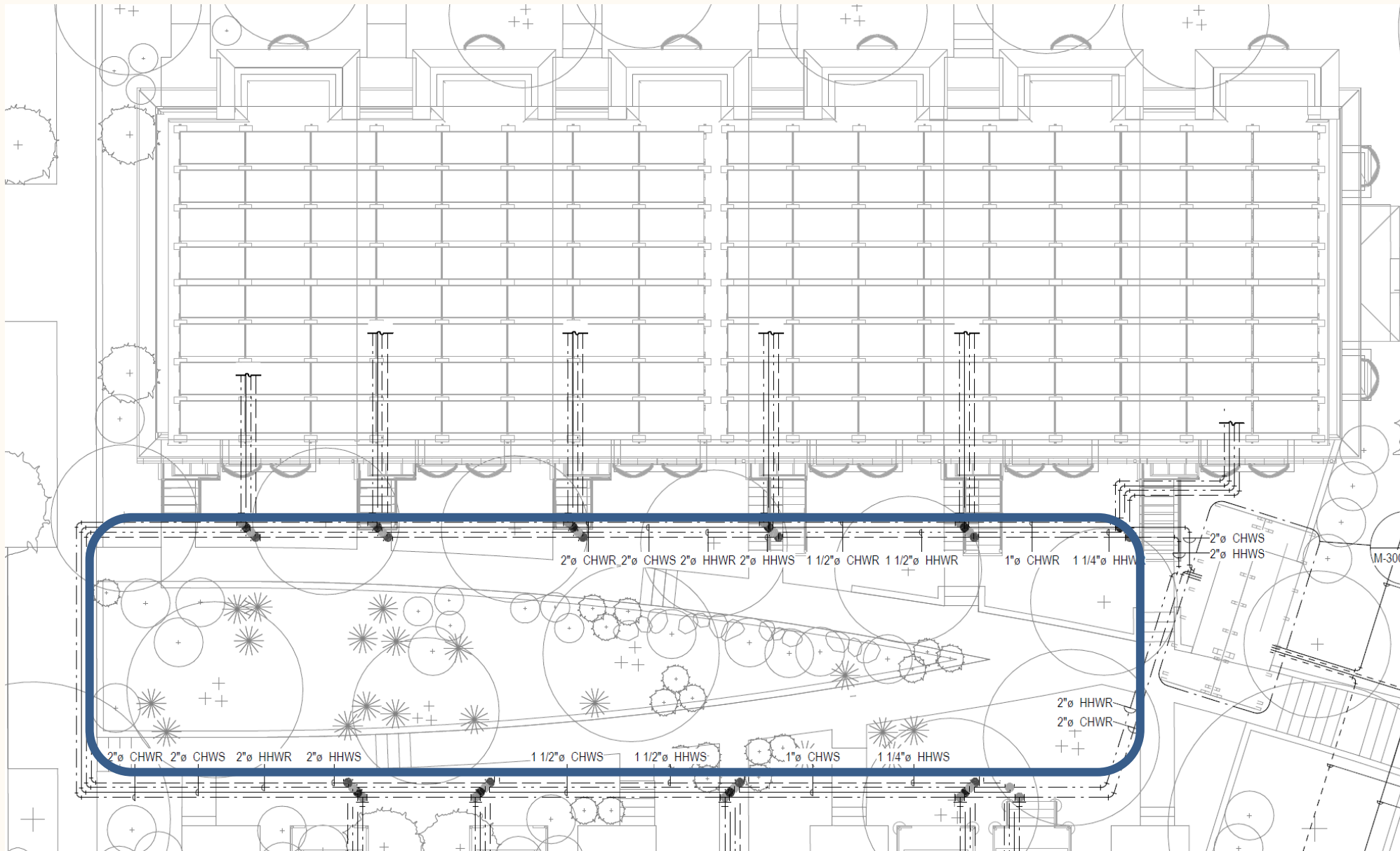
Condition Set

Description	Condition Set 1																										
Weather Dataset	TMY, 10km grid (38.85,-76.95), NREL (prospector)																										
Solar Angle Location	Meteo Lat/Lng																										
Transposition Model	Perez Model																										
Temperature Model	Sandia Model																										
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Soiling (%)	<table border="1"> <thead> <tr> <th></th> <th>J</th> <th>F</th> <th>M</th> <th>A</th> <th>M</th> <th>J</th> <th>J</th> <th>A</th> <th>S</th> <th>O</th> <th>N</th> <th>D</th> </tr> </thead> <tbody> <tr> <td></td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> </tbody> </table>		J	F	M	A	M	J	J	A	S	O	N	D		2	2	2	2	2	2	2	2	2	2	2	2
	J	F	M	A	M	J	J	A	S	O	N	D															
	2	2	2	2	2	2	2	2	2	2	2	2															
Irradiation Variance	5%																										
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Designing for Net Zero Energy: Innovation is Key



District Energy System



District Heating and Cooling

Passive House reduces loads by 80%

Location: Peak cooling loads for Stack Eight's units are $\frac{3}{4}$ ton for cooling – and regular loads much lower. Far too small for conventional equipment

District Energy system: creates a cost and energy savings opportunity: avoids oversized equipment, captures waste heat by creating hot and cold water simultaneously, allows units to “share” free energy

Load Aggregation: all 18 units are served by 10 tons of centralized heating and cooling equipment, using only six 500' deep geothermal wells – the same number you might see on one conventional house



Critical Loads Backup

Islandable Backup Power: Designed to keep critical systems online in the event of a power outage – and allow solar to continually recharge storage during an outage event

Critical Loads: Energy recovery ventilation, refrigerators, 10% of lighting, emergency plugs are backed up per Living Building Challenge (ILFI) requirements. Because of the building's high insulation levels, heating/cooling is not a critical load

Passive House Reduces Battery Size: We only need 16 batteries for all 18 units



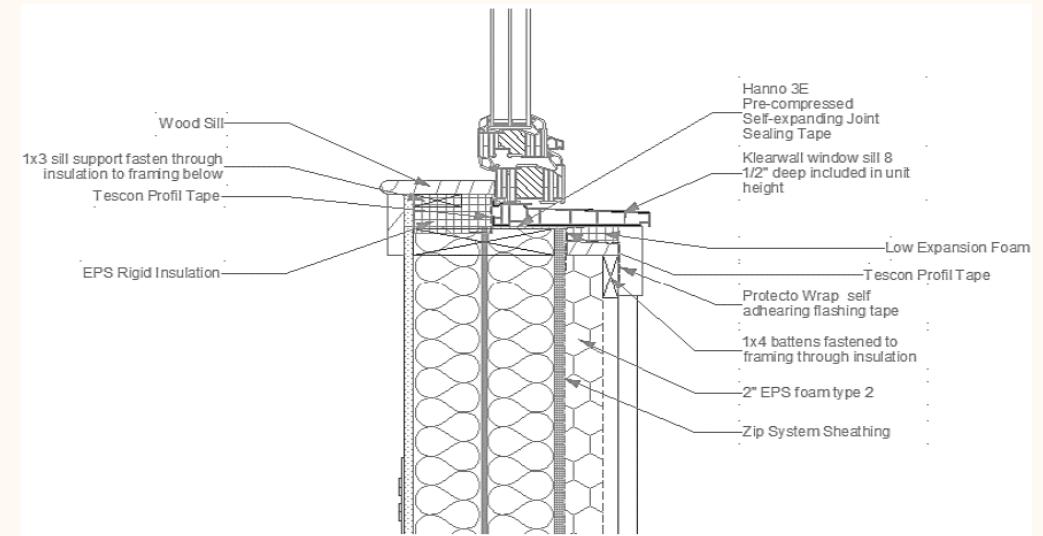
Energy Performance First

- Materials are selected for energy performance (e.g. windows and doors)
- Construction assemblies are modeled for their energy performance

Thermal Bridge Analysis



Envelope Details

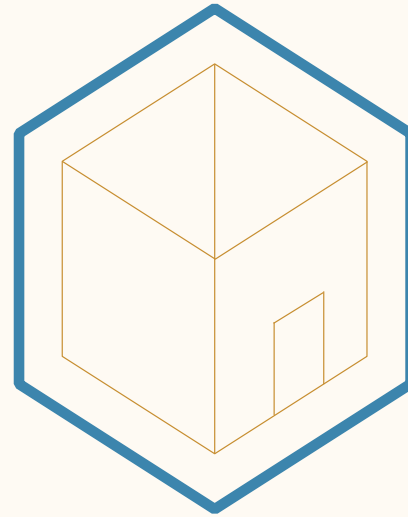


Energy Modeling

Areas determination										Passive House with PHPP Version 9.3												
/ Climate: ALBANY / TFA: 251 m² / Heating: 26.4 kWh/(m²a) / Cooling: 8.2 kWh/(m²a) / PER: 60.1 kWh/(m²a)																						
Summary										Building assembly overview			Average U-value [W/(m²K)]		Radiation-gains heating season [kWh/a]		Radiation-load cooling period [kWh/a]					
Temp-zone	Area group	Group no.	Area / Length	Unit	Comment								8 Months	8 Months								
	Treated floor area	1	251.45	m²	Treated floor area according to PHPP manual																	
A	North windows	2	7.38	m²	Results come from the 'Windows' worksheet. Window areas are subtracted from individual opaque areas which is displayed in the 'Windows' worksheet.					North windows	1.080	539	839									
A	East windows	3	11.53	m²									East windows	0.998	951	1863						
A	South windows	4	43.45	m²									South windows	0.843	8929	8674						
A	West windows	5	10.40	m²									West windows	0.985	265	917						
A	Horizontal windows	6	0.00	m²									Horizontal windows									
A	Exterior door	7	0.00	m²	Please subtract area of door from respective building assembly					Exterior door												
A	External wall - Ambient	8	352.56	m²	Temperature zone 'A' is ambient air					External wall - Ambient	0.152	798	1141									
B	External wall - Ground	9	76.18	m²	Temperature zone 'B' is the ground					External wall - Ground	0.247											
A	Roof/Ceiling - Ambient	10	180.17	m²						Roof/Ceiling - Ambient	0.078	252	680									
B	Floor slab / Basement ceiling	11	154.15	m²						Floor slab / Basement ceiling	0.182											
		12	0.00	m²	Temperature zones 'A', 'B', 'G' and 'K' may be used. NOT 'I'																	
		13	0.00	m²	Temperature zones 'A', 'B', 'G' and 'K' may be used. NOT 'I'																	
X	To Garage	14	58.66	m²	Temperature zone 'X'. Please provide user-defined reduction factor (0 <= R < 1)					Factor for X	90%	To Garage	0.143									
Thermal bridges - Overview										W [W/(mK)]												
A	Thermal bridges Ambient	15	0.01	m	Units in m					Thermal bridges Ambient	0.338	866										
P	Perimeter thermal bridges	16	0.00	m	Units in m, temperature zone 'G' is perimeter (see 'Ground' worksheet)					Perimeter thermal bridges												
B	Thermal bridges FS/BC	17	0.00	m	Units in m					Thermal bridges FS/BC												
I	Building element towards neighbour	18	0.00	m²	No heat losses, only considered for the heating load calculation					Building element towards neighbour												
Total thermal envelope										895.07	m²	Average therm. envelope										
Area input										2-Story, BY ID												
Area no.	Building assembly description	To group No.	Assigned to group	Quantity	x	a [m]	x	b [m]	x	User determined [m²]	User subtraction [m²]	Subtraction window areas [m²]	Area [m²]	Selection building assembly / Building system	U-Value [W/(m²K)]	Deviation from North	Angle of inclination from the horizontal	Orientation	Reduction factor shading	Exterior absorptivity	Exterior emissivity	
	Projected building footprint	0	Projected building footprint	1	x		x			179.24			179.2									
	Treated floor area	1	Treated floor area	1	x		x			251.45			251.5									
	Exterior door	7	Exterior door	1	x		x							Exterior door								
1	[model]_Wall_378956_N	8	External wall - Ambient	1	x	11.58	x	3.63				4.7	37.3	01ud-MAYERS - Double Stud Walls	0.139	348	90	North	0.00	0.95	0.90	
2	[model]_Wall_378847_N	8	External wall - Ambient	1	x		x			41.83		1.1	40.5	01ud-MAYERS - Double Stud Walls	0.139	319	90	North	0.00	0.95	0.90	
3	[model]_Wall_379135_N	8	External wall - Ambient	1	x		x			14.72		2.1	12.6	02ud-MAYERS - Concrete Walls	0.247	348	90	North	0.00	0.95	0.90	
4	[model]_Wall_519448_E	8	External wall - Ambient	1	x		x			11.41		0.4	11.0	02ud-MAYERS - Concrete Walls	0.247	78	90	East	0.00	0.95	0.90	
5	[model]_Wall_516264_E	8	External wall - Ambient	1	x		x			39.87		6.0	33.8	01ud-MAYERS - Double Stud Walls	0.139	78	90	East	0.00	0.95	0.90	
6	[model]_Wall_378854_E	8	External wall - Ambient	1	x	4.86	x	3.70				1.1	16.9	01ud-MAYERS - Double Stud Walls	0.139	46	90	East	0.00	0.95	0.90	
7	[model]_Wall_378941_E	8	External wall - Ambient	1	x	4.46	x	0.88				0.0	3.9	01ud-MAYERS - Double Stud Walls	0.139	100	90	East	0.00	0.95	0.90	
8	[model]_Wall_378962_E	8	External wall - Ambient	1	x	7.10	x	2.29				4.0	12.2	01ud-MAYERS - Double Stud Walls	0.139	100	90	East	0.00	0.95	0.90	
9	[model]_Wall_504110_S	8	External wall - Ambient	1	x		x			83.95		21.4	62.6	01ud-MAYERS - Double Stud Walls	0.139	168	90	South	0.00	0.95	0.90	
10	[model]_Wall_516027_S	8	External wall - Ambient	1	x	7.10	x	5.49				14.2	24.8	01ud-MAYERS - Double Stud Walls	0.139	190	90	South	0.00	0.95	0.90	
11	[model]_Wall_504033_S	8	External wall - Ambient	1	x	6.10	x	2.26				0.0	13.8	01ud-MAYERS - Double Stud Walls	0.139	168	90	South	0.00	0.95	0.90	
12	[model]_Wall_378860_S	8	External wall - Ambient	1	x	3.70	x	3.70				2.8	10.9	01ud-MAYERS - Double Stud Walls	0.139	138	90	South	0.00	0.95	0.90	
13	[model]_Wall_378948_S	8	External wall - Ambient	1	x	4.46	x	2.11				5.1	4.3	01ud-MAYERS - Double Stud Walls	0.139	190	90	South	0.00	0.95	0.90	
14	[model]_Wall_517382_W	8	External wall - Ambient	1	x		x			30.82		2.6	27.9	01ud-MAYERS - Double Stud Walls	0.139	259	90	West	0.00	0.95	0.90	
15	[model]_Wall_517879_W	8	External wall - Ambient	1	x	3.63	x	3.05				1.0	10.1	01ud-MAYERS - Double Stud Walls	0.139	259	90	West	0.00	0.95	0.90	
16	[model]_Wall_379265_W	8	External wall - Ambient	1	x	3.96	x	3.47				0.4	13.4	02ud-MAYERS - Concrete Walls	0.247	280	90	West	0.00	0.95	0.90	
17	[model]_Wall_517894_W	8	External wall - Ambient	1	x	3.96	x	3.63				1.7	9.6	01ud-MAYERS - Double Stud Walls	0.139	280	90	West	0.00	0.95	0.90	
18	[model]_Wall_517847_W	8	External wall - Ambient	1	x		x			8.86		4.7	7.0	02ud-MAYERS - Concrete Walls	0.247	258	90	West	0.00	0.95	0.90	
19	[model]_Wall_513084_N	9	External wall - Ground	1	x		x			25.51		0.0	25.5	02ud-MAYERS - Concrete Walls	0.247	348	90	North	0.00	0.95	0.90	
20	[model]_Wall_379149_N	9	External wall - Ground	1	x		x			19.92		0.0	19.9	02ud-MAYERS - Concrete Walls	0.247	348	90	North	0.00	0.95	0.90	
21	[model]_Wall_514901_E	9	External wall - Ground	1	x		x			20.35		0.0	20.3	02ud-MAYERS - Concrete Walls	0.247	78	90	East	0.00	0.95	0.90	
22	[model]_Wall_379142_W	9	External wall - Ground	1	x	3.47	x	2.44				0.0	6.5	02ud-MAYERS - Concrete Walls	0.247	258	90	West	0.00	0.95	0.90	
23	[model]_Wall_517789_W	9	External wall - Ground	1	x	1.81	x	1.07				0.0	1.9	02ud-MAYERS - Concrete Walls	0.247	258	90	West	0.00	0.95	0.90	
24	[model]_Roof_379000_H	10	Roof/Ceiling - Ambient	1	x		x			127.60		0.0	127.6	04ud-MAYERS - Typ. Ceiling	0.078	91	0	Hor	1.00	0.95	0.90	
25	[model]_Roof_504039_H	10	Roof/Ceiling - Ambient	1	x		x			0.93		0.0	0.9	04ud-MAYERS - Typ. Ceiling	0.078	91	0	Hor	1.00	0.95	0.90	
26	[model]_Roof_378799_H	10	Roof/Ceiling - Ambient	1	x		x			51.84		0.0	51.8	04ud-MAYERS - Typ. Ceiling	0.078	91	0	Hor	1.00	0.95	0.90	
27	[model]_Floor_504075_D (Main Floor)	11	Floor slab / Basement ceiling	1	x		x			142.47		0.0	142.5	02ud-MAYERS - Basement Floor Slab	0.182	91	180	Hor	1.00	0.95	0.90	
28	[model]_Floor_504088_D (Under Bay Win)	11	Floor slab / Basement ceiling	1	x		x			0.93		0.0	0.9	02ud-MAYERS - Basement Floor Slab	0.182	91	180	Hor	1.00	0.95	0.90	
29	[model]_Floor_504487_D (Under Stairs)	11	Floor slab / Basement ceiling	1	x		x			16.76		0.0	16.8	02ud-MAYERS - Basement Floor Slab	0.182	91	180	Hor	1.00	0.95	0.90	
30	[model]_Surface_378920_N	14	To Garage	1	x	4.41	x	2.19				0.0	9.7	01ud-MAYERS - Double Stud Walls	0.139	348	90	North	1.00	0.95	0.90	
31	[model]_Surface_504427_E	14	To Garage	1	x	2.93	x	2.41				0.0	7.1	01ud-MAYERS - Double Stud Walls	0.139	48	90	East	1.00	0.95	0.90	
32	[model]_Surface_504455_E	14	To Garage	1	x	0.91	x	1.48				0.0	1.1	01ud-MAYERS - Double Stud Walls	0.139	78	90	East	1.00	0.95	0.90	

Designing for Net Zero Energy:

Build It!





Modular Construction Concept



Quality Control

Repeatable, reliable quality every time



Precision Manufacturing

Fully coordinated construction team and building trades



Superior Components

Quality modular homes are superior to “site-built” homes



Building a modular high performance building is like building a Swiss watch or Apple iPhone – the team spends many months in **integrative design**, ensuring that all the components are exactly right. Construction doesn't start until every detail is worked out.



Lessons Learned

- **There is no shortcut to innovation.** Encourage (actual) integrative design: Inspire, but force the team to collaborate if you have to. Challenge normal assumptions. Have very long conference calls. Be the worst (or best?) client ever
- **Developer-led design build:** there's a reason so many Passive House developers also wear another hat (or 3)
- **Cost-effective, durable, reproducible solutions:** Spend lots of time on R&D, then build on that. Sometimes the best products are not for sale in the USA and you have to go and find them. More – and more specialized consultants – is not the answer
- **Pre-fab:** Find ways to simplify construction, achieve efficiency. Don't build small multifamily or single family in the field if you can help it. We'd pay to bury the power lines if we had to
- **Re-envision the team:** Real estate is a form of serial entrepreneurship – every deal is different – which discourages learning and collaboration. The team matters. Stack Eight's site plan was heavily influenced by the landscape architect – their discipline is usually an afterthought
- **Nothing beats field experience:** Its essential to suffer through the details on an actual construction project to understand how to design a buildable project

“Innovation in the construction industry continues to be constrained by deep-seated barriers, including a lack of emphasis on R&D, a high degree of fragmentation, and widespread risk aversion.”

-Reinventing Construction: A Route to Higher Productivity, McKinsey, 2017

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