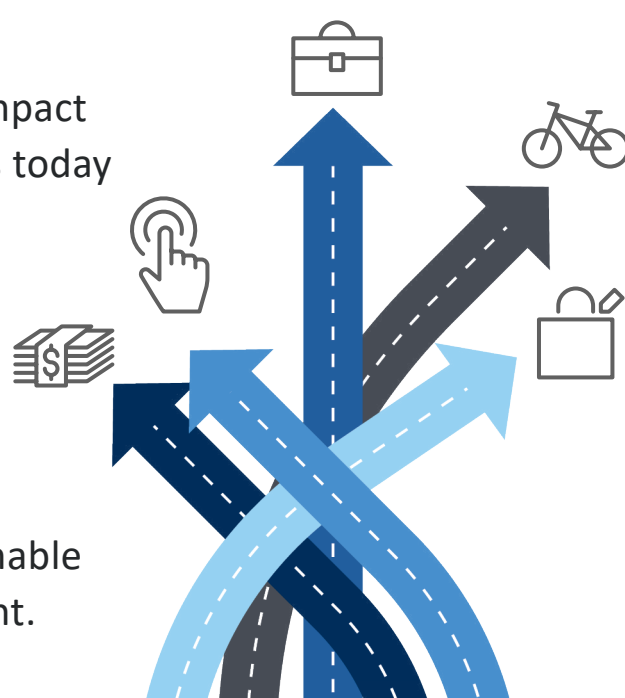


MOBILITY & CHOICE

The accentuation on when, where, and how goods and services are consumed is having a profound impact on capital planning. Consumers have more choices today than any other time in history – from where they work and how they shop to what mode of transportation and fuel source they choose – thanks in part to advancements in technologies. Integrating these technologies and buying habits into facility planning is shifting how the virtual, in-person and hybrid worlds interact with a sustainable outcome that yields a positive return on investment.



Taking the LOGjam out of LOGistics

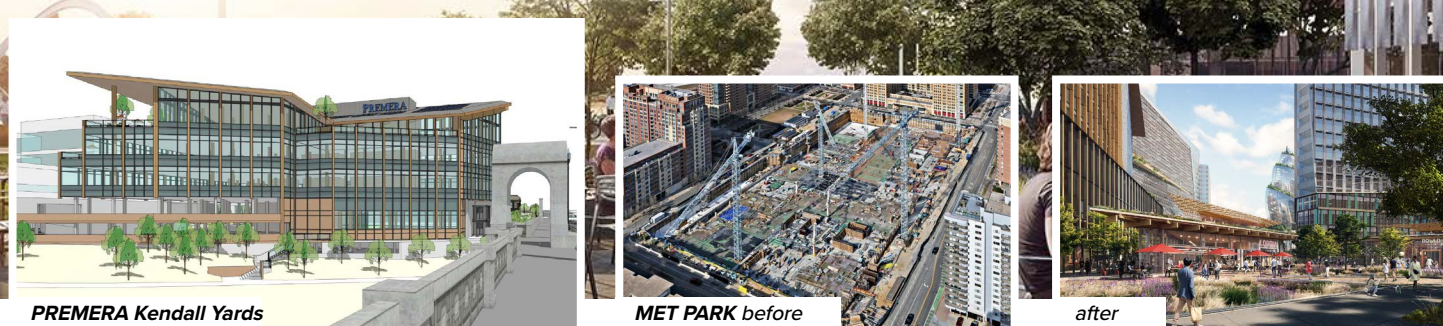
Trip planning goes hand in hand with travel – whether for work, pleasure, or access to goods and services. With that comes time allocation for parking, if a car is part of the equation. That once given amenity is in some cases the difference between drawing in guests and missing out on key engagements.

We are leading infrastructure upgrades that are reducing carbon footprint in significant ways. Read about how Seattle Tacoma International Airport is utilizing automated parking guidance systems and electrical vehicle charging (EVC) stations to expedite locating a parking stall and recharging in the **largest parking structure** under one roof (12,000+ stalls/ 8 stories) in North America, or how we're helping the city of Seattle clean its fleet with one of the **largest installations of EVCs**.

Build it and...

A theme that echoes in the minds of visionaries of the next big thing – be it a building, attraction, product, or company. Anything realized with vision, passion, and purpose is a magnet for those who share in a well-articulated mission. The downside of this is when the mission and the brand are *so in sync*, the 'next big thing' becomes the benchmark and the target for aspiring competitors. This phenomenon is playing out in real time as policymakers vie for economic engines and businesses for talent. One thing they have in common is the reliance on physical assets to accommodate the draw to their mission.

We are working with planners as they re-evaluate what is operationally necessary and what is the experiential allure that will differentiate their asset over - day one and well into the future. Applied across the country and around the globe, we are developing flexible systems responsive to the ubiquitous nature of anywhere access, space configuration, and reprogramming aptitude.



Fuel Source

The momentum behind cleaning America's power grid is building as jurisdictions ban on-site burning of fossil fuels. With New York City and possibly Massachusetts now joining Washington, California, and Illinois to curb their carbon footprint, project teams are evaluating system approaches to deliver on project objectives.

From a mechanical perspective, this essentially restricts the system options to a heat-pump based heating system that requires air or ground coupling as a heat extraction source. It also requires potentially new technical skills for the varying equipment, controls, devices, and reporting requirements.

This shift in system options impacts indoor and outdoor space allocation for heat exchange equipment, photovoltaic arrays, and mechanical rooms as well as right sizing the electrical system for an all-electric building today and the future. In Washington state, these **heat-pump based systems** will also require stakeholders to be conscious of refrigerants in their new equipment as new thresholds for global warming potential are established and reporting becomes mandatory.

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