

PE Strategies NEWSLETTER

WINTER 2024







TABLE OF CONTENTS

04 Introduction

05 Learning
Environments

10 Transportation
& Mobility

14 Sustainability

16 Healthcare

18 Senior Living

20 Development
Consulting

Introduction

PE Strategies is engaging in a wider-than-ever range of consulting assignments both domestically and around the world. Our purpose is to offer services clients need before a building project is envisioned; act as their trusted advisor throughout the process, and continue as advisors beyond project completion.

Learning to Love the Question

PE Strategies marries our architectural expertise with experts (both in-house and outside collaborators) who are knowledgeable in applied research, policy and planning, programming, economics, finance, and energy performance. Together, we seek to help clients understand, define, and solve for tomorrow's challenges as industries such as education, transportation, sustainability, healthcare, and senior living continue to evolve and transform.

[illegible]

Helping School Districts Prepare for an Uncertain Future

2023 was a year of growth for the K-12 Strategies team, with projects in California, Colorado, Texas, Washington, DC, and Boston. Under the leadership of Principal Patrick Davis, we've advised school districts on how they can optimize the properties and buildings in their portfolios, develop policies for future growth and capital planning, and consider alternative uses for outdated or underutilized facilities.

Preparing for the Green New Deal for Boston Public Schools

Boston Public Schools engaged our team to help them prepare for The Green New Deal for BPS, a program Mayor Michelle Wu initiated under a 2023 executive order requiring all new or renovated municipal buildings to be free of fossil fuels. It also mandates that every school building be "safe, healthy, climate-resilient, inclusive, and inspiring." The district determined that they needed to reduce

their portfolio through school closures and mergers to best serve their students and also comply with the executive order. As a result, the district will be able to increase enrollment and offer more programs for their students at each school. Additionally, BPS is committed to investing between \$2 billion and \$4 billion to modernize their remaining facilities. The PE Strategies team has been working with BPS to develop decision-making frameworks and processes, data visualizations, and engagement strategies to develop a public-facing plan later this year.

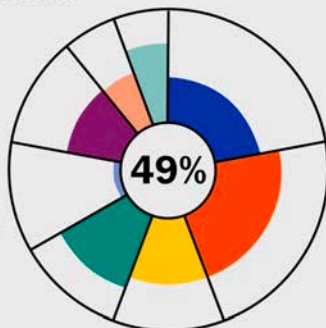


Colorado Springs School District 11

Coronado High School

Categories

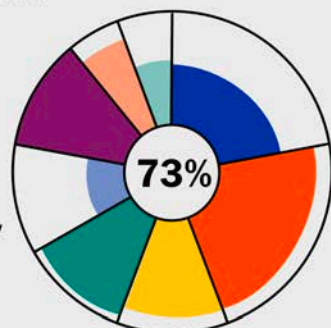
- Classroom
- Safety & Security
- Presence
- Assembly
- Extended Learning
- Organization
- Community
- Environmental Quality



Doherty High School

Categories

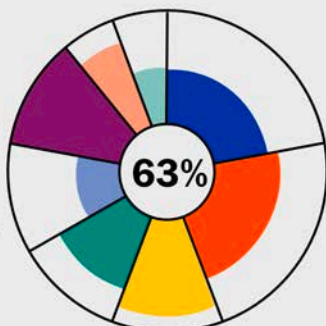
- Classroom
- Safety & Security
- Presence
- Assembly
- Extended Learning
- Organization
- Community
- Environmental Quality



Mitchell High School

Categories

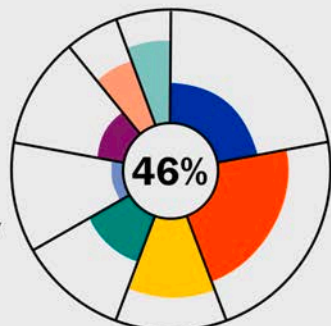
- Classroom
- Safety & Security
- Presence
- Assembly
- Extended Learning
- Organization
- Community
- Environmental Quality



Palmer High School

Categories

- Classroom
- Safety & Security
- Presence
- Assembly
- Extended Learning
- Organization
- Community
- Environmental Quality



Graphic comparing eight key performance dimensions for high schools in Colorado Springs District 11

Envisioning the Future for DCPS

HELPING THE DISTRICT OF COLUMBIA IMPROVE BUILDING UTILIZATION, SOCIO-ECONOMIC AND RACIAL DIVERSITY, AND ACCESS TO EDUCATION

With multiple projects in Washington DC, our team is helping District of Columbia Public Schools develop a vision and plan for the future. We developed a Master Facilities Plan that outlines how the DCPS building portfolio can and should support programs and students across the District. The plan includes an analysis of the district's capital spending as well as the

educational adequacy of each facility and its building operations. It also recommends school-specific and system-wide improvements. Our team also conducted a Student Assignment and Boundary Study that evaluates attendance boundaries and policies on building utilization, socio-economic and racial diversity within each school, and equal access to education across the city. And finally, we supported DCPS with the development of its multi-billion-dollar FY24-30 Capital Plan. Our PE Strategies work continues to position us as K-12 leaders in Washington, DC.

Exploring How School District Building Portfolios Can Be Improved to Support A Long-Term Academic Vision

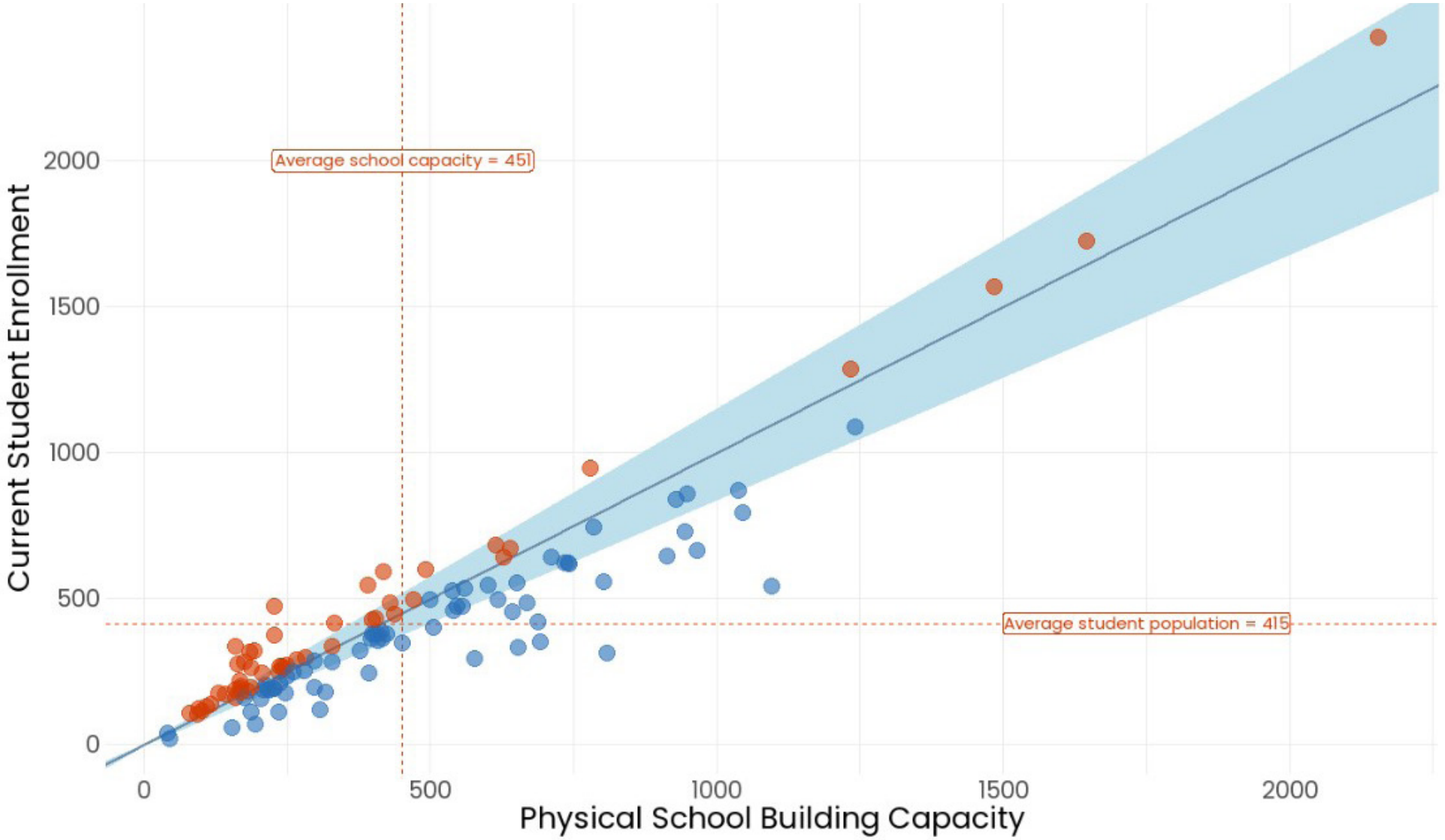
COLORADO SPRINGS, CO

We are developing an Academic Support Plan to identify how the Colorado Springs School District 11 building portfolio can be improved to support its long-term academic vision. The district is largely made up of school facilities built in the 1960s and '70s that don't meet the needs of students today. Through a data-driven algorithm and interactive planning tools, the plan outlines a long-term investment strategy. Based on PE Strategies' recommendations, the district school board approved an immediate \$80 million investment in one of its four high schools to serve as a catalyst for increased spending across the portfolio.

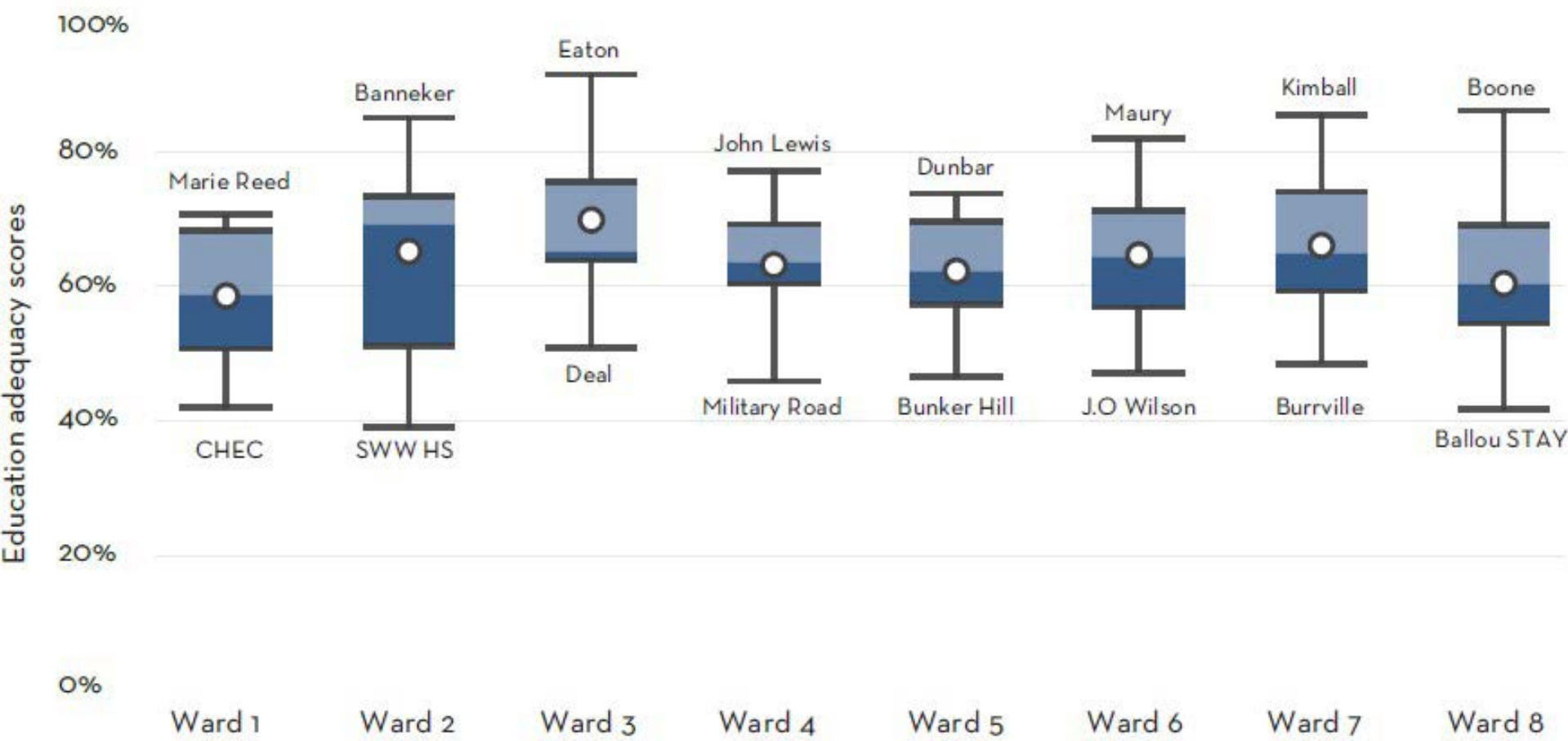
CALIFORNIA

The Golden State has continued to be an area of focus. Our K-12 teams have completed long-term plans for Sonoma Valley Unified School District and El Monte City Schools and will be wrapping up a long-term facilities plan for Burbank Unified School District in early 2024. Building off that success, PE Strategies was awarded long-term planning projects with Stockton Unified School District and Pomona Unified School District. Both projects are kicking off as we continue to position ourselves as leading strategic planners and advisors for school districts across the state.

Student Enrollment vs. Building Capacity of Boston Public Schools



Comparison of Education Adequacy Scores in High Schools in Eight Boston Wards I-8



Transportation & Mobility



Supporting Transit Agencies in a Time of Uncertainty

Building from Perkins Eastman's legacy of design and planning for transit stations, corridors, and hubs, our PE Strategies applies a holistic systems approach to create the tools, practices, and programs that help agencies make more effective investments to integrate transit within their communities, and achieve the best possible passenger safety, comfort, and convenience.

Rethinking Public Transit in the Post-Pandemic Era

SAN FRANCISCO

In the aftermath of the Covid-19 Pandemic, US transit agencies are challenged by cratering ridership and plummeting revenues, caused by the dramatic growth in remote work and competition from rideshare services like Uber and Lyft. In the San Francisco Bay Area, these questions have spurred a once-in-a-

generation effort to rethink the region's patchwork quilt of independently operating public transit systems. The nine-county Bay Area has 27 transit operators, each with their own service area, running everything from commuter rail and bus service to streetcars and ferries. Consolidation and rationalization of this byzantine system has been discussed for decades. However, politics, and the sheer complexity of regional integration has stymied many previous attempts at reform.

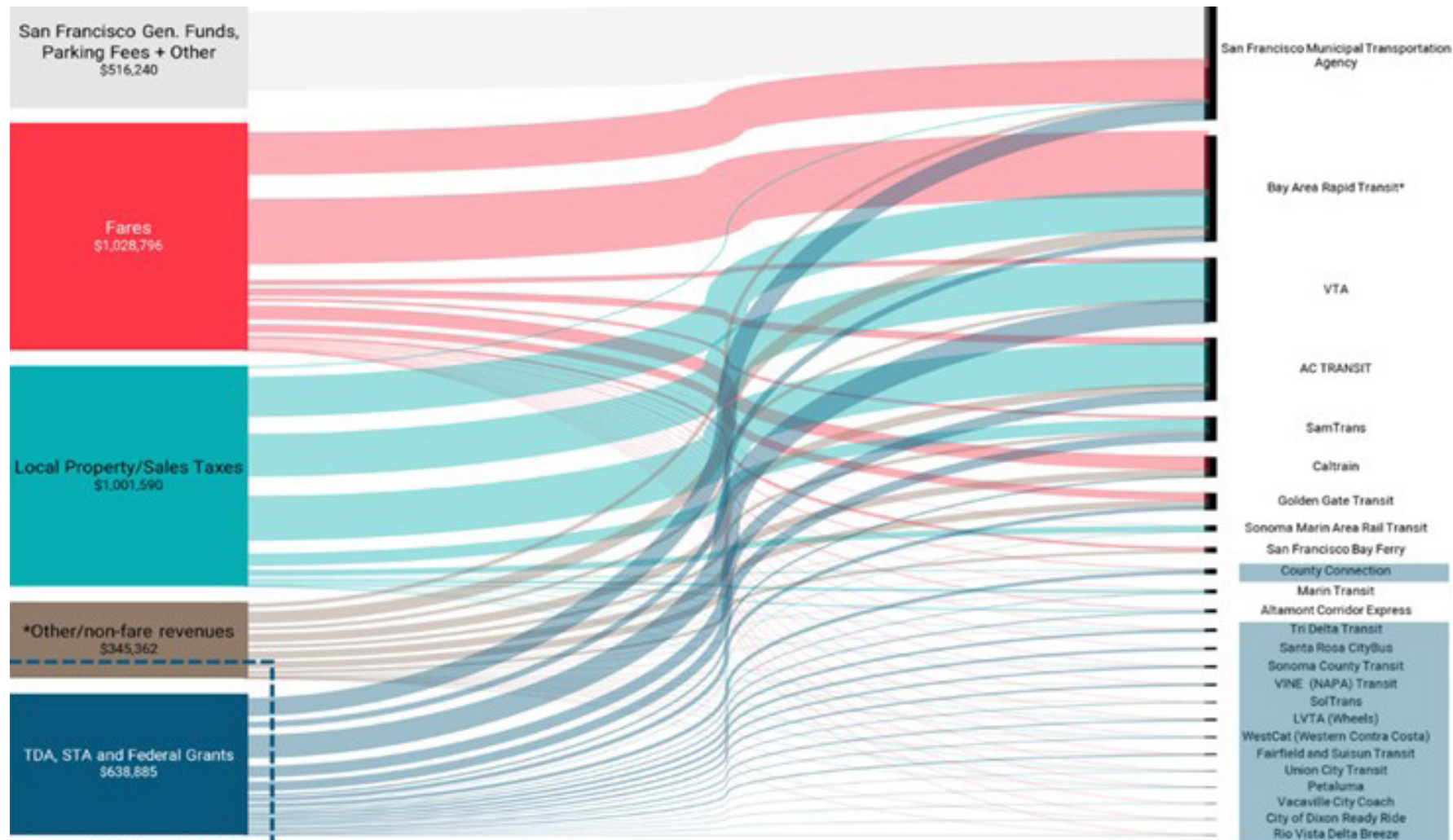
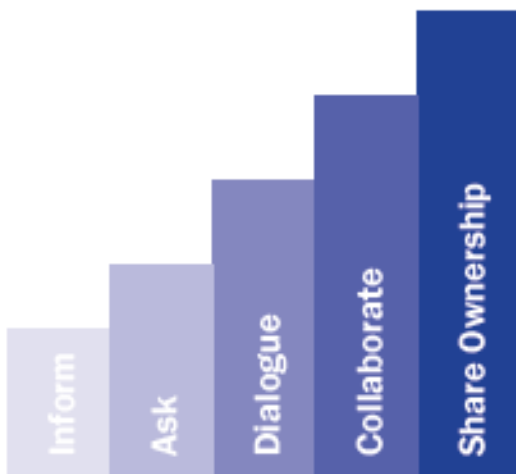


Chart mapping revenues to transportation agencies operating within the San Francisco Bay Area

Drawing on the former VIA Architecture's three decades of experience leading the design of rail system expansions in Seattle, Portland, and Vancouver, PE Strategies brought to the Bay Area's Metropolitan Transportation Commission (MTC) a deeper understanding of how better regional cooperation can speed project delivery and improve overall design excellence. Leading an interdisciplinary team of partners and consultants, we analyzed local transit-agency governance models, funding, functions, and decision-making authorities to develop a consensus approach for an ambitious Regional Network Management (RNM) framework.

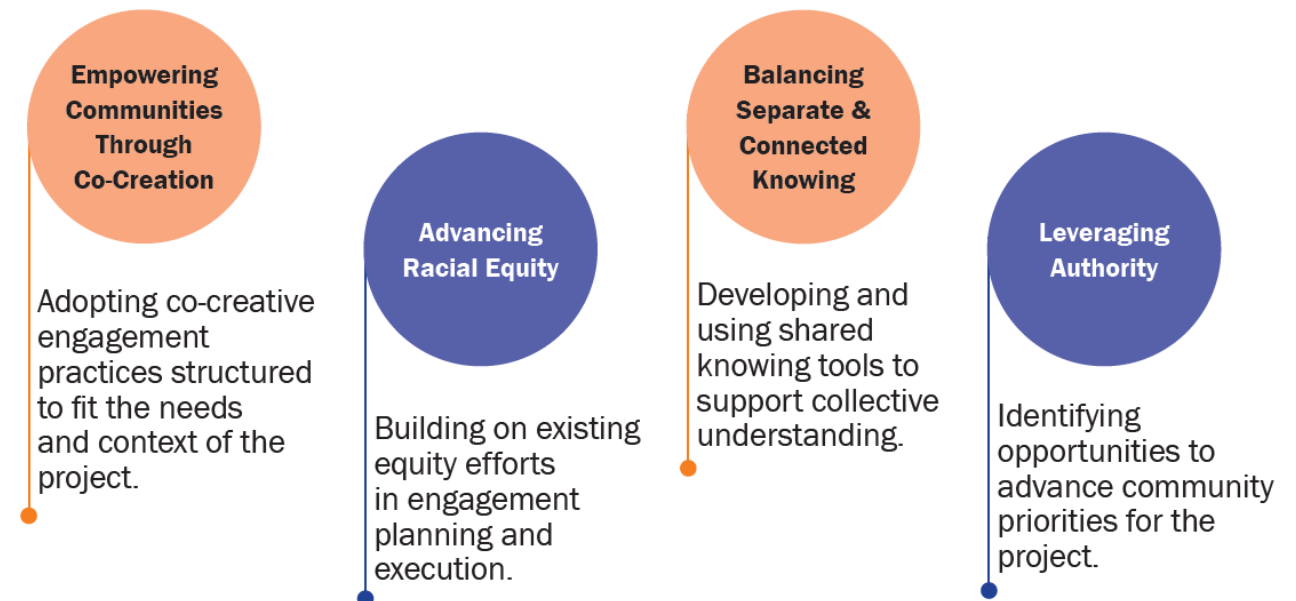
The RNM framework will be a collaborative experiment in regionalism. Its 2024 work plan aims to drive transformative improvements in customer experience and advance regional goals in equity, livability, climate, and resiliency. Following the transportation commission's adoption of the framework's implementing resolution in early 2023, The MTC retained PE Strategies team to provide program-management support for the new RNM director and to create a culture-change "playbook" to incentivize regional collaboration.



Using 'Connected Knowing' to Build Consensus Around New Infrastructure Initiatives

Perkins Eastman has supported the City of Seattle's department of transportation as a prime consultant for several years as the city negotiates with its partners to expand the regional light rail system, funded through a \$12 billion bond known as Sound Transit general bond 3 (ST3). This bond is the largest in the state, and with 13 new stations in Seattle alone, constitutes the largest infrastructure investment in Seattle's history. One of the biggest challenges for transit agencies in implementing this type of large-scale urban infrastructure is in securing timely city approvals and community buy-in and timely city approvals. At over \$12 billion, the ST3 plan to extend Sound Transit's light rail system is the largest in the State, and with 13 new stations in Seattle alone, constitutes the largest infrastructure investment in Seattle's history.

Transit stations act as catalysts to change the development patterns of their surrounding areas. PE Strategies collaborated with Seattle's ST3 engagement lead to assemble an innovative "Connected Knowing" work plan that would help our teams better understand each station area's vision and generate greater public trust in the final designs that are anticipated for the West Seattle Light Rail stations in 2024. The Connected Knowing plan identified creative strategies for listening, asking questions, and collaborating with a broad set of citywide participants and stakeholders so everyone can better understand and acknowledge other's points of view. Using this approach, the city aims to improve racial equity outcomes, build public support for investment in the system, and finally, minimize entitlement and political risk for the project. The engagement plan for ST3 is positioned as a pilot to test a more equitable approach to public engagement for future infrastructure projects.



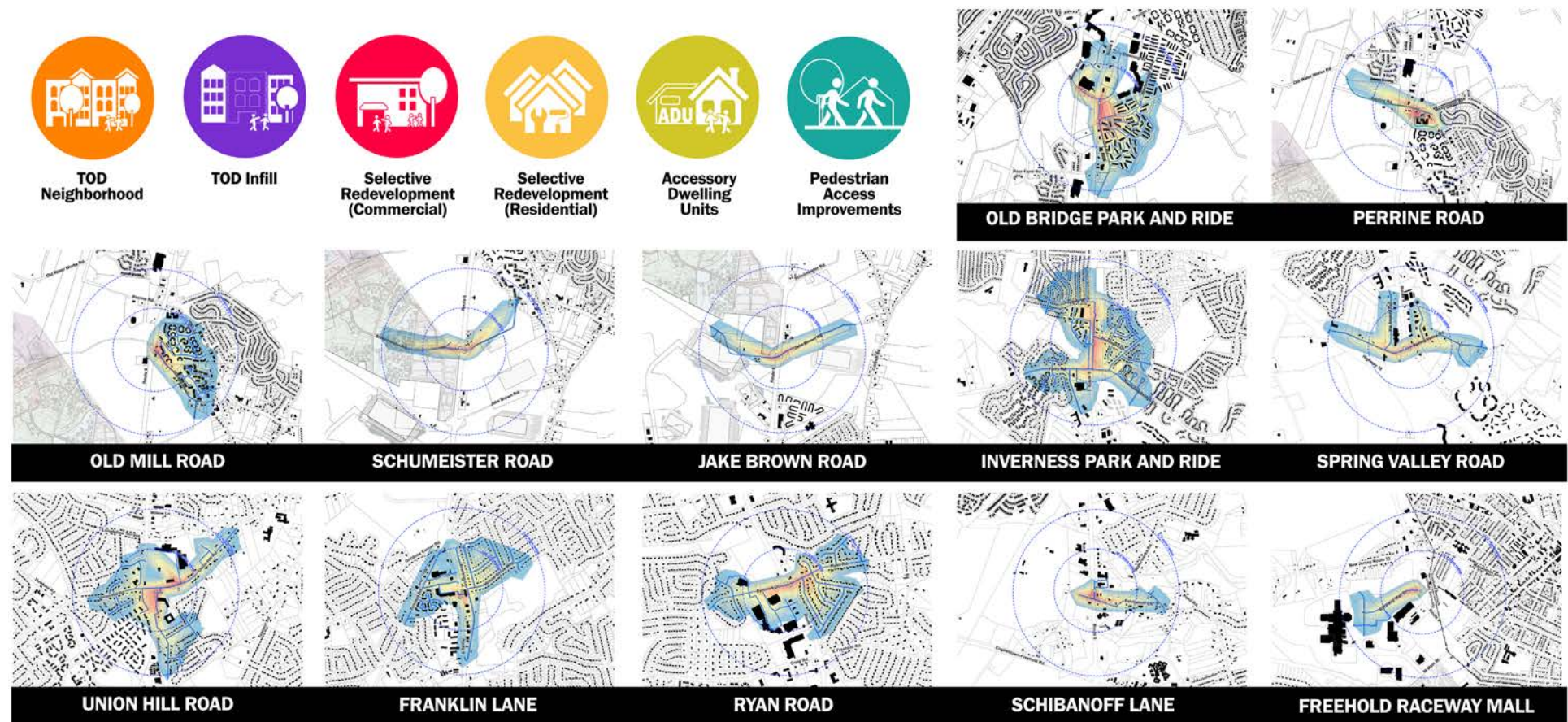
'Connected Knowing': West Seattle and Ballard Link Extensions project

Exploring the Potential for Transit-Oriented Development around Bus Systems

Transit-oriented development around commuter rail stations has been one of the hottest development trends in the last 15 years. However, with success has come concerns—real and perceived—about the expense of new rail systems and the resulting gentrification and affordability of their surrounding neighborhoods. As an alternative, PE Strategies is

leading a multidisciplinary effort explore the potential for transit-oriented development around bus systems. The long-established express-bus routes on central New Jersey’s Route 9 have made NJ Transit’s 21-mile corridor between Old Bridge in Middlesex County and Howell Township in Monmouth County one of the most robust in the state and something of a “sleeping giant” for its untapped potential to spur more intensive, transit-supportive development. Leading a team comprised of real estate development consultants, transportation planners, and engagement

specialists, PE Strategies conducted a systematic analysis of 17 station areas, assessing regulatory and physical context, development market, access to transit, and environmental constraints. Our resulting approach couples enhanced bus service, or Bus Rapid Transit (BRT) with mixed-use development in select station areas. This form of TOD enables expanded housing options and local transit access, reduces residents’ combined housing and transportation costs, improves their community amenities, and drives greater property-tax revenues.



Parametric analysis of pedestrian walkability in 12 station areas along the Route 9 corridor

Sustainability



We've seen many consulting opportunities arise from public-sector decarbonization mandates, the growing importance of Environmental, Social, and Governance (ESG) in brand-building, and increasingly sophisticated real-estate portfolio management. These new realities have led to work for Perkins Eastman's Sustainability team, helping institutions, public-sector agencies, and real-estate portfolio managers address increasingly complex challenges in the following areas:

- Net Zero Energy strategies and scenario development
- Health-performance indicators
- Passive House design strategies
- User-centered design
- Building Energy Performance Modeling and scenario planning
- Organizational change management and decision support
- Sustainability in infrastructure

Highlights from 2023

UCLA NEUTRA LAB SCHOOL FUTURE PROOFING

PE Strategies performed a future-proofing analysis for the UCLA Lab School, recommending low-impact methods for this iconic 1950s building designed by Richard Neutra to meet continually evolving climate trends. These methods include operational and embodied carbon and study of carbon flows. Rapid and iterative option testing made use of predictive modeling applicable to the Southern California microclimate and its climate trends.

HELPING A COMMUNITY COLLEGE DISTRICT GET TO NET ZERO

PE Strategies helped the district meet its Net Zero Energy goals while expanding its facilities footprint by more than 17 percent. Our recommendations for long-term building-performance targets, organizational measures, and priorities will match Net Zero targets without increasing planned renewable-energy generation such as solar panels.

BAY AREA RAPID TRANSIT

BART is one of Northern California's largest electricity end users. Every year, the sprawling commuter-rail system consumes approximately 400,000 megawatt hours to power its trains. PE Strategies provided BART with an implementation process to modernize the lighting in all of its 44 stations, ultimately transitioning the entire system to LED. Our team considered existing lighting standards and controls, station experience, maintenance, and funding streams. The process helps BART staff plan for both large- and small-scale upgrades, renovations, and modernizations within the context of a fiscally constrained environment..



Healthcare



Exporting Our Healthcare Design and Programming Expertise to New Markets

As the economies of South and Southeast Asia continue to mature, expertise in the programming, planning, and design of advanced healthcare facilities has become an important and sought-after service. Two ongoing engagements illustrate how PE Strategies has been able to leverage Perkins Eastman's experience designing major US medical facilities to provide strategic guidance for new initiatives in India and Thailand.

Tapping the Potential of Medical Technology Entrepreneurs to Improve Health Outcomes in Rural India

PE Strategies is currently working with Stanford University's Byers Center for Biodesign and the Setu Global Foundation, an Indian non-profit, to establish a center in Uttar Pradesh that will help medical-technology entrepreneurs reach a wider market in India. Evidence suggests that many of these small start-up companies can be effective in providing early-illness diagnoses to India's rural population, which exceeds 900 million people. Following introductions by Perkins Eastman, the United States Trade Development Agency has come to believe that that success in this area has the potential to spur imports of advanced US medical technology and has committed to exploring funding the new center which would be led by the Byers Center.

Bringing Comprehensive Cancer Care to Thailand

While Thailand has long been one of the top-ranked countries for medical tourism, cancer care has been identified as a gap in this market. Amata, a major Southeast Asia developer and operator of large mixed-use developments, has retained PE Strategies to conduct a comprehensive feasibility study, funded by the United States Trade Development Agency, for the development and operations of a destination cancer center. We are leading a multidisciplinary team that includes accounting and healthcare consultants to conduct this study. The new center is anticipated to be affiliated with a US-based cancer center, and several major American systems have already expressed interest.



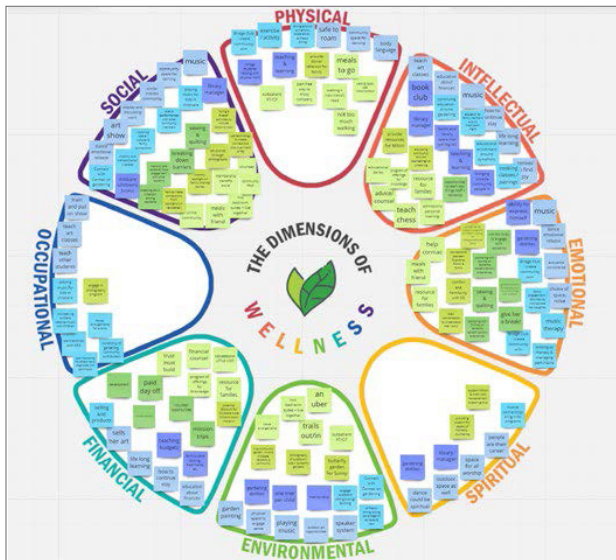
Senior Living



Continuing Our Role As Trusted Advisors to the Senior Living Industry

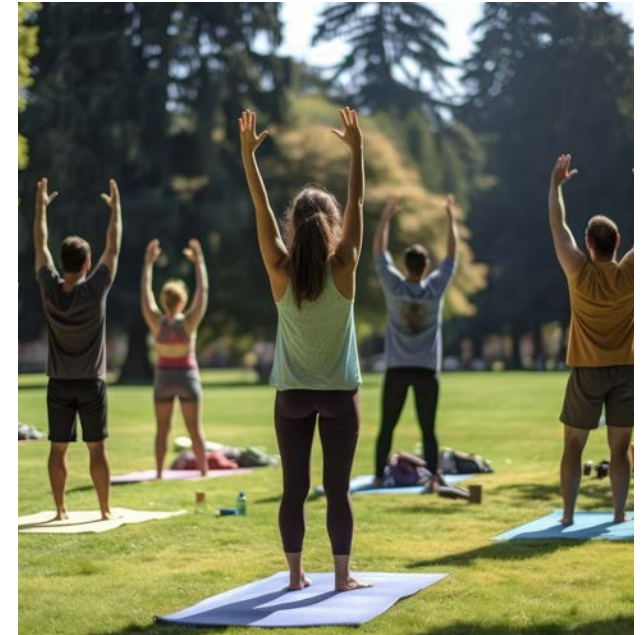
HELPING A VENERABLE SENIOR LIVING PROVIDER PREPARE FOR THE NEXT 100 YEARS

As Vincentian Collaborative System (VCS) celebrated their centenary, the metro-Pittsburgh-based multi-campus operator, recognized a need to restructure financially and to address aging infrastructure inspired the development of a long-term master plan for their five campuses. PE Strategies laid out a process for evaluating each Vincentian community through a wellness lens, with an emphasis on intergenerational interactions, assessing each campus using the eight Dimensions of Wellness and the three legs of sustainability to align with Vincentian's guiding principles. Our approach balances mission, financial responsibility, and person-centered wellness to create an innovative, multi-faceted, multi-campus organization. As conceptual designs for renovated buildings and new construction projects develop along the master plan's guidelines, each component is intended to reinforce the Catholic organization's mission while contributing to its long-term financial viability.



DEVELOPING A MASTER PLAN FOR WELLNESS

Following the opening of its new independent-living building, the Heritage Community of Kalamazoo (HCK) asked PE Strategies to lead a collaborative master-planning process focused on outcomes it would like to see in the coming decade. We first conducted several workshops aimed at understanding the current state of wellness on the campus. They included visioning exercises and other activities to spur discussion, curiosity, inquiry, and creativity. This consensus-driving process helped our team develop a series of recommendations that will allow HCK to move forward thoughtfully and deliberately with a wellness plan across three phases, which involve not only physical solutions but call for mindset shifts and educational opportunities ground the project in a purposeful commitment to the wellness.



Development Consulting



UNLOCKING THE PUZZLE – AND POTENTIAL – OF MANHATTAN REAL ESTATE MIDTOWN MANHATTAN

A major Manhattan property owner has retained PE to provide strategic design and consulting services to evaluate the development potential for the highest and best use of a full-block site in Midtown. PE Strategies' ongoing study is examining a wide range of issues that encompass branding, access to transportation, and

opportunities for placemaking. This work draws on Perkins Eastman's "one-stop shop" of expertise, including mastery of New York City zoning ordinances, experience in large-scale mixed-use development, and real-estate development strategy. Our work to date has been focused on evaluating the client property's market potential for a multitude of uses such as office, residential, hospitality, and retail, and the potential range of amenities required to make these uses marketable in a post-pandemic environment.



FIRST PUBLIC SOLICITATION WIN FOR THE PE STRATEGIES BRAND

PE Strategies has recently been passed Technical Evaluation Process for Amtrak's Real Estate Master Services Agreement Term Contract, in the first competitive public RFP win under the PE Strategies brand. We are anticipating assignments focusing on property acquisitions and dispositions, transit-oriented development, and air-rights development associated with Amtrak's ambitious ongoing plans to triple capital spending by 2026. PE Strategies' win builds on our longtime partnership with Real Estate Solutions Group, in which we've established a successful track record advising transit agencies on monetizing their real-estate assets through transit-oriented development and joint development; building consensus around major infrastructure initiatives; and guiding project implementation.

