

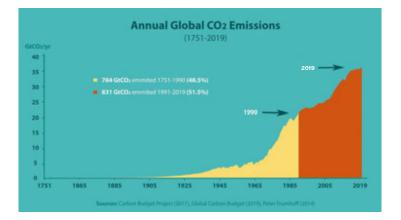


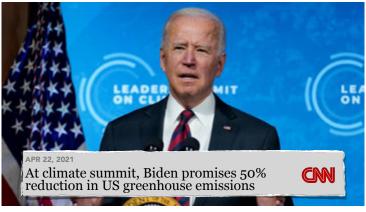


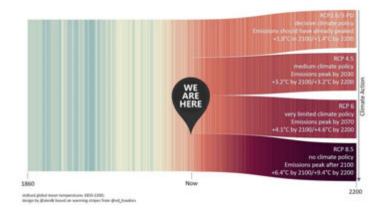




THE WHITE HOUSE October 3, 1997 MR. PREM 96 Que Clin







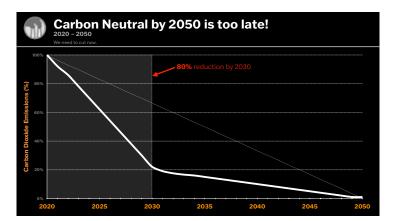






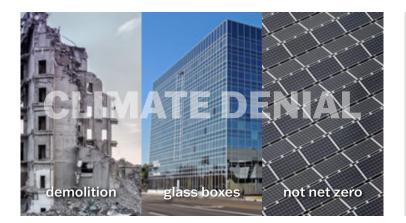
































boost to happiness increased profitability	spiritual
	physical
improve cognitive function	physical
better test scores	academic
stronger concentration	social
higher productivity	career
stress levels decrease	emotional





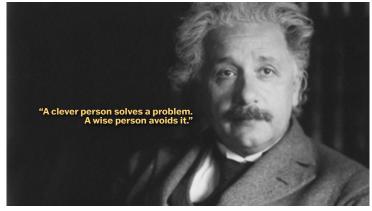














**The Cobra Effect** 

metrics can make bad targets:







No Formaldehyde

FSC Certified Wood

High Recycled %

#### AIR CLIMATE Carbon Dioxide (co2) (ppm) pEUI (kBtu/feet²/yr) Carbon Use Intensity (CO2/ Carbon Monoxide (co) (ppm) Total VOCs (ug/n Embodied Carbon (kgCC Formaldehyde (нсно) (ug/n Global Warming Nitrogen (NO2) (ug/m3) Potential Ozone (03) (ug/m Carbon Emissions (CO2) (kg PM2.5 (ug/m3 PM10 (ug/r Air Quality Index (0-500) Production (RV Air Changes (ACH) (cfm/ft3) Net Zero Site (kw) Fresh Air Intake (cfm/person Net Zero Source (kW) Air Pressure (mb) Offsets (tonnes CO2e) Dust (ug/m3

## SPATIAL

pEUI (dBiu/redf/yr) Carbon Use Intensity (COVEU) Embodied Carbon (cCOVEU) Global Warming Potential (cCOARA) Carbon Emissions (cOVE) Methane Emissions (cOVE) Fluorocarbons (cFC/HCFO)(cP) Production (MY) Net Zero Source (cm)



### WHAT CLIENTS CARE ABOUT

Capital Expenditure (capEx) (5) Return on Investment (RoI) (months) Rate of Return (ROR) (5) Internal Rate of Return (IRR) (6) Modified Internal Rate of Return (MIRR) (6) Net Present Value (NPV) (5) Time Value of Money (TVM) (5) Weighted Average Cost of Capital (WACC) (5) Revenue per Square Foot (RevSP) (5/001<sup>5</sup>) Revenue per Available Room (RevPAR) (5/001<sup>6</sup>) Average Daily Rate (ADR) (5/05) Occupancy Rate (OR) (5) Lease Rate (UR) (5)



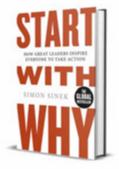
## WHAT DOCTORS CARE ABOUT

Blood Pressure (Dia/Sys) (mmHg) Heart Rate (Pulse) (bpm) Tension (EMG) (v) Electroencephalogram (EEG) (v) Electrocardiogram (EEG) (v) Electrocardiogram (EEG) (v) Skin Conductance Levels (sct) (uS) Brain Activity (Response) (v/N) Body Temperature (Degree) (FPC) Blood Oxygen (%) (mmHg) Cortisol Levels (Blood) (mg/dL) Pulse Transit Time (FT) (ms) Oxyhemoglobin (saog) (%)









## VIBRANCY

Resiliency Stronger value chains Higher Walkability Access to green space Views of nature Redilst free Waste reduction Guest satisfaction Reduced pain meds Faster immune response Reduced length of stay Engaged stakeholders

## PROSPERITY

### Circularity Increased valuation Share price Reduced Risk Divestment Impact investment Access to capital Social capital Reduced overhead Civic participation Graduation rates College acceptance

# PERFORMANCE

Staff Retention Student test scores Reading comprehension Worker productivity Transparency Revenue per Employee Number of Applicants Climate Targets Staff diversity Lower Absenteeism Rates of Advancement Lower commuting time Loss prevention

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PROSPERITY

## PERFORMANCE

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text: GREEN to: 206-207-5422





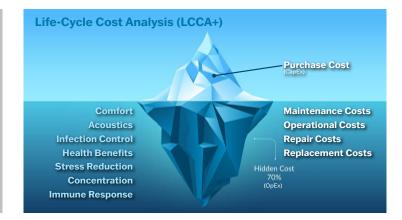


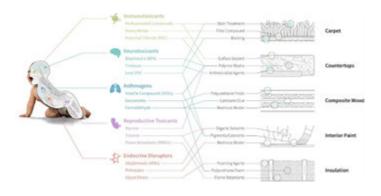
Provocation: What if we aspire to be the healthiest building on campus?

### Note:

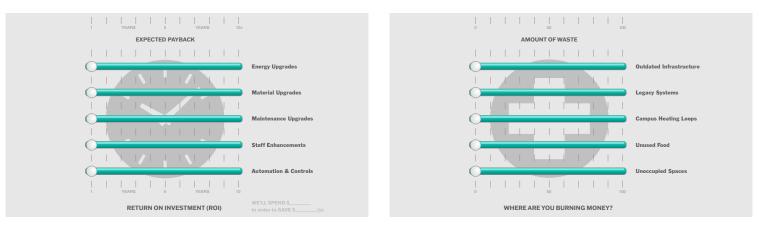
Everything you're about to see has **some** payback or return on investment.

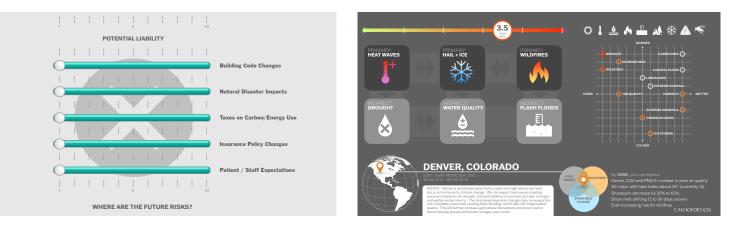
financial | social | staff | patient

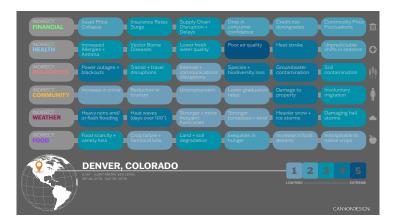


































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