

**Department of Enterprise Services
Real Estate Services**

Lease Solicitation Manual

February 2012

EXECUTIVE SUMMARY

In recent years, the increasing complexity and workload of state real estate leases and a changing environment illuminated an opportunity to refine our processes to provide even greater efficiency and consistency to lease solicitations.

Project Objective and Process

The objectives were to develop a real estate leasing solicitation process that is:

- Flexible;
- Sustainable;
- Cost-effective; and
- Results in highly competitive leasing rates.

The project team considered:

- How can common practices and industry best practices be used?
- What are the roles and responsibilities for clients, evaluators and decision makers?
- How can competition be increased?
- Where flexibility can be built into the process while providing consistency and an equal playing field?

The project team compiled state leasing processes and templates from research, interviews, surveys, and reports. In addition, the team engaged with customers and stakeholders to gain insights and inform the process as it was being developed.

Results

The outcome is a comprehensive, yet simplified process honoring the original concerns, all the research, and lessons learned. It is based on a 2009 pilot developed collaboratively by GA (now DES) and OFM and incorporates lessons from subsequent solicitations, as well as what we learned from research of national public sector practices.

Roles and responsibilities are clearly defined based on legal authority and subject matter expertise. The subject matter experts document their findings and advice based on their experience and observations. This documentation of decisions and observations adds accountability and transparency to the solicitation process.

Evaluating non-price criteria first, all proposals that meet the minimum requirements of the solicitation qualify to receive an invitation to negotiate. This is expected to increase competition and to save potential proposers money by determining early whether their facility will meet the needs of the state.

In addition, value-added features of the process include:

- Releasing current market rates in the initial solicitation announcement to define expectations and increase transparency.
- Checking references of the top three qualified proposers, helping to establish responsibility validation not previously available.
- Documenting decisions and observations in a Decision Memorandum that adds accountability and transparency to the solicitation process.
- Incorporating minor modifications through a continual feedback loop as necessary to strengthen the core process.

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Real Estate Services Lease Solicitation Manual

Effective Date: December 1, 2011

Date Approved:

Approved By: _____

Howard Cox
Chief Property Officer

Approved By: _____

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Requirements and Guidance:

Policy 120-Seeking Space to Lease
Leased Space Requirements
Final Solicitation Schedule
[OFM Lease Approvals for Real Estate Authorities](#)
[Standard Lease Template](#)

Required Forms:

✓ Decision Memorandum	✓ Leasing Proposal Form & Instructions
✓ Solicitation Project Schedule	✓ Evaluation Form-Agency Evaluation Form-Architect
✓ Confidentiality Agreement	✓ Waiver Forms
✓ Weekly Status Report (if applicable)	✓ Interview/Oral Presentation Questions Template
✓ Administrative Screening Form	✓ Cost Calculator
✓ Rejection Notice	✓ Invitation to Negotiate
✓ Request for Qualifying Information (RQI)	✓ References Template

SCOPE

This administrative manual establishes a standard process for seeking space to lease for state government facilities. This manual does not apply to public works projects or improvement projects for state-owned facilities.

ROLES & RESPONSIBILITIES

CHIEF PROPERTY OFFICER (CPO)

The CPO oversees DES's RES Program, is responsible for managing the RES operations, and providing quality representation of state agencies for their real estate needs in accordance with RCW 43.82. The CPO is the signature authority for complex leasing, property acquisition, and disposal and design of state agency housing.

The CPO's role in solicitation is to ensure integrity in the process, to review the decisions and recommendations made by the Solicitation Team, and to be the final authority in determining the Apparent Successful Proposal.

SOLICITATION TEAM

The Solicitation Team has a direct bearing upon the effectiveness and integrity of the selection process. The Team evaluates such things as past performance, project schedules, space and site compatibility, neighborhood characteristics, and building integrity to name a few. The stakeholders depend on the Solicitation Team to incorporate diversity of viewpoint and background to preserve the integrity of the process.

The Solicitation Team will consist of, at a minimum:

- RES Facilities Senior Planner
- RES Architect or Technical Representative
- Client Agency Representative(s)
- RES Leasing Agent

The Solicitation Team will determine on a case-by-case basis whether subject matter experts are needed in an advisory capacity for the leasing solicitation.

FACILITY SENIOR PLANNER (FSP)

The FSP will serve as facilitator to the Solicitation Team. As facilitator, it is their primary responsibility to help members of the Solicitation Team become comfortable and confident in their roles as representatives of the public interest. The FSP is tasked with leading the Solicitation Team through the process, establishing lines of communication and facilitating discussion, and clarifying expectations of the members.

While the FSP is expected and encouraged to advise team members during the process, they will not be completing evaluations of properties or proposals. This is intended to utilize their subject expertise while eliminating any risk or perception of favoritism or discrimination in the solicitation process.

The FSP is required to provide weekly status reports to the CPO for high visibility projects or projects over 20,000 Sq Ft.

REAL ESTATE SERVICES ARCHITECT (AND RES TECHNICAL REPRESENTATIVE IF APPLICABLE)

The RES architect is responsible for ensuring that qualitative comparisons are noted for a proposed building's systems (structural, mechanical, electrical and architectural), and to educate the solicitation team in the area of a proposed facility's physical conditions.

The RES architect is also responsible to provide guidance in the evaluation process in the area of site conditions (i.e. access/egress, pedestrian accessibility, overall acceptability of exterior environment), how to respond to existing conditions, and to set reasonable expectations regarding a site's long term performance.

CLIENT AGENCY REPRESENTATIVE(S)

The Client Agency Representative(s) is responsible for evaluating proposals in the best interest of their agency. They are recognized as the subject matter experts for their agency's unique needs and are invaluable in recognizing potential barriers or incentives that may affect their lines of business.

While it is recommended that the client agency assign two to four representatives to serve on the Solicitation Team, the client agency is allowed to have as many or few representatives on the team as deemed necessary and valuable in offering a unique level of expertise to the process. The Client Agency Representative's evaluation will be completed by consensus of representatives.

LEASING AGENT (LA)

The LA is recognized as the subject matter expert in leasing state facilities. They will participate on the Solicitation Team as a subject matter expert, and will not complete evaluations of properties or proposals. This participation is required to keep them informed and prepared for negotiating lease terms once the determination of Apparent Successful Proposer has been made. The LA is responsible for entering data into the cost calculator, capturing reference checks into the template, and negotiating final lease terms. The LA will be the single point of contact for all communication with proposers.

SUBJECT MATTER EXPERTS

There will be occasion when the Solicitation Team will determine that additional subject matter expertise is needed on a particular solicitation. Subject matter experts may be identified to serve on the Solicitation Team and will be required to attend all evaluation opportunities throughout the solicitation process. They are expected to be candid on details in their subject area and will serve in an advisory capacity only. They will not complete an evaluation form for properties or proposals. However, they will be required to provide a detailed summary regarding their advice as part of the Decision Memorandum.

OFFICE OF FINANCIAL MANAGEMENT

Real Estate Services consults with the Office of Financial Management (OFM) when purchasing, leasing, lease purchasing, renting, or otherwise acquiring real estate as per RCW 42.82.010. Real Estate Services also consults with OFM in developing procedures for implementing co-location and consolidation of state facilities. OFM designs and implements a modified pre-design process for any space request to lease, purchase, or build facilities that involve the housing of new state programs, a major expansion of existing state programs, or the relocation of state agency programs.

Consultation with OFM is required if the solicitation meets any of the criteria as listed in the Memorandum of Understanding between CPO and OFM or if the highest ranking proposal is over \$1 million annually, over 10 years in duration, or new or planned construction.

SOLICITATION PROCESS

In any solicitation, there is pre-work that must be completed to position the process for success. The pre-solicitation steps begin when RES receives the modified pre-design. The pre-solicitation process can be found in detail in the Appendix on page 16. The pre-solicitation process is the trigger for the Solicitation Process when the FSP schedules the first Solicitation Team meeting.

SOLICITATION PROCEDURES

Trigger: First Solicitation Team meeting

STEP 1: ADVERTISING/ADMINISTRATIVE SCREENING

FSP Facilitates the first Solicitation Team meeting and reviews the solicitation process steps, modified pre-design, and identifies unique program requirements.

Solicitation Team Discusses process steps and asks questions to familiarize themselves with their roles in the process. Each member is given a copy of the Leasing Solicitation Manual for their review and reference. The requirements of the project are reviewed to identify the parameters and needs of the solicitation.

By close of the first meeting, the Solicitation Team is expected to:

1. Identify if additional subject matter experts are needed
2. Sign confidentiality statements
3. Finalize and approve project schedule, and
4. Review and finalize solicitation template (RQI)

NOTE: Request for Qualifying Information (RQI) to be updated to include a pre-proposal meeting if solicitation is for property over 20,000 Sq Ft.

FSP Releases RQI to Washington’s Electronic Business Solution (WEBS), RES Intranet page, newspaper, development communities, and local jurisdictions.

FSP Facilitates a pre-proposal meeting prior to due date of RQI response (for projects over 20,000 Sq Ft.).

The purpose of the pre-proposal conference is to discuss the base requirement elements and to provide an opportunity for questions and answers. All prospective proposers are encouraged to attend, however attendance is not mandatory.

FSP/LA Administrative screening of received letters of interest and supporting information to ensure that basic requirements are met. The LA may call proposer(s) for clarification to determine if blanks were intentional, if missing

signatures, or for minor clarification questions. Develops recommendation for qualification list based on administrative screening and verification.

- Administrative Screening Form
- Proof of Ownership verified
- Update Decision Memorandum

✓ **Check Point** FSP checks in with Solicitation Team and CPO to validate recommendation for qualification. Check in may occur through email or by meeting at the FSP's discretion based on number of qualified proposals and size of project.

LA Sends Leasing Proposal Form with instructions to qualified proposers.

FSP The FSP is responsible for ensuring all reference documents are available online to qualified proposers. Reference documents include:

- Real Estate Services Leasing Policy
- Leased Space Requirements
- Solicitation Schedule
- Solicitation Manual
- Evaluation Forms
- Oral Presentation/ Interview Questions (if applicable)
- Cost Calculator

FSP/LA Upon receipt of Leased Proposal Form submittals, the FSP and LA review the Lease Proposal Form packets. The LA creates vicinity mapping, and seeks clarification if needed.

✓ **Check Point** If 50 percent of proposals submitted are over budget, re-evaluation is required between CPO, OFM, FSP, and the LA to determine next steps.

STEP 2: EVALUATION

FSP/LA LA schedules site visits and technical evaluations with Lessors. The LA also schedules oral presentations and interviews for solicitations over 20,000 Sq Ft. FSP schedules Solicitation Team, sets expectations, and presents guidelines.

FSP (Site & Technical Evaluations) Facilitates Site Visit and Technical evaluation preparations:

1. Briefs Solicitation Team regarding the submitted proposals for each site (up to three proposals per day);
2. Encourages discussion during visit regarding requirements and observations;
3. Supplies Solicitation Team with evaluation sheets particular to the member's area of expertise. Waiver forms should be supplied if needed;
4. Give Solicitation Team appropriate time to complete evaluations, and reminds them to document pertinent details and observations, and

- encourages comments; and
- 5. Collects the evaluation documents at the end of the day.

FSP
(Oral Presentation/
Interview – if
applicable)

Facilitates presentation scheduling and timing, and prepares Solicitation Team for evaluations:

1. Reviews the process and allows appropriate time for the Solicitation Team to review proposals prior to presentation;
2. Supplies Solicitation Team with evaluation sheets;
3. Facilitates question/answer period of presentation and documents answers;
4. Provides Solicitation Team appropriate time to complete evaluations, and reminds them to document pertinent details and observations; and
5. Collects the evaluation sheets at the end of the day.

Solicitation Team

Meets to discuss site evaluation, technical evaluations, and presentations (if applicable). FSP facilitates:

- Discussion regarding alignment of evaluations and requirements of proposals;
- Documenting essential differences in proposals;
- Determining ALL proposals that meet requirements; and
- Updates the Decision Memorandum.

✓ **Check Point** **FSP checks in with CPO regarding qualified submittals.**
Check in may occur through email or by meeting at the agent’s discretion based on number of qualified proposals and size of project.

STEP 3: INVITATION TO NEGOTIATE

LA

Distributes Invitation to Negotiate to qualified proposers.

- Email notification & request (US mail if no email available)

LA

Receives submittals and applies incentive and inducement to Cost Calculator. The LA will:

- Rank the proposals from lowest to highest cost based on Cost Calculator;
- Reference checks for top three lowest cost proposals.

FSP

Schedules the final Solicitation Team meeting.

Solicitation Team

Compares cost proposal to evaluation criteria to determine ranking from best value to least value, with recommendation of Apparent Successful Proposal and Decision Memorandum Steps include:

- Side-by-side comparison
- Blocking & Stacking (Architect will create if applicable)

- Decision Memorandum

- ✓ **Check Point** **OFM consultation needed if highest ranking proposal:**
 - **Meets any of the criteria as listed in the Memorandum of Understanding between CPO and OFM**

STEP 4: RECOMMENDATION OF APPARENT SUCCESSFUL PROPOSAL

FSP/LA	Takes recommendation to CPO for final determination of Apparent Successful Proposal.
CPO	Makes final determination of Apparent Successful Proposal. If CPO chooses not to accept the ASP the reason(s) for the decision must be documented and included in the solicitation file.
LA	Gathers required approvals and notifies all participants of outcome. OFM review needed if highest ranking proposal is: <ul style="list-style-type: none">• Over \$1 million annually• Over 10 years in duration• New or planned construction

REQUIREMENTS FOR SOLICITATIONS OVER 20,000 SQ FT

PRE-PROPOSAL CONFERENCE

The pre-proposal conference is an opportunity to clarify terms and ground rules for the solicitation and receive information from potential Lessors. In addition, the pre-proposal conference provides the opportunity for:

- Discussions that are conducted in an objective and open fashion;
- All proposers to receive the same information;
- A consistent explanation of the solicitation;
- Questions and clarification; and
- An emphasis that all proposal modifications will be confirmed in writing by official proposal amendment and oral statements made by the state are not binding.

A well-run conference will reduce the number of phone calls from Lessors who have questions and increase the odds that you will receive high quality submissions that meet your requirements. The conference is informational only and is not mandatory to qualify for submitting a lease proposal.

A pre-bid conference checklist to assist the facilitator can be accessed at:

Post link here

ORAL PRESENTATION/INTERVIEW

The oral presentation is an opportunity for proposers to outline how their proposal best meets the needs of the client agency. Ideally, the presentation should include details on the merits of the proposed building, how it aligns with the Leased Space Requirements, and how it proposes to meet the unique space requirements. It may also include inducements and incentives. If possible, the oral presentation should be scheduled immediately following the site visit.

BLOCKING AND STACKING

Blocking and stacking is a two-dimensional representation of organizational and spacial function as it pertains to the client agency and the modified pre-design. While encouraged for solicitations under 20,000 Sq Ft., RES Architects are required to develop preliminary blocking and stacking drawings for proposals over 20,000 Sq Ft. These drawings are to be provided at the final Solicitation Team meeting to inform their decision in ranking the best value recommendation.

LAWS, RULES, EXECUTIVE ORDERS AND OTHER AUTHORITIES

The authorities of RES are outlined specifically in RCW 43.82. The Solicitation Team is encouraged to review these laws prior to each solicitation. A comprehensive list of authorities regarding leasing of state facilities can be found at:

[Post link here of Authorities that Impact Facility Leasing & Evaluation Criteria](#)

AUTHORITY OF CANCELLATION

The state reserves the right to lease space which, in its opinion, best meets its program and budget needs. The state reserves the right to waive minor irregularities contained in any proposal. The state also reserves the right to, at any time and in its sole discretion, reject any or all proposals. Should the state, in its opinion, be unable to find satisfactory space, the state may re-advertise for existing office space, office space under construction or for planned office space, or perform a market search, and/or amend the project/space requirements.

THRESHOLDS

This process applies to leasing of properties over 5,000 Sq Ft. and over. For those properties that are under 5,000 Sq Ft., a Market Search process will be used. The Market Search process can be found [here](#):

[Post link here](#)

In addition, solicitations for proposals over 20,000 Sq Ft will require an additional three steps in the process:

- Pre-proposal Conference
- Oral Presentation/Interview
- Blocking & Stacking

COMMUNICATION WITH PROPOSERS

All communication between evaluators and proposers or potential proposers will be arranged by the LA. It is inappropriate for evaluators to have direct communication with any of the proposers outside of the formal in-session communications arranged by the LA. Any attempt by one of the proposers to have direct or indirect communication with an evaluator outside of a Solicitation Team meeting should be reported to the LA.

CONFIDENTIALITY AGREEMENT

Solicitation Team members will be required to sign a confidentiality agreement which prohibits each member from discussing the process, proposals, evaluation scoring tools, and/or any related documents with any persons outside of scheduled Solicitation Team meetings. Evaluators who are unable to meet the above requirements or who violate the requirements will be removed from the process. Any breach to the integrity of the evaluation process may result in cancellation of the solicitation for new space.

CONFLICT OF INTEREST

RCW 42.52 states that “no former state employee may, within a period of one year from the date of termination of state employment, accept employment or receive compensation from an employer if the employee, during the two years immediately preceding termination of state employment, was engaged in the negotiation or administration on behalf of the state or agency of one or more contracts with that employer and was in a position to make discretionary decisions affecting the outcome of such negotiation or the nature of such administration”. A proposal may be disqualified from further consideration if a real or potential conflict of interest exists. Failure to disclose any real or potential conflict of interest may result in disqualification of the proposal or termination of any lease resulting from this solicitation.

PROOF OF CONTROL

For the required term of the lease, the Proposer must provide written and verifiable documentation of control of the property through fee ownership, long-term lease, valid purchase contract or option to purchase contract. Proposals of space currently leased by the proposer as Lessor must include a copy of the lease, with all exhibits, attachments and amendments, and a signed, written consent from the lessee agreeing to occupancy and non-disturbance of the state in conformance with all aspects of this solicitation.

Although the state encourages brokers to submit proposals, the state does not retain real estate brokers or pay commissions. Brokers or agents must include documentation from the legal owner(s) of the property authorizing the broker’s or agent’s submittal with each proposal. This documentation must clearly state the name of the legal owner, the name of the authorized broker or agent, and the location of the building and it must be signed and dated by the legal owner.

INVITATION TO NEGOTIATE

All proposals that meet qualification will be invited to negotiate. Proposers are expected to submit their final price per Sq Ft. and any incentives/inducements. A form will be provided for this purpose. This is the final submittal in regards to the solicitation, and no further negotiation will be accepted until the Apparent Successful Proposer has been selected. Communication rules from above still apply. This step is included in the process to maximize competition and reflect any changes due to shifts in the commercial real estate market.

RANKING OF APPARENT SUCCESSFUL PROPOSAL

The LA will rank all proposals in accordance to the cost calculator analysis. This ranking will be presented to the Solicitation Team for final analysis in determining the recommended best value proposal. The evaluators will perform a side-by-side comparison to determine best value in relation to cost and non-cost criteria as it pertains to the modified pre-design requirements. Preference shall be given to existing buildings in accordance with RES Policy 120: Seeking Space to Lease and 120c: Siting of State Leased Facilities in Thurston County.

FSP will facilitate a discussion to reach consensus on a recommended ranking for Apparent Successful Proposal. The Decision Memorandum will be completed in detail at this time to be submitted with the final solicitation recommendation packet to the CPO.

DEBRIEF PERIOD

Any proposer notified that its qualifying proposal was not selected may request a debriefing. The proposer must make a request for a debrief meeting within five business days after receipt of notification. The LA will respond to the request within three business days, and schedule the debriefing either in-person or by telephone conference. Discussion at the debrief meeting is limited to review of the proposal evaluation sheets, any applicable waivers, and critique of the proposal based on the evaluation.

QUESTIONS & ANSWERS

Proposers are encouraged to ask questions regarding the solicitation. All questions should be submitted in writing to <mailto:RESCustomerSupport@des.wa.gov>. All questions and answers for a given solicitation will be posted on the RES internet site throughout the process so that proposers benefit from the consistency of everyone receiving the answers to questions they might have.

PRE-SOLICITATION PROCESS

Documents needed:

- ✓ Approved Modified Pre-design
- ✓ Preliminary Solicitation Project Schedule

Pre-Process Steps:

Trigger: Approved modified pre-design received by Contract Specialist

Contract Specialist	Assigns a project number to the approved modified pre-design and sends an inter-agency agreement (IAA) to the Finance Office.
Finance Office	Reviews IAA for accuracy and sends it to the Client Agency for signature.
Client Agency	Signs IAA and returns it to Finance Office.
Finance Office	Files IAA and sends a copy to the Contract Specialist.
Contract Specialist	Creates Project Folder and distributes to project team (determined by territory) of project approval.
FSP	Reviews requirements in approved modified pre-design. Identifies Solicitation Team members. Work with project architect to create the preliminary Solicitation Schedule based on overall project schedule. Schedules first Solicitation Team meeting.

DEFINITIONS

Adjacency and Proximity: Per [RCW 43.82.010](#) (5), it is the policy of the state to encourage the co-location and consolidation of state services into single or adjacent facilities, whenever appropriate, to improve public service delivery, minimize duplication of facilities, increase efficiency of operations, and promote sound growth management planning. The state also encourages adjacencies with partners and service delivery providers to support agency program operations.

As-is: The existing condition of real estate, prior to any improvements contemplated under a lease.

Best Value: A selection process in which proposals contain both price and qualitative components, and award is based upon a combination of price and qualitative consideration. The award selection is based upon consideration of a combination of technical and price factors to determine or derive the offer deemed most advantageous and of the greatest value to the State of Washington.

Building envelope: The outer structure of the building sometimes referred to as the building shell.

Buildout: Refers to the interior construction of a lessee's space whether new construction or the remodeling of the existing space. Also referred to as "Tenant Improvements".

Common area: Areas that cannot be leased to a Lessee, but are used by all tenants "in common". Hallways, restrooms, and building entrance lobbies are several examples of common areas.

Construction Change Order: A document specifying any changes to construction specifications. When used for tenant finish work, it should detail if the Lessee or the Lessor will incur any additional costs or if the contemplated changes will result in any time delays. All changes must be in writing and must be authorized by the appropriate parties to the transaction.

Energy Management Systems: In accordance with [RCW 19.27a](#), public facilities leased by the state should have a national energy performance rating score of 75 or above unless a) a preliminary audit has been conducted within the last two years, and b) The owner or Lessor agrees to perform an investment grade audit and implement any cost-effective energy conservation measures within the first two years of the lease agreement as identified in the audit.

Existing Office Space: a building with, at a minimum, footings, foundations, and a roof in place for 70 percent of the advertised square footage and the demonstrated ability to meet the advertised square footage requirements.

Floor Plate Efficiency: The highest and best overall efficiency of space planning while increasing effectiveness by providing appropriate work settings, segregating incompatible spaces and incorporating the corporate values of the organization into the space.

Full Service Lease: A full service lease includes all utility costs (excluding phone), janitorial services, property taxes, grounds-keeping, snow removal, and general building maintenance. It is preferable to have a full service lease and to have the Lesser responsible for all of the building functions.

High Performance Buildings: Also known as 'sustainable' or 'green buildings', high performance buildings reduce the overall impact of the built environment on human health and the natural environment by efficiently using energy, water, and other resources, protecting occupant health and improving employee productivity, and reducing waste, pollution and environmental degradation.

HVAC: Acronym for heating, ventilation and air conditioning.

Inducement: A concession, allowance, or benefit offered by a Lessor to a prospective Lessee in order to encourage the prospective Lessee to sign a lease commitment or renewal.

Lease, Standard Lease or Agreement: The document used by the State to legally use and occupy the property. No changes can be made to a Lease Agreement unless the changes are made in writing and are approved by RES.

Lease agreement: The contract between Lessor and Lessee where Lessor grants the use of the Leased Premises to the lessee under certain conditions, including the condition of a limited period of occupancy, which are defined in the contract.

Lease term: The duration of time from the lease commencement date through the expiration or early termination date.

Leased premises: In commercial real estate, the description of the leasehold and the specific square footage for which parties enter into a lease.

LEED Certified: LEED certification, developed and administered by the U.S. Green Building Council, is the recognized standard for measuring building sustainability. The LEED green building rating system is designed to promote design and construction practices that increase profitability while reducing the negative environmental impacts of buildings and improving occupant health and well-being. In accordance with [RCW 39.35](#) and [Executive Order 05-01](#), while certification of LEED Silver is not required, it is preferred for state leased buildings.

Legal description: A description of the exact location of a piece of real estate, usually including reference in government records kept for this purpose, such as abstract or county records. Legal descriptions are used to describe the Lessor's property, of which the leased premises may be one part.

Lessee: The user of the space, often referred to as the "tenant". RES is the Lessee in state leased facilities, acting for the benefit of state agencies.

Lessor: The owner of the space, often referred to as "landlord", or the owner's representative.

Market Search: A physical search of the area specified in the original advertisement and in the agency's program requirements, as well as contact with building owners, Lessors, developers and real estate brokers by the RES LA. No formal site selection and evaluation process is required.

Decision Memorandum: A document submitted to the CPO that lists the top three choices for best value proposal in order of preference. The memorandum will list the basis upon which the selections were made. It will also describe any differences between the proposals in meeting the requirements that informed the best value recommendation.

Neighborhood character: Pertaining to the look and feel of an area, which includes social, cultural, ecological, physical and economic factors.

Parking: The number of required parking spaces is determined by the regulations of the local zoning ordinance, [RCW 43.01.240\(3\)](#). Specific agency unique parking requirements may be listed in the solicitation. In order to reduce the state's subsidization of employee parking, agencies shall not enter into leases in excess of building code requirements.

Partition wall: A wall constructed to create work areas such as offices or conference rooms within the space, as is distinct from the demising walls that encircle the space.

Pre-proposal conference: A conference to discuss the base requirement elements and to provide an opportunity for questions and answers. Prospective proposers are encouraged to attend, but attendance is not mandatory. Pre-proposal conferences can be included in any solicitation, depending on complexity of the requirements. However, it is required for solicitations over 20,000 Sq. Ft.

Planned Office Space: project with, at a minimum:

1. Authority from the controlling municipality to proceed with the construction of the project, as contained in the following:
 - a. Site plan approval, or local equivalent to proceed with the specific project, and
 - b. SEPA determination of non-significance (DNS) for the specific project, or
 - c. Mitigated determination of non-significance (MDNS) for the specific project, and
2. Lender's letter of credit or letter of interest.

The proposer must provide documentation of control of the property through valid purchase or option to purchase contract, or fee ownership, or long-term lease.

Plans and Specifications: These are the guides for a remodel or building project. They include a full set of Plans (drawings), sometimes called blueprints, giving the dimensions of the project. The Specifications (specs) are a description of the materials used and methods for installation.

Previously Occupied Space: a project involving either an office building previously occupied by the state of Washington, or a vacant office space within a building caused to be built by the state of Washington.

Proposal: A formal response submitted by a Proposer to this solicitation with an offer to attain a lease with RES.

Proposer: An individual or company that submits a proposal in response to a solicitation with an offer to attain a lease with RES.

Renewal option: Lease language allowing lessee to give Lessor notice of intent to extend the lease beyond its original term, and the process and terms under which the lease may be extended. Renewal options are not included in every lease agreement.

Rentable Area: The usable area plus common areas such as hallways, lavatories and elevator vestibules. The state generally leases buildings based upon rentable area. In more general terms, rentable area is the actual space occupied by the agency, plus the building's shared facilities.

Service delivery: The service area needed for the primary delivery of services for particular client agency needs. This component also includes visibility, public access, and orientation to client population served.

Shell and core plan: A scaled plan for the proposed premises that includes structural elements and limitations including columns, partitions, doors, windows, restrooms, elevators, and mechanical and electrical components.

Space Under Construction: A project with, at a minimum, a building permit and a loan commitment (or proof of funds) necessary to complete the project. The proposer must provide documentation of control of the property through valid purchase or option to purchase contract, or fee ownership, or long-term lease.

Tenant Improvements: Improvements made to the leased premises for the Lessee. Improvements permanently attach to the premises unless they are trade fixtures, and they remain with the premises after the end of term of the lease.

Threshold: The solicitation process only applies to those solicitations over 5,000 Sq Ft. Projects less than 5,000 Sq Ft. qualify for a market search.

Trade fixtures: Items placed or installed in a building which belong to the Lessee and which are used by the Lessee in the conduct of its business. It can include such items as shelving, reception counters, and specialized lighting.

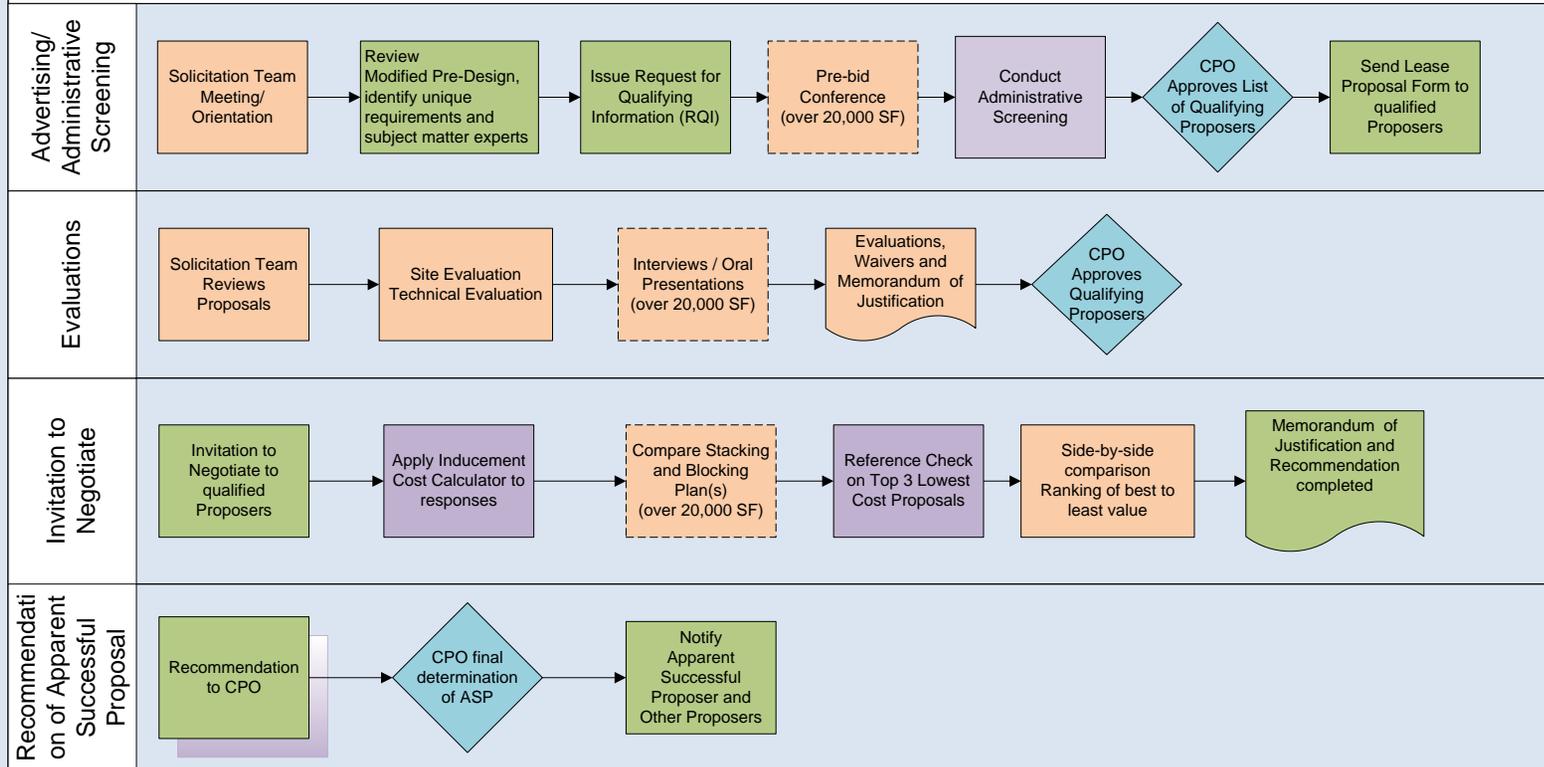
Usable square feet: Usable square feet is computed by measuring the inside finished surface of exterior walls to the inside finished surface of building corridor and other permanent walls or the center of walls separating the Leased Premises from other tenant space. Vertical shafts, elevators, stairwells, dock areas, mechanical rooms, and utility and janitor rooms are excluded. Restrooms, corridors, lobbies and receiving areas, which are accessible to the general public or used in common with other tenants are also excluded.

WEBS: The Washington's Electronic Business Solution (WEBS) is no-charge single portal online bid notification system found at <https://fortress.wa.gov/ga/webs/> that combines the numerous state and local government's procurement activities with the vendor community reducing the barriers to participate in the government purchasing process.

SOLICITATION PROCESS MAP

THE DEPARTMENT OF ENTERPRISE SERVICES – REAL ESTATE SERVICES
 DRAFT Solicitation Process for Leases Over 5,000 Sq. Ft*

June 2011



**Design and Lease Phases Not Documented in this Process Map*

Legend

Facilities Senior Planner: Green	Process
Solicitation Team: Orange	Document
Leasing Agent: Purple	Decision
Chief Property Officer: Teal	