



Tenant Representation

REQUEST FOR PROPOSAL

Document Reference USO-TENANT REP2021

June 22, 2021

KEY DATES	
Request for Proposal Posting	June 22, 2021
Request for Proposal Released	June 22, 2021
Deadline for Questions	July 6, 2021
Projected Questions & Answers Responses	July 13, 2021
Deadline for Proposals	July 27, 2021
Notification of Downselect and Presentation	August 9, 2021
Deadline for Presentations	August 16, 2021
Projected Award Date	August 30, 2021
Projected Start Date	September 1, 2021



ABOUT THE UNITED SERVICE ORGANIZATIONS

Amidst extraordinary global change, United States military service members continue to rise to every challenge our country asks them to face. Each day, they voluntarily make sacrifices for our nation, selflessly stepping into danger to be a force for good in the world. But what does it take to keep them strong? It takes a force – a Force Behind the Forces®.

We are the *Force Behind the Forces*. The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation. We believe that all Americans — united in spirit and action for our service members — can change lives, communities, our military and our country, all for the better. Together, we express America's gratitude and commitment to the Armed Forces.

Since 1941, the USO, a private, nonprofit organization, has served the men and women in the U.S. military and their families throughout their service – from the moment they join, through their deployments and as they transition back to their communities. Whether they're in Iraq, South Korea or on the front lines of the COVID-19 pandemic – military members and their families need to know there is a force behind them ensuring that home is always by their side. Through a global network of more than 250 USO centers, the USO provides programs, services and entertainment focused on connection, strengthening, wellness and resiliency.

Although the USO is congressionally chartered and works in close partnership with the Department of Defense, the USO is not part of the federal government. Millions of generous donors, tens of thousands of volunteers and a few hundred employees form the *Force Behind the Forces*. Fueled by the collective impact of this network of military supporters, we go where no other nonprofit organization goes to keep our service members connected to everything that gives meaning to their service.

For more information, visit www.uso.org/about

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PROJECT SUMMARY

The USO seeks to retain a real estate brokerage firm knowledgeable in commercial real estate and current market trends in and around the Washington DC markets that would also include Arlington, Virginia, to serve as a Broker to provide a full range of tenant broker services to support the future workspace needs for the leased headquarters office space in Arlington, Virginia. The USO currently has employees in leased space on the 11th and 12th floors at 2111 Wilson Boulevard, consisting of 32,752 sq. ft. of office space. USO has been headquartered at this location since 2004, and the current lease extension expires on January 31, 2027. USO's current rent is \$48.57/sq. ft. and the rent escalates by 2.5% on February 1 of each year. The base year for Operating Costs and RE Taxes is 2018.

The USO's space is currently configured as:

2111 Wilson Blvd			
	12th	11th	Total
CEO office	1	-	1
SVP office	3	2	5
VP/Dir office	25	12	37
Shared offices seats	6	5	11
Workstations	61	32	93
Reception/other	2	-	2
Total	98	51	149
RSF	22,635	10,117	32,752
RSF/seat	230.97	198.37	219.81

PURPOSE

The overarching objective of this project is to assist USO with determining future workspace needs based on an established return to work plan which is currently in development and to assist the USO in evaluating its options for sublet of excess space, renegotiation of current lease, and/or, the search and site selection of other real estate option(s) in the DC market for lease, presenting these options and recommendation(s) for approval by USO, and participating with USO in negotiating a final real estate transaction. At the option of USO, the Broker may be hired to assist with project management services (i.e. planning, design, relocation). Such decision will be separately made and nothing in this RFP shall bind USO to hire Broker for such purpose.

By early September 2021, USO will implement a new remote work environment in a phased approach. The first phase will be conducted to better assess the move to a hybrid work environment prior to making substantial changes to office facilities. This phase will inform future actions as USO evaluates success of the hybrid work environment, validates and updates requirements, and evaluates potential options to change existing facility footprint.

The anticipated Broker selection date is approximately August 30, 2021.

The USO reserves the right to make no award or to cancel this RFP.



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PROJECT REQUIREMENTS

Scope of Work (SOW)

The Vendor selected will serve as the Broker assisting in the assessment of office space needs, determination of the most viable options for USO headquarter leased space based on USO defined return to work plans. Such determination may include sublet of all or a portion of current office space, renegotiation of USO's current lease, and/or the search and site selection of other real estate option(s) in the DC market for lease. USO corporate headquarters in Arlington, Virginia has 150 employees in leased space on the 11th and 12th floors at 2111 Wilson Boulevard, consisting of 32,752 square footage of office space. USO has been headquartered at this location since 2004, and the current lease extension expires on January 31, 2027. USO's current rent is 48.57 per square foot and the rent escalates by 2.5% on February of each year.

Tasks and Subtasks

1. Develop a Strategic Real Estate Plan: Estimated completion date of November 1st

- 1.1 Document background information on USO's current real estate situation
- 1.2 Provide Remote Advisory Services to establish business drivers and expectations for a successful remote work program
- 1.3 Define a go-forward workplace strategy to effectively use space through defining a detailed estimate of current and future space requirements
- 1.4 Benchmark USO's current real estate situation with peer organizations and industry standards
- 1.5 Develop a metropolitan Washington DC area market overview detailing the current situation, trends, pricing, and estimates of how and when the market's cycle may shift
- 1.6 Outline USO's potential options based on background analysis
- 1.7 Make a formal recommendation for USO's use in obtaining required management and board approval

2. Implementation and Transaction Support: TBD based on options presented in Task 1.6

- 2.1 Conduct search and negotiations on behalf of the USO to secure preferred real estate solution

Statement of Understanding

- State a clear understanding of the mission of the USO and this project.
- Maximum length: 2 pages



Technical and/or Service Requirements

- Describe your proposed approach to each requirement included in the Scope of Work.
- Maximum length: 2 pages

Management Approach

- Describe a plan to manage the operation to ensure successful program support, including program management, financial resources or ability to obtain them, equipment and facilities, quality assurance, internal controls, and staffing.
- Maximum length: 3 pages

Management Plan

- Describe the overall plan for organizing, staffing, and managing the tasks required by the SOW. Indicate how roles and responsibilities will be divided, decisions made, work monitored, and quality and timeliness assured.
- Explain how this management and staffing plan will enable the Vendor to start projects quickly, conduct multiple projects concurrently, complete complex tasks within narrow time periods, and assure quality of products.
- [if additional management plan requirements are needed continue listing them]
- Subcontracting plans
 - If the proposal includes subcontractors, we encourage large businesses to meet federal small business, labor surplus area, and minority business requirements.

Corporate Qualifications

The work described in this RFQ must be performed quickly and meet exceptionally high-quality standards. It is essential that the Vendor demonstrate the technical and subject-matter expertise to design and conduct the activities described in the Scope of Work and to put qualified staff in place to begin work rapidly. The Vendor must also have the ability to organize and manage resources and personnel effectively.

- Describe projects that are currently being managed.
- Provide a discussion of directly relevant technical and substantive experience, including a list of prior, similar projects.

Past Performance

It is essential that the Vendor demonstrate the previous experience required to design and conduct the various activities described in the Scope of Work. Of particular interest is experience in responding to similar requests from other clients or customers.

- For the Vendor and each proposed major subcontractor, identify up to three existing projects or projects completed within the last five years that are consistent in scope, nature,



and effort for commercial customers, non-profit clients, or local, state, or federal governments.

- For each selected project, submit a synopsis of work performed (no longer than two pages). Provide information on problems encountered on the contracts and subcontracts and corrective actions taken to resolve those problems. Do not provide general information on performance on the contracts because we will obtain that information from the references.
- [A table may be provided for vendors to complete]

TERMS AND CONDITIONS

Period of Performance

The period of performance for the project is 12 months (**September 1, 2021 through August 31, 2022**).

Other Requirements

Coupa Sourcing Management Software

This RFQ will be hosted using Coupa Sourcing Management Software. The Vendor is required to use Coupa Sourcing for all communication and submissions related to this RFQ. The USO will provide the Vendor with all necessary tools to access the Coupa Sourcing Management Software.

Security Clearance [If required provide levels, etc. – If not required delete]

Vendor must provide evidence of a Security Clearance necessary to access the U.S. Military bases in Afghanistan, Djibouti, Jordan, Kuwait and Iraq without USO assistance to work on this project.

Furnishing of Equipment/Property

The Vendor shall furnish its own office, equipment, personnel, and technology.

Place of Performance

With the exception of travel and/or specific requirements as outlined in the RFQ that relate to the Scope of Work and/or Task Deliverables the Vendor is required to provide the facilities necessary to execute the SOW. The Vendor shall choose its staff or acquire the necessary personnel support and provide suitable work facilities.

Hours of Service

The Vendor shall be available Monday through Friday, between 8:30 am and 5:30 pm (ET). USO has regular observance of federal holidays: New Year's Day; Birthday of Martin Luther King, Jr.; Washington's Birthday; Memorial Day; June Nineteenth; Independence Day; Labor Day; Veterans Day; Thanksgiving Day; Day after Thanksgiving Day and Christmas Day.

Insurance

The Vendor, at its own expense, shall provide and maintain the general liability insurance in support of an awarded contract for the entire duration, including option years, with \$1 million minimum coverage and up to \$3 million or at a level required and relevant to the project requirements. The Vendor assumes absolute responsibility and liability for any and all personal injuries or death and/or property



damage or losses suffered due to negligence of the Vendor's personnel in the performance of the services required under this contract.

Non-Disclosure Agreement

The Vendor shall not release any sensitive, confidential, or proprietary information without prior written approval from the USO. At the time of the contract award, the Vendor may be required to sign a Nondisclosure Agreement (NDA), and at each subsequent option year, if applicable and exercised.

Organizational Conflict of Interest

The Vendor agrees to disclose any conflicts of interest on the part of the Vendor that has the potential to bias or has the appearance of biasing its obligations under this RFQ. Vendor warrants that there is no undisclosed conflict of interest in Vendor's other contracts or agreements or other employment or in the operation of the Vendor's business with the proposed services to be performed under this RFQ.

Compliance

Upon the request of employees or other persons with disabilities participating in official business, the Vendor must arrange necessary and reasonable accommodations for the impaired individual(s) per Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

Quote Evaluation Criteria

The USO will evaluate proposals in compliance with the Scope of Work and requirements stated in this RFP. An award may be made to the Vendor who proposes the best overall value for the USO as determined by USO in its sole discretion. The USO will consider the evaluation factors indicated below. See Submission Guidelines (below) for a description of the categories.

The USO reserves the right to reject proposals that are unreasonable low or high in price.

The price will be determined with regard to the fulfillment of the requirements listed in the Scope of Work. In Coupa Sourcing, the Scope of Work is split out under forms: 1.) Technical Solution 2.) Management Solution 3.) Corporate Qualifications 4.) Past Performance

Category	Weight of Rating Factor
Technical Solution	30%
Management Approach	30%
Past Performance	20%
Cost	20%

USO will assign the following evaluation scores:

- **Outstanding** – The Vendor has demonstrated that there is a high probability of success in a combination of past results, low risk, and professional distribution of services.



- **Good** – The Vendor has demonstrated that there is a good probability of success in a combination of past results, moderate risk, and professional distribution of services.
- **Fair** – The Vendor has demonstrated that there is marginal probability of success in a combination of past results, marginal risk, and professional distribution of services.
- **Poor** – The Vendor has not demonstrated that there is a reasonable probability of success in this services-based effort.

Submission Guidelines

The USO utilizes **Coupa Sourcing** for all Vendor Bidding

Acceptance of Coupa Sourcing Event

- Click on the link provided in the email invite from Coupa Sourcing
- Download **Vendor Step by Step Guide**
- Download and review **Terms & Conditions**

Format

- All text should be Arial or Times New Roman font, no less than 11 point with one-inch margins and single-spaced
- Graphics and tables may be included. We accept MS PowerPoint, MS Word, MS Excel, or Adobe PDF formats.

Attachments

- Download **'Terms & Conditions'**
- Download **'Coupa Step-By-Step Documentation'**
- Download **Cover Letter** Guide
- Upload completed **Cover Letter**

Forms

- **Download** Scope of Work Forms in Coupa Sourcing and **Upload** responses.
 - Statement of Understanding
 - Technical Tasks 1-4
 - Management Tasks 1-3
 - Corporate Qualifications
 - Past Performance
 - Cost Proposal

Cost (Items & Lots)

- **Enter Total Cost of Your Proposal**

Vendor Proposal Downselect

Using the evaluation factors and scoring stated within the Proposal Evaluation Criteria of this RFP, the USO will Downselect the submitted vendor proposals, giving selected vendors the opportunity to provide an oral presentation.

The expected notification date for down-select is **August 9, 2021**



Oral Presentation Guidelines

Selected vendors shall conduct a Virtual Presentation of their proposed plan to provide, prioritize, and manage the tasks included in the Scope of Work. The presentation shall be delivered either in Adobe PDF format or compatible with Microsoft PowerPoint 2016. Cost should not be discussed during this presentation.

The total duration of the presentation will be 60 minutes, starting when the lead presenter indicates readiness to proceed. Following the 60-minute presentation period, the vendor team will be placed in a virtual waiting room. After a 10-minute caucus period the vendor team will be invited back into the meeting for a 20-minute question and answer session with the evaluation team.

Although not required, it is desirable for the presenters to be primarily composed of the bid delivery team key personnel. When introductions are made, the presenter (s) shall identify whether they will be involved with delivery post award, and if so, in what role. Multiple presenters are acceptable. Every presenter shall introduce themselves by their title and position on the proposed delivery team

Post-Submission Information

Withdrawal or Modification of Proposals

A Vendor may modify or withdraw its proposal on or before **June 28, 2021, at 5:00 pm**. This is done through Coupa Sourcing.

Late Submissions

Late proposals, requests for modification, or requests for withdrawal shall not be considered.

Best and Final Offers

Subsequent to receiving the original proposals, USO reserves the right to notify all technically acceptable Vendors within the competitive range and to provide them an opportunity to submit written best and final offers (BAFOs) at the designated date and time. This will be done through Coupa Sourcing "Messaging" tool.

BAFOs shall be subject to the late submissions, late modifications, and late withdrawals of proposals provision of this RFQ. After receipt of a BAFO, no discussions shall be reopened unless the

USO determines that it is in the USO's best interest to do so (e.g., that information available at that time is inadequate to reasonably justify Vendor selection and award based on the BAFOs received). If discussions are reopened, the USO shall issue an additional request for BAFOs to all technically acceptable Vendors still within the competitive range.

At its discretion, the USO reserves the right to also invite Vendors who are technically acceptable to make a presentation to the USO on the proposed effort for technical and management approaches identified in the submission. The USO will notify Vendors who meet the qualifications and provide the date, time, and format for the presentation.

This RFQ does not commit the USO to engage in any business transactions or enter into any contractual obligations with Vendors.

**Retention of Proposals**

All proposal documents shall be the property of the USO, retained by the USO, and not returned to the Vendors.

Post-Award Information**Anticipated Award Date**

The anticipated notice of award date is **August 30, 2021**.

Post-Award Conference/Kickoff Meeting

Upon notice of award, the USO will coordinate an award kickoff meeting within 7 days with the Vendor. The date, time, and location will be provided at the time of the award.

Notice to Proceed

Immediately upon receipt of notice of award, the Vendor shall take all necessary steps to prepare for performance of the services required hereunder. The Vendor shall have a maximum of 10 calendar days to complete these steps.

Following receipt from the Vendor of acceptable evidence that the Vendor has obtained all required licenses, permits, and insurance and is otherwise prepared to commence providing the services, the USO shall issue a Notice to Proceed.

On the date established in the Notice to Proceed (this notice will allow a minimum of seven calendar days from the date of the Notice to Proceed unless the Vendor agrees to an earlier date), the Vendor shall start work.

Period of Performance

The performance period of this contract is from the start date established in the Notice to Proceed and continuing for a one-time project-based effort, lasting 12 months or longer as annual contract renewals are possible based on the needs and requirements of the Locations service. The initial period of performance includes any transition period authorized under the contract.

Documentation Requirements

The Vendor may be required to provide documentation to support its legal ability to operate facilities in the United States.

Basis of Compensation to the Vendor

The USO expects an award to consist of lease commission-based fee compensation from the landlord or other entity leasing; any additional costs associated with the defined scope of work should be included contract for the SOW and budget that is proposed; negotiated with the USO during the contract award or the Best and Final Offer process; and listed in the agreement executed between the organizations. Any Vendor quality issues that result in the re-drafting of work or increased labor required to meet deliverables during the performance of the contract are the financial responsibility of the Vendor, and re-work will be done at the Vendor's expense.

**Billing and Payment Procedures**

The USO currently utilizes electronic invoicing. Invoices shall be provided to the USO on a monthly basis by submission to "Coupa Supplier Portal". Instructions on accessing the portal will be provided post-award.

Debrief – Post-award

The Vendor(s) not selected may receive a post-award debriefing provided a written request is submitted to procurement@uso.org within three calendar days from the Notice of an Award. At the USO's sole discretion, the debriefing will be provided verbally.

Protests/Appeals

USO is not a government agency and therefore, USO's procurement decisions, including awards and decisions not to award, resulting from requests for procurement, requests for quotes, requests for information, or other procurement processes, are made in USO's sole discretion and are not subject to protest or right of appeal.