



2024 WSDOT Space Use Study

Response to Request for Qualifications
Submitted by Jones Lang LaSalle Americas, Inc.

Packet A
Response to Criteria 1 through 5

May 15, 2024



WASHINGTON STATE DEPARTMENT OF TRANSPORTATION



WSDOT 2024 SPACE USE STUDY

Response to Request for Qualifications

Due: May 15, 2024 by 4:00 PM

Packet A

Prepared for:

State of Washington

Department of Transportation

Email: CSOSubmittals@wsdot.wa.gov

Prepared by:



Contact:

Kelly Smith, Managing Director
Jones Lang LaSalle Americas, Inc.

Phone: (312) 228-3530

Email: Kelly.McDermott-Smith@jll.com

Matt Do, Managing Director

Jones Lang LaSalle Americas, Inc.

Phone: (858) 410-1219

Email: Matt.Do@jll.com

TRADE SECRET/COMPANY PRIVATE - DO NOT DISCLOSE - This proposal includes data that shall not be disclosed outside the Government/Organization and shall not be duplicated, used or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offer as a result of—or in connection with—the submission of this data, the Government/Organization shall have the right to duplicate, use or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government/Organization's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction is contained within the proposal and each page is marked accordingly. **Applicable pages in this response:** Detailed Work Plan pp. 14–26.

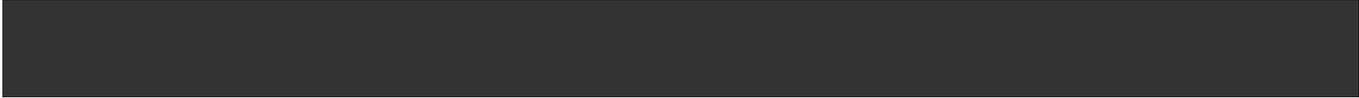


Table of Contents

Response to Scoring Criteria 1: Qualifications / Expertise of Firm.....1

Response to Scoring Criteria 2: Qualifications of the Proposed Project Manager6

Response to Scoring Criteria 3: Key Team Members’ Qualifications8

Response to Scoring Criteria 4: Firm’s Project Management System12

Response to Scoring Criteria 5: Project Delivery Approach.....13

www.us.jll.com

Jones Lang LaSalle

© 2024 Jones Lang LaSalle IP, Inc. All rights reserved. The information contained in this document is proprietary to Jones Lang LaSalle and shall be used solely for the purposes of evaluating this proposal. All such documentation and information remains the property of Jones Lang LaSalle and shall be kept confidential. Reproduction of any part of this document is authorized only to the extent necessary for its evaluation. It is not to be shown to any third party without the prior written authorization of Jones Lang LaSalle. All information contained herein is from sources deemed reliable; however, no representation or warranty is made as to the accuracy thereof.

Response to Scoring Criteria 1: Qualifications / Expertise of Firm

1.A. Response Items

Firms on the proposed team: Jones Lang LaSalle Americas, Inc. (JLL)

Expertise provided: JLL has delivered success on similar projects for numerous relevant clients including Phase 1 for WSDOT and other local, regional, national clients.

Length of time providing services: JLL has more than 27 years of experience advising public sector agencies in similar engagements.

Number of employees: 1,400 in the State of Washington; 150 in the Greater Portland Metropolitan Area; more than 34,000 employees nationwide

Organization chart: We provide our org chart below with additional detail in our response to **Item 3.A**

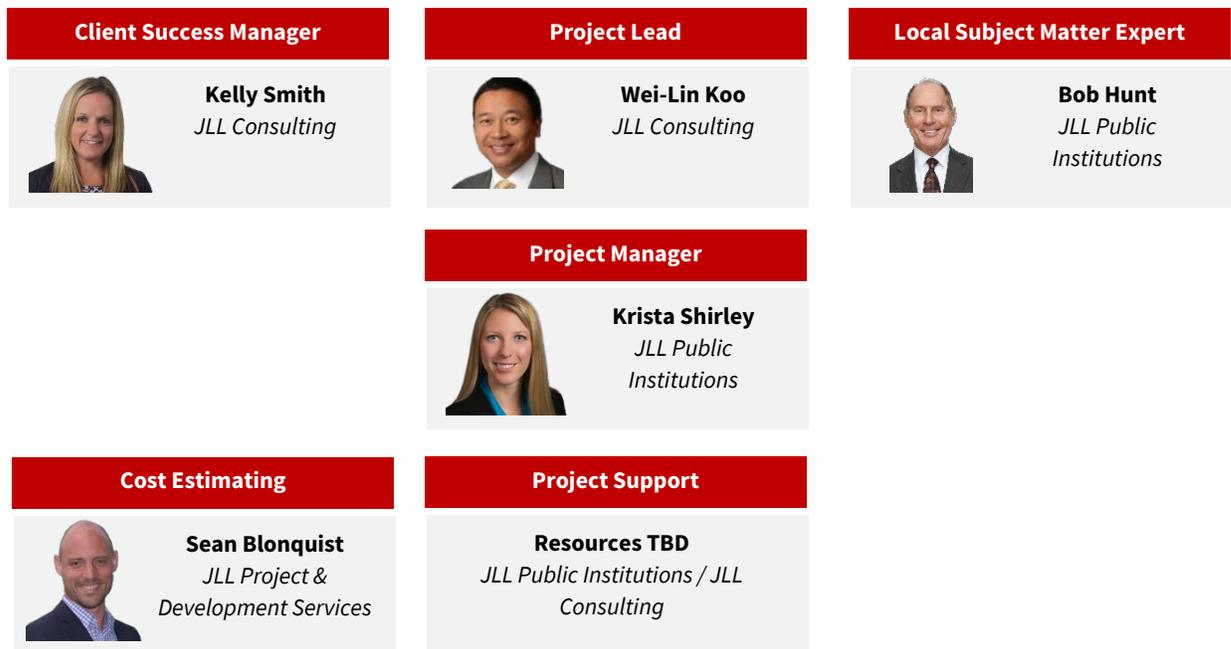
Role: Project Lead | **Wei-Lin Koo**

Role: Project Manager | **Krista Shirley**

Role: Client Relationship Manager | **Kelly Smith**

Role: Local Subject Matter Expert | **Bob Hunt**

Role: Cost Estimating | **Sean Blonquist**



1.B. Response Items

JLL office locations are provided below. We provide a full range of services from each office.

Seattle | 601 Union Street, Suite 2800, Seattle, WA 98101 | 117 employees

Bellevue | 225 108th Avenue NE, Bellevue, WA 98004 | 25 employees

Portland | 1120 NW Couch Street, Suite 500, Portland OR 97209 | 72 employees

1.C Response Item

We propose to deliver the scope of services using our in-house resources and do not intend to subcontract at this time. If subcontracting opportunities arise we will work with WSDOT to identify subcontractor partners that bring requisite expertise to the project team at the best value to the State.

1.D Response Item

We provide our staffing table below:

Staff Member	Role	Hours per Month
Wei-Lin Koo	Project Lead	40
Krista Shirley	Project Manager	100
Kelly Smith	Client Success Manager	16
Bob Hunt	State SME	8
Sean Blonquist	Cost Estimating	TBD
<i>Resources TBD</i>	Consulting Support	100

Note that hours per month could scale up or down based on the final agreed-upon work plan

1.E Response Item

We provide relevant case studies as follows below.

JLL Representative Case Studies:

- **WSDOT** | Phase 1 Telework Impact Study
- **GSA PBS** | Portfolio Strategy for the National Capital Region (NCR)
- **Commonwealth of Virginia** | Portfolio Strategy / Workplace Strategy

Additional information can be provided upon request.

Case Study: Washington State Department of Transportation

Project: Telework Impact Study



Challenge

When the Washington State Dept. of Transportation requested budget approval to construct a new Regional HQ building, the State legislature appropriated \$250k to The Office of Financial Management (OFM) to “conduct an evaluation of short term and long-term facility needs” to ensure the request of the new HQ building was warranted given the increased focus on telework.

OFM engaged JLL and requested they:

1. Identify a preferred recommendation for the portfolio based on workplace requirements, worker preferences, and investment considerations
2. Outline “requirements to operationalize” for the preferred recommendation.

JLL’s Services

Baseline the current state of the workplace and portfolio against the future state vision

- Align on scope, vision and foundation of strategy development

Determine up to 3 workplace/workforce scenarios based on an Assessment of Agency requirements and employee priorities

- Develop strategies tailored to WSDOT using client provided data, interview insights and leadership goals

Assess the top 3 portfolio options and prioritize a recommended portfolio option

- Narrow developed strategies to one comprehensive course of action

Support Legislative Presentations and preparation of material on the recommended portfolio option + Meet proviso deadline

- Join efforts with WSDOT in presenting findings and preferred strategy

Length of Relationship

2022–present

Portfolio Size

Office / Utility

1 million RSF (narrowed from 4.2M RSF)

49 sites (narrowed from 970 sites)

Results:

- Illustrated how >45% of the eligible workforce could telework
- Identified potential density increase of 25-50 RSF per seat
- Identified potential for 61% increase in collaboration seats
- Identified potential portfolio optimization of 260,000 to 610,000 SF
- Identified potential for \$25M to \$57M in savings over 30 years
- Identified 29 actions to operationalize hybrid work
- Identified 8 actions to operationalize portfolio optimization

Case Study: U.S. General Services Administration (GSA)

Project: Portfolio Strategy for the National Capital Region (NCR)

The General Service Administration (GSA) Public Buildings Service (PBS) houses more than 1.2 million federal government employees in 2,200 communities in the United States.

General Services Administration (GSA) engaged JLL in 2022 to deliver a Portfolio Strategy for GSA's owned and leased real property assets in the National Capital Region (NCR). This NCR portfolio consists of approximately 94 million square feet, which is nearly evenly split between federally owned buildings and leases in privately-owned buildings and distributed across nearly 600 real property assets.

Phase 1: JLL started with a supply side analysis, utilizing data provided by GSA. We applied a preliminary set of filters to the portfolio to create a more narrowed **Potential Targeted Asset List** to efficiently narrow the potential field of assets to identify those with attributes that may merit more detailed study. The Potential Targeted Asset List was created by prioritizing larger assets as renovation and/or consolidation candidates, prioritizing assets with substantial deferred maintenance that could be candidates for disposition and excluding assets that GSA has defined as out of scope. Utilizing the Potential Targeted Asset List, a **Preliminary Consolidation Plan** was delivered to GSA during a Portfolio Review Workshop.

Phase 2: JLL developed an engagement strategy to interview agencies who occupy properties identified in the Preliminary Consolidation Plan. JLL and its partner Perkins&Will will facilitate high-level interviews with customer and partner agency leadership to develop an understanding of the needs and demands of identified agencies. At the start of each interview, JLL and Perkins&Will will lead a discussion on the following topics with agency representatives: headcount growth plans; utilization metrics; workplace strategies (if available); HR policies; other agency adjacencies; as well as any pertinent labor agreements, to create demand profiles specific to individual agencies.

Phase 3: JLL will then conduct a **Strategic Decisioning Workshop** with GSA leadership to present the findings from the Agency Interviews and Preliminary Consolidation Plan for specific assets in geographic clusters around the DC area. This workshop will provide an estimated gap between the current square footage of the clusters and the actual demand for square footage within the cluster. The feedback will be used to develop a road map and implementation timeline for the recommended actions within each geographic cluster.



Length of Relationship

Multiple contracts; ongoing 1998–present

Portfolio Size

94M s.f. (owned and leased space)

Spotlight:

Building on JLL's deep experience serving government agencies, leveraging technology, and expanding our services which include longstanding relationship delivering success to GSA—via four National Broker Contracts spanning more than 18 years—JLL is leveraging our insight and understanding of the unique federal real estate language and specifications, decision-making process, agency challenges, involvement of multiple stakeholders, remote work realities, and financial framework within which GSA/PBS must operate.

Case Study: Commonwealth of Virginia

Project: Portfolio Strategy / Workplace Strategy

The Commonwealth of Virginia engaged JLL to evaluate its owned and leased portfolio in proximity of the State Capitol in Richmond, Virginia. The driver for the project was to look for opportunities to save on real estate cost and improve efficiencies in managing the Commonwealth’s portfolio as well as to evaluate the impact of remote work on the portfolio, suggest new office standards, look for opportunities to consolidate out of leased space into owned space and evaluate several alternatives to renovating an aging 26-story office tower on the Capitol complex.

JLL’s Services: In Phase 1, JLL analyzed the Commonwealth’s portfolio to identify short-term opportunities to realize savings. JLL visited owned and leased spaces, conducted employee surveys, conducted workplace strategy analysis, and developed a comprehensive financial model to test various scenarios. JLL identified several Owned Buildings in the RMA that could achieve greater efficiency with renovations. Additionally, JLL determined the Commonwealth should completely decant its employees from the Monroe Building, a functionally obsolescent 26-story office tower with significant deferred maintenance, because the renovation costs would be significantly higher than the costs of moving employees to a combination of owned and leased space. JLL identified the most advantageous option for the Commonwealth would be to move to a combination of consolidated, renovated owned space and leased space, particularly with +/-15% vacancy across Downtown Richmond in Third-Party Owned Buildings leading to a tenant-friendly market.

For Phase 2, JLL is working with the Commonwealth to finalize a detailed, implementable plan. JLL interviewed Agency Heads, reviewed Agencies’ special spaces and use thereof, conducted test fits of owned buildings, created restacks of owned buildings, and performed updated financial analyses. With the application of new workplace standards, JLL is projecting that the Commonwealth will reduce its office footprint by 250,000 – 300,000 RSF. This plan will not only consolidate space, but also directly invest in Downtown Richmond by moving some agencies and employees into third-party leased spaces. JLL is currently finalizing the implementation plan to exit +/-1,500 employees from the Monroe Building (views from Monroe Building shown in the image below) including the development of 2023 budget package to execute the plan.

JLL’s Results: JLL’s analysis discovered that the Commonwealth could save more than \$500 million in 10 years by vacating the 26-story tower, instead of renovating it, and moving into a combination of leased space (taking advantage of a soft market) and existing owned space using new standards proposed by JLL. We also identified deficiencies in their current portfolio and lease administration technologies and proposed new technology that is much more user friendly and can better track information.



Length of Relationship

Ongoing 2021–present

Portfolio Size

3.8M s.f. in Richmond, VA

Services Provided

- Portfolio Planning
- Workplace Strategy
- Build vs. Lease Analysis
- Market Analysis
- Technology Assessment
- Implementation Roadmap

Property Types

- Office
- Warehouse
- Specialty space

Response to Scoring Criteria 2: Qualifications of the Proposed Project Manager

2.A Response Items

Krista Shirley will be the day-to-day Project Manager for this engagement. Krista brings more than 10 years of success providing a full range of real estate advisory services to public sector and higher education clients in the western United States including development advisory, financial modeling, and analysis for ground lease and fee simple transactions, project management, public-private partnership (P3) development, and transaction and solicitation advisory.

Krista’s Prior Experience

WSDOT | Phase 1 Telework Impact Study

Project Dates: 2022

Role / Responsibilities: Co-Project Manager with Nicholas Gabel for WSDOT short-term and long-term facility needs with services to develop strategies tailored to WSDOT using client provided data, interview insights, and leadership goals; prioritize a recommended portfolio option, and present findings and preferred strategy.



University of Washington | West Campus Innovation District

Project Dates: 2020–2021

Role / Responsibilities: Project Manager to assist UW in developing a real estate strategy to support development of the West Campus Innovation District including development advisory, public-private partnership (P3) advisory, market analysis, development modeling, valuation, solicitation development, and negotiation support.



Public Buildings Reform Board (PBRB) | Realty Support Services

Project Dates: 2019–2020

Role / Responsibilities: Project Manager for JLL team which developed and verified a District-owned and controlled real property inventory for more than 500 properties. JLL provides on-going support for strategic asset analysis, occupancy utilization studies, valuation assessments of District real property, and lease administration.



Lynnwood Public Facilities District (PFD) | Lynnwood Event Center & Mixed-Use Development

Project Dates: 2022–present

Role / Responsibilities: Project Manager for strategic and financial project workstreams; financial review, analysis, and coordination The JLL team was contracted for the expansion of the existing Lynnwood Event Center and the development of a mixed-use project to support and energize the area surrounding the Event Center including hotel, multifamily, and supporting dining, retail, and entertainment. Coordination of JLL’s Public Institutions team along with our retail leasing, hotels & hospitality, retail development, and Project and Development Services teams to provide comprehensive service to the client.



2.B Response Items

Krista’s experience directly with WSDOT and with other public agencies locally and nationally give her direct working knowledge of all relevant state and federal regulations and procedures applicable to the scopes of work of our advisory services, including those related to space needs assessment, space programming, market analysis, financial and economic analysis, public-private partnership (P3) advisory, RFQ/RFP development, and related services.

2.C Response Items

Krista’s experience in the projects listed in 2.A above demonstrate her ability to manage similar projects as follows:

Client	Project Management Result
WSDOT	<p><i>Project schedule:</i> Project was delivered on schedule</p> <p><i>Scope of work / Scope creep:</i> JLL and WSDOT agreed on scope of work at project kick-off</p> <p><i>Budget:</i> Project was delivered on budget</p> <p><i>Changes:</i> No change orders were required</p>
University of Washington	<p><i>Project schedule:</i> Project was delivered on schedule</p> <p><i>Scope of work / Scope creep:</i> JLL and UW agreed on scope of work at project kick-off</p> <p><i>Budget:</i> Project was delivered on budget</p> <p><i>Changes:</i> No change orders were required</p>
Public Buildings Reform Board	<p><i>Project schedule:</i> Project was delivered on schedule</p> <p><i>Scope of work / Scope creep:</i> JLL and PBRB agreed on scope of work at kick-off for Phase 1 and Phase 2</p> <p><i>Budget:</i> Project was delivered on budget</p> <p><i>Changes:</i> No change orders were required</p>
Lynnwood PFD	<p><i>Project Schedule:</i> Project is on schedule</p> <p><i>Scope of work / Scope creep:</i> JLL and Lynnwood PFD agreed on scope of work at project kick-off; project scope has expanded to include other tasks at request of client</p> <p><i>Budget:</i> Services to date delivered on budget</p> <p><i>Changes:</i> No change orders required; however, client has requested additional professional services</p>

2.D Response Items

Krista’s roles do not require specific licensing. She is well suited for this role given her direct work experience spanning more than 10 years of implementing strategies allowing public sector organizations to leverage their real property in alignment with their organizational missions as well as managing client relationships and leading client engagements.

Response to Scoring Criteria 3: Key Team Members’ Qualifications

3.A Response Items

JLL has assembled a highly experienced delivery and advisory team to serve WSDOT. Our proposed team brings strong knowledge of portfolio transformation, change management, and governance operations (both nationally and locally) to this engagement.

The JLL team assigned to this project will consist of:

- **Wei-Lin Koo** will serve as Project Lead responsible for quality control and deliverable review. Wei-Lin will be in key client meetings and leadership presentations as well and bring his 25+ years of experience on similar assignments to support Krista in her day -to-day project manager duties on this engagement.
- **Krista Shirley** will be the Day-to-Day Project Manager responsible for overall engagement and project delivery. In this role, she will manage the project team resources, facilitate and lead project team interactions, monitor team participation and progress, manage the project workstream against the agreed-upon scope / schedule / budget requirements, and provide status reports to WSDOT.
- **Kelly Smith** as the Client Relationship Manager. Kelly served in a similar role for Phase 1 of this WSDOT engagement in 2022 and will continue to do so on this engagement.
- **Bob Hunt** will serve as the local subject matter expert. Based in Seattle, Bob has extensive experience in his 30+ years working with States around the country on similar efforts and will bring this experience, and his local knowledge, to this engagement.
- **Sean Blonquist** will provide cost estimating for the project, expected to include rough order of magnitude based on WSDOT-provided facility information and existing condition assessment data. He brings more than 16 years of experience spanning a diverse set of projects.
- Additional supporting resources will be identified for this engagement upon authorization of the contract. We have provided a representative bio for this role with top line qualifications of this resource.

Our team **organization chart** is provided in our response to **Item 1.A** as requested in the RFP.

JLL Staff	Relevant Background & Qualifications
<p>Wei-Lin Koo Project Lead JLL Consulting</p>	<p>Westchester County, NY – Master Planning (real estate strategic planning) project from November 2021 to March 2023, played role of project engagement lead</p> <p>State of Utah – Master Planning (real estate strategic planning) project from September 2019 to July 2021, played role of project engagement lead</p> <p>Ciena Corporation – Portfolio optimization planning (developed and program managed an optimization plan to reduce real estate portfolio by</p>

	<p>40%) from September 2021 to March 2024, played role of project engagement lead</p> <p>Wei-Lin brings extensive experience of real estate portfolio strategy for public clients (US Mint, State of Utah, City of San Diego, State of Oregon, Westchester County) for the past 10 years including a thorough understanding of the unique nature of working with government clients at the federal, state and city levels.</p>
<p>Krista Shirley Project Manager <i>JLL Public Institutions</i></p>	<p>WSDOT – Krista performed a similar role as co-project manager in WSDOT Phase 1 and will bring her direct experience to bear in this engagement</p> <p>University of Washington – Role: project manager for West Campus Innovation District</p> <p>PBRB – Role: project manager for realty support services for goals established by the Federal Assets Sale and Transfer Act of 2016 (FASTA)</p> <p>Lynnwood PFD – Role: project manager for Lynnwood Event Center & Mixed-Use Development</p> <p>Krista’s direct experience with WSDOT as well as with other public agencies gives her a well-rounded background and track record of success in similar engagements with public agencies.</p>
<p>Kelly Smith Client Relationship Manager <i>JLL Consulting</i></p>	<p>Kelly is the JLL Consulting Public Institutions Lead and brings more than 25 years of consulting experience focused on program management, business process re-design, and organizational and change management to both public and private clients.</p> <p>Her recent public client experience includes WSDOT, NASA, GSA, City of Pittsburgh, and Metropolitan Development and Housing Agency.</p>
<p>Bob Hunt Local Subject Matter Expert <i>JLL Public Institutions</i></p>	<p>Bob brings more than 30 years of relevant experience and is a national leader in JLL’s Public Institutions practice with a core focus on helping organizations link real estate strategy to their overall business strategy and mission.</p> <p>His recent relevant experience includes the State of Oregon, Commonwealth of Virginia, State of Utah, GSA, and Port of San Diego.</p>
<p>Sean Blonquist Cost Estimating Lead <i>JLL Project & Development Services (PDS)</i></p>	<p>Sean is an expert in project controls, stemming from more than 16 years of experience in operations as a General Contractor. He leads the project controls practice for JLL’s West Division and is responsible for delivering projects, advising project teams, and enhancing collaboration across work groups. Sean delivers complex projects, through properly accounting for costs, schedules, and client goals. He works with internal and external partners across JLL’s markets in the West on all types of</p>

	complex renovation and ground-up projects, many with varied levels of programming components.
Supporting Resources TBD	JLL will assign project support with staff having at least five years of relevant experience delivering real estate advisory to public clients.

JLL Key Staff Qualifications

We provide brief summaries here due to RFQ page limit | Full resumes available upon request

Wei-Lin Koo | Role: Project Lead | JLL Consulting

Wei Lin Koo is a Senior Director with JLL’s Consulting group. Mr. Koo specializes in occupier portfolio strategy and workplace strategy, which assists corporate and government clients in understanding their future of work and workplace requirements, analyzing their portfolios and developing strategies to positively impact long-term operational and financial performance goals. Mr. Koo’s responsibilities include portfolio strategy, real estate valuations, mergers & acquisitions advisory, financial analysis, and strategic initiative program management.



Relevant Client Experience

- State of Oregon
- State of Utah
- County of Westchester, NY
- Ciena

Education and Achievements

MBA, Univ. of Southern California – Real Estate Finance
 BS, Cornell University, Hotel & Restaurant Administration
 25+ years of industry experience; 22 years with JLL

Krista Shirley | Role: Project Manager | JLL Public Institutions

Krista Shirley joined the JLL Public Institutions team in January 2019 as an Associate. Located in Seattle, Washington, she provides a full range of real estate advisory services to public sector and higher education clients in the western United States. Current responsibilities include development advisory, financial modeling, and analysis for ground lease and fee simple transactions, project management, public-private partnership (P3) development, and transaction and solicitation advisory.



Relevant Client Experience

- WSDOT
- University of Washington
- Public Buildings Reform Board
- Lynnwood PFD

Education and Achievements

BS, Univ. of Washington, Business Administration
 10+ years of industry experience; 8 years with JLL

Kelly Smith | Role: Client Relationship Manager | JLL Consulting

Kelly Smith is a Managing Director in Jones Lang LaSalle’s Consulting group with a focus on Transformation and Adoption. Additionally, she is Consulting’s Public Institutions Leader. Based in Chicago, she has more than 22 years of experience in consulting, project management, and real estate. Her current focus is on organizational and operating model transformation, process improvement, program management, and change management. With this experience, she manages, drives, and leads consulting engagements that improve how corporate real estate teams create cost savings, build brand, improve productivity, and streamline operations.



Relevant Client Experience

- WSDOT
- City of Pittsburgh
- GSA
- NASA

Education and Achievements

BS, Georgia Inst. Tech, Building Construction
Lean Six Sigma Green Belt
22 years of industry experience; 9years with JLL

Bob Hunt | Role: Local Subject Matter Expert | JLL Public Institutions

Bob Hunt is a member of JLL’s Public Institutions group and is the National Leader of its State, Municipal, and Higher Education practice group. His core focus is to help organizations link their real estate and facilities strategy to their overall business strategy. He is skilled at translating organizational needs into business cases and actionable performance criteria to support the planning, implementation and measurement of real estate and workplace strategies.



Relevant Client Experience

- State of Oregon
- Comm. of Virginia
- GSA
- State of Utah

Education and Achievements

BA, Univ. of Washington, Business Administration
30+ years of industry experience; 20 years with JLL
Accomplished industry speaker and facilitator

Sean Blonquist | Role: Cost Estimating Lead | JLL Project & Development Services

Sean’s skillset and experience gained from 16+ years in operations as a General Contractor, positions him as part of JLL’s regional leadership group. He is responsible for supporting project teams, enhancing collaboration across internal and external work groups, and participating in the advancement of the JLL brand.



Relevant Client Experience

- Seattle University
- Transbay Joint Powers Auth.
- SFO Airport
- Microsoft

Education and Achievements

MBA, Univ. of Southern California – Real Estate Finance
BS, Cornell University, Hotel & Restaurant Administration
16+ years of industry experience; 5+years with JLL

Response to Scoring Criteria 4: Firm's Project Management System

4.A Response Items

JLL's Quality Assurance/Quality Control processes

Specific to this consulting engagement, the focus on quality assurance/quality control comes in the form of the team we are proposing and the processes they use to ensure accuracy of deliverables produced for the State. Therefore, to ensure a robust QA/QC focus, we have assigned a **Project Lead** to this engagement who will work closely with the day-to-day **Project Manager** to ensure the delivery of our work is meeting expected scope and schedule requirements. Additionally, this Project Lead will be responsible for quality reviews of the deliverables produced for this engagement to ensure accuracy. We find that bringing a very senior level individual to this role ensures the best results for our clients.

JLL's Project Tracking

Related to project budget, the project team is required to enter hours worked into Financial Force as our system of record to track project financials. Information from Financial Force on actual hours worked is then multiplied by hourly rates to track actual fee incurred against budget. This information is then utilized to inform project invoices and billings to the client.

Additionally, we hold weekly engagement status reporting meetings with our clients focused on scope, schedule, and budget review for the project. This is the meeting forum by which we will raise issues related to scope whether it be issues with scope creep or issues whereby meeting scope expectations is presenting a challenge due to obstacles uncovered (E.g. data availability, data quality, etc.). In these meeting forums, we would present any scope issues to the client and jointly agree to resolution to minimize project risk and stay on track to expected scope expectations.

Internal Project Team Interaction

Our project team has a cadence of weekly internal meetings that are stood up at the start of the project to bring the key internal project team members together at a regular basis to work through project action items. We have a robust technology platform thru the likes of Microsoft Teams, Miro, technology enabled conference rooms, and other platforms that allow our internal project team members in different offices to work together collaboratively throughout the project.

Client / Stakeholder Interaction

Our State of Washington Local Subject Matter Expert, **Bob Hunt**, and our Day-to-Day Project Manager, **Krista Shirley**, are both locally based in Seattle. Therefore, these individuals will be available to meet in person with key client stakeholders on this project as required. Additionally, our Project Lead, **Wei-Lin Koo**, and Client Relationship Manager, **Kelly Smith**, are both based in Chicago and available to come to Washington for key client meetings when required.

In support of client interactions that are held remotely, we have access to technology platforms such as Microsoft Teams, Zoom, and Web-Ex that allow us to hold client meetings remotely. When we completed the first phase of this project for WSDOT in 2022, we successfully completed all work related to that project remotely with no in-person meetings required. We feel this is a testament to our experience and ability to deliver these types of project without needing to have an in-person presence at a client site.

Response to Scoring Criteria 5: Project Delivery Approach

5.A Response Items

Developing a Work Plan

Based on our experience in completing other similar assignments for clients, our first step is to create a baseline work plan and approach for this project based off our experience elsewhere. We work to tailor each work plan to the specific requirements for our clients. We then present this baseline work plan to the client to ensure it meets their required expectations in terms of activities, milestone dates, and expected deliverables and tailor the work plan based on client feedback. We then utilize this work plan each week in our weekly engagement status reports with our clients to report on progress against the activities, milestones, and deliverables. Should we encounter obstacles to stay on track against this workplan, the weekly engagement status meeting is where we raise these issues with the client for joint alignment and resolution.

Decision Making and Approval of Work Plan

As introduced above, we present a draft work plan to our clients and ask for the approval and sign-off before considering the work plan final. The collective JLL project team from the top down would have a part in developing this work plan and aligning around it before presenting this to the client. It would be the role of the Project Lead to ensure the workplan can be reasonably accomplished before presenting a draft view to the client for review and approval.

Elements of Proposed Work Plan

Our project work plan is presented at the end of this section. The work plan includes a list of activities, owners, targeted due dates, and deliverables. We then have fields to report on status against each activity and a way to identify risks to specific activities. We continuously review this work plan in our weekly engagement status reports with our clients and make adjustments to information in the plan as required.

In a project like this whereby we expect a series of leadership reviews required for our deliverables throughout the project, we would include these expectations on review times into the development of the workplan at the start of the project to ensure we are minimizing risk on the back end of the project. We like to include ample time for any internal reviews within our work plan and should these reviews not be required, we have “float time” to give back to the project.

5.B Response Items

In addition to the weekly engagement status reporting meetings, we hold draft deliverable review meetings with key client stakeholders throughout this engagement as a way to gather input into recommendations at certain “tollgates”. We utilize this approach on all our clients to ensure alignment around our deliverables and as a way to resolve issues or conflicts early on. Within Phase 1 of our work with WSDOT in 2022, we set up a series of key client touchpoints early on in our process and it was a very effective way to gather key client feedback during our deliverable creation process to ensure our recommendations would be actionable for the State. We envision setting up a similar cadence of meetings with key client stakeholders as part of this engagement.

5.C Response Items

Assumptions / Expectations

Expectations of WSDOT during this engagement include:

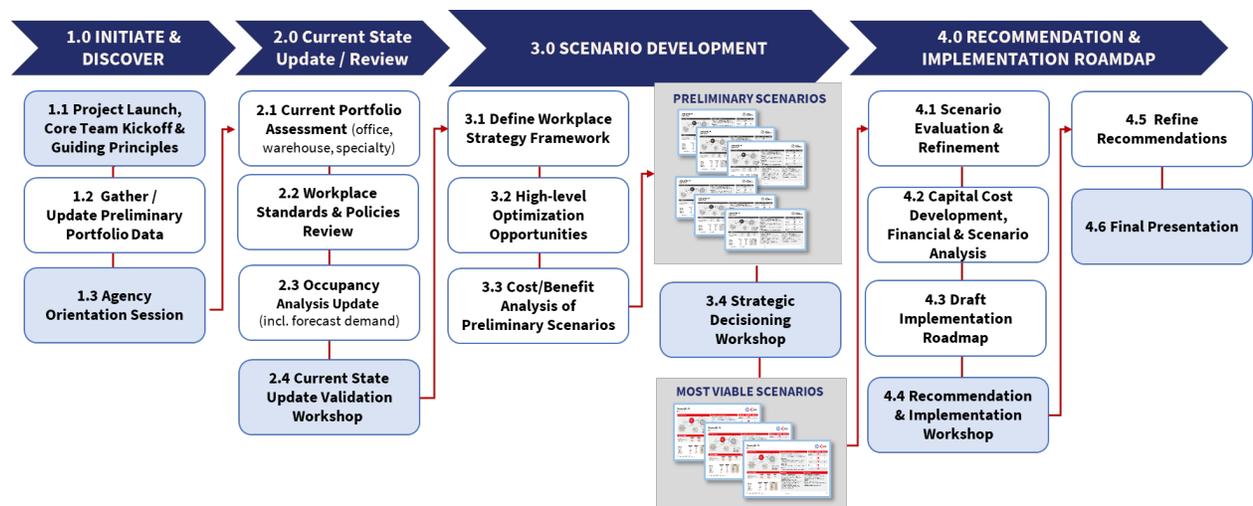
1. Respond timely to data requests
2. Provide data/information requested in an organized manner
3. Provide accurate and complete data sets and/or highlight gaps or risks in the data for JLL to be aware of to inform assumptions or caveats they may need to call out within their analysis
4. Participate in weekly engagement status reporting meetings with JLL
5. Organize key client stakeholder meetings with WSDOT and JLL when required (and participate where required)
6. Participate in one-off data and deliverable review meetings with JLL
7. Review draft deliverable outputs from JLL and provide inputs into adjustments needed

Expectations of JLL during this engagement include:

1. Produce all agreed to deliverables against the work plan
2. Set-up and lead weekly engagement status reporting meetings
3. Analyze data/information provided by WSDOT and highlight risks/issues in the data for resolution on how to address with the analysis
4. Lead key client stakeholder meetings to review draft deliverables
5. Organize and lead one-off data and deliverable review meetings with WSDOT
6. Finalize and compile all draft deliverables into a final report for WSDOT

5.D Response Items and Project Work Plan

The following describes of how we intend to work in collaboration with WSDOT across four phases. Critical milestones are indicated in blue. Key issues related to these milestones are often around stakeholder engagement and availability to meet these milestones. Our process of weekly engagement status reporting is intended to identify risks to meeting these milestones and come up with solutions to address (e.g. multiple meetings to accommodate calendars across key stakeholder groups for deliverable review vs. a single meeting).



PHASE 1: INITIATE & DISCOVER

1.1 Project Launch with WSDOT Core Team Mobilization

We will launch the project with a core team **kick-off & visioning session** with WSDOT's Core Team to better understand its goals and objectives for this assignment, learn about its processes and challenges, discuss the vision / purpose of the workplace to inform our strategy and confirm our approach that builds on the Phase I report. This WSDOT Core Team kick-off & visioning session will be the first of many proposed work sessions that will utilize Human-Centered Designs ("HCD") principles and tools to foster collaboration, consensus, and commitment among participants, ultimately providing a clear path for organizational growth and success. This project launch session will be summarized and documented into a "Project Charter" (with a preliminary project schedule) and a preliminary set of "Real Estate Guiding Principles" that will be the foundation of the go-forward recommendations.

Project Management Activities:

Refined and Agreed-Upon Project Schedule

Informed by the data collection and the meetings with WSDOT Core Team, JLL will refine our preliminary schedule and execution plan for approval by the Department. The schedule will identify all key workstreams and will have an accompanying work plan that identifies the roles and responsibilities of key staff and the deliverables for each workstream to support the State's achievement of its objectives and expectations. The schedule and its associated tasks will be reviewed during our weekly meetings with the WSDOT core project team and updated as required.

Project Management and Communication Plan

Concurrent with our Data Collection activities, JLL will work with WSDOT to develop a project management plan and a communication plan. We understand that government real estate projects require input from a broad array of stakeholder groups. Therefore, a successful project requires a communications program that efficiently captures and communicates essential information and provides stakeholders with the comfort that their opinions have been heard and appropriately considered. A key success factor on this highly visible project with multiple stakeholders is the team's ability to communicate effectively and efficiently with internal and external stakeholders. JLL is highly experienced in establishing a disciplined and transparent process to manage both internal and external communication.

A key recommendation for this study is to establish a day-to-day **WSDOT Project Team** and a **Comprehensive Planning Executive Committee**. The Project Team will be the daily working team interfacing with the JLL team, overseeing our work, organizing resources, and working with us during the assignment. We propose the Executive Committee be comprised of senior leaders from WSDOT and representatives from a few select State agencies. The role of the Executive Committee will be to set vision and objectives for the project, evaluate the team's work at key milestones, and be involved at decisioning workshops at key project junctures, which are described in the body of our response. From a **change management perspective**, we believe it is important to have agency participation on the Executive Committee to provide Agency insight into the work and allow them to comment on the process and recommendations at key project junctures.

1.2 Gather Preliminary Portfolio Data

Utilizing our Request for Information (“RFI”) from Phase 1 of our previous scope for WSDOT, we will tailor this scope to gather new or refreshed data for leased and owned assets across the overall portfolio (leases, facilities assessment reports, O&M costs, operating goals and requirements, governing policies, workplace standards, etc.). We will work with WSDOT to collect the readily available data and review this information along with any historical background and prior relevant studies that WSDOT can provide to allow us to establish a baseline understanding of the overall portfolio and to help determine which aspects of the portfolio should be the key points of focus. Given we have much of this data already from Phase 1, we have a great starting point to work from and a knowledge of where risks in accuracy of the data may exist. During this initial data collection effort, we will identify the data gaps that will inform the comprehensive data collection / validation efforts that will follow.

We will aggregate and summarize the initial data and segment by agency, property type, region and other relevant factors to prepare for the subsequent interactions with other State Agencies.

1.3 Division Orientation Session

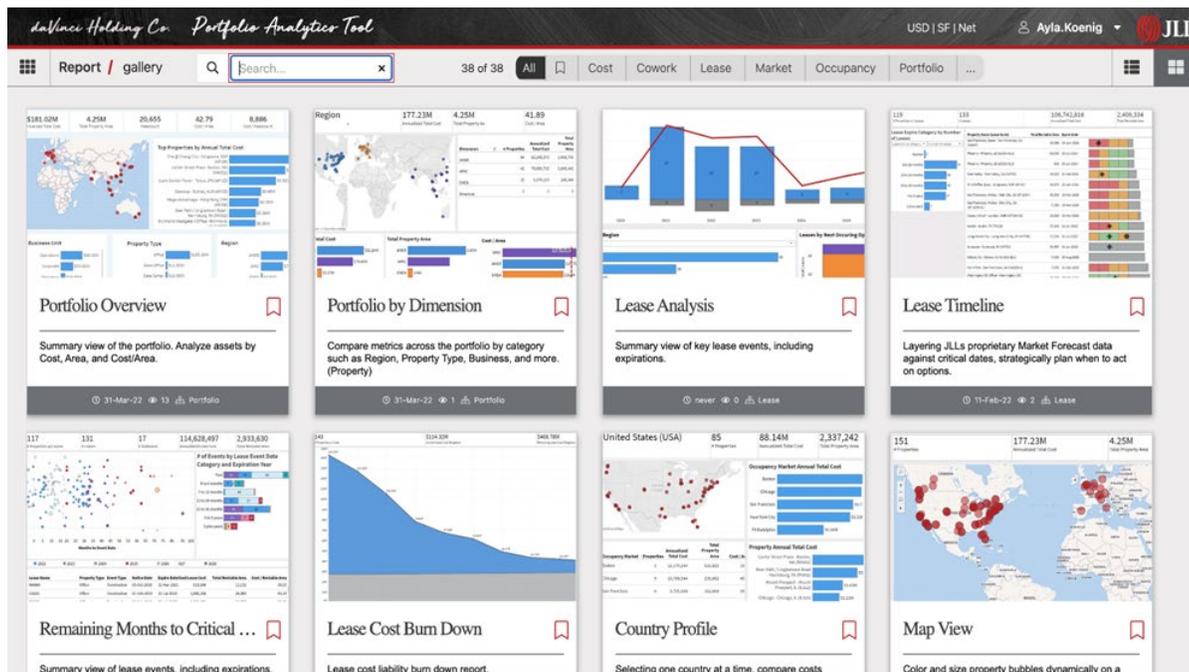
Following the preliminary portfolio data collection, we propose to conduct a **Division Orientation Session** with the key WSDOT Directors and other key stakeholders together to introduce the project background, goals and objectives of the Phase 2 assignment, and required input from the Division before requesting additional data that pertains to each Department and their respective sites. As appropriate, we will also look to better understand their respective visions of the future workplace as well as their respective receptivity of flexible/hybrid work and other forward-looking concepts in a group setting utilizing the HCD principles and tools previously mentioned. We will utilize inputs from Phase 1 to confirm continued relevancy for this scope or understand where assumptions may have shifted that will influence this scope.

PHASE 2: CURRENT STATE UPDATE / REVIEW

2.1 Current Portfolio Assessment

After collecting, reviewing and aggregating the updated WSDOT and Division provided data, we anticipate updating our Phase I assessment by organizing the data we receive into our proprietary Portfolio Analytics Tool (“PAT”) to map each asset’s location and embed critical information detailing its attributes. Furthermore, the tool will enable the real-time visualization of portfolio data by Division, property type, condition, geographic region, etc. that will allow for further analysis as needed in the other Current State Review phase activities. In addition, the PAT tool will incorporate the recommended longitudinal benchmarking metrics.

Screen Shot Examples of the PAT tool



Workplace Standards & Policies Review

We will review the existing workplace space standards and the current remote and flexible / hybrid workplace policies of the State. We will then summarize the current levels of adoption / acceptance of remote and flexible / hybrid work at WSDOT and the compare to the goal of 30% adoption. In addition we will compare WSDOT with other State’s Agencies, other states, government and leading practice entities to better understand the potential opportunity for further adoption at each specific Division.

Occupancy Analysis Update

Based on updated headcount data from human resources or other utilization monitoring methods, we will gain a better understanding of the true utilization of the current workplace within the administrative space. Based on the estimates of the current utilization and informed by the findings from the Phase 1 Agency Interviews, we will then update the estimate for the potential future demand for space based upon estimates of workplace strategy (mobility scenarios for office) and other appropriate space targets. We will also align with WSDOT on the potential range of these space demand forecasts based on sensitivity analyses.

Current State Update Validation Workshop

Once we have received, reviewed, organized, mapped, and updated the initial portfolio data provided by WSDOT, we will conduct our **Current State Update Validation Workshop with the Comprehensive Plan Executive Committee (“Committee”)** to review the data and discuss the overall goals and objectives of the initiative, including areas of priority or concern. During this meeting, we anticipate providing a brief presentation on how other states and government entities are changing their workplace strategies after the pandemic and what we view as emerging best practices. We will also present the initial portfolio data in summary form and graphically display it in the Portfolio Analytics

Tool (“PAT”) and identify any gaps in the data received and propose a process to update the information, which we will continue to update over the course of the project. The objective of the meeting will be to develop a shared understanding of the overall objectives of this effort; present JLL’s initial plan for performing the work; identify missing information; identify and address stakeholder issues or concerns; and collectively review and discuss opportunities and challenges for developing the Real Estate Comprehensive Plan.

Summary of Phase 1 (Initiate & Discover) and Phase 2 (Current State Update / Review) Activities

- Project mobilization with WSDOT & Committee and development of project charter (summary of the key project objectives, preliminary project schedule and core project team rosters).
- Review any existing documentation provided by WSDOT related to the inventory, location, function and condition of State owned and leased property for the administrative space.
- Review and update the Phase I analysis with current State data on Agency missions, size, current location(s), and anticipated growth.
- Review and update the Phase 1 analysis with current State data about the cost of operations for current facilities and any outstanding debt.
- Review and summarize existing process for controlling space decisions for office uses and the interplay between WSDOT and the agencies in this process.
- Review any State policies and studies, impacting the use of facilities, including workplace standards, sustainability goals, condition assessments, and energy usage, etc.
- Review information about significant leased assets, including location, occupying divisions, SF of lease, lease term, rate and escalations, and any other pertinent attributes of the lease.
- Preliminary identification of staffing in each location.
- Workshop with WSDOT to discuss our evaluation of the baseline data provided and identify any gaps in the information or specific areas of focus.
- Develop final project schedule, project management and communication plan.

Phase 1 & Phase 2 Key Deliverables:

- Project Charter with aligned objectives, timeline, and key milestones
- Final Project Schedule and Project Management Plan
- Project Governance and Communication Plan
- Guiding principles for Future Real Estate Comprehensive Plan
- Updated Current State Portfolio Assessment report (based on Phase 1 Data)
- Occupancy Analysis Space Demand and Supply Analysis

Phase 1 & Phase 2 Key Meetings / Workshop:

- Project Kick-Off & Visioning Workshop
- Division Orientation Session
- Stakeholder Interviews (selectively as required – assumption is Phase 1 Interview information is still relevant)
- Current State Validation Workshop to validate Updated Occupancy and Portfolio Assumptions from Phase 1

PHASE 3: SCENARIO DEVELOPMENT

3.1 Define the Workplace Strategy Framework

An important component of the strategic scenario development process is to develop a clearer understanding of the potential impact of hybrid work (the blending of in-office and remote work) on future space demand. We know from the Employee Engagement Survey and the Phase 1 analysis that remote and hybrid work is viewed favorably among State employees, but the vision and roadmap to a hybrid environment is yet to be established. Utilizing the guidance gathered from the Phase 1 Department interactions around the adoption of hybrid work, we will **work with WSDOT leadership to determine the likely space demand forecasts, along with sensitivities around the impact on space demand if additional hybrid work is adopted.** An important consideration in our analysis will be whether to use space demand input provided by the Agency or if we should normalize demand between divisions assuming the same standards and shared space guidelines.

As part of our scenario development, we will analyze the opportunity to collocate WSDOT and other state or public agencies to further reduce costs and improve efficiencies with the adopted utilization standards. For this, we will rely on information provided by WSDOT around co-location opportunities and factor these into our scenario development.

Sample Workplace Strategy Frameworks / Scenarios and Agency Categorization



Statewide Space Master Plan

Incorporating a New Workplace

JLL's scenarios incorporated the adoption of the New Workplace program. Working with the individual agencies, the New Workplace program coordinator, and their consultant, the following desk sharing targets were developed for the respective agencies. (Estimates as of January 2020).



3 Mobility Scenarios

The 3 scenarios all align with Organization's telework target of 30-40%.

Alignment with current Telework Target of 30 - 40% of total H.C.

Workspace Concepts	Baseline Pre-Covid	Covid	Scenario A ¹	Scenario B ¹	Scenario C ¹
	Minimal	Mandated	'Traditional'	'Moderate'	'Innovative'
Hybrid Model	Minimal	Mandated	'Traditional'	'Moderate'	'Innovative'
Days in Office	4 1/2 - 5 days	Minimal as required	2 - 3 days	1 - 2 days	1 day
% Teleworking	40 - 100% Teleworking	85 - 95% Teleworking	40 - 60% Teleworking	60 - 80% Teleworking	80% Teleworking
Telework % of H.C.	40 - 10% of total H.C.	85 - 95% of total H.C.	22 - 34% of total H.C. ²	34 - 45% of total H.C. ²	45% of total H.C. ²
Space Use					
Desk Sharing Ratio	(less than 1:1)	3:1	From 1:1 to 2:1	2:1	3:1
RSF/Seat	275		275 - 250	250 - 255	225 - 200
H.C. to Collab Seats	1:0.55 - 1:1.11		1:0.8	1:0.9	1:1.1

Flex Space

Scenario 3 - Living Lab

Hypothesis Tested:

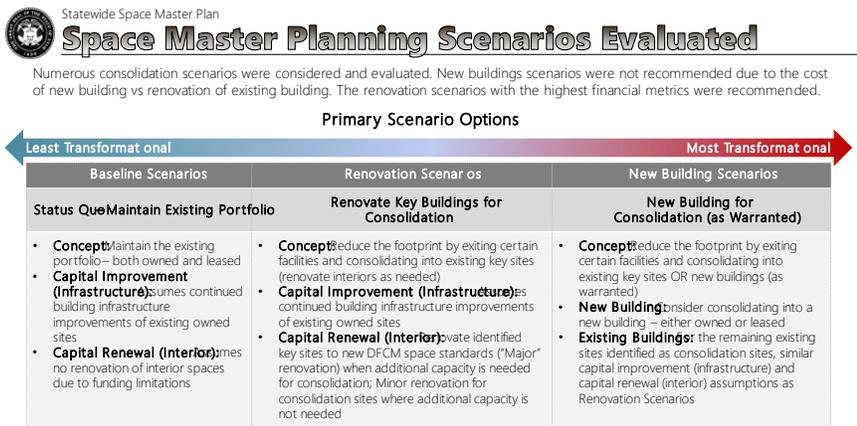
- All Flexible / Moveable Walls
- Less Acoustic Isolation
- More Proximity / Exposure to Others
- Full control of set-up

3.2 High-Level Optimization Opportunities

Based upon the Phase 1 analysis, we will update the percentage of occupied and unoccupied space in leased office and state-owned office facilities, which will inform both the consolidation scenario and the identification of surplus assets.

After gaining a clear understanding of the current portfolio and the potential demand for space, we will identify a list of improvement opportunities for the portfolio and develop a full range of potential space optimization scenarios that aligning to the Real Estate Guiding Principles defined in Phase 1. These optimization opportunities will be grouped by space type, geographic planning area and other operational factors that link the properties together. Scenarios such as “status quo,” “hub & spoke,” “consolidate to owned sites,” “consolidate with other state or public agencies” or “relocate to new site” and other alternatives will be considered.

Sample Optimization Scenario Framework



Tentative ~~X~~ Preliminary

DS Utah Division of Facilities Construction and Management 12

3.3 Cost Benefit Analysis of Preliminary Scenarios

Based on the potential opportunities identified in the step above, we will summarize and compare the set of preliminary scenarios qualitatively and quantitatively. We will perform a high-level analysis of potential cost-to-achieve (“one-time costs”) and ongoing cost impacts of the respective scenarios. The one-time capital costs will be developed by JLL’s in-house cost estimators and ongoing operating costs will be derived from WSDOT current operation expenses and JLL’s benchmark data.

Sample Strategic Scenario Overview with High-Level Cost Benefit

Preliminary Scenarios Overview 

Metro Area | Executive Summary

Scenario 1 (Quick Win Optimize South Exit 2 (SAU & SWW))	Scenario 2 (Optimize South & East Exit 2 BGC, SAU & SWW w/ n PRR Downsize)	Scenario 3 (Optimize Exit 1 SAU, BGC, SAU & SWW with PRR Downsize)	Longer Term Costs (see doc: Create new North Hub (as per owned or leased) w/ n Central and South presence)
<ul style="list-style-type: none"> Exit 2 area (SAU and SWW) and ECP in Southern Hub BEP to receive ground floor (SF) (with hall) To create room on ground floor, move BEP R07 to SAU 154 HC (CO) At ECP part of car sharing - move 200 HC (CO) to BGC Renovate major Receiving Sites to increase collaboration (and reducing office seats) 	<ul style="list-style-type: none"> Scenario 1 + Exit of BGC + Downsize PRR Exit BGC to ECP To reduce costs at ECP, move 200 Program HC to BEP Move 200 HC (CO) from ECP to ECP to create CO Central Hub Move 154 HC (CO) from BEP to SAU to create main of BEP Downsize PRR 283 (7th fl) - net Renovate major Receiving Sites to increase collaboration (and reducing office seats) 	<ul style="list-style-type: none"> Scenario 2A + Exit of SAU (to BEP) Exit SAU to BEP 30th fl Keep ECP as CS North Hub Move 200 CO HC from ECP Downsize PRR 283 (7th fl) - net Renovate major Receiving Sites to increase collaboration (and reducing office seats) 	<ul style="list-style-type: none"> Scenario 1 + Exit 4 other sites (all except PRR) and major HC to New Station North Hub after leased (SA 3A) or owned (SA 3B) and to ECP as southern satellite office. 375K SF North Hub will be located closer to Airport Move 300 CO HC from ECP to New North Hub Downsize PRR 283 (7th fl) - net
<ul style="list-style-type: none"> Resulting mobility ratio of 1.3 HC: 1 Seat (1.0 for anchors and 1.4 for non-anchors) Impacted Building Level Mobility: ECP (2.7), SAU (1.4), BEP (1.4), PRR (1.1), ECP (1.8) Total ROM GROSS Open Savings of \$1.2M 	<ul style="list-style-type: none"> Resulting mobility ratio of 1.6 (1.0 for anchors and 2.2 for non-anchors) Impacted Building Level Mobility: ECP (2.8), ECP (2.7), SAU (1.4), BEP (1.4), PRR (1.1) Total ROM GROSS Open Savings of \$2.2M (+\$1.8M from Downsize of PRR) 	<ul style="list-style-type: none"> Resulting mobility ratio of 2.2 (1.0 for anchors and 2.2 for non-anchors) Impacted Building Level Mobility: ECP (2.8), BEP (2.3), SAU (1.2), PRR (1.1) Total ROM GROSS Open Savings of \$3.4M (+\$1.8M from Downsize of PRR) 	<ul style="list-style-type: none"> Resulting mobility ratio of 1.7 (1.0 for anchors and 2.2 for non-anchors) Impacted Building Level Mobility: ECP (2.6), New Site (2.0), PRR (1.1) Lease (SA3A) NET Open Savings of \$ 1.7B
<p>RISK OF IMPROVEMENT</p> 	<p>RISK OF IMPROVEMENT</p> 	<p>RISK OF IMPROVEMENT</p> 	<p>RISK OF IMPROVEMENT</p> 

© 2022 Jones Lang LaSalle IP, Inc. All rights reserved.

Hybrid Work Sensitivities 

Organizations that implement seat sharing have the opportunity to optimize their real estate footprint and in turn, reduce operating costs and capital spend. The table below exhibits potential additional optimization and cost savings opportunities if Scenario 2A or 2B were implemented with seat sharing.

Description	Current State	Light Sharing	Moderate Sharing	Significant Sharing
Target Seat Sharing Ratio	1:1 (e.g. 10 Employees per 10 Workstation)	1.2:1 (e.g. 12 Employees per 10 Workstation)	1.5:1 (e.g. 15 Employees per 10 Workstation)	2:1 (e.g. 20 Employees per 10 Workstation)
Illustrative Workstation Assignments	100% Employees Assigned 0% Employees Seat Sharing	80% Employees Assigned 20% Employees Seat Sharing (2 Employees to 1 Workstation)	50% Employees Assigned 50% Employees Seat Sharing (2 Employees to 1 Workstation)	0% Employees Assigned 100% Employees Seat Sharing (2 Employees to 1 Workstation)
Optimization Opportunities for Administrative Office Sites¹				
GSP (% Difference)	\$15K GSF	440K GSF (-15%)	-361K GSF (-30%)	-282K GSF (-45%)
Annual Occupancy Costs	-\$8.5M	-\$5.8M	-\$4.5M	-\$3.2M
Potential Occupancy Costs (% Saved)	N/A	\$2.6M (-31%)	\$3.9M (-47%)	\$5.2M (-62%)
Potential Capital Cost Savings	N/A	\$12M Less Capital Costs	\$93M Less Capital Costs	\$172M Less Capital Costs

¹Scenarios sensitivities exhibited are inclusive of the City Administrative Office Campus buildings (108 Metro Area and 112 E-Post Road) and the consolidated DSH administrative office sites only. Other administrative office sites such as DSS district office, as excluded from the scenario sensitivities presented here.

© 2022 Jones Lang LaSalle IP, Inc. All rights reserved.

3.4 Strategic Decisioning Workshop

After completing the high-level cost benefit analysis of preliminary scenarios, we will conduct a **half-day Strategic Decisioning Workshop** with the WSDOT Committee. We will present the preliminary scenarios developed focusing on the identified Phase 1 geographies, work with WSDOT and other key stakeholders through discussion to narrow down a list of viable scenarios that will be further analyzed in the next phase (Phase 4). The purpose of the workshop is to share key findings from the prior phase and align on the major strategic scenarios JLL shall propose to analyze for each Phase 1 geography, with a focus on the “administrative office” portfolio and “warehouse” portfolio including other specialty uses. Throughout all engagements in the entire study, we will employ a Human-Centered Design (“HCD”) process to facilitate the workshop and will engage in various activities and exercises that focus on understanding the agency’s needs, ideating potential solutions, and prototyping and testing those solutions. JLL will focus on areas we believe should be prioritized for action and any major opportunities or challenges. **As part of the Phase 3 activities, we will also include a comparison of high-level qualitative and quantitative analysis of major state-owned and leased facilities. This will include an analysis of costs against the market for leased facilities, and high-level facility condition of owned buildings (using information provided by the State).** In summary, our goal is to review the preliminary scenarios, evaluate high-level cost /benefit, challenges and risks, and align on the core scenarios that should be further evaluated for each planning area.

Phase 3 Key Deliverables:

- Future Workplace Strategy Framework
- Preliminary Portfolio Optimization Opportunities
- Preliminary scenarios Cost/Benefit analysis (qualitatively and quantitatively)

Phase 3 Key Meeting

- Scenario Decisioning Workshop

PHASE 4: RECOMMENDATION & IMPLEMENTATION ROADMAP

The following are the key steps within our overall approach that is most relevant to recommending strategic priorities and plans.

4.1 Scenario Evaluation & Refinement

Following the Strategic Decisioning Workshop, we will align and validate with WSDOT which of the optimization scenarios and other opportunities are the most viable and should move forward for further financial analysis.

We will then refine these agreed-upon scenarios to include, at a minimum, the following information:

- Identify the agencies and assets impacted by each scenario,
- Evaluate alternative workplace strategies and their impact on space demand,
- Use updated space demand assumptions and other key programming requirements derived from Phase 1 and occupancy analysis as basis for projecting space (SF) requirements by scenario and how their impact on overall efficiency goals.
- Identify any near-term saving opportunities through co-locations, consolidations, lease renegotiation, market opportunities or migrating from leased to owned asset and asset monetization.
- For key receiving sites, perform high-level test fits to understand potential capacity of facilities to support office consolidations.
- Graphically depict major consolidation moves required for each scenario.

Sample Scenario Evaluation Framework



¹See appendix for Scenario Evaluation Framework Methodology
 © 2022 Jones Lang LaSalle P, Inc. All rights reserved.

4.2 Financial & Scenario Analysis

After completing the Strategy Decisioning Workshop in Phase 3 and narrowing down the Preliminary scenarios to a short-list, we will then work with our WSDOT and JLL colleagues to better understand the financial and qualitative impact of these **viable scenarios**. Specifically, we will:

- Identify qualitative benefits and potential challenges of each scenario such as impacts of the scenarios on employee attraction and retention

- **Project rough order of magnitude capital and implementation costs** utilizing JLL in-house cost estimators for the short list of scenarios.
- Develop detailed information on reduced costs including leases, facility maintenance, and utilities under each scenario.
- Work with JLL’s local office brokerage team to **provide a “broker option of value” for the assets that may be under consideration for disposal** to inform return expectations and help with the decision making process.
- Estimate potential financial impact of each—including **annual ongoing occupancy cost impacts and the one-time costs** to achieve as well as **potential sale proceeds** if applicable
- High level **estimate of the payback period** for savings to offset any up-front investments to implement a scenario,
- Develop **Scenario Evaluation Framework** based on the Real Estate Guiding Principles to rank scenarios based on a set of qualitative criteria aligning to achieving WSDOT and key Division business objectives and priorities
- Scenario evaluation framework will also compare the **financial impact** of the scenarios including ongoing occupancy cost and one-time costs to achieve the optimization strategy
- We will then summarize and provide our recommendation of optimization strategies at the end

Sample Scenario Impact – Footprint & Financial (Portfolio Level & Agency Level)

Footprint Impact – Portfolio Summary



	Current State WSDOT Current Sites	Scenario 1A (Baseline) WSDOT Dispersed Footprint (Light Capital)	Scenario 1B WSDOT Dispersed Footprint (Moderate Capital)	Scenario 2A Consultative into Compass (Moderate Capital)	Scenario 2B Consultative into Compass (Significant Capital)
Total Number of Sites	30	20	20	21	21
Total Gross Square Footage (% Change vs Current State)	1,475,903	1,571,812 (+6%)	1,517,827 (+4%)	1,478,069 (+0.1%)	1,478,069 (+0.1%)
Owned Sites GSF	1,105,062	1,302,321	1,248,236	1,241,541	1,241,541
Leased Sites GSF	290,841	269,591	269,591	236,528	236,528
Administrative Office Sites GSF	792,230	782,188 (-1%)	744,696 (-5%)	714,671 (-9%)	714,671 (-9%)
Office GSF	727,841	703,906	668,675	640,542	640,542
Non-Office GSF	69,279	78,279	75,931	74,129	74,129
Non-Administrative Sites GSF	478,783	788,627 (+16%)	773,221 (+16%)	763,298 (+15%)	763,298 (+15%)
Total Seat Count (Administrative Office Only)	2,349	2,309	2,321	2,477	2,477
Total Headcount	3,141	3,141	3,141	3,141	3,141
Administrative Office Headcount	2,189	2,189	2,189	2,189	2,189
Total GSF per Total Headcount	470	504	486	471	471
Administrative Office GSF per Administrative Office Site Headcount	285 ^{1,2}	272 ^{1,2}	257 ^{1,2}	237 ^{1,2}	237 ^{1,2}

For this table, Administrative Office GSF has been adjusted to exclude ODF (+25K GSF) for areas in which headcount was not provided (i.e. County Executive, Board of Legislators, etc.) resulting in a more accurate representative metric. For this table, Administrative Office GSF has been adjusted to include 10K GSF for ODF space at 401 5th Avenue West, which is a sub-leased area for Non-Administrative.
¹Based on government workplace benchmarks. ²All recommendations 2023/24 square feet per person, assuming all employees are provided that seat size. See appendix for government workplace benchmarks details.
 © 2022 Jones Lang LaSalle P.L.C. All rights reserved.

Footprint Impact – Agency Summary



	Current State WSDOT Current Sites	Scenario 1A (Baseline) WSDOT Dispersed Footprint (Light Capital)	Scenario 1B WSDOT Dispersed Footprint (Moderate Capital)	Scenario 2A Consultative into Compass (Moderate Capital)	Scenario 2B Consultative into Compass (Significant Capital)
Total Gross Square Footage (% Change vs Current State)	1,475,903	1,571,812 (+6%)	1,517,827 (+4%)	1,478,069 (+0.1%)	1,478,069 (+0.1%)
Administrative Sites GSF (% Change vs Current State)	792,230	782,188 (-1%)	744,696 (-5%)	714,671 (-9%)	714,671 (-9%)
Non-Administrative Sites GSF (% Change vs Current State)	678,783	789,627 (+16%)	773,221 (+14%)	763,298 (+12%)	763,298 (+12%)
DPW Operations GSF	140,594	168,790	152,374	152,374	152,374
Labs and Research GSF	111,700	155,140	155,140	155,140	155,140
Public Safety GSF	132,854	147,872	147,872	147,872	147,872
Emergency Services GSF	89,864	89,864	89,864	89,864	89,864
Warehouse GSF	172,993	174,803	174,803	165,070	165,070
Call Center GSF	29,025	29,025	29,025	29,025	29,025
Center Center GSF	13,877	13,877	13,877	13,877	13,877
Other GSF	10,476	10,476	10,476	10,476	10,476

© 2022 Jones Lang LaSalle P.L.C. All rights reserved.

Financial Impact – Portfolio Summary



	Current State WSDOT Current Sites	Scenario 1A (Baseline) WSDOT Dispersed Footprint (Light Capital)	Scenario 1B WSDOT Dispersed Footprint (Moderate Capital)	Scenario 2A Consultative into Compass (Moderate Capital)	Scenario 2B Consultative into Compass (Significant Capital)
Average Annual Occupancy Cost (% Difference vs. Scenario 1A)	\$49.1M	\$51.0M (+4%)	\$48.8M (-1%)	\$51.1M (+4%)	\$51.1M (+4%)
Average Rent / Lease Costs	\$15.9M	\$15.9M	\$15.0M	\$15.0M	\$15.0M
Average Operating Costs	\$33.2M	\$35.1M	\$33.1M	\$33.6M	\$33.6M
Average Annual Occupancy Cost per Headcount	\$15.6	\$16.2	\$15.2	\$16.2	\$16.2
Total Annual Occupancy Cost (% Difference vs. Scenario 1A)	\$1,474.3M	\$1,529.9M (+4%)	\$1,462.8M (-1%)	\$1,534.0M (+4%)	\$1,534.0M (+4%)
Total Rent / Lease Costs	\$470.0M	\$476.5M	\$460.8M	\$466.7M	\$466.7M
Total Operating Costs	\$999.3M	\$1,053.3M	\$992.1M	\$1,067.3M	\$1,067.3M
Total Net Costs to Achieve (% Difference vs. Scenario 1A)	\$2,350.4M	\$2,318.8M (-1%)	\$2,195.1M (-7%)	\$2,343.0M (+0%)	\$2,343.0M (+0%)
Capital Costs and One-Time Expenses (% Difference vs. Scenario 1A)	\$354.8M	\$708.8M (+198%)	\$720.8M (+203%)	\$119.7M (-33%)	\$119.7M (-33%)
Identified Capital Costs (Existing & Infrastructure)	\$49.5M	\$39.1M	\$24.7M	\$24.7M	\$24.7M
Interior Renovation Costs	\$205.0M	\$327.8M	\$245.8M	\$205.1M	\$205.1M
Ground Up Development Costs	\$89.7M	\$127.8M	\$49.0M	\$60.9M	\$60.9M
Decommission & Demolition Costs	\$2.3M	\$13.3M	\$19.0M	\$19.3M	\$19.3M
Move Costs	\$1.8M	\$1.3M	\$1.3M	\$1.3M	\$1.3M
Other Anticipated Capital "Reserve" Needs ¹ (% Difference vs. Scenario 1A)	\$214.2M	\$1,642.3M (+763%)	\$1,460.9M (+672%)	\$1,294.8M (+599%)	\$1,294.8M (+599%)
Sales Proceeds	\$28.9M	\$41.2M	\$40.7M	\$40.7M	\$40.7M
Total Net Cash Spend – Undiscounted (% Difference vs. Scenario 1A)	\$3,824.7M	\$3,846.8M (+1%)	\$3,655.7M (-5%)	\$3,897.1M (+1%)	\$3,897.1M (+1%)
Net Present Value – 30 Years at 8% Discount Rate (% Difference vs. Scenario 1A)	\$1,881.2M	\$1,791.8M (-5%)	\$1,736.8M (-7%)	\$1,777.8M (-4%)	\$1,777.8M (-4%)

¹Current State Scenario was not considered a viable option as excluded from Financial Impact Summary.
²This capital reserve figure was calculated based on the age and condition of each site to replace. The table value of the reserve increases as the site ages. Sites that are older are more expensive to maintain. See scenario assumptions in appendix for capital reserve assumptions.
 © 2022 Jones Lang LaSalle P.L.C. All rights reserved.

Financial Impact – Agency Summary



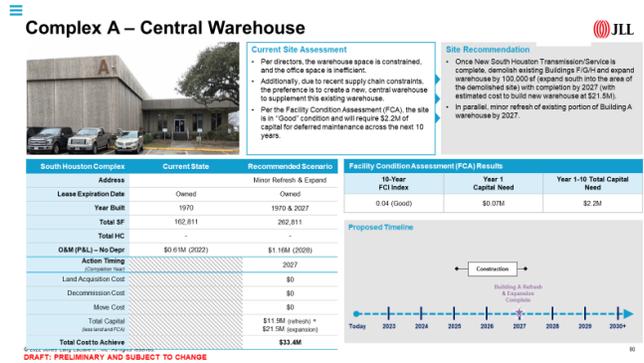
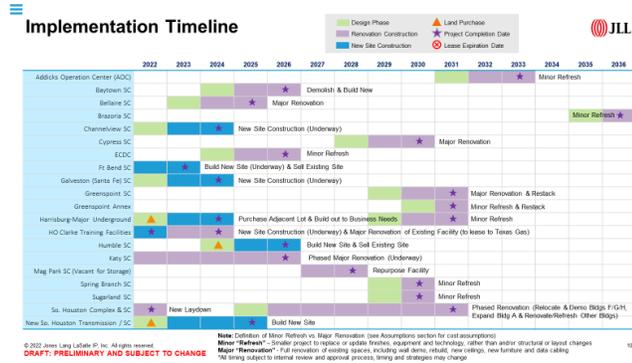
	Current State WSDOT Current Sites	Scenario 1A (Baseline) WSDOT Dispersed Footprint (Light Capital)	Scenario 1B WSDOT Dispersed Footprint (Moderate Capital)	Scenario 2A Consultative into Compass (Moderate Capital)	Scenario 2B Consultative into Compass (Significant Capital)
Average Annual Operating Costs of All Sites (% Difference vs. Scenario 1A)	\$49.1M	\$51.0M (+4%)	\$48.8M (-1%)	\$51.1M (+4%)	\$51.1M (+4%)
Administrative Sites Average Annual Operating Costs (% Difference vs. Scenario 1A)	\$30.9M	\$29.8M (-4%)	\$29.9M (-2%)	\$29.9M (-2%)	\$29.9M (-2%)
Non-Administrative Sites Average Annual Operating Costs (% Difference vs. Scenario 1A)	\$18.2M	\$21.4M (+18%)	\$18.9M (+4%)	\$21.2M (+17%)	\$21.2M (+17%)
DPW Operations Average Annual Operating Costs	\$3.9M	\$3.8M	\$3.8M	\$3.8M	\$3.8M
Labs and Research Average Annual Operating Costs	\$6.5M	\$9.0M	\$6.5M	\$6.5M	\$6.5M
Public Safety Average Annual Operating Costs	\$1.3M	\$2.3M	\$2.3M	\$2.3M	\$2.3M
Emergency Services Average Annual Operating Costs	\$1.0M	\$1.0M	\$1.0M	\$1.0M	\$1.0M
Warehouse Average Annual Operating Costs	\$2.4M	\$2.4M	\$2.4M	\$2.0M	\$2.0M
Call Center Average Annual Operating Costs	\$1.3M	\$1.3M	\$1.3M	\$1.3M	\$1.3M
Center Center Average Annual Operating Costs	\$0.8M	\$0.8M	\$0.8M	\$0.8M	\$0.8M
Other Average Annual Operating Costs	\$1.0M	\$1.0M	\$1.0M	\$1.0M	\$1.0M

¹Current State Scenario was not considered a viable option as excluded from Financial Impact Summary.
 © 2022 Jones Lang LaSalle P.L.C. All rights reserved.

4.3 Draft Implementation Roadmap

For each scenario on the short-list, we will also develop a high-level timeline and a roadmap of the key activities to implement them. In addition, key implementation considerations such as the need for Agency communication and relationship management for each scenario will also be identified in preparation for the upcoming workshop with WSDOT and the Divisions.

Sample Implementation Roadmap – Portfolio Level & Site Level



4.4 Recommendation & Implementation Workshop

We will then conduct one final workshop with WSDOT and the Committee to finalize recommendation and confirm next step activities, timeline, critical resources need, potential process and policy changes, required business cases or legislative approval to implement the recommendations. In addition, we will bring forward governance and organizational best practices and lessons learned from similar projects to enable successful implementation of all recommendations.

Through a various exercises and discussions, we will aim to align on the final recommendations, list a set of tasks and resources required to ensure the implementation of the final recommendations will be successful, set a reasonable expectation of implementation timeline, last but not least, identify critical path in the roadmap that contribute to the overall success of this study.

Sample Implementation Considerations & Leading Practices

Post Playbook implementation of the Lease Delegation Program, will necessitate emphasis on establishing initiatives that address needs in the following areas. Each of these components will require detailed task planning, and ongoing monitoring (1) Near-term, (2) Intermediate, and (3) Long-term tasks.



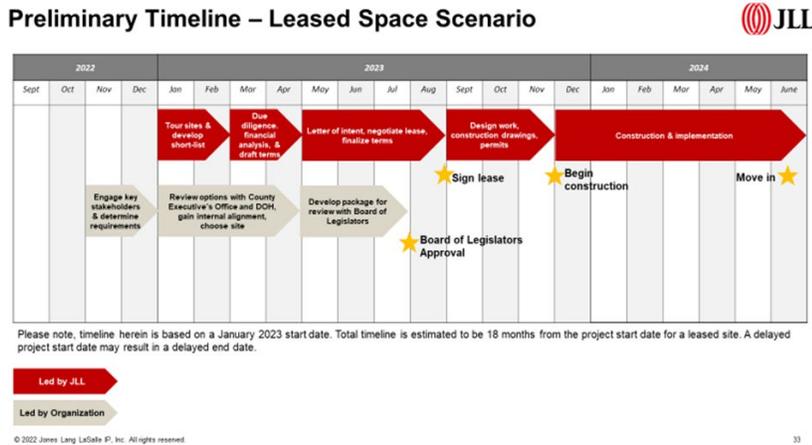
Workplace Experience & Portfolio Optimization | Leading Practices



4.5 Refine Recommendations and Implementation Plan

We will refine the strategic scenarios as needed and align on the most viable scenarios to move forward to the more detailed Strategic priorities to be incorporated in the Final Real Estate Comprehensive Plan.

Sample More Detailed Implementation Roadmap



4.6 Final Presentation

Once we have final approval on the recommended scenarios from WSDOT and any other State stakeholders, JLL will incorporate all of the work performed in developing a Real Estate Comprehensive Plan into a Final Report. Our Final Report will be a written Word report that incorporates the following:

- Executive Summary
- Project Goals and Analytic Methodology, including data collection, analytical process and other techniques used
- Key Findings from the analysis data collection and discovery phase
 - Stakeholder interviews
 - Site studies
 - Space and cost metrics
 - Benchmarks
- Details on about each preferred Scenario including but not limited to:
 - a. Economic impacts (funding required, payback period, NPV over 10, 30 years);
 - b. Priorities and high-level phasing for implementation;
 - c. Constraints and opportunities.
 - d. Assumptions;
 - e. Policy recommendations;
 - f. Change management and communication plan
 - g. Timing and phasing of capital improvement projects;
 - h. Leasehold improvements; and

