
**THE COMMERCIAL REAL ESTATE
TENANT'S HANDBOOK**
**A Guide for Managers, Architects,
Engineers, Attorneys, and
Real Estate Professionals**

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New York, New York

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Philadelphia, Pennsylvania*

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JOHN WILEY & SONS

NEW YORK • CHICHESTER • BRISBANE • TORONTO • SINGAPORE

To
Carole W. Cushman
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Alexander Skigen Sugarman

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of Principles jointly adopted by a Committee of the
American Bar Association and a Committee of Publishers.*

Library of Congress Cataloging-in-Publication Data:

The commercial real estate tenant's handbook.

(Real estate for professional practitioners)

Bibliography: p.

1. Commercial leases—United States. 2. Office
leases—United States. I. Sugarman, Alan D., 1945- II. Cushman,
Robert Frank, 1931- . II. Lipman, Andrew D., 1951-
III. Title. IV. Series.

KF593.C6C67 1987 346.7304'346 87-12968
ISBN 0-471-83136-0 347.3064346

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

**THE COMMERCIAL REAL ESTATE
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Real Estate for Professional Practitioners
A Wiley Series
DAVID CLURMAN, Editor

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A GUIDE FOR MANAGERS, ARCHITECTS, ENGINEERS,
ATTORNEYS, AND REAL ESTATE PROFESSIONALS
by Alan D. Sugarman, Robert F. Cushman, and Andrew D. Lipman

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SERIES PREFACE

Since the end of World War II, tremendous changes have taken place in the business and residential real estate fields throughout the world. This has been evidenced not only by architectural changes, exemplified by the modern shopping center, but also in the many innovative financing responses that have enabled development of new structures and complexes, such as multiuse buildings. It can be expected that real estate development will speed in new directions at an ever increasing pace to match the oncoming needs of our time. With this perspective, the Real Estate for Professional Practitioners series has been developed in response to professional needs.

As real estate professional activities have become divided into specialties, because of intensive demand for expertise at all stages, so has there developed an increasing need for extensive training and continual education for persons directly involved or dealing in business ventures requiring detailed knowledge of realty procedures.

Perhaps no field of business endeavor is more in need of a series of professional books than real estate. Working in the practical world of business and residential construction and space utilization, or at advanced levels of college training covering these areas, one is constantly aware that too little of existing creative thinking has been transcribed into viable books. Many of the books that have been written do not thoroughly enough encompass both the practical and theoretical aspects of complex subjects. Too often the drive for immediate answers has led

to the overlooking of fundamental purposes and technical know-how that might lead to much more favorable results for the persons seeking knowledge.

This series will be made up of books thoroughly and expertly expounding existing procedures in the many fields of real estate, but searching as well for innovative solutions to current and future problems. These books are intended to offer a compendium of each author's wide experience and knowledge to aid the seasoned professional.

The series is addressed to professionals in all walks of realty endeavor. These include business investors and developers, urban affairs specialists, attorneys, accountants, and the many others whose work involves real estate creativity and investment. Just as importantly, the series will present to advanced students in many realty fields the opportunity to review professional thinking that will help to stimulate their own thoughts on modern trends in housing and business construction.

We believe these goals can be achieved by the outstanding group of authors who will create the books in the series.

DAVID CLURMAN

PREFACE

During the past 10 years, office real estate and its associated investment and expenses have become increasingly important to business and professional firm executives. While once the responsibility for selecting, negotiating, and moving in to new office space may have been relegated to relatively underpaid employees, increasingly this responsibility and decision making has drawn the attention of the most senior executives and partners of organizations. There are many reasons why senior members are interested in this area now: (1) the expense of real estate, (2) the impact on productivity, (3) the advent of office technologies and automation, and (4) the impact on future strategic direction.

The field of tenant representation has become highly professionalized and involves many technical, legal, and financial specialties. Organizations and divisions of existing firms have been organized solely for the purpose of assisting and representing tenants in planning implementing tenant moves to new office space.

Frequently, many of the decision makers for companies and professional firms have little, if any, practical experience or knowledge of the many subjects involved. This book is designed to meet the needs of the intelligent tenant, and particularly the non-real estate professionals who are responsible for making these decisions.

This book also is designed to meet the needs of the various professionals who work together to implement these sometimes highly complex endeavours: designers, architects, engineers, telecommunication spe-

cialists, attorneys, contractors, tax advisors, art consultants, psychologists, real estate brokers, real estate consultants, and financial analysts. With this in mind, the leading experts in their respective areas have contributed chapters on their particular specialties.

Also addressed in this text are the sophisticated technological issues now involved in office tenancy decisions, and issues involved in the so-called high tech or intelligent building.

This book is not a legal tome or form book for negotiating agreements nor is it a how to book on "how to best your landlord." Rather it is a book to provide the basic information needed for decision makers to function intelligently in this complex and jargon-filled area.

*New York, New York
Philadelphia, Pennsylvania
Washington, DC
August 1987*

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