



Process Management Lexicon

Layperson's Rather Eclectic Guide to Real Estate,
Design, Construction, Technology
and Relocation Speak

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This Process Management Lexicon intends to provide members of the P-Cubed Client Project Teams (or any other interested parties) with a working understanding of the terms that will be thrown around during the execution of your project. At the outset, unless you have done this before, you should not be expected to know what the outside consultants and technical members are talking about all (some, or most) of the time. Too often, during the course of the process, this never changes and project team members may not even ask. The real problem lies when the layperson's lack of understanding of the technical terms prevents the consultant team from effectively producing the facility that the user desires.

Furthermore, one or more members of the user team will be asked to "approve" documents that will be the basis for the facility - and we think they need to know what they are approving, whether it is a written specification or a design drawing. To that end, this Lexicon has been developed by your Project Collaborator so that we can speak with a common vernacular.

Note that this is not meant to be an inclusive Lexicon, but one that focuses generally on those terms that the Project Team will use and encounter during the general project process.

Furthermore, this Lexicon is not transferable to every other project. There are clearly some regional differences in the language, whereby some words are used differently, or not at all, in other parts of the country. Some project specific definitions are even included. And some client-specific peculiarities. The last section are the acronyms that we all often use, at times without even knowing what they stand for.

These are not the technical definitions, except where appropriate; rather they are working definitions that suit the layperson. The technical members of the project may object to certain definitions, or suggest a better one. That input is welcome. If you think of more terms or abbreviations that should be included in this Lexicon, please offer them up by contacting Phillip at 303-619-9585 or via e-mail at pinfelise@pcubedpartners.com. Your suggestions will appear in the next update. This is a work in progress (constant) that gets updated twice each year in January and July.

To start us off on the right foot:

Lexicon - A vocabulary of a particular subject. (Webster said so, not Phillip)



General Industry Wide Definitions

The following terms will be used anywhere throughout the project process, and are not specifically related to any particular project phase or process. A lot of who's who and what's what appears in this section.

Architect – Often (inappropriately) called **Designers**; also see **Interior Architect**. The professionally-trained designers who translate the user requirements into a building design and describe, both in pictures and words, what exactly should be built. Pseudo-Architects are people like Phillip Infelise, who, without any specific training at all, still likes to think that they “design” the building.

Adapt-to-Suit. As opposed to Build-to-Suit (see below) where a previously occupied building is completely repurposed for another use, usually only maintaining the exterior walls and roof. Can be dramatic – like turning an empty high bay warehouse into a signature corporate headquarters. Not cosmetic, usually a complete soups-to-nuts repurposing of the property.

Bird-Dog – As in “who is Bird-Dogging” that issue on a project. A Texas based project management concern. The response for developing a definition of this term was overwhelming, proving that Bird-Dog is all at once a noun, verb, adjective, dangling modifier or whatever. Thank you, Robert Hoover in Dallas.

Builder – See **General Contractor**.

Build-to-Suit – A building that is produced to the design requirements of a particular user, wherein the user can influence the size, shape and character of the building. Frequently misspelled as *Build-to-Suite (sp) even in some otherwise reputable documents*.

Broker – The real estate professional who executes the real estate planning and transaction on behalf of either the owner or the user. A Tenant Rep Broker is a real estate broker that exclusively represents tenants or users, like Cresa in Denver.

City – As in “The City.” The entity that controls our project destiny, often approving or disapproving our plans in an unpredictable or capricious manner, without regard to timing or consequence.



Churn – Reconfigurations within existing workspace that responds to changes in operations methods, project teams, process re-engineering, among others. The cost of churn is an important component of occupancy costs.

Client – The real estate, design and construction team work on behalf of a single client, the user, often the Tenant, but still sometimes the Owner.

Cold, Dark Shell – Usually a completed exterior structure with walls, roof, windows and doors, including core elements, but with no mechanical or electrical systems included. See Warm Shell.

Core – The basic parts of the interior of the building that are constructed by the owner, prior to Tenant Improvements - the stairwells, elevators, bathrooms, major electrical closets and mechanical rooms, vertical shafts. Often it is called Core & Shell in combination. In some parts of the country this is called the Base Building.

Core & Shell – The completed building before Tenant Improvements are added. When said too quickly, many clients can think we are saying "*Corn Shell.*" *We need to articulate better I guess.*

Corn Shell – Derived from saying "Core `n Shell" too quickly. Honestly, Clients (well, at least one in Phoenix, Ms Ward) have asked what we are talking about with a definitively quizzical look in their eyes.

Core & Shell Architect – Architect hired by the user or the developer to design the basic building, site work, parking and landscaping.

De-dunk – the distinctive sound that the "pop" machine makes in typical corporate facility break rooms, kitchen, coffee bar areas.

Design-Build – This generally refers to how certain design aspects of a project are handled. In some instances where the project is small, or requires a minimum amount of engineering design, the **Sub-Contractor** may provide the design services as part of their construction bid to the **General Contractor**. The **Sub-Contractor** usually hires a local engineering firm to do their design and documentation. For example, on most tenant build-out projects the sprinkler modifications are typically done via Design-Build.



Developer – Financial entity that develops or “puts together” the building, or the complex of buildings that make up an “office park.” The developer’s team may consist of financial people, lawyers, architects, project managers. The developer may also act as the General Contractor or at least contract with and control the activities of the General Contractor.

Engineers – Professionally trained technicians who calculate the specific technical requirements of the building and design specific solutions for them. In a Build-to-Suit there are many engineering “disciplines” involved, including, but not limited to geo-technical, structural, mechanical, electrical, fire-safety.

Envelope – As in Building Envelope. The exterior materials that encapsulate the building, exterior cladding and roofing. When the envelope is complete, the building is termed to be “dried in” and ready for interior construction

Factory Built – You won’t believe this one. One client (Marianne Ward, see Corn Shell) uses this term to refer to a soft-drink in a paper or plastic cup purchased at a drive-through or a convenience store. I never will figure this one out. She has offered other definitions, too.

Fast-Track – Radically accelerated project approach wherein design work is issued in components parts so that construction can begin before the overall design is complete. Example – design the building footprint and permit the foundation/underground work and begin building it while the rest of the building design is being completed.

Floor Plate – The perimeter outline of a particular floor of a building, measured in different ways under different codes or BOMA standards.

Footprint – The perimeter outline of the building on the ground floor level, usually but not always, following the line of the foundation.

Furniture – One approach/solution, among many, to supporting the workplace environment. We no longer install Furniture, but a “workplace solution” comprised of many “workplace tools” supporting a “collaborative workspace.”



General Contractor – The folks who are under contract to produce the building for the owner, tenant, or user. Sometimes called the Builder, or just Contractor, particularly when it is in their name.

Green – a very current catch-all term used to describe a building or the tenant improvements in a building that are built to sustainable energy and environmentally sensitive (or typically LEED) standards as developed by the US Green Building Council, or USGBC (see usgbc.org). See **LEED** or **Sustainability**. Product can also be Green in terms of the recycled content or that they are locally produced.

Harangue – Constant reference to any one of a number of things that Phillip is vehemently passionate about in projects; things like too many walls, side-lites with mini blinds, the City. Not to be confused with the tasty dessert Lemon “Harangue” Pie.

Hoot Value – a criteria that one client uses to pick Project Team members... will they be fun to work with on a daily basis for the next few years. Has become institutionalized in many subsequent P-Cubed selection processes

Interior Architect – A specialty field in architecture that focuses on interior space planning and structures, and includes interior design elements of colors, textures and furnishings. May also be incorrectly labeled as Interior Designers or “Fabric Flippers”; rarely do they appreciate being called just “Interior Designers” , who are normally thought to pick out only furniture, paint colors, interior accents, floral wallpaper patterns and gaudy accessories.

Interiors, Interior Construction or Interior Build Out. Another way to refer to Tenant Improvements.

LEED – as in a LEED or Green Building. Leadership in Energy & Environmental Design. Standards that determine the level of Certification for a sustainably built project, mandated by the US Green Building Council. LEED Certification levels include Certified, Silver, Gold and Platinum. Careful note: There is no S in LEED. It is a LEED Building, not a LEEDS Building; to violate this is to receive the scorn of Lisa Henry and many other LEED zealots.

Mechanical – As in Engineers. The folks who design the Heating, Cooling, Air-Conditioning, and Plumbing systems. Nothing to do with auto mechanics.



Mechanics – A term that refers to the various trades persons on the job. This does not refer to auto mechanics in this use, or even just those who deal with the mechanical system. Example: even a Carpenter on a commercial job can be referred to as a Mechanic.

Modular Furniture – See **Systems Workstations**.

Office – Another clever client contribution, describing the situation where “cubicle” walls are used in a full height condition to create modular offices.

Office – Old style vernacular that used to mean walls, windows and doors surrounding a desk, chairs and other accessories. Currently a “workplace environment.” And just one of many potential options or configurations that support personal workspace.

Off-ramp – Interesting term contributed by Digital Globe that means other options to explore when the singular main objective hits some roadblocks.

Owner – The owner or lessor of the land who has a facility (or builds one) to be leased by the User. The User may actually be the owner, and vice versa.

Pod – A grouping of Systems Workstations or Modular Furniture. See podular below

Podular – One very clever Client coined this term to describe a pod of modular furniture.

PRFormance Management – a P-Cubed Partners creation that creates an integrated approach to project, relocation and facilities management.

Process Management – The process of defining user facilities requirements, developing a strategy for meeting them, completing the real estate, design, construction and relocation processes. Process Management may or may not result in an actual Project to execute. Your “Project Manager” likes to be referred to as a Process Manager; as well as Phillip, not Phil.

Project Management – Typically – although not in the P-Cubed world - project management refers (only) to the management of the design and construction phase of the process. In our P-Cubed world for the more expansive Project Manager, it includes Strategic Facility Planning and Relocation Planning & Management



Proposal – A consultant, vendor or supplier response to an RFP that usually describes the services to be provided and the cost for performing them. *A lot of folks get in the habit of (mistakenly) calling the "proposal" the RFP, when in fact it is the response to the RFP.*

RFI – Request for Information. Predecessor document to the RFP or an RFQ (see immediately below) that asks for information but not a formal Proposal for services or products. Also a clarification of a specification or build methodology, typically a question from a contractor to the Architect.

RFP – Request for Proposals. The formal document that solicits proposals from various parties to perform work on the project. Typically, on a full-scale project there will be RFPs for Real Estate or Developers, Architects/Engineers, General Contractors, Furniture Vendors, Phone Systems, Cable Vendors, Security, AV and Sound-masking, and even Process Managers. *Warning, people also refer to the "proposals" as RFPs, but that is a misnomer.*

RFQ – Request for Quote. An RFQ is almost the same as an RFP. One fine distinction is that an RFP may not actually call for a quote, but be limited to specific qualifications.

SFP – Strategic Facility Plan. This document translates the user business plan and growth scenario into a strategy for meeting facilities requirements under appropriate timing and cost parameters - usually includes a business plan summary, preliminary programmatic requirements, facility specification and draft real estate RFP, preliminary project budget and project schedule.

Shell – The building as the layperson would view it from the exterior - walls, roof, sidewalks, parking, etc. Some people will call this the **Base Building**. Often it is called Core & Shell (not Corn Shell) in combination. See Cold, Dark Shell and Warm Shell.

Sub - Not to be confused with the bass speaker in a low-rider, this term refers to a sub-contractor. Usually the companies a **General Contractor** hires for each trade of a project.

Sustainability - A very general term to describe a move toward a more environmentally sensitive approach to buildings and life in general. Often used in place of "Green" or "LEED." Sustainability and Green describe the movement, where LEED is an official classification system for that movement.

Systems Furniture – also **Modular Furniture, Systems Workstations, Panel Systems, Mobile Partitions, Component Systems, Cubes** among others. De-mountable and re-configurable office furniture comprised of panels, work-surfaces, and other components. One clever client coined the term "Office" to describe an office constructed of full height "cubicle"



walls. Nice. We all know what they are, let's agree to call them by a common name - Systems Furniture, or whatever the Client chooses.

Tenant – The lessee or occupant of the facility; sometimes called the user. If the tenant is also the owner they are often referred to as the 'owner/occupant.'

Tenant Improvements or TI's – Improvements or the "Build-Out" to the Core & Shell specifically by and for the Tenant. Also called Interior Construction or Tenant Construction.

Tenant Architect – See **Interior Architect**.

User – The lessee or occupant of the facility. Often called the Tenant. See **Tenant**.

Warm Shell – Or Conditioned Shell. A Core and Shell that has mechanical and electrical systems installed and in a lot of cases an acoustical ceiling with general lighting installed throughout the office area, but mechanical and electrical systems are not distributed throughout the potential tenant spaces.

Workstations – See **Systems Furniture**.

Workplace Environment – Used to be generically called an office. Now it's an aura that surrounds the work that is being done. Could be offices, could be workstations, could be any loosely defined/delineated or unstructured area in which work is produced, collaborated upon or even contemplated.

Real Estate Transaction Process and Terms

The process of identifying requirements and economic parameters and then securing the site or facility that best meets those needs. Includes comparative economic analysis and lease negotiation, acquisitions and/or dispositions, renewals and extensions.

Base Year – The year upon which future increases in rent or expenses is based.

BOMA – Building Owners and Managers Association. Usually refers to the official BOMA measurement, which is the generally accepted method of determining rentable area of a building through a precise measurement process.



Broker – As in Real Estate Broker. Often used in a derogatory manner (with lawyers, used car salespersons, among others) but we treat ours with the highest respect.

Broker Opinion of Value (BOV) – A broker's or Advisor's, not an official appraiser's. opinion as to the market value of a property.

Bumps – Increases to the rent at predetermined intervals, also known as steps.

CAM Charges – Common Area Maintenance. Cost to the user to maintain the exterior and interior of the building that is common to all users.

Common Area. That portion of the Building that is common to all Tenants and is rented by each Tenant through the CAM charges (see above) including but not limited to entrances, lobbies, stairs, elevators, common corridors, vertical shafts for telecommunications and air handling. Used as a defined area in BOMA calculations.

Core Factor – The percentage of common areas in the building that, when added to the net usable square footage, equals the net rentable square footage for any given tenant. Often times Brokers refer to this as an R/U Factor.

Demising Walls – The boundaries that separate one tenant space from another or from a tenant space to a common area or public corridor. See **Demising Partition**.

Floor Area Ratio (FAR) – The ratio of the bulk area (gross square footage or GSF) of the building to the land area (LSF) that it occupies. Usually regulated. $GSF/LSF=FAR$.

Fair Market Evaluation (FME) – Typically performed by a certified professional to determine the actual market value of a property. See **BOV**.

Ground Lease – Or Land lease. Lease on the land under the building.

Load Factor – The difference between Usable Square Feet (USF) and Rentable Square Feet (RSF). Sometimes called Efficiency Factor or R/U Factor. To arrive at Total required SF, take net SF, multiply by Circulation of approximately 40% (actually use $40/60=.67$ as the factor to multiply SF by) and then multiply by Efficiency Factor, can range between 7% and 20%, specific to that building, its' configuration and if you are calculating a full floor tenant or multi-floor tenant.



Operating Expenses – The actual cost of operating the facility, including utilities and expenses, taxes, insurance and capital reserves.

Rent – Consideration paid for the occupancy and use of real property.

Rentable Area – The tenant’s actual usable area, plus a proportionate share of tenant common areas.

RFP (Request for Proposal) – In the real estate context, it is the document that solicits responses from land or building owners to provide a site or facility to the user. You will also find the RFP used through the process to secure the services of consultants and vendors.

Site Plan – A scaled plan of the site, depicting the development of the parcel, placement of the building, and including all exterior elements necessary for zoning approval.

Steps – See **Bumps**.

Tenant Improvements – Improvements to the land or the building to meet the occupancy needs of a specific tenant.

Triple Net Rent (NNN) – Net of Expenses, Net of Utilities, Net of Taxes, thus triple net. Rent where the tenant agrees to pay a share of the landlord’s operating expenses, utilities and/ or real estate taxes, proportionate to the amount of space the tenant occupies.

Usable Area – Gross floor area minus the core and building common areas or the tenant space within the demising walls.

Design and Construction Process and Terms

Wherein the facility is designed to the specifications that facilitates optimum efficiency for the user and then is constructed to those specifications at the best possible cost.

Adjacencies, also **Affinities** – The working relationships between departments that dictate their relative position in a facility, vertically and horizontally.

Ballast – The electronic converter found inside each fluorescent light fixture. Also a weighting system (gravel, blocks) that literally “holds down” certain types of roofing. Also known as a



Keel that hold upright the kinds of sailboats that I race. Moveable Ballast is the less talented crew-members on those sail boats.

Bay Spacing, also **Column Spacing** – A uniform area of a building enclosed by four columns, or two beams. Bay size of 34' indicates the distance from the center-line of columns.

Blocking/Stacking – Diagrammatic drawings (usually single line) that demonstrate how departments and common areas fit horizontally and vertically in the space.

BOCA – Building Official & Code Administrators International, Inc. The predominant building code used throughout the United States and in some foreign countries. In some locales, there may be a local building code to supplement or replace BOCA.

Box, Box, File – How the furniture folks refer to a standard pedestal that has two small drawers above a file drawer.

Bulk Plane – Not an Antonov 124 or a 747 Cargo model. Rather a Permit and Planning restriction that controls not only the total height of a structure, but also its height as viewed from an angle – maybe from a person on the street, from the roof line of an adjacent building, or from a fixed point in the city. May also be controlled by the shadow the building casts on neighboring structures.

Cantilever – A portion of the building or roof system that is projected outside of the building envelope (or structural section) without apparent support.

Certificate of Occupancy (COO or CO) – License to occupy the building for the use described in the zoning application. In a tenant build-out, or a building previously occupied the General Contractor will get his "Final", as in inspections, but does not require a COO. A COO is generally used for new buildings not previously occupied.

Change Order – Officially it is the document that authorizes the GC to perform additional work beyond the base contract. Or, it authorizes the substitution of work and or product from the original contract specifications. Unofficially...don't ask, since this is such a bad word that we never utter it. GC's don't like them anymore than we do. Just say no.

Construction Documents or Construction Documentation – Complete set of working drawings - site and grading, floor plans, elevations, details - including engineering, that, along with detailed specifications, make up the "contract documents" indicating exactly what building will be built. Refers to the drawings or documents necessary to obtain a building permit.



CRAC Unit – Not a special drug enforcement unit of the local police force. A special Computer Room Air Conditioning Unit, often called a Liebert Unit in the same way a tissue is called a Kleenex. Liebert is but one manufacturer. And Liebert Units can also be a Power Conditioner, so be careful in throwing the term around.

Curvilinear – Not straight, or not rectilinear. Usually refers to curved bump-out in the building footprint or exterior skin.

Curtain Wall – A glazing component, usually comprised of metal framework and inserted glazing that creates the building envelope, either partially or completely (save for the roofing)

Demising Partition or **Demising Wall** – Usually a full height, or slab-to-slab wall (actually a misnomer since only the first floor isn't always a slab and the second floor is usually referred to as the deck).

Design/Build – Process whereby the general contractor is also responsible for the design work. This is applicable to either a full facility or, for example, just the mechanical and electrical work.

Design Development – The next step in the design process after Schematic Drawings and Space Plans. "DD" develops the details to the next steps, showing elevations and specifics about wall types, millwork, special conditions, et al. This is where instruments are added.

Details – Drawings, usually on separate sheets that demonstrate exactly how a portion of the design is to be constructed. These are typically drawing at a very close up view to show a lot of detail.

Diffuser – Two kinds are important to know. The Air Supply Diffusers are the grills that direct air to you through in the ceiling. Light Fixtures diffusers are the plastic panels that separate you from the fluorescent tubes. Old style diffusers are acrylic; most people became used to the "parabolic" or egg-crate like diffuser, now very passe. Best is no diffuser; but a perforated grid in a direct/indirect fixture that produces a more diffused, but even, light at the work surface.

DR Package – Design Review drawings submitted to the City for preliminary approval. Not the permit set.



Drywall – Sheet Rock. Rock, as in rock the walls or the walls are rocked. **Gyp Board**, as in Gypsum, the stuff between the two layers of gray paper; from Gypsum, Colorado on the Eagle River. **Plaster Board**, really something different but sometimes misnamed this way. You all know what it is, these are just all the things it's called. Someone who installs it is called a **Hanger** and someone who tapes it is a **Taper** and those who finish it are **Finishers**. By the way, those who put up the metal studs are not called Studs, but Drywall Mechanics in some regions. (see Mechanics)

Elevations – What I stare at looking from my living room to Mount Evans. Portion of the construction documents that shows how the structure will appear from a side view, or elevated off of the floor plan or overhead view. Direction is usually noted, as in view from the North, South, East or West.

FFE – Furniture, Fixtures, and Equipment. Sometimes re-formed to Furniture, Finishes, and Equipment. Sometimes re-formed Furnishing, Fixtures (Finishes) and Equipment. The E is always the same, but the F and F seems to change around a lot, based on regional preference

Finish Schedule – Doesn't mean when we expect part of the FFE to be completed. It is usually a page of the final construction documentation with a matrix that notes what type of finish (paint/stain, wall covering, flooring, among others) will be applied in each area.

Fire-Rating – Established by the National Fire Protection Association (NFPA), a test rating for fire transmission, usually referred to as a One Hour or Two Hour wall, corridor, door, or enclosure.

Flex-Tech Space – also **Flex Space**. Usually a one or two story building, typically of Tilt-Up Construction designed to house a combination of general office use, technical space and higher bay warehouse space.

Forensic Scheduling – Not the schedule for when CSI comes on. A look back schedule, produced when it is obvious there are problems with the Contractor's performance, to justify why the GC is late or some tasks were not completed when they should have been. Contributed by a major international contractor. We prefer proactive scheduling looking forward to avoid issues

General Conditions or **General Requirements** – The General Contractor's non-project specific costs for running the job, including, but not limited to supervision, trailer, site utilities,



safety equipment, travel and fuel costs, among others. These are not fees or profits. Should be expressed as specific costs, not a percentage of the direct construction costs. Needs to be evaluated on a case by case basis.

Glass – Not as simple as you thought, since the professionals call it something else. See **Glazing**.

Glazing – See **Glass**. If it's really the same thing, why isn't it Glassing? Who knows.

Hard Lid – A drywall or other hard surface ceiling; as opposed to a grid and tile system.

Hoist Way – Vertical shaft housing the lifting mechanism (may be hydraulic, pneumatic, mechanical) for the Elevator.

HVAC – Heating, Ventilating, and Air Conditioning. Some say H V A C, others say H-VAC. Most people know what the H and the AC stand for, but are often baffled by the Ventilating part of it.

IBC or International Building Code – One of many Building Codes used by various municipalities around the country, however, it is becoming the more adopted code in everywhere.

Light – Exactly what you think it is. Similar to the Glass and Glazing story though. See Lite below.

Linoleum – What some of us older folks call Vinyl Flooring or Sheet Goods. In the same era as Bon Ami, Borax, Venetian Blinds, Poodle Skirts, Bobby sox and really cool 57 Chevys and that ground breaking almost sports car the T-Bird.. Definitely not VCT, which is usually 12" x 12" squares.

Lite – Nothing to do with Light, as above. It is a glass panel in a door. Example: a typical glass door with a wood frame is a "single-lite French Door" while one with divided "muntins" may be a 6, 9, 12 or even 15 lite French Door.

Make-Up Air – Not a Blow-Dryer. The amount of outside air that must be introduced into the mechanical system to "make-up" for air (usually somewhat contaminated) that has been exhausted, often through hoods in the laboratory environment, or out of large people spaces like training rooms and conference rooms.



NEMA – National Electrical Manufacturers Association. Usually heard in reference to a special electrical plug type. This becomes real important when a lot of technical equipment comes with special plugs and the electrical subcontractor needs to know what female receptacle to provide.

One-Sided – This time, not a conversation with Bill Baldwin. A term to refer to a partially complete drywall partition that has studs stood, rough electrical routed, cable stubs through the top plate and drywall on one side of the wall only. This is usually, but not always, a condition prior to any inspections. Can also be used to describe an argument or debate with a stubborn person.

Package Units – Referring to integrated HVAC units where the condenser and compressors are in a single package (as opposed to split systems)

Panel Creep – not the weird dude in the next cube peering over at you like a strange Waldo; but the “dimensional stretch” that naturally occurs when you add multiple connections along an extended run of workstations panels that exceed the pure dimensions of the components.

Parapet – Low wall extending above the intersection of the exterior walls and roof, required in many locales to hide roof top equipment (HVAC and others) from street-side views.

Photometrics – A technical process normally engineered by the Electrical Sub-Contractor or Fixture Vendor that demonstrates the effective light spread from a fixture or series of fixtures, usually represented in Foot Candles.

Plenum – The open space between the ceiling grid (or hard lid) and the floor above.

Pot Light – Not a Black Light in your Closet nursing herbal plants, surely in your college days. Rather a Canadian name for what we in the US refer to as Canister (Can) or Down Lights.

Programming – The initial design phase where the **Program** or **Programmatic Requirements** document is created, describing the headcount and space growth over time, space standards, adjacency or affinity relationships and common areas.

Punch List – Itemized list noting incomplete or unsatisfactory construction that needs to be remedied between the time of Substantial Completion and release of final payment.

Rain Leader – Not the head guy who does rain dances. (Little known fact. In another career, Phillip was known as the Bulga Naba - or Water Chief - in Moree, the predominant language of



Burkina Fasso where he doused for water). Commercial building rain gutter or drainage system, can be internal or external. If internal, they are often run along interior columns.

Reflected Ceiling Plan – Short form is **RCP**. A sheet of the construction documents, usually between the floor plans (A and a number or F and a number) and the electrical plans (E and a number) that shows: the location and type of each light fixture in the ceiling, the ceiling grid lay-out and areas that receive a drywall ceiling (hard lid).

Return-Air Plenum – This is what the area between the acoustic tile ceiling and structure above is called when it is used to return the air back to the HVAC system (this is typical in most office buildings when you see perforated metal tiles in the ceiling). A Return-Air Plenum has certain aspects that require things like tenant data cabling to be “Plenum-Rated”, meaning they must be labeled as such in order to run through this type of Plenum.

RFI or Request for Information – Formal process for subcontractors to request information for clarification during the bidding or construction process.

Ridge – The highest point of the roof creating drainage from that point in at least two directions. Also a really awesome golf course in Douglas County called The Ridge.

RTU or Roof Top Unit – A type of packaged cooling in multiple units spread over the roof, as opposed to a Central Cooling Tower or one of many other systems. Typically found on smaller commercial office buildings and all flex-tech buildings.

Schematic Drawings – Sometimes used interchangeably with Space Plans. Follows the Blocking/Stacking stage, wherein walls, doors, corridors are shown to scale.

Section – a detailed drawing through (cut-away) an element of the design, such as a partition, or wall section. Sometimes also called a detail.

Service Entrance Site (SES) – The point at which the electrical service enters the building.

Shaft. Usually a vertical space running floor to floor in a multi-floor building that is designated to allow free air, mechanical, plumbing, electrical, voice and data cabling, security, cable TV and other such things to run between floors.

Site Plan – The portion of the construction documents that deals with the land, more than the building. The building is just an outline, while all of the curbs, gutter, walk-ways, water feature or water retention, drainage, parking are detailed. Utility entrances and easements are also noted. Usually calculations are shown for the FAR, parking and the green spaces.



Skin – The exterior envelope that encloses the structure (see Structure) may be masonry, wood, stucco, plaster, steel, glass/glazing, or any one of a number of new materials.

Sound Masking – This is a system where speakers are placed above the acoustic tile ceiling (they tend to look like suspended paint buckets) throughout a tenant space, and a certain audible frequency or “hiss” is broadcast through the speakers to help eliminate audible speech from traveling. This is commonly used in open office areas and conference rooms to “mask” what people are saying. It is generally a very reliable and effective approach to creating privacy or eliminating a lot of loud chatter. This is still not very effective if you have the office “loud-mouth”. This is a classier term that replaces “White Noise” or “Pink Noise.” So yesterday.

Space Plans – Sometimes used interchangeably with Schematics and **Test-Fits**.

Spandrel, as in **Spandrel Glass** or **Spandrel Panels** – Material that looks like glass from the exterior but you can’t see through it from the interior. Used where the Exterior Glazing pattern needs to be consistent but where interior light is not necessary or desirable.

Structure – The framework or backbone of most commercial buildings, consisting of columns, beams, girders, joists, decking. Any or all components may be steel or concrete.

TVSS – A lightning suppression system. I know that the VSS stands for Voltage Suppression System, but I had no idea what the T stands for. (Later, I found out it is Transient).

Test-Fits – Used to describe a first space plan that is developed in a particular building. This term is used a lot when you are space planning a tenant in several different buildings while they try and decide which building they want to move into.

Tenant Improvements or **TI’s** – Improvements to the Core & Shell specifically by and for the Tenant.

UBC or Uniform Building Code – One of many Building Codes used by various municipalities around the country. Uniform is a misnomer, since there are other conflicting building codes in use around the country.

VAV System – A common type of HVAC system – Variable Air Volume – that offers specific controls to a limited area of usually 1,000 to 1,500 sf. As opposed to CAV or Constant Air Volume.



Walls – An evil creation by architects and contractors that destroys communications and collaboration, restricts flexibility and future growth and costs money. Something we always want to build too much of; then we want to move them, or put holes in them full of glazing so that we can pretend we didn't build them in the first place. However, politically sensitive types know that we usually need some, so you can ignore some (most) of the rants or harangues on this subject.

White Noise – This is the same as the newer term - **Sound Masking**.

Wet Walls – Those walls that have plumbing inside of the and usually have fixtures outside of them. Wet walls in commercial buildings are usually finished in ceramic tile to at least head height.

Working Drawings – See **Construction Documents**. Most of the time they do actually work, but getting Contractors to admit that is a stretch.

Technology – Some Basic Terms

The following are *only the most basic terms* that you may hear during normal project discussions. If we tried to interpret everything that the Technology or IT or IS Committee was saying, this Lexicon would grow more than 200%.

ACD – Automated Call Directing. Typically, in a Call Center Environment; where the system automatically directs the inbound call to an available line. Can also be used in a non-call center but high inbound call environment where more than one inbound line is available for general purposes.

CAT 5 or 6 or Category Five or Category Six – A standard for high-speed voice and data cabling, determined by the EIA/TIA. Often mispronounced as CAD 5/CAD 6. There is also a common Category Three, but that was lower speed stuff and could not run as far without degrading a signal. Your whole facility will typically run CAT 5/Cat 6 for both voice and data. Category Seven and beyond is coming soon. Now there is **Category 6E** or Extended, which provides even more speed/capacity, longer run lengths up to 295 feet, less ohm interference or tone loss. NOTE: Category 6E and Category 7 are manufacturer standards and have not yet been ratified.

CLX – Competitive Legal Exchange/typical phone service in a competitive market.



CRM or Customer Relationship Management – A function for Voice Systems or Voice Over IP Systems in a Call Enterprise Environment.

Drop – Usually refers to bundled voice and data communications wiring that terminates in a dual RJ-45 jack, one for phone and one for data.

EIA/TIA or Electronic Industries Association / Telecommunications Industries Association – The combined group that sets the standards for telecommunications protocols, like Category Six cabling or levels of sophistication of Data Centers.

Extended Category Five (5E) or Six (6E) – An upgraded Category 5 or Category 6 that is really the precursor for the coming-soon-at-a-Cable Plant-near-you, Category 7 (maybe 7 to 10 years out). Real world talk: the difference between Category 5 and Category 6 is that Category 6 transmits 12 times less “noise” or interference along a similar line length.

Frame Relay – A standards-based technology that handles higher volumes because it uses DS-3 trunks instead of the more typical T-1.

IDF – Intermediate Distribution Facility. A secondary distribution room for voice and/or data cabling. There is usually at least one on each floor; two if a large floor plate.

ISDN or Integrated Services Digital Network – The telecommunications network of the 21st century - a unified global network carrying voice, data, video, interactive pictures and other services to businesses and homes. This is the future replacement of the current analog telephone network. Narrowband ISDN at 56 Kps to Broadband ISDN from 2 to 600 Mbps.

MDF or Main Distribution Facility – This is the main distribution room where voice and data lines will connect to the phone utility and fiber lines coming into the building. Usually located on the first floor, as near to center of the building and possible and sometimes actually inside of the “Computer Room.”

NOC – Network Operations Center.

N+1 redundancy - is a form of resilience that ensures system availability in the event of component failure. In general terms, it is a backup infrastructure of incoming service and on-site systems that can be utilized if the initial system fails.



Patch Panels – Wall or rack-mounted equipment where electronic routers allow cross connections to be made for voice and data cables. Looks like a bunch of phone jacks all in a row. May be used in place of or in conjunction with Punch Blocks (see below).

PBX or Private Branch Exchange – Your typical business phone switch.

PDA or Personal Digital Assistant. – You know, those Palm-like things. Most people used to refer to their PDA as their “Palm” even though it may be a different manufacturer. Ergo, it pays to be first into any new technology market as you then get to define the terms for all that follow. Phillip’s Digital Adversary.

POP – Point of Presence. Where the Telephone Provider brings their service into the Building from the Street or overhead lines. Sometimes a **MPOP** or Main Point of Presence; even referred to as the Demarc.

POTS – Very different in CO now with the new legislation. Don’t care if you inhale; not hemp/cannabis as throughout Colorado, just Plain Old Telephone Service.

PSTN – Public Switched Telephone Network. The combination of the PBX and accessories and the cable architecture that distributes your phone system capabilities to the desktop.

Punch Blocks – Wall or rack-mounted equipment where cable is mechanically connected (and more permanent looking than a patch panel connection). One “punches down” connections in a punch block.

RJ - as in **RJ-11** (old stuff), **RJ-45** (newer stuff) **RJ-###** (newest stuff) – The things that you might call a phone or data “jack” or termination.

SSD. Solid State Drives. As opposed to motor driven disk drives. There is really no disk at all in these components.

T-1 – Refers to a high speed copper transmission line. T-1 is a bundle of twenty four (24) channels on digital lines running at 56 Kbps or 1.544 Mbps. Known as an E-1 in Europe. T-3s and T-5s are even more powerful.

UCP – Universal Cable Plan / Cable specification for a company or companies.



UM – Unified messaging. Ability to retrieve a single message on a variety of media like Phones, Cell Phones, Computer desktop, Laptop, PDA or any combination.

VOIP or Voice Over Internet Protocol – An approach where your telephony applications are accessed and utilized over an internet connection. This will become the standard soon and no more POTS or PBX.

VPN – Virtual Private Network.

Relocation Planning & Management Process and Terms

The logistics and execution of the Relocation Process will make or break this project. Only 1% of the total user employee and client population is affected by the design/construction process that takes 99% of the time. During the last 1% of the project, 100% of all your employees, clients, customers, vendors will be impacted. We need to get it right.

Blue Tape (or White for that matter) – Often called Painters Tape, as you can apply things to walls without marring the paint upon removal. Used a lot during a final construction walk-through with the General Contractor and Tenant to identify areas needing additional work.

Box (or Carton) – very antiquated form of moving materials and contents, very much out of favor with larger moving companies except when items need to be “stair-carried” and Evolved PMs who now highly favor Totes (see Totes below) .

Contents – Usually, everything in a workspace after the computer terminal and furniture are removed. Contents are typically boxed for the Mover.

Destination – Where you are relocating to. The new building you are relocating to.

Directional Signage – Sign boards posted throughout the destination facility to direct the move crew to color-coded areas, beginning at the loading dock and elevators.



Duct Tape – The most useful and (other than a bad Move Vendor) the most destructive part of the move.

Hoo-hah - from the Yiddish hu-ha or uproarious commotion. In this context, it refers to the often excess drama that is caused by the onset of relocation trauma.

Move – See **Relocation**.

Move Captain – The Relocation Team individual charged with directing the move process on that floor, be it origin or destination site. To execute a relocation we will need no less than 1 Move Captain per floor on each side, for each move weekend.

Move Committee or **Relocation Committee** – The team of in-house volunteers that plan and execute the detailed logistics of the relocation.

Move Placard – Dimensional lay-out of room or area, posted during the move to guide the mover to specifically place the furniture/equipment in its correct position the first time. May also include an ID # for and inventory of contents.

Move Sequence – The step-by-step schedule of what departments or areas move in what particular order.

Origin – The facility or facilities where you are currently located and will be moving from. The old buildings that you are relocating out of.

Pizza – For better or worse, usually your main food source during the Move Weekend. Likely that this term will become a part of antiquity since low-carb, high protein affinities will soon take over even the hallowed traditions of Move Weekend sustenance.

Protection – Not a “health care” item. Tons of masonite and cardboard that is used to cover floors, lobbies, vulnerable wall finishes and corners, and elevator cabs during the move. Usually more extensive on the destination side since everything is new, but just as important on the origin side, since we usually have to restore the premises as a lease obligation on the way out. Bad protection brings on the finger-pointing disease when there is damage to the premises.

Relocation – See **Move**.



Relocation Activity Checklist – A schedule, separate from the Project Schedule, that details all of the relocation tasks that need to be accomplished to facilitate a smooth and transparent occupancy.

Relocation Committee – See **Move Committee**.

RPM – Relocation Planning and Management (a Phillip/P-Cubed coined term)

Relocation Remedy Unit (RRU) – a group that handles responses and trouble-shooting relating to Relocation Remedy Reports (see below)

Relocation Remedy Reports (R3) – a single page report that is typically placed on every work surface during the relocation so that the user can cite any issues in the workspace that need remedy prior to the onslaught of business as usual at the destination.

Stair-Carry. In those circumstance where there is no elevator, the elevator is not working or something is too long to fit in an elevator (and no one allows you to transport it on top of the elevator cab) the Mover must “stair-carry” the items. No one likes it, but it happens. Usually means that Totes are not used and will revert to boxes or cartons.

Sweep – Not a janitorial function. When the Mover completely empties an area, or one component of an area. You might sweep a floor for computer terminals, then sweep for “contents.”

Totes – custom designed thermoplastic containers that nest together and interlock and are transported in groups of three or four on special dollies or “wheels.” So much more convenient and user-friendly than the old box or carton moves that evolved PMs will not entertain using a Mover than doesn’t have their own Tote supply.

White Hats – The person or persons at both the origin and the destination that the Move Supervisors will turn to when there are major questions or issues to be resolved.



Abbreviations/Acronyms

There is probably more variance from project to project on abbreviations than for anything else. However, here are some that should remain constant. As usual, this is not a complete list, but does represent those abbreviations that you might encounter during this project.

ACD	Automated Call Dialing
ACT	Acoustical Ceiling Tile
ADA	Americans with Disabilities Act
AIA	American Institute of Architects
ALT	Alternate, as in substitution for something that has been specified
AFF	Above Finished Floor
ATS	Adapt to Suit
BOCA	Building Officials and Code Administrators, as in BOCA Building Code
BOMA	Building Owners and Manufacturers Association, as in BOMA Measurement
BOV	Broker Opinion of Value
CAM	Common Area Maintenance
CC	Center to Center
CFM	Cubic Feet per Minute, as in air flow



CFS	Cubic Feet per Second, usually only rafters and fly-fisherman are interested
CIP	Cast in Place
CPT	Carpet
CO	Change Order
COO	Certificate of Occupancy
COR	Change Order Request
CRE	Corporate Real Estate (usually referring to the Director of)
CRM	Customer Relationship Management
CW	Cold Water
DDC	Direct Digital Controls of the HVAC system
DIW	De-Ionized Water
DN	Down, as in stair direction
DW	Drywall. See Gyp Bd
DX	Direct Exchange, typical HVAC configuration
ER	Existing to be removed, not a TV show
EQ	As in Or Equal, may substitute for specified product or material
EXH	Exhaust, as in Hood or Fan
EXT	Exterior
FAR	Floor Area Ratio
FD	Fire Damper, mechanism for closing off air flow during a fire
FFE	Furniture, Fixtures, Equipment (usually, see definition)
FHC	Fire Hose Cabinet
FM	Factory Mutual. An insurance rating group for roofs, structures, etc.
FME	Fair Market Evaluation
FOR	Field Observation Requests
FOR	Face of Wall, or FOC-Face of Concrete, or FOS- Face of Stud, etc.
GC	General Contractor
GFI	Ground Fault Interrupted, outlet protected from spikes
GUI	Graphic User Interface
GYP	Gypsum Wall Board, Drywall, Sheet Rock



HC	Hollow Core, as in a door with nothing between the exterior veneers
HDWR	Hardware, as in door locks, strike plates and hinges
HM	Hollow Metal, as in a door frame, typically found in commercial buildings
HVAC	Heating, Ventilating, Air Conditioning
HW	Hot Water
IBC	International Building Code
IDF	Intermediate Distribution Facility
ILO	In lieu of
INT	Interior
ISDN	Integrated Services Distribution Facility
LAV	Lavatory or Water Closet (see WC)
LEED	Leadership in Energy & Environmental Design
LEED-CI	LEED as above for but for Commercial Interiors only
LEED-CS	LEED as above but for Core and Shell
LEED-NB	LEED as above but for New Buildings
LH	Left Hand (as in door or cabinet door swing), opposed to RH
LVP	Luxury Vinyl Plank
LVT	Luxury Vinyl Tile
MAC	Move, Adds, Changes (internal relocations, inside of an existing location)
MDF	Main Distribution Facility
MOB	Medical Office Building
NFPA	National Fire Protection Association
NEMA	National Electrical Manufacturers Association
NDA	Non-Disclosure Agreement
NIC	Not in Contract, not handled by the General Contractor but by other
NNN	Triple Net Lease, Net of Taxes, Insurance, Operating Expenses
NOC	Network Operations Center
OC	On Center
OE	Or equal
P	Paint
P & C	Power & Communications Plan



PDA	Personal Digital Assistant
PLAM	Plastic Laminate (as in Formica)
POT	Plain Old Telephone
POP	Point of Presence
POP	Perfect Outcome Process
PTN	Partition or Wall
RCP	Reflected Ceiling Plan (lighting lay-out)
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quote or Request for Qualifications
RH	Right Hand (as in door or cabinet door swing), opposed to LH
RJ45	A Category Five certified Cable termination appliance
RPM	Relocation Planning & Management
RRR	Relocation Remedy Report
RRU	Relocation Remedy Unit
RTU	Roof Top Unit
SC	Solid Core, as in a door that has veneers sheathing a solid wood interior
SCIF	Sensitive Compartmented Information Facility
SM	Surface Mounted, as opposed to recessed
SFP	Strategic Facility Plan
SIM	Similar, as in Or Equal, but a little less strict
SS	Stainless Steel or Solid Surface
SSD	Solid State Drives
TI	Tenant Improvements
TVSS	Transient Voltage Suppression System (aka Lightning Protection System)
TYP	Typical, build it this way UNO, or UON
UCP	Universal Cable Plan
UFAD	Underfloor Air Distribution
UL	Underwriters Laboratory, approves everything electrical in the building, even a Japanese Robotics System (see Phillip for the story)
UM	Unified Messaging
UNA	Use No Acronyms
UON	Unless otherwise noted (see UNO)



UNO	Unless noted otherwise (see UON)
USGBC	United States Green Building Council (think LEED)
VAT	Not Value Added Tax, but Vinyl Asbestos Tile, an equally bad thing
VAV	Variable Air Volume
VCT	Vinyl Composition Tile (typical floor tile square, not linoleum or sheet goods)
VIOP	Voice over Internet Protocol
VPN	Virtual Private Network
VWC	Vinyl Wall Covering
WC	Wall covering (wall paper – fabric or vinyl)
WC	Water Closet or Lavatory