



A tenant improvement schedule is set by the delivery condition and the plan review, not by the construction. Second-generation space moves fastest, cold dark shell slowest, and the largest variable in between is how many comment cycles the permit set takes. Five lease terms determine all of it. Get them in front of a contractor **before** the lease is signed and the build-out stops being a guess.

THE SEQUENCE

THREE OF SIX STAGES ARE CONTROLLED BY SOMEONE OTHER THAN THE CONTRACTOR

01	Lease & shell review	Read the work letter, walk the space, confirm what existing service and sprinkler layout can carry. Best done before signature	DAYS
02	Drawings	Partition plan, reflected ceiling, power and data, life-safety and egress, accessibility	WEEKS
03	Landlord approval	The set goes to the landlord before the city. The step tenants never budget for	LANDLORD
04	Plan review	Building submittal, plus a separate fire submittal if sprinkler or alarm work is triggered. Comment cycles live here	THE CITY
05	Build	Demolition, framing, MEP rough-in, ceiling, finishes. The predictable part	WEEKS
06	Inspections & CO	Rough-ins, framing, fire final, building final, CO, landlord closeout package	THE CITY

WHAT WE NEED TO GIVE A REAL ANSWER

- **Address & suite** — sets jurisdiction, adopted code edition and local amendments
- **Delivery condition** — cold shell, vanilla or second generation; moves the schedule more than any other term
- **The work letter** — decides who pays for which scope and how much must be drawn
- **Permitted use** — drives occupant load, egress, restroom count, accessibility; food service pulls in health and fire
- **Target occupancy** — tells us whether the sequence is achievable and where it would have to compress

HOW WE WORK WITH BROKERS

- **We do not contact your tenant behind you.** You stay on every thread unless your client takes you off it
- **We do not pay referral fees.** Commissions around real estate transactions carry licensing rules we will not wade into
- **We will tell your tenant no.** If a space cannot carry the use, they hear it early — that protects your reputation
- **Send us a lease before it is signed.** Highest-value moment for everyone, and we do not charge for it

FIVE QUESTIONS WORTH ASKING THE LANDLORD BEFORE THE WORK LETTER IS FINAL

- What exactly does **"vanilla shell"** mean in **this** work letter? It is not a standard — get the item list in writing
- What HVAC tonnage and electrical amperage are actually available to the suite?
- Are the restrooms compliant with current accessibility standards, or grandfathered?
- How does the **TI allowance draw** — progress payments or on completion? What documentation is required?
- Does the allowance cover soft costs — drawings, permit fees, plan review?
- Who pays for base-building deficiencies discovered during plan review?
- How long does the landlord have to **review and approve drawings**?
- What triggers **rent commencement** — delivery, CO, or a fixed date?
- Is there a landlord-required contractor for any part of the work?

The one that catches people: rent commencement tied to a fixed date rather than to delivery or CO. If plan review runs long, your tenant pays rent on a space they cannot occupy — and nothing in the construction contract fixes it. That is a lease problem, and it is solvable on the front end.

SEND THE ADDRESS, THE LEASE AND THE DELIVERY CONDITION — NO FORM, NO FOLLOW-UP SEQUENCE

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