

CONSULTANT ONBOARDING MANUAL



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Mission Statement

The School Construction Authority's (SCA) mission is to design and construct safe, attractive, and environmentally sound public schools for children throughout the many communities of New York City. We are dedicated to building and modernizing schools in a responsible, cost-effective manner while achieving the highest standards of excellence in safety, quality, and integrity.

Welcome to the SCA! To fulfill the SCA's mission, the Architecture and Engineering Department expects a standard of Design Excellence for all design professionals to aspire and adhere to on all their design projects, whether it be a playground upgrade, a fire alarm replacement, a building envelope restoration or a new school building. This standard of design requires strict adherence to the scope of services prescribed in the Consultant's contract, including following the SCA design standards, processes and procedures. Paramount to your success in working with the SCA is your responsiveness and timeliness in meeting the SCA project milestones schedule throughout scope, design, and construction. The Design Consultant Management Studio pledges to provide clarity, communication, and collaboration to establish our mutual success and we hope this Manual will serve as your primary guide in initiating your journey with the SCA.

Introduction:

Purpose of this Guide/Expectation of Design Excellence

The SCA is tasked with completing projects within an established schedule and budget while achieving architectural and engineering excellence. This onboarding manual will guide the SCA Consultant in accomplishing this objective.

- **Quality Assurance**

In contracting for design services, the SCA seeks demonstrated design excellence, together with management skills necessary to complete the work within schedule and budget. Consultant Architects and Engineers retained by the SCA to perform design services shall provide the SCA with their own firm's Quality Assurance Manual which stipulates office management practices and/or internal review processes to be utilized to ensure the overall quality of design, including the completeness, coordination, cost effectiveness and integrity of contract documents.

- **Confirmation of Quality and Conformance with SCA Standards**

The Consultant shall perform all work in accordance with the above-mentioned quality assurance practices and in conformance with the **SCA Design Standards** and that all SCA review comments have been incorporated, or adequately responded to and accepted. Any deviation from established Standards shall require written approval from the SCA and follow Procedural Guideline "Deviations from Design Standards."

Overview of the Project Types:

- **Capital Improvement Program (CIP)**

Encompassing all facility and space upgrade projects, the SCA's Capital Improvement Program (CIP) includes exterior modernizations, life safety systems, accessibility, gyms, playgrounds, science labs, athletic fields, electrification/boiler projects. Closely collaborating with A&E and CM, the Core Capital Planning Unit provides project oversight and support, issuing budgetary approvals and technical review throughout the SCA's phasing process for all CIP projects. We use the Building Condition Assessment Survey (BCAS) to ensure safe learning environments prioritizing capital work investment and need. Liaising with the DOE's Division of School Facilities (DSF) and Office of Space Planning (OSP) we facilitate budgetary approval and technical review for Emergency Red Dot or Referral projects, as well as Capital Task Force (CTF) projects which provide space conversions and interior enhancements to existing facilities that are implemented by Job Order Contractors (JOC).

- **Resolution A (Reso A) Projects**

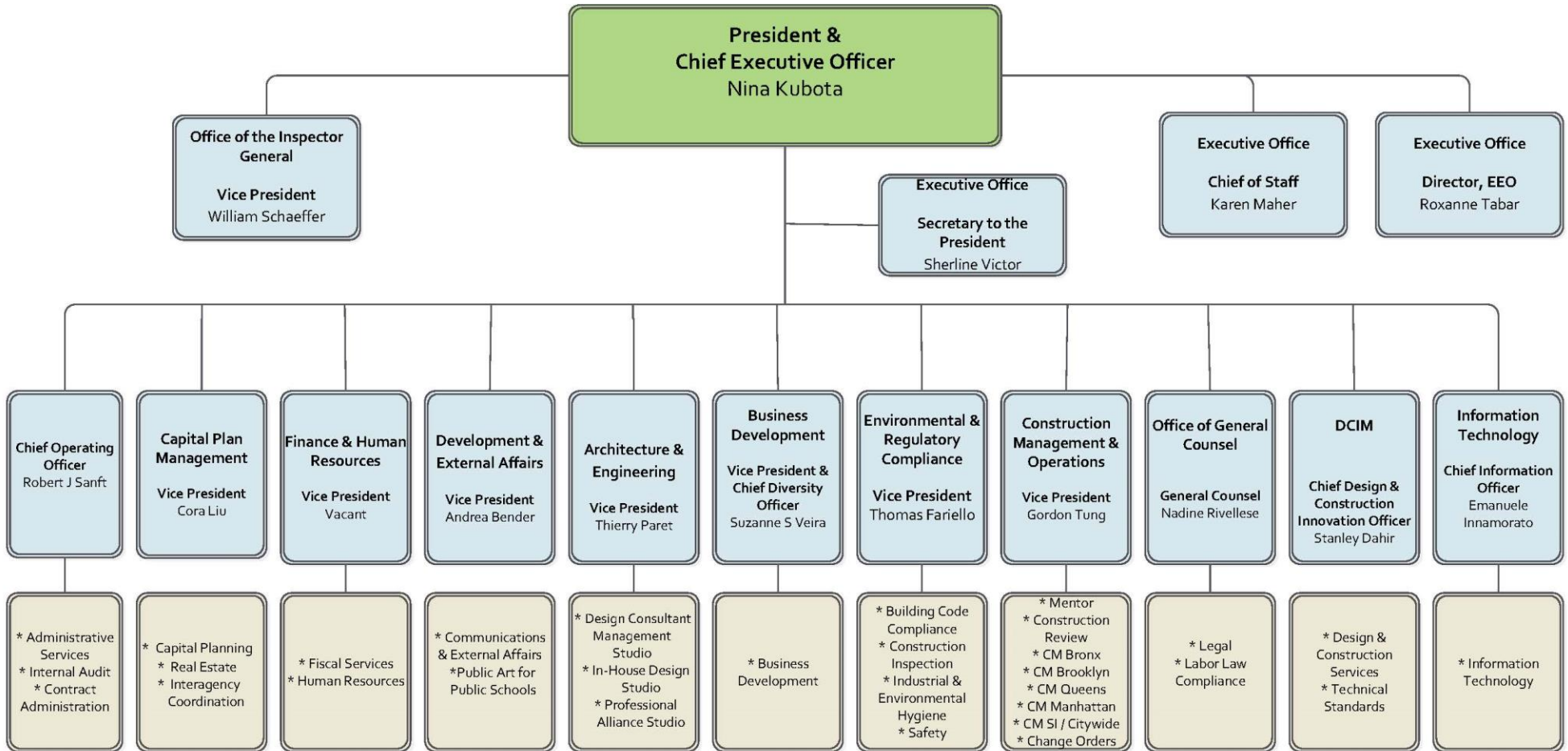
*The Resolution A (Reso A) program consists of school-specific capital improvement or enhancement projects that are funded by individual grants from New York City Council Members, Borough Presidents, and the Mayor. **The grant is for a specific amount and the design must adhere to that amount.** These projects are important to the school community because they help enhance facilities in existing school buildings. Typical Reso A projects include but are not limited to auditorium renovations, gymnasium improvements, upgrading libraries, building science and hydroponic labs, new playgrounds, installing security cameras and providing technology and mobile science Carts. After the City Council or Borough President designate a grant, the SCA works in collaboration with the school, through each phase, to ensure the vision and intent of the project is actualized.*

- **Capacity Projects**

Capacity projects include New Capacity, Support for Temporary Structure Removal, Playground Redevelopment after Structure Removal, Facility Replacement, and Early Education Initiatives. Capacity projects necessitate extensive coordination among numerous internal and external stakeholders. The Capacity Unit collaborates with various SCA and New York City Public Schools offices to ensure our buildings are aligned with the school's instructional and programmatic needs within budgetary and schedule limitations. The team works closely with various NYCPS user groups to develop program plans aimed at achieving the overarching goal for capacity programs. Additionally, the Capacity Unit centrally coordinates the implementation of new Initiatives such as the PK and 3K programs.

NEW YORK CITY SCHOOL CONSTRUCTION AUTHORITY
Executive Organization Chart

01/31/2025



Architecture and Engineering - Vice President's Office:

The SCA Department of Architecture & Engineering will deliver designs for safe, attractive, and environmentally sound public schools for the children of the City of New York by consistently eliciting the highest standards of quality and performance from all Architecture & Engineering staff and consultants. We are committed to the SCA's goal of building and modernizing public schools in a responsible, cost-effective manner while achieving the highest standards of excellence in safety, quality, and integrity. The A&E Department consists of three divisions, i.e. A&E Vice President's Office; In-House Design Studio; and Design Consultant Management Studio.

A&E Department Consists of the following four primary divisions:

- 1. Design Consultant Management Studio*
- 2. In-house Design Studio*
- 3. Professional Alliance Studio*
- 4. Vice President's Office*

1. Design Consultant Management Studio (DCMS)

*The Design Consultant Management Studio is responsible for the design of architectural, structural, electrical, HVAC, plumbing and drainage components of Capital Improvement Program and Capacity projects. These functions are accomplished by using the professional services of design consultants under contract to the SCA. Manage design consultants in the development of scope, pre-schematic, schematic, preliminary and construction documents including reports, calculations, drawings, and specifications, regulatory filings; and providing construction support. The DCMS staff is comprised of the Director, Design Manager (DM), and Design Project Managers (DPM). **The DPM is the day-to-day point of contact for each consultant throughout the life of the project from scope, design, construction and closeout. The DPM is the primary liaison between the consultants and the other SCA departments.***

2. In-House Design Studio (IHDS)

The In-House Design Studio is responsible for the design of Capital Improvement Program and Capacity projects including the development of scope, pre-schematic, schematic, preliminary and construction documents including reports, calculations, drawings, specifications, regulatory filings; and providing construction support. These functions are accomplished by in-house architects and engineers of all the major disciplines: structural, electrical, HVAC, plumbing & drainage, fire protection, and expediting. The studio is comprised of Senior Director, Directors, Design Managers (DM), architects and engineers.

3. Professional Alliance Studio (PAS)

The Professional Alliance Studio (PA Studio) is responsible of managing new MWBE consultants to SCA under "Design Opportunity Partnership Program (DOPP)" for the design of architectural, structural, electrical, HVAC, plumbing and drainage components of Capital Improvement Program, including (Resolution A projects, Capital Task Force Projects, Limited Scope Projects), and Capacity projects. These functions are accomplished by using the professional services of design consultants under contract to the SCA. Manage design consultants in the development of scope, and construction documents including reports, calculations, drawings, and specifications, filing documents with BCC and

other agencies; and providing construction support. The PAS staff is comprised of the Director, Design Manager (DM), and Design Project Managers (DPM). **The DPM is the day-to-day point of contact for each consultant throughout the life of the project from scope, design, construction, and closeout. The DPM is the primary liaison between the consultants and the other SCA departments.**

4. Vice President's Office consists of the following units:

- **Automation, Talent Development and Management Support (ATMS)**

The ATMS unit is responsible for several areas of support for A&E

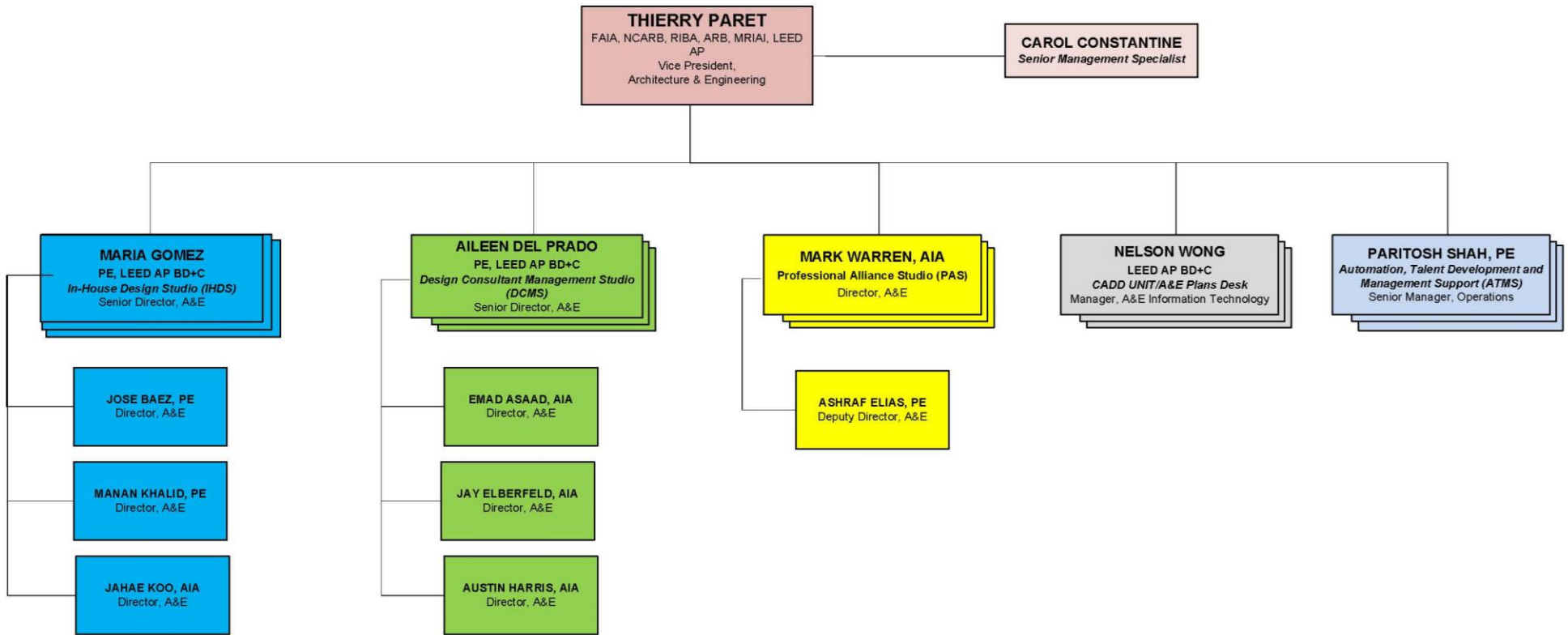
- **Automation Projects** - implement Robotic Process Automation (RPA) using BOT technology, integrate Artificial Intelligence (AI) and chatbots like ChatGPT, and enhance proprietary systems by leveraging data from the agency's enterprise system.
- **Talent Development** - oversee Technical Seminars, manage Licensing and Certification programs and coordinate agency wide HR training for A&E.
- **Management Support** – address recommendations from Internal Audits, create and maintain Business Continuity Plan documents, responsible of departmental policy and manuals updates and assist in the efforts to streamline the design consultant payment process.

- **CADD Unit/A&E Plan Desk**

The CADD Unit is a multi-function A&E unit that manages several areas of support. These areas include AutoCAD/Revit user assistance, AutoCAD/Revit standards, AutoCAD/Revit and Bluebeam user training, AutoCAD plotters and printers, manages the Plans Desk, manages the eDocs (SharePoint) Repository of school drawings, and performs review of A&E related electronic documents. The CADD Unit also publishes departmental bulletins and documents on the A&E Homepage.

The A&E Plans Desk provides a single point of contact within the SCA for CAMP, Primavera Contract Management (PCM) requests and A/E related CAMP/PCM issues. The Plans Desk is responsible for and acts as a clearing house for all in-house project shop drawings/submittals.

NEW YORK CITY SCHOOL CONSTRUCTION AUTHORITY - ARCHITECTURE & ENGINEERING – ORGANIZATION CHART



Capital Plan Management

*Capital Plan Management (CPM) is responsible for developing and implementing the Five-Year Capital Plan which outlines priorities for creating new school facilities as well as upgrading our existing buildings. The Fiscal Year 2025-2029 Five-Year Capital Plan totals **\$19 billion** and is broken out into three categories: Capacity, Healthy Schools, Capital Investment, and Mandated Programs.*

Through the execution of the Five-Year Capital Plan, the department plays a key role in shaping and defining the projects that will meet the complex and vital needs of our evolving school system and provide New York City's ~1 million school children with safe and modern learning environments. Capital Plan Management also oversees Resolution A ("Reso A") projects which are school-specific capital improvement or enhancement projects funded by the Borough Presidents or members of the New York City Council as well as manages the implementation of Mayoral initiatives.

1. *Building Condition Assessment Survey Unit*
2. *Capacity*
3. *Demographics and Utilization Unit*
4. *Sustainability Planning*

- **Building Condition Assessment Survey Unit**

The Building Condition Assessment Survey Unit (BCAS) conducts and oversees the on-site physical inspection of all DOE assets as mandated by state and local requirements. The data generated are the primary source used in establishing the capital needs for our existing school facilities.

- **Capacity**

The Capacity Unit is responsible for strategic planning and implementation oversight on a range of capacity programs, such as New Capacity, Support for Temporary Structure Removal, Playground Redevelopment after Structure Removal, Facility Replacement, and Early Education Initiatives. Capacity Programs necessitate extensive coordination among numerous internal and external stakeholders. The Capacity Unit collaborates with various SCA and New York City Public Schools offices to ensure our buildings are aligned with the school's instructional and programmatic needs within budgetary and schedule limitations. The team works closely with various NYCPS user groups to develop program plans aimed at achieving the overarching goal for capacity program. Additionally, the Capacity Unit centrally coordinates the implementation of new Initiatives such as the PK and 3K programs.

- **Demographics and Utilization Unit**

The Demographics and Utilization Unit is responsible for identifying and determining capacity needs system wide. These needs are determined through complex data analyses conducted annually. These analyses are based upon demographic enrollment projections; information collected from 1,500 principals through the web-based Annual Facility Survey application; and projected new housing starts data provided by various city agencies.

- **Sustainability Planning**

The Sustainability Planning Unit is responsible for strategic planning and funding oversight on sustainability related projects. Schools constitute the largest portion of New York City government's portfolio, and the City's ambitious goals to reduce greenhouse gas emissions and energy consumption can only be achieved if these reductions are realized in public schools. Our work involves promoting a responsible funding strategy and accountability for decarbonization. This includes coordinating efforts to convert buildings to cleaner fuel sources such as electricity or biofuel, identifying and building consensus on pathways to improve energy efficiency, and interagency collaboration to install solar panels on school property. The Unit also furthers the SCA's sustainability efforts by serving as a liaison with a number of city agencies including OMB, DOE, DCAS and the Mayor's Office. Working in close partnership with other departments such as A&E, CM and DCIM, the Sustainability Planning Unit plays a critical role in developing and executing the SCA's sustainability and decarbonization strategy.

- **Real Estate**

Real Estate Division (RE) manages all leases held by the SCA and the New York City Department of Education (DOE).

- **Inter-agency Coordination**

The Interagency Coordination (IAC) unit addresses communication gaps with external agencies that the SCA relies on for various processes. The unit aims to establish relationships with counterparts from other City and public agencies to:

- *Establish contacts within other City and public agencies to address project-related issues.*
- *Understand critical path items and processes within sister agencies that could impact SCA operations.*
- *Support project delivery through effective communication*

Design and Construction Innovation Management (DCIM)

The Design and Construction Innovation Management (DCIM) department, under the Chief Design & Construction Innovation Officer, using a 360-degree approach, focuses on quality control, continuous innovation, value engineering and agency support aligned with the SCA's mission to design and construct safe, attractive and environmentally sound accessible public schools for children throughout the many communities of New York City.

1. *Design Standards*
2. *Project Programming*
3. *Specialty Testing (STU)*
4. *Design Review*
5. *Technical Standards and Support (TSS)*
6. *Accessibility Planning and Compliance*
7. *Sustainability Design and Resiliency*
8. *Commissioning Plan and Review*
9. *State Historic Preservation Office (SHPO)*
10. *Estimating*
11. *Change Order Bulletin Verification*
12. *Close Out and Certificate of Occupancy*

- **Design Standards**

The SCA Design Standards are intended to guide the design of new construction and existing building rehabilitation for New York City Public Schools. They are comprised of four major groups: Design Requirements, Standard Specifications, Standard Details, and Room Planning Standards. In addition to these major groups, other design standards include the NYC Green Schools Guide, procedural guidelines, and other information to be utilized by the Design community for working on New York City Public Schools.

- **Project Programming**

DCIM's Project Programming team evaluates a site's physical characteristics, zoning and land use regulations, and NYC Construction Codes against a selected Program of Requirements (POR). Depending on the site, a full feasibility report, test fit, or site assessment checklist is prepared to present the site to SCA senior staff.

There are several different types of sites that may be evaluated by the DCIM Project Programming team: existing buildings to be reused usually receive a feasibility report that evaluates the existing building and its MEP, fire protection, and other systems; a vacant site receives a test fit which evaluates the potential of a new building to be constructed on the property; and a site assessment checklist is used for special programs where a specific criteria assesses multiple sites quickly (i.e. programs such as 3K, UPK, and stand-alone gyms).

Large-scale developer projects may be identified for special programs (3K and UPK) or for complete school programs. Project Programming engages with the developers of such projects to discuss the feasibility of the proposed school locations.

Project Programming provides technical support to Capital Plan Management when assigning a POR to a proposed site. Once a project is in design, the Project Programming team, in collaboration with Technical Standards and Support (TSS), updates the capacity project's POR and provides programming support to Capital Plan Management, including reviewing projects at all project milestones to reconcile the project's design with the POR.

- **Specialty Testing (STU)**

The Specialty Testing Unit (STU) is part of the School Construction Authority's Design and Construction Innovation Management (DCIM) Department and is tasked with managing over twenty specialty testing contracts, including: surveying, geotechnical (soil and rock) explorations, forensic (material testing) investigations, exploratory masonry probes, roof cuts and utility tone outs and cleaning. These various services are necessary to clarify existing conditions or to obtain new site information to advance Capacity or Capital Improvement projects (CIP).

The In-House Design Professional or consultant designer should request specific testing services in the scope or schematic project phases to inform the project during design. Certain project types (e.g., water infiltration, civil/site development, accessibility elevators and ramps, retaining wall evaluation, underpinning requirements, support of excavation and dewatering projects) will usually require geotechnical involvement; STU licensed engineers will review and advise the design professional when geotechnical services are required.

Additionally, STU coordinates work with the Construction Management's Job Order Contractors (JOC) for various testing and building condition assessments during the Scope and Design phases when the work is outside of the contracts being managed by STU.

- **Design Review**

One of the primary roles of the Design and Construction Innovation Management (DCIM) Department is to provide technical reviews of Capital Improvement Program (CIP) Projects and Capacity Projects (New Schools, Additions, special programs such as the 3K initiative, etc.) at all levels of scope and design and ensure adherence to all SCA Standards, with a focused emphasis on constructability, "smart-design" and value engineered cost savings.

DCIM Discipline reviewers are assigned to address Architectural, Structural, Civil and MEP components of these projects. For Capacity Projects, a dedicated "Constructability" Reviewer is also assigned.

DPMs from DCMS and In-House Studios are responsible for forwarding Design Review Submissions electronically to the designated DCIM Discipline Manager for CIP or Capacity Projects. Design Reviews are typically performed in Bluebeam and are documented by specific written comments and marked-up drawings, which are discussed at scheduled QC review meetings. Refer to the Electronic Documents Submission and Review Procedure (EDSR) page for further description.

- **Technical Standards and Support (TSS)**

Technical Standards & Support unit (TSS) is a multifunctional unit that maintains the technical standards of the SCA.

The Technical Standards and Support Unit (TSS) develops and maintains the SCA Design Standards for architectural, structural, electrical, HVAC (heating, ventilating, and air conditioning), and plumbing and drainage trades, which govern school design and construction quality. They are also responsible for management of the Facilities Management Systems Integrator (FMSI) contract. The following are a listing of the various responsibilities:

- *Standards: Establish, uphold and update all SCA technical standards, including Design Requirements, Room Planning Standards, Standard Specifications, and Standard Details and provide associated training for A&E, DCIM and CM staff.*
- *New Code: Revise SCA Standards to conform to the latest NYC Construction and Energy Codes to ensure appropriate implementation of the updated codes throughout the SCA, including appropriate training.*
- *A&E Procedural Guidelines: Assist other DCIM units and A&E in the coordination, development and issuance of A&E Procedural Guidelines (Internal/External and Internal Only, depending on topic) for use by SCA staff and consultants.*
- *A&E Scoping Guidelines/Manuals: Assist other DCIM units and A&E in the development, coordination, and issuance of A&E Manuals (Capacity and CIP) and Scoping Guidelines for CIP projects for use by SCA staff and consultants.*
- *Sustainability: Work with the Sustainability and Resiliency Unit on updating the Green Schools Guide, review of GSG submissions, and developing sustainable standards.*
- *R&D: Perform Product Review & Research of new materials/vendors/manufacturers to be included in the standard specifications and the basis behind selection of materials for a project.*
- *Liaison to DOE on design-related issues: Act as liaison to DOE instructional and administrative groups at Tweed along with A&E on new programs and requirements that might affect SCA Standards; also, to other DOE facilities infrastructure groups, i.e. DSF, DIIT, School Safety, OBS, OSFNS, CTF, etc. as requirements for new Standards are developed.*
- *Technical Support: Provide technical support and advice as requested by DCIM Design Review, the A&E Design Studios, Construction Management and other SCA departments.*
- *FMSI: Manage the Facilities Management Systems Integrator (FMSI) contract, who performs the design review of and field commissioning of the Building Management Systems, as well as support CM with Control issues.*

- **Accessibility Planning and Compliance**

The Accessibility Planning and Compliance Division's responsibilities are predominately focused on assessing compliance during the design phase of a project. Accessibility training is provided to staff as well as outside consultants on Path of Travel, ADA general requirements, program accessibility and technical requirements.

The Accessibility Unit works with all departments on all aspects of accessibility to ensure all schools are built to the requirements in NYC.

- **Sustainability Design and Resiliency**

The DCIM Sustainable Design and Resiliency Unit is advancing climate change mitigation and decarbonization initiatives.

The unit has developed and maintained tools to achieve its goals including the NYC Green Schools Guide (GSG) Rating System, energy modeling templates, and SCA design standards.

The DCIM Sustainable Design and Resiliency Unit implements NYC GSG submission reviews and approves certification for public schools and provides support for all GSG requirements and activities. The unit enforces sustainability and resiliency local law requirements as per local, state and national mandates.

The DCIM Sustainable Design and Resiliency Unit engages in research and development studies to recommend implementation of new technology and sustainability and resiliency measures and for continuous high performance of schools based on the update of standards.

- **Commissioning Plan and Review**

The objective of the SCA Project Commissioning initiative is to provide documented assurance that newly constructed or substantially upgraded facilities fulfill the design, functional, and performance requirements of the NYC Department of Education, the System Commissioning requirements of the New York City Energy Conservation Code (NYCECC), as well as conforming to the NYC Green Schools Guide (NYCGSG). To achieve this objective, the Commissioning process documents the criteria for system function, performance, and maintainability. The Commissioning process then verifies and documents compliance with the established criteria through conformance with SCA Design Standards throughout design, construction, start up, initial period of operation, and post occupancy.

Process of commissioning the Building Enclosure follows a similar process as other building systems (MEP systems, subsystems and equipment's). However, commissioning the enclosure differs from commissioning other building systems in the focus on enclosure materials and assemblies. The Building Enclosure Commissioning (BECx) process is utilized to validate that the performance of materials, components, assemblies, systems and design achieve the objectives and requirements of the owner as outlined in the contract documents.

- **State Historic Preservation Office (SHPO)**

Section 14.09 of the New York State Historic Preservation Act requires the SCA submit applicable construction projects to the State Historic Preservation Office (SHPO) for review. This review process attempts to ensure that effects or impacts on eligible or listed properties are considered and avoided or mitigated during the project planning process.

The SHPO Liaison helps protect New York City schools' historic cultural resources by acting as an intermediary between the SCA and New York State's SHPO. This role ensures submissions are made to the state and acts as a connection between design teams and the state for eligible or listed properties on the New York State or the National Register of Historic Buildings. The SHPO Liaison performs an initial review for acceptability, clarity, and historic accuracy, then manages project

submissions to SHPO as well as any correspondence during the review process. The liaison also maintains a record of past submissions and responses and serves as a resource for precedent on related projects.

- **Estimating**

The Estimating Unit is responsible to perform scope and design estimates for SCA in-house designed projects, review estimates prepared by consultant estimators and update the Authority's unit costs in the SCA's Cost Estimating System as they relate to scope and design. During the bid phase, the unit will review bid analysis comparing contractor costs to the estimators costs when requested by Contract Administration.

In addition to these main functions, the unit estimates all construction bulletins for in-house designed projects and performs cost analyses, tracks construction costs and maintains historical cost data.

- **Change Order Bulletin Verification**

All change order bulletins are reviewed by DCIM for validation and appropriate reason code as quality control prior to Construction Management issuance regardless of estimate value. Bulletins under \$100,000 will be status "approved" by A&E prior to DCIM review. DCIM will review for reason code justification. All Bulletins over \$100,000 will be status "new" prior to DCIM review. DCIM will review for both validity and reason code justification and then approve or reject the bulletin. Prior to any rejection, DCIM will consult with the A&E Design Manager.

DCIM will periodically run reports for tracking purposes by building or other sorting criteria to identify repetitive type bulletins; individual project E&O related bulletins or general compliance of the process. DCIM will use this data to identify trouble areas to avoid on future projects to improve design or construction management.

- **Close Out and Certificate of Occupancy**

DCIM facilitates the resolution of all AEoR related open items to assist Construction Management in the close-out process for all CIP projects and obtain Certificates of Occupancy for Capacity projects. DCIM also identifies trouble areas to avoid on future projects by either improved design or construction management.

- **CIP Close-Out Initiative**

The mission of the Design and Construction Innovation Management (DCIM) Department is to assist the Construction Management (CM) Department in closing out all CIP projects that have been filed with the Building Code Compliance (BCC) Department.

Our role is that of a liaison between The Architectural and Engineering A/E Department for In-House as well as consultants managed by Design Consultants Management Studio (DCMS). DCIM works directly with the Architect/Engineer of Record (AEoR) concerning all open AEOR issues that need to be addressed and follow up with them to obtain responses. These open issues are presented by CM at quarterly Close-Out meetings. DCIM is working

closely with CM using ACT 2 as a mechanism to more efficiently coordinate the close out process.

DCIM works with the Design Project Managers (DPM"s) and Design Managers (DM"s) from In-House and DCMS involving any close-out issues that warrant immediate attention. Simultaneously, we also work with the Project Officers (PO"s) and Senior Project Officers (SPO"s) from CM.

Our objective is to address open AEOR issues in a timely manner and provide CM with a means to facilitate the close-out process, so CM can transfer these projects to the Department of Education (DOE). This is vital to prevent projects from lingering for years and reduce SCA's exposure to risk.

- *The following are some tools used tracking completion of CIP Close-Out Requirements. Some useful links are indicated under "Resources" listed below:*
 - *IFA Reports identify QA/QC, C1 & C2 Issues (updated by CID)*
 - *BCC 2.0 Status Reports identify filed application status, TR status, inspection status and other requirements to be addressed (updated by BCC"s Closeout Inspector)*
 - *NYC Department of Buildings - DOB & ECB violation reports which are utilized to determine if related to scope of work for this project or a Life Safety Issue*
 - *BCAS Inspection Reports prepared by consultant firm for the building interior, exterior and site for all school buildings indicating the conditions from 1-5 of which 5 is the worst condition.*
 - *CM Close-out Report is a spreadsheet prepared by DCIM listing open AEOR issues as identified by CM with AEOR responses*
 - *ACT II is a Construction Management database which is a comprehensive resource providing information useful to various departments*

○ **Capacity Certificate of Occupancy Initiative**

DCIMs charge is to facilitate CM, AE and BCC in securing a Final Certificate of Occupancy (FCO) for New and Addition capacity projects. The approach methodology is to bring all the stakeholders together on a regular basis (usually monthly), to identify open issues, to bring focus on critical obstacles that must be addressed, and to establish ball-in-court and timeframe follow-ups for tracking progress. Typically, the stakeholders include CM, GC (and Subs), AE, BCC, AEoR (In-house or Consultants), CID and Expeditors.

The tools normally utilized for tracking progress include BCC's Tracking Chart, BCC 2.0, ACT2, CID Reports, as well as DoB and other Agencies deficiencies/approvals reports as well as DCIM"s meeting minutes.

Securing a FCO is viewed as a major plateau, a significant milestone in the overall "Closeout" process for capacity contracts.

Operations – Chief Operating Officer

The Operations Department plays a crucial role in ensuring the smooth functioning and continuous improvement of the organization's business processes. It oversees and optimizes business operations, contract administration, and manages facilities. Operations provides essential support services to drive continuous improvement initiatives throughout the SCA.

1. *Administrative Services*
2. *Contract Administration*
3. *Enterprise Risk Management*
4. *Performance and Accountability*
5. *Risk Management and Insurance*

- **Administrative Services**

Administrative Services provides the facilities and support services, supplies, and equipment to keep SCA departments running smoothly on a day-to-day basis: Active Plans Library, Central Files, Facilities Services, Mail Room, Motor Pool, Reprographics, Sales Plans Room, Security, and Supplies.

- **Contract Administration**

Headed by the Chief Contracting Officer, this division administers the solicitation process of construction, non-construction and personal services contracts. This group also ensures the timely ordering and installation of all furniture and equipment required at new and existing schools and process all SCA purchase orders. The Contract Administration division consists of the following units:

- *Bid & Award*
- *Contract Compliance Unit (CCU)*
- *Contract Negotiation Unit*
- *Furniture and Equipment*
- *Pre-Qualification*
- *Purchasing*
- *Third Party Communication*

***The Bid & Award Unit (B&A)** is responsible for managing the bidding process to solicit and hire construction contractors for SCA projects. The unit works closely with SCA stakeholder departments to create a solicitation package for distribution to prequalified contractors identified by the SCA's Prequalification Division (PQD). The Unit thoroughly evaluates all bid submissions to ensure they are complete, competitive, and in full compliance with project specifications.*

The Bid and Award Unit aims to secure the most cost-effective bids to deliver successful projects that uphold the SCA's commitment to quality construction standards.

The Contract Compliance Unit (CCU) assists in the creation and implementation of practices related to the use and management of Personal Services Contracts throughout the SCA and the enforcement of compliance practices.

The Contract Compliance Unit (CCU) is responsible for overseeing personal services contracts throughout the SCA. CCU monitors contracts and alerts user departments of potential needs with Request for Proposal (RFP) Planning Reports and Meetings, and subsequently reviews RFP and Supplemental Agreement documents prior to issuance. CCU also manages the Mini-RFP process for Capacity Projects, and negotiates fees associated with Capacity and CIP projects.

The Contract Negotiations Unit at the SCA plays a crucial role in the Contract Administration division, ensuring the efficient, transparent processing of personal service contracts in compliance with regulations. The team is dedicated to upholding the highest standards in contract negotiations, from the initial drafting to the final execution, ensuring that all contracts serve the best interests of the SCA and its stakeholders.

The Furniture and Equipment Unit (F&E) provides loose furniture and equipment for any project that has a furniture and equipment component that is listed as owner-provided on the construction documents. The Unit manages selection, ordering, delivery, receipt, installation, inspection, and payment for all furniture and equipment procured for SCA projects. F&E also manages the systems integrators who ensure any new data cabling and networking equipment provided is compliant with SCA design standards.

Loose furniture and equipment refer to non-consumable items for newly constructed specialty rooms, e.g., science, art, kitchen, libraries, medical facilities, etc.

The Prequalification Division (PQD) ensures that the SCA maintains an adequate pool of qualified and vetted firms for its construction projects. PQD works closely with Business Development, Procurement, Architecture & Engineering, and Construction Management to guarantee that the SCA has a sufficient pool of qualified firms to compete for and perform SCA projects. Its goal is to simplify the prequalification process, reduce the amount of time it takes to qualify a firm and provide effective troubleshooting assistance.

Before an applicant can begin the prequalification process, PQD determines if baseline criteria have been met in the areas of work experience and appropriate filings with NYS business regulators. The determination process involves an in-depth review of the firm's skills and experience, financial capacity, integrity, work performance, and safety practices.

Prime contractors and Wicks subcontractors (e.g., mechanical, electrical, and plumbing) must be prequalified by the time of bid opening, while all other entities holding a direct contract with the SCA must be prequalified by the time of contract award. The prequalification process must be renewed every three years through a requalification process.

Purchasing Unit: The goal of the New York City School Construction Authority's (SCA) Purchasing Unit is to ensure that monies are expended judiciously and economically to facilitate the acquisition of products and services of maximum quality at the lowest cost, and to maintain an equitable selection system.

The Third-Party Communications Unit conducts outreach, manages contractor forums, and gathers feedback from current and potential vendors, consultants, contractors, and suppliers. The unit collaborates across the agency to ensure that the SCA has an adequate number of trade vendors, firms, and contractors for SCA projects.

- **Performance and Accountability**

The Performance and Accountability Unit facilitates performance improvements by conducting process analyses and reporting metrics. The unit liaises interdepartmentally to drive continuous improvement initiatives and establish key performance indicators (KPIs) to ensure adherence to accountability measures.

Its mission is carried out through various key responsibilities and focus areas, including:

- Architecture and Engineering (A&E) Design Consultant Payments
- Management Action Plans (MAPs)
- Mayoral Initiatives
- Project Assignments, Contract Utilization, & Funding Management
- Performance Improvement and System Enhancements/Implementation
- Performance

The Performance Unit identifies inefficiencies and recommends strategic improvements to increase operational efficiency, reduce costs, and eliminate redundancies. These functions serve to improve the quality of work and promote innovative, collaborative thinking.

Accountability Unit: The unit oversees Performance Working Group efforts on MAP compliance and implementation while maintaining productivity reporting to promote data-driven decisions, and leverages KPIs to support departments' conformity with self-reported commitments.

Development & External Affairs

The External Affairs Division serves as an intergovernmental arm of the SCA. The External Affairs Division develops and maintains positive relationships between the SCA and elected officials, community boards, community education councils, other public agencies and utilities and the United Federation of Teachers. Communications & External Affairs acts as SCA representatives at large public hearings, maintains interagency communications, manages agency correspondence, gathers information for media inquiries and assists in emergency situations.

- **Public Art for Public Schools**

Public Art for Public Schools (PAPS), a unit within the New York City School Construction Authority, is the only public art program dedicated to schools in the country. Established in 1989, the program commissions site-specific projects for new school buildings and oversees the maintenance and preservation of nearly 2000 existing artworks in the New York City Department of Education's collection throughout the five boroughs. Our goal is providing schools with artworks that visually enhance the learning environment, serve as unique and exciting resources for teaching, and most of all, inspire students.

Construction Management (CM)

The Construction Management Department administers all Capital projects performed in existing public school buildings and the construction of new schools. Construction Management will do so in a safe and efficient manner, working with the school and community to work efficiently, minimize the impact on the educational process while maintaining the highest standards of quality.

1. *CM Boroughs*
2. *Change Orders*
3. *Construction Reviews*

- **CM Boroughs**

Bronx: The Bronx Division of Construction Management serves School Districts 7, 8, 9, 10, 11 and 12.

Brooklyn: The Brooklyn Division of Construction Management serves School Districts 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, and 32.

Manhattan: The Manhattan Division of Construction Management serves School Districts 1, 2, 3, 4, 5 and 6.

Queens: The Queens Division of Construction Management serves School Districts 24, 25, 26, 27, 28, 29 and 30.

Staten Island & Citywide: The Staten Island & Citywide Division of Construction Management serves School District 31 and all citywide projects.

- **Mentor Program**

The Mentor Program Unit guarantees that our construction managers provide the highest level of mentoring possible to facilitate and support continuous, sustained growth of our small MWLBE contractors and provide guidance to these contractors in the field to ensure that our projects are built safely, timely and on budget. The unit manages the day-to-day operations of the program including contract compliance, limited list creation for bid lists, troubleshooting contractor issues, and oversight of "Scope A Services." We partner with the Business Development Division in the oversight of "Scope B Services" and all aspects of the Graduate Mentor Program, including the training, loan and bonding programs.

- **Change Orders**

The Change Orders Unit evaluates a contractor's request for additional compensation for extra work issued by Construction Management via a Notice of Direction (NOD). The Change Order Unit is committed to settle all change orders in a fair and reasonable manner for both the contractor and the SCA. The Change Order Unit also reviews all validity issues and participates in mediation when requested by the contractor.

- **Construction Review**

The primary role of Construction Review is to assist Construction Management with interdisciplinary technical review of projects during the design phase. The overall goal of the Construction Review Unit is to reduce change orders and project delays by identifying and resolving technical issues or potential issues prior to bid.

Environmental and Regulatory Compliance (ERC)

The Environmental and Regulatory Compliance Department includes the following divisions: Building Code Compliance, Construction Inspection Division, Industrial & Environmental Hygiene, and Safety. These divisions provide technical support and oversight in their respective areas of expertise throughout the SCA.

1. *Building Code Compliance (BCC)*
2. *Construction Inspection Division (CID)*
3. *Industrial & Environmental Hygiene (IEH)*
4. *Safety*

- **Building Code Compliance (BCC)**

The Building Code Compliance (BCC) Division promotes the safety and welfare of the New York City students, staff, and the general public by ensuring compliance with NYC Codes and Zoning regulations, enhances quality by providing technical support and ongoing training seminars to SCA Construction Management, carries out the mission of the New York City Department of Buildings (DOB) in accordance with the Memorandum of Understanding through the highly qualified professional staff of plan examiners and inspectors, and facilitates efficient processing of Buildings Department plan reviews, permits, and sign-offs to achieve timely completion of school projects.

- **Construction Inspection Division (CID)**

The Construction Inspection Division (CID) inspects the installation of materials and equipment on SCA projects to verify that the contractors install these systems as per the SCA plans, specifications and relevant codes.

- **Industrial & Environmental Hygiene (IEH)**

Industrial & Environmental Hygiene (IEH) provides all-encompassing management and administration of environmental hygiene inclusive of asbestos, lead, PCBs, indoor air quality, mold, hazardous materials, underground storage tanks, environmental due diligence for site development acquisitions, potable water, chemical relocation, soil excavation/characterization and disposal.

- **Safety**

The Safety Division provides optimum protection to the students, teachers, school personnel and the general public during all new construction and renovation of New York City school buildings, enforces all applicable safety rules and regulations in a firm, fair and consistent manner, and

educates SCA personnel, general contractors and subcontractors regarding City, State, Federal and SCA mandated safety rules and regulations.

Finance and Human Resources

The Finance and Human Resources department includes the following divisions:

1. *Fiscal Services*
2. *Human Resources*

- **Fiscal Services**

Fiscal Services encompasses the following units: Capital Budgeting, Encumbrance, Accounts Payable, Accounting Operations, State Aid & Financial Reporting, Operating Budget, FEMA Reimbursements & Special Projects, Vendor Management and Operations Data Center.

- **Human Resources**

The Human Resources (HR) will recruit, engage and manage a civil service compliant and representative workforce and provide a variety of services to that workforce in such areas as employment, benefits, Equal Employment Opportunity (EEO), payroll, timekeeping, performance management, labor/management relations and training. HR staff will deliver these services accurately and in a timely, professional and collegial manner. HR will strive to support maximizing employee productivity and morale in the SCA through special programs and routine tasks.

Information Technology (IT)

The Information Technology Division delivers system solutions that support the work of the professionals at the SCA who build schools for the students of New York City. We look forward to understanding your business problems and solving them.

1. *IT Service Desk*
2. *IT Training*

- **IT Service Desk**

The IT Service Desk supports the overall SCA mission by providing a reliable central source for all IT needs and services. It is responsible for enforcing SCA-wide policies and operating guidelines, as well as implementing solutions that allow for the efficient flow of information throughout the SCA.

- **IT Training**

*IT Training is committed to providing the most efficient high-quality training for the New York City School Construction Authority (NYCSCA) staff and their consultants. We provide state-of-the-art facilities to create a learning experience that produces the results that you and your department expect. Guide to **Access and Training information for the SCA Applications** can be found on the next page.*

Guide to the SCA Applications – Access and Training

Project Phase	Applications Training - SCA ++ (Link to Application)	Application Features	How To Access - Citrix or Web Based App? Citrix - Login with CONID Web-based Apps - Login with Company email.	Send First time Access Request to	Approver 1	Approver 2	Report Access Issue to: HELPDESK (718) 472-8871	Training SCA-University Course Link	Subject Matter Expert(s) - SME
Upon Contract Execution	Vendor Access System	Adding Company Contacts and updating contacts by Primary Contact ONLY	Citrix Portal (CONID)	Pre-Qual Unit (718) 472-8777	CCU	N/A	HELP Desk	Training Guide for VAS	Paritosh
Project Assignment	Requesting CONID	Required for accessing SCA applications through Citrix	Email to DPM/DM with Completed Non-disclosure forms - ITF-1a (for each individual) and ITF-1b (one for the company)	DPM	DPM	HELP DESK	HELP Desk	NON-DISCLOSURE FOMRS LINK	Patricia Sosnowski
All Phases	SCA University	Authority's Learning Management System providing access to Live and pre-recorded training sessions	Web Based APP	DPM/Patricia	Patricia	Patricia Sosnowski	HELP Desk	SCA - U	Patricia Sosnowski Paritosh Shah
Scope Design	STU	Application for requesting Specialty Testing Request, e.g., Survey, Borings, etc.	Web Based APP	DPM	Patricia	Stan Dahir	HELP Desk	STU Application Training Video - Phase 2	Paritosh Mike Dirac Rob Garino
Project Assignment	SCORPIO	Provides BOT generated Scope reports template for CIP and Reso A projects with supporting documents	Citrix Portal - RPA Scope Reports Icon (CONID)	DPM	Patricia	Patricia Sosnowski	HELP Desk	SCORPIO TRAINING (4 Training Videos)	Paritosh Shah
All Phases	RCMS	Payment Request and Processing	Citrix Portal* (CONID)	DPM	Operations	Operations Manager	HELP Desk	RCMS VIDEOS	A&E Director(s)
Scope Design	COST ESTIMATING (ProEst)	Submitting cost estimates during scope/design phases	Web Based APP	DPM	IT	DPM/DM	HELP Desk	CES	Ritika Khandelwal Joseph MichaelAngelo
Design	BCC 2.0	DOB Now / BCC 2.0 for filing	Citrix Portal (CONID)	David Shamoon	DPM	N/A	HELP Desk	Helpful Links - Training Presentations	David Shamoon
Bid	Online Bid Set System	Quickly find the solicitation, or solicitations you wish to download	SCA's Externet	N/A	N/A	N/A	HELP Desk	User Guide	Nelson Wong
Construction	PCM	Managing Projects during Construction	Web Based App	DPM	PO	PO/SPO	HELP Desk	Upon Request to IT Training - scaitraining@nycsca.org	Samir Patel Sandeep
Construction	CAMP (Kahua)	Managing Projects during Construction	Web Based APP	DPM	PO	PO/SPO	HELP Desk	KAHUA	Evelyn (trainer) Farida Ahmad
Design Construction	MS 4 - Tracking	Tracking life cycle of of MS4 submissions	Web Based APP	DPM	DPM	Patricia Sosnowski	HELP Desk	Training Guide will be available in November 2024	Paritosh George
All Phases	EXTRANET	SCA's public website with very useful information	www.nycsca.org	N/A	N/A	N/A	HELP Desk	N/A	Paritosh
SCA IT Training Calendar - (SCA IT training offers live training courses on an ongoing basis - refer to training calendar for details)							https://nycsca.csod.com/LMS/catalog/		

Glossary of Commonly Used SCA Acronyms

Glossary of commonly used SCA acronyms:			
A –	D-	IS – Intermediate School	PFA - Primary Function Area
A&E – Architecture and Engineering Dept.	DA – Developer’s Agreement	J –	PAS - Professional Alliance Studio
ACM – Asbestos Containing Materials	DASNY – Dormitory Authority of the State of NY	JOP – Joint Operated Parkland	PPM - Primavera Project Management
ADA – Americans with Disabilities Act	DCAS - Department of Citywide Services	K –	ProEst – (SCA’s Cost Estimating Program)
AEoR –Architect/Engineer of Record	DCIM – Design Construction Innovation Mgmt.	L –	PS – Primary School
Alt. (1, 2 or 3) – Alteration Types (DOB Filing)	DCMS – Design Consultant Management Studio	LA – Licensing Agreement	PT/OT – Physical Therapy/Occupational Therapy
ARA – Area of Rescue Assistance	DCS -	LLW – Low Level Work Number	PTS – Project Tracking System
AEDC - A&E Design Consultants	DDC – Dept. of Design & Construction (NYC)	LNO – Letter of No Objection	Q –
AU - ACCESSIBILITY UNIT	DEM -	LOA – Letter of Award	QC – Quality Control
ASR – Additional Service Request	DEC – Dept. of Environmental Conservation (NYS)	LOR – Letter of Resolution (SHPO)	R –
ATP – Authorization to Proceed	DEP – Dept. of Environmental Protection (NYC)	LPC – Landmarks Preservation Committee	RA – Registered Architect
B –	DIIT – Dept. of Instructional & Information Technology	LSP – Limited Scope Project	RE – Real Estate Dept.
BACnet – Mech. System Controls	DM – Design Manager	LSS – Local Sound System	RFI – Request for Information
BCAS – Building Condition Assessment Status	DOB – Dept. of Buildings of (NYC)	M –	RCMS
BCC – Building Code Compliance	DOE – Dept. of Education (NYC)	MDF – Main Distribution Frame	RFP - REQUEST FOR PAYMENT
BIM – Building Image Modeling	DOT – Dept. of Transportation (NYC)	MDSA	RFP – Request for Proposal
BMS – Building Management System	DPM- Design Project Manager	MOPD – Mayor’s Office of Persons with Disabilities	RPS – Room Planning Standard
BOD – Bid Opening Date	DOR - Designer of Record	MTA – Metropolitan Transportation Authority	RPZ – Reduced Pressure Zone (device)
BOT - B	DR – Design Requirements	N –	S –
BPP – Builder’s Pavement Plan	DSF - Division of School Facilities	NB – New Building (Application)	SC - Substantial Completion
C -	DSNY – Dept. of Sanitation (NYC)	NCR – Non-Conformance Report	SCA – School Construction Authority (of NYC)
CA – Contract Administration Dept.	E –	NDT – Non-Destructive Testing	SEQRA - State Environmental Quality Review Act
CADD – Computer Assisted Drafting & Design	ECC – Early Childhood Center	NTE- Not to Exceed	SHPO – State Historic Preservation Office (see also OPHRP)
CAMP – Construction Admin. Mgmt. (software)	EDC – Economic Development Corporation	NOA – Notice of Assignment	SPO – Senior Project Officer
CAP – Capacity Project	ERC – Environmental Regulatory Compliance	NOD – Notice of Direction	SSDS – Sub-Slab Depressurization System
CB – Community Board	ESD – Elements of Smart Design	NTP – Notice to Proceed	STU – Specialty Testing Unit
CCFU – Consultant Contract Funding Unit	EWP – Early Work (Demo) Package	NYCHA – NYC Housing Authority	SWB – Sidewalk Bridge
CCU – Contracts Compliance Unit	F –	O –	SWPPP – Storm-water Pollution Protection Plan
CDs – Contract/Construction Documents	F&E – Furniture and Equipment Dept.	ODC -	T –
CES – Cost Estimating System (ProEst)	FACP – Fire Alarm Control Panel	O&P – Overhead & Profit	TCC – Temperature Control Contractor
CID – Construction Inspection Division	FDNY – Fire Dept. of NYC	OAP – Office of Accessibility Planning	TCO – Temporary Certificate of Occupancy
CIP – Capital Improvement Project	FMSI – Facilities Management System Integration	OMB – Office of Budget and Management	TCU – Temporary Classroom Unit
	FAST - FILING AND SUBMISSIONS TRACKER	OPRHP – Office of Parks, Recreation & Historic Places	TFR – Technical Field Representative
CNU - CONTRACT NEGOCIATION UNIT	FSD – Fire/Smoke Damper	ORCMS – Oracle Requirements Contract Management System	Three K (3K) – Schools for 3 yr. old students
CM – Construction Management Dept.	FSEP – Fire Safety and Evacuation Plan	OSFNS – Office of School Food & Nutrition Services	TO – Turnover
CO – Certificate of Occupancy	G –	OSHA – Occupational Safety and Health Administration	TOBSS – TurnOver Bid Set System
CP – Certificate of Payment	GPR – Ground Penetrating Radar	P –	TSS – Technical Standards Support (Studio)
CPDI – Capital Plan Development & Implementation	GSG – Green Schools Guide	PA – Port Authority (of NY/NJ)	U –
CPM – Capital Planning Management (former name for CPDI)	H –	PAPS – Public Art for Public Schools	UFT – United Federation of Teachers
CPO – Chief Project Officer	HazMat – Hazardous Materials	PAR – Proposal Approval Request	UPK – Universal Pre-Kindergarten
CSD	HPD – NYC Housing Preservation and Development	PDS – Project Data Sheet	V –
CTF – Capital Task Force	HS – High School	PE – Professional Engineer	W, X, Y –
CTS	I –	PG – Procedural Guideline	Z –
CUNY – City University of New York	IDF – Intermediate Distribution Frame	PLA – Project Labor Agreement	ZPPP – Zone of Public Protection (Plan)
D-	IDP – Integrated Design Process (Meeting)	PO – Project Officer	ZWR – Zoning Waiver Request
DA – Developer’s Agreement	IEH - Industrial & Environmental Hygiene Dept.	POR – Program of Requirements	
DASNY – Dormitory Authority of the State of NY	IPDVS – Internet Protocol Digital Video Surveillance	POT - Path of Travel	

NYCDOB Acronyms

Other Acronyms

AC	Administrative Code	ME	Mechanical	Acronym	Title
Alt1	Alteration Type 1	MH	Mechanical/HVAC	CLCPA	Climate Leadership and Community Protection Act (Climate Act)
Alt2	Alteration Type 2	MOPD	Mayor Office for People with Disabilities	CPM	the Capital Programs Manual
Alt3	Alteration Type 3	MTA	Metropolitan Transportation Authority	Enterprise GC - Green Communities	Enterprise Green Communities
APPN	Administrative Policy and Procedure Notice	NB	New Building	EPA	Environmental Protection Agency (EPA)
AR	Architectural	NP	No Plans	ESCH	ENERGY STAR Certified Homes
BC	Building Code	NYC RR	New York City Report Recommendations	ESMNCP	ENERGY STAR Multifamily New Construction Program
BL	Boiler	NYS ECL	New York State Environmental Conservation Law	FEMA	Federal Emergency Management Agency (FEMA).
CC	Curb Cut	OPP	Operations Policy and Procedure Notice	FHPSC	Fair Housing Project Summary and Certification ("Short Form")
CH	Chute	OT	Other	FHTF	Federal Housing Trust Fund (FHTF)
DDC	Department of Design & Construction	PDC	New York City Public Design Commission	FLC	FLC
DEC	New York State Department of Environmental Conservation	PL	Plumbing	FLC	FCL and Res Letters
DEP	New York City Department of Environmental Protection	PL	Plumbing	HCCP	Hotel and Commercial Conversions Program
DM	Demolition and Removal	PPN	Policy and Procedure Notice	HCR DG	Homes and Community Renewal Design Guidelines
DOH	New York State Department of Health	RCNY	Rules of the City of New York	HCR's Fair and Equitable Housing Office	HCR's Fair and Equitable Housing Office
DOT	New York City Department of Transportation	RS	Reference Standard	HFA	NYS NY State Housing Finance Agency
EA	Earthwork	SD	Standpipe	HUD	Housing and Urban Development - HUD
EQ	Construction Equipment	SF	Scaffold	HUD	Housing and Urban Development
EW	Equipment Work	SG	Sign	Internal Revenue Code (IRC)	Internal Revenue Code (IRC)
FA	Fire Alarm	SH	Sidewalk Shed	IPNA	Integrated Physical Needs Assessment (IPNA) Standard
FB	Fuel Burning	SP	Sprinkler	LEED	Leadership in Energy and Environmental Design
FEMA	Federal Emergency Management Agency	ST	Structural	NGBS	National Green Building Standard project registration and checklist
FN	Fence	TPPN	Technical Policy and Procedure Notice	NYCRGB	New York City Rent Guidelines Board
FO	Foundation	ZO	Zoning		
FP	Fire Suppression	ZR	Zoning Regulations	NYSERDA	New York State Energy Research and Development Authority
FS	Fuel Storage			OPWDD/OMH	OPWDD/OMH
HPD	Housing Preservation and Development			PATH	Partnership for Advancing Technology in Housing
LL	Local Law			PBV	Approved if PBV equals to other HPD fundings
LPC	New York City Landmark Preservation Commission			QAP	Qualified Allocation Plan (QAP),
LPPN	Legal Policy and Procedures Notice			QCT	Qualified Census Tract (QCT)
MDL	Multiple Dwelling Law			RES LTR	Reservation letter