

THE PORT AUTHORITY OF NY & NJ



*Tenant Construction and
Alteration Process Manual*

November 2015

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Acronyms

AAO – Affirmative Action Office
ADA – Americans With Disabilities Act
A/EOR – Architect or Engineer of Record
BIM – Building Information Management
C of A – Certificate of Authorization to Occupy or Use
CBP – Customs and Border Protection
DEP – Department of Environmental Protection
EMP – Environmental Management Plan
EPA – Environmental Protection Agency
FAA – Federal Aviation Administration
FRA – Federal Rail Administration
FTA – Federal Transit Administration
MOA - Memorandum of Agreement
MWA – Minor Works Application
M/WBE – Minority / Women-Owned Business Enterprise
NCR - Non-Conformance Report
NFC – No Further Comments
NJDEP – New Jersey Department of Environmental Protection
NJDOCA – New Jersey Department of Community Affairs
NYCDEP – New York City Department of Environmental Protection
NYSDEC – New York State Department of Environmental Conservation
NYSDEL – New York State Department of Labor
OBDCR – Office of Business Diversity and Civil Rights
OEEP – Office of Energy and Environmental Programs
PA / PANYNJ / Authority – Port Authority of New York and New Jersey
PAPD – Port Authority Police Department
QAD – Quality Assurance Division
REO – Resident Engineer’s Office
ROE – Right of Entry
SDG – Sustainable Design Guidelines
TAA – Tenant Alteration Application
TB&T – Tunnels, Bridges & Terminals
TC – Tenant Coordinator
TC of A – Temporary Certificate of Authorization to Occupy or Use
TCAP – Tenant Construction and Alteration Process
TCRM – Tenant Construction Review Manual
TSA – Transportation Security Administration
TSD – Technology Services Department
WTC – World Trade Center

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Change Log

Date	Edit
January 2012	Change of "Permit to Occupy or Use" to "Certificate of Authorization to Occupy or Use" (no change in process)
January 2012	Sustainable Design references modified
January 2012	Special Inspection Report revision
January 2012	M/WBE form revision, PA3749D
January 2012	Tenant Construction Statement of M/W/DBE Payments Report (PA 3968A)
January 2012	TEB Fire Watch guidelines updated to 2007
January 2012	Revised Minimum Insurance requirements
January 2013	TAA Form PA 531 revision
July 2013	Revised Real Estate Facilities Contacts Section 7.1.4
November 2015	Edits to reference Port Authority Roadway Access Management Guidelines

Note to Users: Application and Browser Requirements

The functionality of the TCAP Manual, forms, checklists, and permits was successfully tested using the following technology:

PC: Internet Explorer

Macintosh: Safari

In order to utilize the available functionality, to fill in and save data, in any of the forms, checklists and permits that are provided in Adobe Acrobat, Adobe Acrobat Reader Version 8 or later is required at a minimum.

Defined Terms

Approval to Construct	PA approval for a project to commence the Phase 2 Construction of the TAA process
Approval to Install	PA approval for a project to commence the Phase 2 Installation of the MWA process
Asbestos or HAZMAT Survey	A survey conducted by the Tenant in accordance with current local, state and national code and regulations to identify asbestos or HAZMAT materials within the project area.
As-Built Drawing	Drawings produced at the end of construction showing changes to the original construction documents.
Basis of Design	Typically a description and set of preliminary drawings, equipment lists, etc. forming the basis of inspection and test acceptance criteria. The basis of design documentation identifies how the design provides the performance and operational requirements of the project and its systems
Close-Out Letter	Notification provided by the Tenant Coordinator to the Tenant that an MWA is closed out
Code Determination	Process for resolution of code issues not resolved during normal discussions and review of Contract Documents by the PA.
Concept of Operations	Document describing how a space will operate, compiled by a Tenant for review by the PA. Includes a description of flow or circulation of materials or people.
Conceptual Review	An optional preliminary review of a Tenant's design for guidance on code conformance issues.
Conditional or Full Design Approval Letter	Letter issued by the PA providing a form of approval of the Contract Documents submitted.
Construction Phase	Phase 2 of the TAA process during which construction takes place and is certified as completed by the Tenant's A/EOR
Contract Documents	The Phase 1 Design submission made consisting of the completed design documents and all other necessary documents for review by the PA.
Contractor	The firm or company providing and coordinating the use of materials, labor and equipment for the construction of the project. See Section 2.1.3.
Coordinator	The key Tenant or PA staff who verify that TCAP submissions are complete. Refer to Tables 4 and 5.
Design Phase	Phase 1 of the TAA process during which the design is developed by the Tenant and submitted as Contract Documents to the PA for review.
Emergency Works Notice	Notice provided by the PA that work can follow the Emergency Works Procedure.
Enabler	The key Tenant or PA staff who enable or help facilitate TCAP activities, e.g. the Contractor enables the Partial or Final inspections to proceed through provision of access, information and attendance, etc. Refer to Tables 4 and 5.
Environmental Consultant	Professional Architect or Engineer, licensed in the state of New York or New Jersey, hired by the Tenant to provide environmental consulting services.
Environmental Management Plan	Document defining the management of all environmental aspects of a project. See Reference Section 7.5.1
Hot Work Permit	Permit to be approved by the PA prior to any hot work activities at PA facilities.
Kick-off Meeting	A meeting between attendees representing the Tenant and PA prior to commencement of TAA. Format and agenda to be determined by the Tenant Coordinator based upon scope and complexity of the project. See Section 4.1.2.1.
M/WBE Participation Plan	PA form completed by the Tenant to detail the percentage participation of PA-certified M/WBE firms on a project. Example form in Section 7.5.1.
Means and Methods	The operations of a contractor that arise normally in the course of construction but might be viewed as constituting "professional" services, e.g. incidental design procedures, or incidental modifications of plans to solve on-the-spot construction difficulties.

Minor Works Application	See Table 6
Non-Conformance Report (NCR)	Report issued by the PA to the Tenant describing the Non-Conformances with the approved Contract Documents noted during a Partial or Final Inspection.
Orientation	A briefing given by the PA's Tenant Coordinator to the Tenant on the Tenant Construction and Alteration Process once a signed Agreement is in place and prior to the Tenant beginning any work on their space. Given to all new Tenants.
Partial and Final Inspections for Occupancy	During Phase 3 of the TAA process, inspections for occupancy or use
Partial Inspections for Occupancy or Use.	Inspections prior to closure of an area, e.g. ceiling or wall, prior to Partial or Final Inspection
Partners	PA's business partners, Tenants, Consultants and Contractors
Phased Occupancy Area	For projects agreed to be following the Phased Occupancy procedure. An area that is a part of the overall project space to be identified within the Phasing Plan.
Phasing Plan	Plan providing a detailed narrative and design documents as necessary to describe the Phased Occupancy Areas for a project. Reference Section 6.2.1.
Point of Contact	The key Tenant and PA staff who exchange all communication during the TCAP process. Refer to Tables 4 and 5.
Pre-Construction Meeting	Meeting between the PA and the Tenant prior to construction work for a Tenant Alteration Application, at which, if satisfied that all requirements are in place, the PA will provide authorization to proceed with construction.
Pre-Installation Meeting	Meeting between the PA and the Tenant prior to installation work for a Minor Works Application at which, if satisfied that all requirements are in place, the PA provides authorization to proceed with installation.
Project Determination	Determination by the PA of whether a project is to use either the TAA or MWA process issued by the Tenant Coordinator in response to form TAA-MWA 01.
Project Initiation Form	Form TAA-MWA 01 used by the Tenant to notify the PA of an intent to perform construction or alteration work.
Record Document	Record Drawings and Record Specifications that reflect on-site changes noted by the Contractor on As-Built drawings. Compiled as a set of on-site changes.
Rider Comments	Documented comments given by the PA to be addressed by the Tenant prior to issue of a TC of A or C of A.
Right of Entry Agreement	A legal agreement between the Tenant and the PA to allow the Tenant access to the project site for specific agreed activity for a limited duration.
Roadway Access Management	The coordinated planning, regulation, and design of access between roadways and land development. It involves the systematic control of the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway, as well as roadway design applications that affect access, such as median treatments and auxiliary lanes, and the appropriate separation of traffic signals.
Routine Maintenance	See Table 6
Safety Plan	Plan to be developed by the Tenant and approved by the PA for ensuring safety during construction work at the project site. In accordance with PA, local, state and national regulations.
Security Plan	Plan to be developed by the Tenant and approved by the PA for maintaining security, as applicable, during construction at the project site. In accordance with PA, local, state and national regulations.
Site Visits	Visits made by the Tenant, arranged through the PA to assess the project space.
Special Inspection	Inspections to be performed by an approved organization that is independent, objective and competent, with calibrated equipment as required to perform tests, with experienced,

educated personnel. Inspections are to be performed in accordance with local and state code.

Team Conceptual Planning Meeting	A meeting taking place at project inception, prior to the preparation or submittal of any formal studies, reports, design drawings, or other such documents. This meeting is intended to provide an early opportunity for the PA Line Department staff, PA Engineering staff, tenants and tenant representatives, and other affected stakeholders to meet and discuss the framework for required deliverables and future coordination efforts with the PA as part of TAA projects, new leases, lease renewals, and Port Authority projects.
Temporary Certificate of Authorization to Occupy or Use (TC of A) or the Final Certificate of Authorization to Occupy or Use (C of A)	Certificates of Authorization issued to the Tenant by the PA at the end of the TAA process, necessary to allow occupancy and operations at the facility location.
Tenant	Signatory to a lease with the PA. See Sections 1.2 and 2.1.1.
Tenant Alteration Application	See Table 6
Tenant Construction and Review Manual	PA Manual for Tenant Construction and Minor Works.
Tenant Coordinator	PA staff providing oversight of conformance to the Tenant Construction and Alteration Process. See Section 2.2.1.
Verifier	The key Tenant or PA staff who verify that TCAP submissions are complete. Refer to Tables 4 and 5.
Waste Management Plan	Plan for the management, use and disposal of waste resulting from construction activities at PA facilities.
Welding Permit	Permit to be approved by the PA prior to welding activities at PA facilities.

The Tenant Coordinator is available at any time to provide guidance and answer questions about the Tenant Construction and Alteration Process.

Section 1: Introduction

1.1 – Purpose

The Port Authority of New York & New Jersey (“PA”) is a bi-state agency charged with promoting and protecting the commerce of the bi-state ports, and undertaking trade and transportation projects to promote regional economic development. The PA’s Business Partners, Tenants, Consultants, and Contractors (“Partners”) play a valued role in delivering the PA’s Strategic Plan. The PA’s Tenant Construction and Alteration Process (also known as TCAP), encompasses all alterations and minor works at existing PA facilities in addition to all new construction, and is a necessary way of managing work performed in PA leaseholds and public facilities. The process efficiency serves the interests of both the Tenant and the PA.

The Tenant Construction and Alteration Process requires close coordination between the PA and its Partners. Formerly called the Tenant Alteration Application Process, the term ‘Tenant Construction and Alteration Process’ shall be substituted in any Agreements that reference the ‘Tenant Alteration Application Process’ or simply ‘Alteration Application Process.’

The process is a resource for all parties to make improvements and to:

- Ensure and enforce building code conformance
- Align and coordinate technical criteria between the PA facilities and its Partners, especially with regard to utilities, structural and other technical criteria, and operations of PA facilities
- Ascertain that Partners’ projects are aligned with the PA’s business interests, plans and objectives
- Collect and assess asset information and condition
- Document authorization and permit approvals

Ultimately, the Tenant Construction and Alteration Process is a vehicle to protect and enhance the experience of the end user so that everyone benefits.

1.2 – How to use This Manual

This manual has been developed by the PA to provide direction to its Partners in making improvements or alterations to existing PA facilities or in the construction of new structures at PA facilities. It outlines the requirements and procedures for all work undertaken at PA facilities. For purposes of clarity, “Tenant,” as used in this manual, refers to any non-PA party that is responsible for sponsoring, funding, and overseeing the work being undertaken at PA facilities.

Section 1 presents an overview of the Tenant Construction and Alteration Process. The section also reviews PA policies and general requirements Tenants are expected to adhere to, including:

- Governing Codes and Standards (Security, Health and Safety, Environmental, etc.)
- Sustainable Design
- Minority and Women-Owned Business Enterprise (M/WBE) participation
- Submittal Requirements
- Fees
- Performance Management
- Roadway Access Management Guidelines

*This manual supports
Tenant work at all PA
facilities.*

*Tenants should be sure
to review Section 7 for
important facility-
specific information,
additional reference
material and resources.*

Section 2 outlines roles and responsibilities for key players from the Tenant's team and the PA in the Tenant Construction and Alteration Process.

Section 3 describes the start of the Tenant Construction and Alteration Process - Project Initiation. Activities are outlined for different types of process users.

Section 4 describes procedures for work performed by all Tenants under the Tenant Alteration Application sub-process. Instructions are provided for each of the major phases: 1) Design, 2) Construction, and 3) Close-Out & Occupancy.

Section 5 describes procedures for work performed by all Tenants under the Minor Works Application sub-process. Instructions are provided for each of the major phases: 1) Design, 2) Installation, and 3) Close-Out.

Section 6 describes a number of additional PA procedures related to Tenant construction and alterations. These are activities that are not part of typical Tenant construction and alteration projects and planned work, but from time to time may be followed as the need arises. These include the Asbestos Abatement Procedure, the Phased Construction and Occupancy Procedure, the Emergency Works Procedure, and the Code Determination Procedure.

Section 7 provides a variety of facility and project-specific reference materials. This section includes contact information, forms, checklists, PA standards and guidelines, and facility-specific information to assist Tenants in using the process and performing work. Compliance with facility and project-specific requirements described by these reference materials is necessary for completing the TCAP.

In general, where there is a conflict between lease terms, as amended from time to time, and the contents of this manual, the lease terms control.

1.3 – Overview of the Tenant Construction and Alteration Process

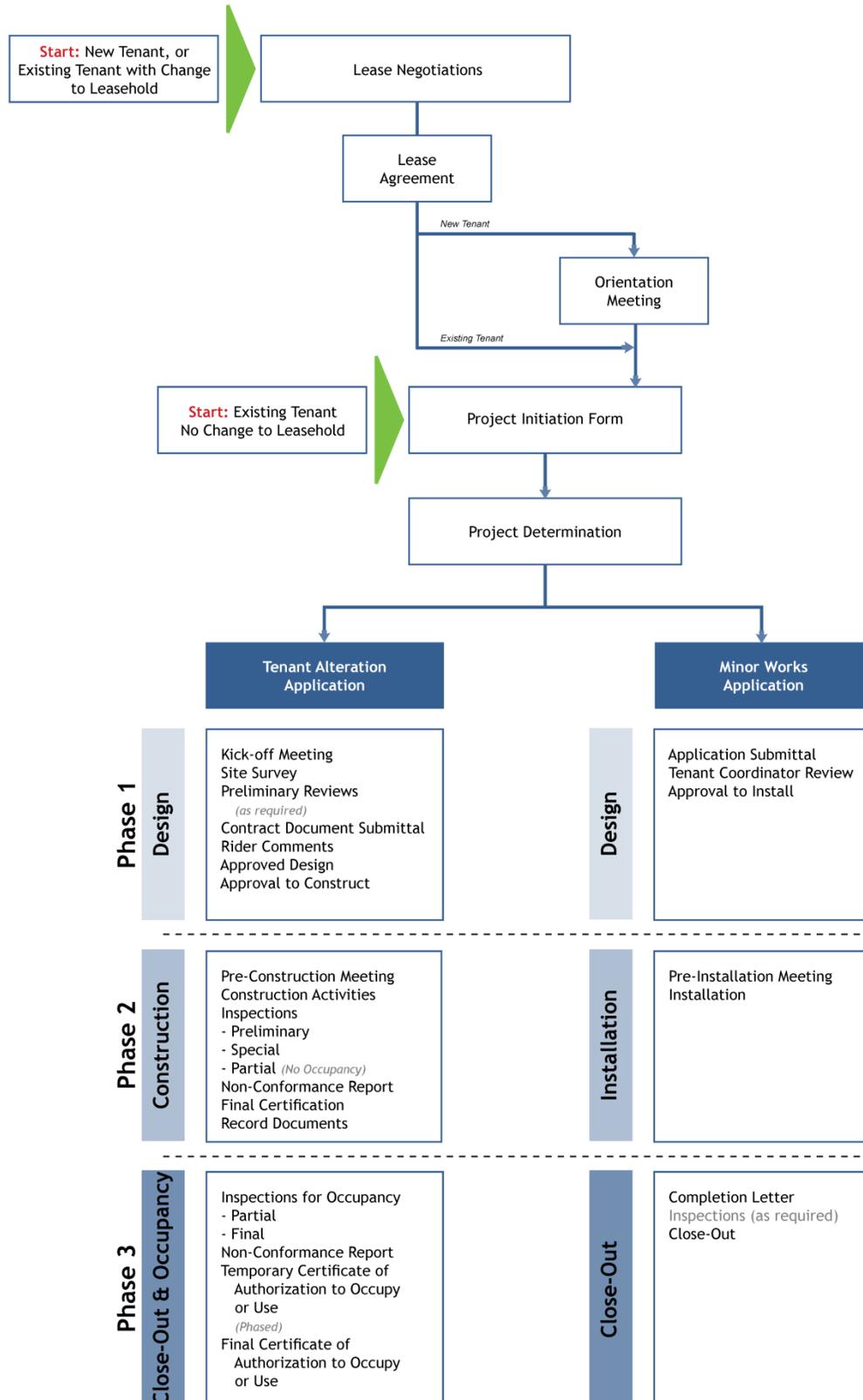


Figure 1: Overview of the Tenant Construction and Alteration Processes

The Tenant Construction and Alteration Process begins with Project Initiation. The Tenant informs the facility of planned work via submission of a Project Initiation Form. The Tenant obtains a Project Determination from the Tenant Coordinator granting approval for the work and notice to proceed under either a Tenant Alteration Application (TAA) or a Minor Works Application (MWA). The Tenant work will then progress through three Phases for either application type.

Routine Maintenance is excluded from the TCAP process. The basis for Project Determination is provided in Section 3.4 and Table 6.

The appropriate process is followed based upon the scope and complexity of the work. At this time, the Tenant advances to the first phase of project development.

An overall project checklist for TAAs and MWAs can be found in [TAA CK 01](#) and [MWA CK 01](#).

1.3.1 Tenant Alteration Application (TAA)

Phase 1 - Design: During the Design Phase, the Tenant develops the project design in order to obtain approval to construct. The Tenant and the Architect/Engineer of Record (A/EOR) attend a Kick-off Meeting with facility staff and perform Site Visits. The Tenant may make preliminary submittals to the Tenant Coordinator (TC) for PA staff review and comment. The Tenant then submits a formal Contract Document submittal package detailing the planned work as well as any applicable fees to the TC. The TC coordinates the Contract Document review by PA staff. The Tenant may be asked to provide clarification and respond to Rider Comments. Once the Tenant receives either a Conditional or Full Design Approval Letter, the Tenant submits a Pre-Construction Meeting package to the TC. Upon approval of the Pre-Construction Meeting package, the Tenant will receive notification of Approval to Construct and may advance to Phase 2.

Phase 2 - Construction: The Tenant, the A/EOR, and the Contractor attend a Pre-Construction meeting with the REO and other PA staff to review the construction process and facility rules. Afterwards, the Tenant constructs the approved work in accordance with all applicable Code requirements and PA-approved documents. As construction progresses, the A/EOR performs all inspections and makes site visits to assure that he/she can provide the signed and sealed certifications. Also as work is constructed, Special Inspections are performed by approved agencies. All open Rider Comments must be resolved during construction, at the latest, and a letter of "No Further Comments" obtained. All open Non-Conformance Report items must also be resolved during construction. The A/EOR provides signed and sealed certification that the work is complete before progressing to Phase 3.

Phase 3 - Close-Out & Occupancy: This is the final phase of Tenant work. All construction is completed, Inspections are performed and reports submitted as may be required for occupancy or use. Upon acceptance by the PA, Tenants performing work under a TAA will receive a Certificate of Authorization to Occupy or Use (Temporary or Final) from the TC that allows the Tenant to occupy the leasehold and commence operations. For phased construction, a Temporary Certificate of Authorization to Occupy or Use will be issued for each completed area. A Final Certificate of Authorization to Occupy or Use must be obtained by the Tenant for Close-Out of the TAA.

The A/EOR plays a critical role for the Tenant from start to Close-out of a TAA

1.3.2 Minor Works Application (MWA)

Phase 1 - Design: During this phase, the Tenant submits the Minor Works Application and all supporting documentation to the TC for review and approval prior to installation.

Phase 2 - Installation: The Tenant's Team attends a Pre-Installation Meeting with the TC to review the installation activities and facility's rules. The Tenant's Contractor and any licensed design professionals then install the approved work.

Phase 3 - Close-out: Once the installation work is complete, the Tenant submits a Completion Form to the TC. Inspections will be arranged as necessary by the TC and are required for all food establishments. Tenants performing work under a Minor Works Application will receive a PA Close-out notification from the TC verifying authorized work is complete.

1.4 – Governing Codes and standards

All construction and alteration work performed at PA facilities is required to conform to applicable state and local building codes, statutes, and regulations. All construction and alteration work is also required to comply with Federal codes, statutes, and regulations. The PA has established organizational units, processes, and standards to ensure compliance and/or conformance (as applicable) with all such requirements.

All construction and alteration work performed at PA facilities is required to conform with applicable Federal, State and Local Health and Safety requirements from project initiation to project close-out.

Security is of paramount importance to the PA and for the continued safe operation of its facilities. Security is to be addressed as required by Federal, State and Local agencies and / or PA requirements at every stage of the TCAP. Tenants are to check current security requirements with their TC.

In addition, the airports are required to meet standards and regulations as mandated by the Federal Aviation Administration (FAA) and Transportation Security Administration (TSA). Food and beverage projects are to meet all relevant City and State Health Codes.

For certain types of work, environmental permits through external agencies may be required.

Individual PA departments and facilities may also have additional requirements, such as PA facility-specific Rules and Regulations and Environmental Management Plans.

The PA does not allow code self-certification.

Design and construction document reviews by the PA will be made based on compliance with provisions and specific PA requirements including, but not limited to, the following:

- Tenant Construction Review Manual
- PANYNJ Sustainable Design Guidelines
- Facility Design Standards and Construction Requirements
- Port Authority Roadway Access Management Guidelines

Links to these reference documents can be found in "Section 7: Reference Material". The ultimate responsibility for engineering design and code compliance always remains with the Tenant's Architect/ Engineer of Record (A/EOR) who prepares the design and construction documents.

1.5 – Sustainable Design

Sustainable design seeks to reduce the adverse environmental impact and to improve the maintenance and operation of new and renovated buildings and facilities. The PA's policy is to reduce adverse environmental impacts of the design, construction, operation and maintenance and occupancy or leasing of new or substantially renovated buildings and facilities, and reconstruction projects. The PA's Sustainable Design Guidelines also seek to benefit the region's economy by encouraging the use of locally manufactured materials and by supporting emerging regional markets in renewable energy and clean technology.

Tenants play an important role in supporting the PA's sustainability policy and efforts to achieve its goals. As part of the TCAP requirements, Tenants are required to comply with requirements outlined in the Sustainable Design Guidelines and therefore incorporate sustainable design into their construction and alteration work.

Opportunities to achieve the PA's target M/WBE will be discussed at the project Kick-Off Meeting.

1.6 – Roadway Access Management

The purpose of roadway access management is to provide access to land development in a manner that preserves the safety and efficiency of the transportation system. Projects on PA facilities involve decisions that need to be made regarding the proper location and design for a driveway or intersection, as well as what type of traffic control (e.g., traffic signal, stop-control, etc.) is most suitable at the location. In addition, there are decisions regarding where channelization features and non-traversable medians should be installed, where breaks in non-traversable medians should be located, how much sight distance is needed, and what is the necessary width of the roadside buffer. The Port Authority Roadway Access Management Guidelines were established to help identify and develop the best solutions to a range of possible access management-related issues. The Guidelines describe how to balance the competing needs that exist on the agency's real estate, with respect to space allocated to tenant leaseholds and roadway infrastructure, in a rational, safe, and efficient manner. Consistent application of the Guidelines helps meet the interests of the agency, as well as those of its tenants and stakeholders. The Guidelines are intended to help the Port Authority streamline the development process for tenants by clarifying expectations up front and, thereby, reducing project costs and liability.

1.7 – Business Diversity and Civil Rights

1.7.1 M/WBE Participation

Pursuant to its policy, the PA has goals for Minority / Women-Owned Business Enterprise (M/WBE) firm participation in A/EOR design services and construction on Tenant construction projects. The PA also requires Tenants to comply with current labor force goals during construction. Compliance with current M/WBE and labor force goals will be sought for all major TCAP projects over \$500,000 and TCAP projects under \$500,000, where the Office of Business Diversity and Civil Rights (OBDCR) deems it appropriate (e.g. at airports).

The PA M/WBE participation goals are 12% MBE and 5% WBE of the total A/E and construction project dollars. The submitted participation plan should meet or exceed these goals, or good faith efforts need to be demonstrated if these goals are not met. All M/WBE subcontractors are to be credited at 100% except where materials or supplies are provided without any alteration or modification by the supplier; such materials suppliers are to be credited at 60%.

Only M/WBE firms who are PA-certified and who appear in the PA's online directory will receive credit toward M/WBE goals. Tenants should use the PA M/WBE directories from www.panynj.gov/business-opportunities/supplierdiversity to identify and confirm a Contractor's certification status.

All M/WBE forms and sample documents for TCAP projects are provided in “Section 7: Reference Material”.

1.7.2 Labor Force Goals

In addition to the M/WBE Program, it is important that the construction labor force reflect community demographics. The PA's current minority participation goals for the workforce are 30% for skilled trades and 40% for laborers. The current female participation goal for skilled trades and laborers is 6.9%.

1.8– Submittal Requirements

1.8.1 Tenant Construction and Alteration Process Submissions

The guidance provided in this section may change according to the PA staff and technology available. Electronic and hard copies of all documents are required to be submitted to the PA for TAA and MWA projects. Table 1 following provides a summary of typical document quantities required. Additional copies of documents may be requested by the PA:

- When there is a constrained review time (e.g. due to the size of the project, available PA resources or an agreement to expedite).
- Where additional reviews are required by outside agencies

In all instances, the TC will advise the Tenant of the requirement for any additional copies of submittals or changes to requirements to meet PA information security needs.

Table 1 Tenant Construction and Alteration Process Submission Quantities
Both hardcopy & electronic documents are required in the quantities indicated below.

Documents		Tenant Alteration Application				
		Phase 1 Preliminary Review	Phase 1 First Contract Document Submittal	Phase 1 Subsequent Contract Document & Field Changes	Phase 2 Construction Submittals	Phase 3 Close-Out Record Documents
Hard Copy	Application Form	1	3	-	-	-
	Asbestos Form	1	3	-	-	-
	Drawings, Specifications, Calculations & other printed material					
	<i>Aviation</i>	3	12	10	3	-
	<i>PATH</i>	3	12	10	3	-
	<i>Port Commerce</i>	3	12	10	3	-
	<i>Real Estate & Development</i>	3	10	10	3	-
	<i>TB&T</i>	3	12	10	3	-
	<i>WTC Construction</i>	3	9	9	3	-
	Signed & Sealed - All Documents (in addition to the above)	-	2	2	2	2
Electronic Copy *	<i>All Documents - Project Cost up to \$5,000,000</i>	2 CD				
	<i>All Documents - Project Cost over \$5,000,000</i>	4 CD				
		Minor Works Application				
Hard Copy	<i>All Documents</i>	2				
Electronic Copy	<i>All Documents</i>	1 (CD or e-mail attachment)				

* Not required if uploaded via a PA-managed document management system, e.g. LiveLink

1.8.2 Document Submittal Format

The guidance provided in this section relates to the format and standards for document submissions.

All documents: Legibility and clarity are core requirements for all submissions. Submittals that are not legible, clear or are otherwise of poor quality will not be accepted by the PA and may result in delay. Document binding must be easily and safely dismantled for ease of distribution by the PA.

Drawings: Tenants are encouraged to submit 1/2-size or reduced-size drawings. Submittals that are not legible, clear or are otherwise poor quality will not be accepted by the PA.

Electronic Documents: All electronic submittals are to be submitted in pdf format.

Project-specific format requirements will be provided by the Tenant Coordinator (e.g. for BIM modeling or other needs).

Record Documents are required prior to a Final Inspection being scheduled and Certificate of Authorization to Occupy or Use being granted.

Tenants should ensure their contracts with their A/EOR and Contractor(s) require production of Record Documents.

1.8.3 Record Documents

Specific guidance is provided in this section regarding the Record Document submission. In order to maintain sufficiently accurate records of PA infrastructure, Record Documents are maintained for use by PA staff and Tenants. For TAA Projects, Record Documents are compiled by the appointed A/EOR based upon As-Built Drawings and information provided by the Contractor, and submitted to the PA on behalf of the Tenant.

This is an important step in the completion of a Tenant Alteration project and is one of the mandatory requirements before scheduling a Final Inspection.

Record Documents are Record Drawings and Record Specifications which are prepared by the A/EOR and reflect on-site changes the Contractor noted in the As-Built Drawings. They are compiled as a set of on-site changes made for the PA.

As-Built Drawings are prepared by the Contractor and certified licensed professionals as required by regulations. They show, typically in red ink, on-site changes to the original construction documents.

Record Drawings are prepared by the A/EOR to reflect on-site changes the contractor noted in the As-Built Drawings. They are to be compiled as a set of on-site changes to be submitted, signed and sealed, to the PA as required for occupancy and close-out.

Record Specifications are prepared by the A/EOR and reflect on-site changes the Contractor noted in the As-Built drawings. They are to be compiled as a set of on-site changes to be submitted, signed and sealed, to the PA as required for occupancy and close-out.

1.9 – Tenant Alteration Application Fees

A fee is collected by the PA for the review of Tenant Alteration Applications on all applicable projects. The Tenant will submit the applicable fees to the TC along with the TAA Application Form (PA 531), as part of the Contract Document submittal for PA review and approval to construct during Design Phase 1.

The Tenant Alteration Application fee shall be submitted as a check made payable to “The Port Authority of New York and New Jersey”.

Design Review of a Tenant’s TAA project is contingent upon the receipt of a complete Tenant Alteration Application and the applicable fee.

1.10–Performance Management

The PA is committed to continued improvement of the Tenant Construction and Alteration Process. The success of the process relies upon a commitment to the process by the Tenant, their appointed team and the PA.

In order to maintain and improve the process, performance information will be collected and analyzed periodically. The key performance indicators that will be used to monitor the process’s success fall into the following categories:

- Compliance with the process described within this document
- Tenant satisfaction
- Timing of key activities
- Cost to the PA and Tenant
- Compliance with key policy initiatives, e.g. Sustainable Design and Roadway Access Management Guidelines

The PA’s performance indicators will be reviewed periodically. Process performance analysis and feedback will be used to inform target adjustments and consider process changes.

It is understood that confidence in PA response times are of high importance to Tenants. This key performance indicator will be captured and measured by the PA against the internal targets listed below.

As internal targets, the PA review and response time guidelines provided in Tables 2 and 3 are for planning purposes only. There will be variation in review and response times due to factors such as the size and complexity of each project, Tenant response times, PA resource availability and the extent of the review required. External Agency review times are excluded. Tenants should consult with their TC for review time estimate advice for any specific project.

Table 2 Tenant Alteration Application Review Time Estimates

Construction Value	Minor Works Application	Tenant Alteration Application			
	All	<\$500k	≥\$500k<\$5m	≥\$5m<\$15m	≥\$15m
Initial Review Time (business days) from date of complete submittal receipt by TC to issue of Rider Comments or Approval to Construct	5	20	25	30	40
Subsequent Review Time (business days) from date of complete submittal receipt by TC to issue of Rider Comments or Approval to Construct	2	20	22	25	30

Table 3 PA Response Time Performance Targets

Phase	From	To	Response Target (business days)
Phase 1 - Design	Tenant Submittal date	Notification of missing information	5
	TC receipt of approval notification for insurance and M/WBE plan	Contact to schedule a Pre-Construction Meeting	3
Phase 2 - Construction	Tenant inspection request	Inspection performance	5
	REO receipt of Construction Phase submittals	Issue of comments	10
	Tenant request for shut down	Shut down	10
Phase 3 - Close-Out & Occupancy	Tenant request for Inspection	Inspection performance	5
	Partial or Final Inspection	Issue of Non-Conformance Report	3
	Non-Conformance Report closure	Issue of TC of A or C of A as applicable	3
Minor Works	Issue of Approval to Install	Contact to schedule a pre-Installation Meeting	1
	Inspection	Issue of Non-Conformance Report	1
Emergency Works	Pre-Construction Meeting and receipt of requested information	Emergency Works Approval Letter issue	1

Section 2: Roles and Responsibilities

This section gives an overview of the Tenant’s responsibilities and the role of PA staff in the Tenant Construction and Alteration Process. It identifies the primary points of contact and major players for the various phases of work.

The following Tables show the role played by the Tenant’s team and key PA staff in various Phases of the Tenant Construction and Alteration Process.

Table 4 Tenant Alteration Application Roles and Responsibilities

Phase	Process Step	Tenant Alteration Application					
		Tenant Team			Port Authority Staff		
		Tenant	A/EOR	Contractor	Tenant Coordinator (TC)	Resident Engineer (REO)	Quality Assurance Division (QAD)
Project Initiation	Lease Negotiation	POC			POC		
	Facility Access						
	Orientation Meeting						
	Project Initiation Form						
1. Design	Project Determination	V	POC		POC		V
	Kick-off Meeting						
	Site Visit						
	Preliminary Reviews						
	Contract Document Submittal						
	Rider Comments						
	Approved Design						
	Approval to Construct						
2. Construction	Pre-Construction Meeting	V	V/C	POC	V/C	POC	V
	Construction Activities						
	Inspections						
	Non-Conformance Report						
	Final Certification						
	Record Documents						
	3. Close-Out & Occupancy						
Non-Conformance Report							
Temporary C of A							
Final C of A							

Note: PA Review Groups will verify submissions during each Phase. Coordination will be made by the PA POC.

Key: POC Point of Contact
 V Verifier
 C Coordinator
 E Enabler

Table 5 Minor Works Application Roles and Responsibilities

Phase	Process Step	Minor Works Application			
		Tenant Team		Port Authority Staff	
		Tenant	Contractor	Tenant Coordinator	PA Review Groups
Project Initiation	Project Initiation Form	POC		POC	
	Project Determination				
1. Design	Application Submittal	POC		POC	V
	Review				
	Approval to Install				
2. Construction	Pre-Installation Meeting	V/C	POC	POC	V
	Installation				
	Inspection				
3. Close-Out	Completion Letter	POC	E	POC	V
	Close-Out				

Key: POC Point of Contact
 V Verifier
 C Coordinator
 E Enabler

2.1 – Tenant Team responsibilities

2.1.1 Tenant

Tenants are responsible for complying with all provisions outlined in their lease with the PA and the provisions set forth in this procedures manual. Tenants must notify the TC of any work or improvements planned within the leasehold.

The Tenant is to provide sufficient oversight and has the ultimate responsibility for ensuring its design consultants and contractors perform all work in accordance with PA requirements. An authorized representative of the Tenant’s organization must sign all permit application forms, and must be in attendance at all project meetings requested with the PA. Failure to do so can result in costly delays.

Specific activities the Tenant is responsible for include, but are not limited to:

- Retaining the required and qualified professional representation to comply with Tenant Construction and Alteration Process requirements
- If the Tenant does not have in-house licensed design professionals, establishing agreements with qualified design consultants (A/EOR) and contractors to provide services to meet the requirements of the Tenant Construction and Alteration Process
- Obtaining the required type and amount of insurance
- Complying with environmental and asbestos regulations and requirements
- Complying with health and safety requirements
- Complying with PA security requirements
- Complying with external agency requirements as necessary (e.g. FAA , TSA)
- Complying with the PA M/WBE program requirements
- Submitting applicable filing fees

The Tenant is ultimately responsible for compliance with all PA requirements for their TCAP projects.

- Ensuring an appropriate Construction Quality Control plan, that includes the provision of required on-site inspection capabilities, is implemented and adhered to by the Contractor and A/EOR
- Monitoring all construction activities to ensure the safety of construction workers, Tenant employees, PA staff and the general public
- Monitoring all construction activities to ensure compliance with management plans
- Notifying the TC of any changes to scope of work and ensuring updated Contract Documents are resubmitted as applicable
- Ensuring proper close-out of all Tenant Alteration and Minor Works Applications
- Acting in roles described by Tables 4 and 5

2.1.2 Architect of Record/ Engineer of Record (A/EOR)

The PA requires the Tenant to identify an Architect or Engineer of Record (A/EOR). The PA requires that the Tenant establish agreements with their consultants to provide services to meet with requirements of the Tenant Construction and Alteration Process. The PA further requires the Tenant to identify a qualified lead consultant to be the A/EOR. The ultimate responsibility for engineering design and Building Code compliance always remains with the A/EOR who prepares the design and construction documents. The A/EOR is required to follow all procedures for the Tenant Construction and Alteration Process and to ensure that all design and construction is compliant with governing code and PA-approved Contract Documents. Unless otherwise agreed with the PA in writing, in order to avoid conflicts of interest and to enable good quality assurance, the A/EOR must be independent from the Contractor.

Specific responsibilities of the A/EOR include, but are not limited to:

- During the Design Phase 1:
 - » Preparing and submitting all design and construction documents, such as drawings, reports, computations and specifications, required in connection with the proposed construction in accordance with governing Code and PA standards and guidelines
 - » Identifying all environmental concerns such as, but not limited to, asbestos, lead paint, PCB in caulking, contaminated soil, contaminated groundwater, hazardous materials, hazardous waste, universal waste, stormwater, etc.
 - » Identifying and acquiring all Environmental Permits and Approvals from State, Federal and Local Regulatory Agencies; “Section 7: Reference Material” provides examples of such permits (the list is not all inclusive and is for reference only)
 - » Identifying plans for “Phased Occupancy” at the start of the project
 - » Coordinating document preparation among all other consultants when multiple design professionals are involved in a project
 - » Responding to all PA Rider Comments in a timely manner (within 15 to 30 days) to the satisfaction of the PA until receipt of a “No Further Comments” (NFC) letter
- During the Construction Phase 2:
 - » Adequately inspecting and monitoring the work
 - » Ensuring the Contractor constructs work in accordance with Building Code and PA-approved plans and specifications
 - » Submitting information to the REO for review of any field changes
 - » Submitting revised documentation for any field changes that require a change to the approved design in accordance with the Design Phase 1 process
 - » Scheduling and ensuring that all Special Inspections and tests are performed as required by Building Code

The A/EOR should budget for frequent travel to the project site.

The PA’s Tenant Construction and Alteration Process procedures and requirements may differ from municipal building departments.

Changing A/EORs during a TAA may result in delay - notify your TC

- » Inspecting all work prior to scheduling any Partial or Final inspections
- » Providing certifications for all work and requesting Partial or Final inspections
- » Submitting Record Documents
- During the Close-Out and Occupancy Phase 3:
 - » Attending all Partial or Final inspections
 - » Responding to all PA Non-Conformance Reports to the satisfaction of the PA in order for the Tenant to receive a Certificate of Authorization to Occupy or Use (C of A)
 - » Closing out the TAA
 - » Acting in roles as described by Tables 4 and 5

Contractors are encouraged to establish a good working relationship with the A/EOR that will benefit the project.

2.1.3 Contractor

The PA requires that the Tenant establish agreements with their Contractor (if they do not have the required personnel on staff) to provide services to meet with requirements of the TCAP.

The role of Contractor applies to the prime Contractor appointed by the Tenant or to Tenant personnel. Specific responsibilities of the Contractor include, but are not limited to:

- Submitting insurance documents before start of construction
- Carrying out the construction work in accordance with the PA-approved drawings provided by the A/ EOR
- Providing Contractor’s Means and Methods, if and when required
- Submitting an Environmental Management Plan and Waste Management Plan, if and when required for PA approval
- Submitting a Health and Safety plan signed by an Officer of the General Contractor, Site Safety Manager and Competent Person
- Submitting a Security Plan, as necessary for PA approval
- Ensuring compliance with the Health and Safety Plan and maintaining a safe construction site in compliance with all applicable laws and regulations
- Developing and maintaining the project schedule, in coordination with the A/EOR
- Coordinating all construction activities and contractors
- Maintaining a set of current PA-approved documents on-site at all times
- Implementing an appropriate Quality Control Program
- Obtaining all PA construction permits (cutting and burning permits, hot work permits, etc.)
- Maintaining a record of all field changes and informing the REO and A/EOR of all field changes as soon as they arise
- Ensuring all work completed complies with PA-approved documents prior to inspections
- Complying with all PA construction guidance and rules as may be applicable to the project (facility rules, federal regulations, the Tenant Construction Review Manual, or other) and ensuring all sub-contractors are in compliance as well
- Working in harmony with all labor
- Providing Inspection support and ensuring appropriate personnel are available and present to conduct the required inspection testing
- Acting in roles as described in Tables 4 and 5

PA-approved valid and applicable insurance is essential for any construction or installation work at the PA.

2.2 – Port Authority Roles

2.2.1 Tenant Coordinator (TC)

The Tenant Coordinator (TC) provides oversight of conformance with the Tenant Construction and Alteration Process. The Tenant Coordinator works on behalf of the Facility Manager, who has ultimate approval authority for all work performed at a facility.

Specific activities of the TC include, but are not limited to:

- Serving as the initial contact for a Tenant contemplating any construction, alteration or maintenance work on or within their leased premises or space at a PA facility
- Ensuring a Tenant receives all available leasehold and facility information
- Providing an Orientation to all new tenants
- Presenting all procedures and requirements of the Tenant Construction and Alteration Process at the Project Kick-off Meeting with the Tenant and the A/EOR
- Maintaining a schedule of activity and tracking current status of all Tenant Alteration or Minor Works Applications
- Serving as the point of contact between the PA and a Tenant related to the approval of Contract Documents and planned work, including emergency works, phased plans, and all other information
- Serving as the point of contact between the PA and the Tenant's team related to the approval of the Pre-Construction submittal, including insurance, M/WBE plan, Tenant ID form and A/EOR ID form; liaising with OBDCR/AAO and Risk Finance for PA approval of M/WBE plans and insurance
- Coordinating and guiding all Tenant Alteration or Minor Works applications through PA review and liaising with the appropriate PA staff as projects may require to resolve issues
- Collecting TAA fees, as applicable
- Archiving Record Documents
- Issuing the Temporary Certificate of Authorization to Occupy or Use (TC of A) or the Certificate of Authorization to Occupy or Use (C of A) approved by the Chief Engineer to the Tenant on behalf of the Facility Manager
- Collecting and collating feedback received on the TCAP process
- Acting in roles as described in Tables 4 and 5

Engaging with the Tenant Coordinator early and throughout the project will benefit the Tenant's team.

2.2.2 Resident Engineer's Office (REO)

The Resident Engineer's Office provides oversight of construction activities throughout the Tenant Construction and Alteration Process.

Specific activities of the REO include, but are not limited to:

- Scheduling and holding a Pre-Construction Meeting
- Verifying appropriate insurance and contractors licenses are in place and valid during construction and coordinating with Risk Finance on any questions or issues
- Verifying the M/WBE participation plan is approved and in place (as applicable)
- Coordinating facility IDs
- Coordinating life safety system tie-ins or shutdowns with the Facility Manager
- Coordinating all other associated operational issues with the Facility Manager

- Auditing and monitoring of the Tenant's Contractor and A/EOR's activities with regard to:
 - » Construction quality control and assurance and safety
 - » Conformance with the approved plans, specifications, permits and applicable Codes
 - » Re-submission and re-approval of field changes (as may be required)
 - » Special inspections as required to conform to applicable code
 - » Material certifications
- Issuing all PA construction permits (cutting and burning permits, hot work permits, etc.)
- Coordinating the review of and issuing approvals of pre-construction Environmental Management Plans and Health and Safety Plans
- Collecting monthly M/WBE participation reports (as applicable) and coordinating review and quarterly reporting with line departments and OBDCR/AAO
- Collecting any additional Construction Phase submittals and forwarding to the appropriate PA staff group for reporting, e.g. material and concrete recycling documentation to the Office of Energy and Environmental Programs (OEEP)
- Coordinating, scheduling, and attending Partial and Final Inspections and issuing Non-Conformance Reports (NCR)
- Verifying that all NCRs are resolved by the A/EOR
- Coordinating project close-out through receipt of appropriate Certifications and Record Documents from the Tenant, the Tenant's contractor and A/EOR
- Processing the PA paperwork necessary for issue of Certificate of Authorization to Occupy or Use upon satisfactory completion of inspections
- Keeping the TC informed of work progress and all project milestones
- Elevating any unresolved issues to the TC and the Properties/Leasing representative
- Liaising with the TC regarding re-submission and re-approval of field changes
- Acting in roles as described in Tables 4 and 5

2.2.3 Port Authority Review Groups

All TAAs will be reviewed by the following PA Departments who provide comments in accordance with the review schedule and as per Tables 4 and 5:

Engineering Department: The PA's Quality Assurance Division (QAD) conducts a comprehensive statutory review that typically includes the following reviews: architectural, structural, mechanical, electrical, plumbing, fire/life safety, vertical transportation, boilers and materials.

QAD may also distribute the drawings to additional Engineering groups for review, based on the project scope. These may include the following reviews: civil, geotechnical, 5KV electrical, sustainable design, traffic engineering, and environmental engineering.

Resident Engineer's Office: Constructability and use of construction equipment.

Risk Finance: Insurance requirements.

Office of Business Diversity and Civil Rights (OBDCR)/Affirmative Action Office (AAO): M/WBE Certification and Participation Plans, and labor force participation.

Properties or Leasing: Lease issues and business arrangements.

Depending on the Tenant Construction and Alteration Process scope of work, additional review groups within PA may provide review and input. These are listed below:

Departmental Security and Technology Division: Security, including information security

Technology Services Department: Telecommunications and Automated Life Safety

Law Department: Preparation of agreements and legal issues

Facility Operating and Maintenance Divisions: Landside / airside issues, terminal operations issues and police and public safety issues (including PAPD and Fire Marshall), infrastructure / utilities alignment, operational conflicts

Operations Services Department: Food establishments

Departmental Planning Divisions [Aviation Planning (Aviation Technical Services) or Port Planning]: Master plan compliance, site planning, layout and functional layout, signing & wayfinding, aircraft maneuvering and airfield & FAA issues

Office of Energy and Environmental Programs (OEEP): Sustainable design

Tenants are required to identify all external agency review requirements.

The PA can assist.

2.3 – External Agencies

Tenants are required to coordinate with external agencies for mandatory approvals in order to complete the Design Phase and to obtain a Certificate of Authorization to Occupy or Use. For example:

- Municipal/City Health Department Permits for food establishments
- State/Municipal liquor licenses for establishments providing liquor
- State or Federal requirements through Environmental Protection Agency (EPA) / New Jersey Department of Environmental Protection (NJDEP), New York State Department of Environmental Conservation (DEC)/ New York City Department of Environmental Protection (NYCDEP) for environmental permits (e.g. backflow devices)
- TSA where security plans are required or if there is impact on TSA activities, as applicable

These reviews are outside the PA's authority and, therefore, the Tenant should contact the relevant agencies to establish the process for approval, submission requirements and schedule. The PA can provide guidance.

The PA may need to liaise and coordinate with certain external agencies or stakeholders during the Design Phase. The PA Review Groups will determine to whom and when to send information for further review. This will be coordinated by the TC who will advise the Tenant how this may extend the design review and approval period.

Some of the external agencies and stakeholders with whom the PA may liaise during the Design Phase include:

Federal: United States Army Corps of Engineers, US Coast Guard, US Environmental Protection Agency, US Customs & Border Protection (CBP), Federal Aviation Administration (FAA), Federal Transit Administration (FTA), Federal Rail Administration (FRA), and Transportation Security Administration (TSA)

State: New Jersey Department of Environmental Protection, New York State Department of Environmental Conservation, New York State Department of Transportation

City: City of Newark and Essex County, City of Elizabeth and Union County, New York City Department of Environmental Protection, New York City Department of Transportation, New York City Economic Development Corporation, New York City Department of Health and Mental Hygiene, Jersey City Department of Health

Other Stakeholders: e.g. Utility companies, railroads and other Tenants

Section 3: Project Initiation

3.1 – Project Initiation Overview

Project Initiation is the start of the Tenant Construction and Alteration Process. The Tenant will submit a Project Initiation Form to the TC describing planned activities. After reviewing the scope described, the TC will advise the Tenant to submit either a Tenant Alteration Application or a Minor Works Application.

In general, work undertaken at PA facilities is performed by two types of users:

- New Tenants or existing Tenants expanding their leasehold – this work will be a TAA
- Existing Tenants performing work within their current leasehold – this may be a TAA or MWA

Depending upon the type of user, the activities leading up to Project Initiation will differ.

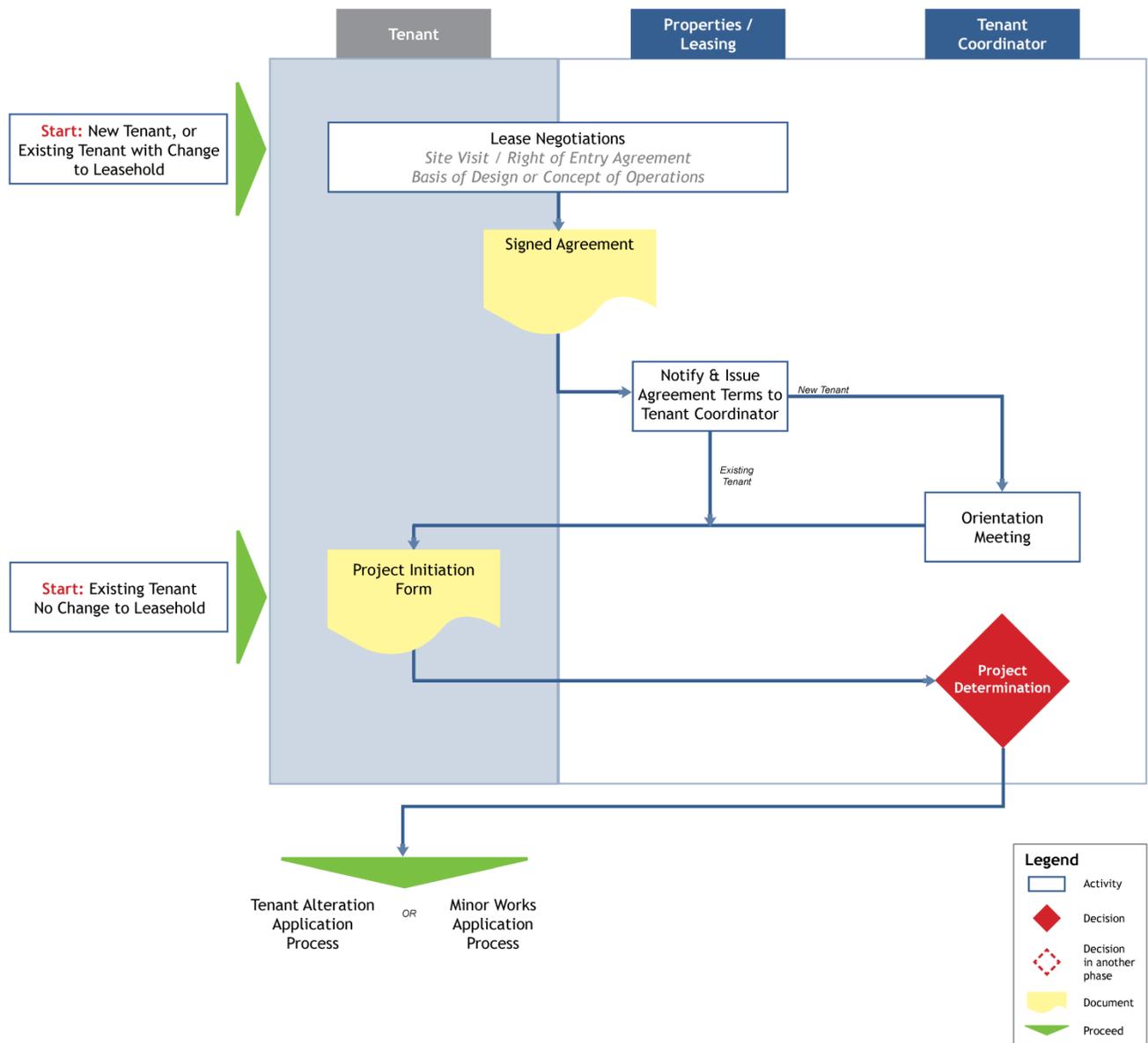


Figure 2: Project Initiation Overview

3.2 – New Tenants or Existing Tenant Expanding Leasehold

New Tenants with no leasehold or existing Tenants expanding their leasehold will begin the development of their project in advance of using the Tenant Construction and Alteration Process.

The primary PA point of contact for new Tenants or existing Tenants undertaking Lease Negotiations will be the Leasing or Properties representative. During Lease Negotiations the Tenant may also interact with the PA facility. During Project Initiation, the Tenant Coordinator is the primary point of contact for all activities at the PA facility.

3.2.1 Due Diligence During Lease Negotiations

During Lease Negotiations, the Tenant may undertake due diligence activities or seek preliminary feedback on their construction or alteration plans. The more information the Tenant has, the more confident the Tenant can be in project planning and budgeting.

The Properties/Leasing representative will make available the information the PA has on the leasehold subject to a nondisclosure agreement, as applicable. This may include existing Record Documents, condition assessments, inspections or test results, or other information.

The Tenant may take advantage of the following optional activities during their lease negotiations:

Due Diligence through a Right of Entry Agreement can reduce project costs.

3.2.1.1 Site Visits and Right of Entry Agreements

The Tenant may request an escorted Site Visit to conduct a non-invasive site survey by a licensed professional. Leasehold information at some facilities may be limited. A site survey may provide Tenants with clearer understanding of existing conditions and help the Tenant to mitigate downstream risks and costs. Tenants' projects benefit from clear understanding of power supplies, plumbing, life safety systems, phone and cable connections, and other infrastructure connections.

In some cases, further due diligence may be appropriate for additional site investigations. Upon request, the Leasing/Property representative will work with PA Law, the Tenant Coordinator and PA Engineering Department to develop a Right of Entry Agreement for such activities. Once the agreement is in place, the TC will facilitate Tenant access to the site.

Preliminary feedback from the Facility is available to identify operational constraints and major issues.

3.2.1.2 Basis of Design/Concept of Operations Review

Tenants often benefit from meeting with facilities staff to receive preliminary feedback on their planned project. A Basis of Design or Concept of Operations review or having a QAD conceptual review can identify issues in advance of design and avoid downstream conflicts.

The Tenant notifies the Leasing/Property representative of the intent to submit preliminary documents. The Leasing/Property representative will then notify the TC, and will forward the information submitted for review. Upon receipt of the preliminary documents, the TC will determine the duration for the review. The TC will coordinate the review and feedback from PA staff. Feedback may be provided in the form of a letter or memo. The TC may organize a meeting for the Tenant with PA staff or organize a QAD Conceptual review to discuss the planned project.

3.2.2 Agreements

Once the Tenant has reached an agreement with the PA and signed either a Memorandum of Agreement/Understanding (MOA/U) or has a completed Lease, Permit or License with the PA, the Leasing/Property representative will notify the TC of planned Tenant Work and provide the TC with a Lease Abstract containing pertinent information for the Facility.

The signed Agreement is the trigger that allows the Tenant to proceed to the Orientation Meeting.

An existing Tenant whose Project Manager has already attended an Orientation Meeting and who has completed a project under the Tenant Construction and Alteration Process before may proceed directly to submission of the Project Initiation Form. “3.4 – Project Initiation Form Submittal”

Any Tenant may request a refresher Orientation Meeting with the TC to review how to use the Tenant Construction and Alteration Process.

3.2.3 Orientation Meeting

Prior to submitting the Project Initiation Form, all new Tenants have an Orientation Meeting with the TC. The Orientation delivers all requirements and rules for the Tenant Construction and Alteration Process. The Tenant has an opportunity to ask questions and gain confidence in how to proceed. The session helps Tenants set expectations and improve their ability to plan and budget activities required to comply with the process.

3.3 – Existing Tenant with Work in Current Leasehold

An Existing Tenant intending or required to perform any construction, alteration or minor works within their current leasehold notifies the TC of planned work via submission of the Project Initiation Form.

Triggers for using the Tenant Construction and Alteration Process may include:

- Condition assessments
- Renovations or changes to interior or exterior space
- Minor works or replacements
- Required repairs identified by the PA during Structural Integrity Program Inspections

An existing Tenant may request an Orientation Meeting for a new project team.

The Tenant must have a completed Agreement in place with the PA prior to submitting a Project Initiation Form.

3.4 – Project Initiation Form Submittal

The Tenant Construction and Alteration Process starts with the submission of the Project Initiation Form [TAA-MWA 01](#). The Tenant submits the Project Initiation Form to the TC to notify the Facility Manager of any planned work. The TC reviews and provides a Project Determination.

The TC is available to assist Tenants in planning the work and complying with the requirements of the process in the most efficient manner. Tenants are encouraged to speak with the TC to clarify any questions in advance or solicit suggestions before proceeding with work.

The TC notifies the Tenant to proceed with either a Minor Works Application or a Tenant Alteration Application. Other than Routine Maintenance, Tenant work performed at the facilities will fall into the category of Tenant Alteration Applications or Minor Works Applications.

The TC can help the Tenant complete the Project Initiation Form and determine whether a project is a Tenant Alteration Application or Minor Work Application prior to submission of the Project Initiation Form

On the Project Initiation Form (TAA-MWA 01) submitted to the TC, the Tenant indicates the following information:

- Scope and description of project, including any intent for phased occupancy during construction or sustainable design elements (if known or applicable).
- Estimated construction cost and schedule
- Proposed A/EOR licensed to practice in the State where the leasehold is located (if known or required)
- Intended efforts to comply with M/WBE program requirements (if applicable)
- Proposed intent to submit in packages (to be agreed with the PA)

Project Determination guidance, including examples of typical types of work performed under each process, are listed in the table below. In general, if any type of building code requirement must be reviewed, a Tenant Alteration Application will be required.

As arbiters of Code and having responsibility for ensuring Code compliance within PA facilities, the PA Engineering Quality Assurance Division (QAD) has ultimate decision-making authority as to whether a project is a Tenant Alteration Application or a Minor Works Application. Audits are carried out on an annual basis.

Table 6 Project Determination Guidance

The Tenant Alteration Application process is to be followed for ALL construction and alteration work that involves code issues or impacts any life safety systems, fire protection system, ventilation, access changes, facility structural integrity, or hazardous materials.

Examples:

- All site work, excavation, fencing and landscaping projects
- Investigative site works (subsurface drilling, monitoring wells, etc.)
- Installation of underground or above-ground storage tanks, associated piping, and equipment
- Replacement, modification or shutdown of existing electrical panels or installation of transformer
- Complete replacement of electrical wire, not in kind
- Attachments to the existing structure, including overhead signs
- Full height partition wall construction that impacts sprinklers
- Modification to existing HVAC systems
- Temporary structural works necessary to conduct routine maintenance
- Fire compartment penetrations
- Replacement in kind involving life safety or fire protection systems, ventilation, structural items or hazardous materials
- Immediate and priority repair recommendations resulting from structural integrity program inspections
- Any changes to the Airport Layout Plan, e.g. work on apron pavement
- Any new construction or major modification work done to marking, signage and lighting of taxi lanes, aircraft hold and geographic positions, visual aids to pilots, aircraft gate and parking stands, restricted service roads, and ground service equipment service and parking areas
- Roadway access, driveway, or traffic control modifications

Table 6 Project Determination Guidance (continued)

The Minor Works Application process is to be followed for work over and above routine maintenance that does NOT involve code issues or impact any life safety systems, fire protection system, ventilation, egress changes, facility structural integrity, or hazardous materials

Examples:

- Carpeting or upholstery
- Low voltage electrical work, e.g. phone lines
- Replacement in-kind lighting or plumbing fixtures
- Base wainscot & other moldings
- Retail fixtures, except counters which require code reviews
- Marking work done for realignment of an aircraft parking position within the same gate or parking stand boundary with no change in aircraft size and no impact to adjacent gates
- Restriping of ground service equipment services/parking area within the same aircraft gate or parking stand boundary with no change in aircraft size and its safety zone marking.
- Routine maintenance activities that require a Tenant to obtain additional insurance over and above existing lease requirements, e.g. where external contractors are required to perform work at PA locations
- Track maintenance at marine terminals
- Invasive survey or testing work

[Note that in all instances the size, location, scope, complexity or temporary works required for completion may necessitate a Tenant Alteration Application]

The TCAP process is not applicable for Routine Maintenance for which the Tenant maintains current insurance in compliance with lease terms and approved by the PA.

Examples:

- Cleaning
- Interior painting using non-VOC paint
- Same size window replacement, not involving the removal or replacement of hazardous material
- Sign replacement - same wording, size, color, design and placement
- Routine equipment testing and inspection
- Refreshed aircraft pavement marking with no change in position
- In-kind replacement of light bulbs and lenses in pavement or in illuminated signage
- Permits, e.g. confined space and welding are required for Routine Maintenance as per PA requirements for all Tenant activities

[Note that in all instances the size, location, scope, complexity or temporary works required for completion may necessitate a Minor Works or Tenant Alteration Application]

3.5 – Project Determination

The TC reviews the Project Initiation Form [TAA-MWA 01](#). The TC may follow up with the Tenant with any clarification questions or guidance to outline how best to proceed with the planned work and to make available any additional reference materials.

The TC then returns the Project Initiation Form with a completed Project Determination section to the Tenant confirming the proposed work and whether to proceed under the Tenant Alteration or Minor Works Application process.

Section 4: Tenant Alteration Application Process

4.1 – Phase 1: design

4.1.1 Design Phase Overview

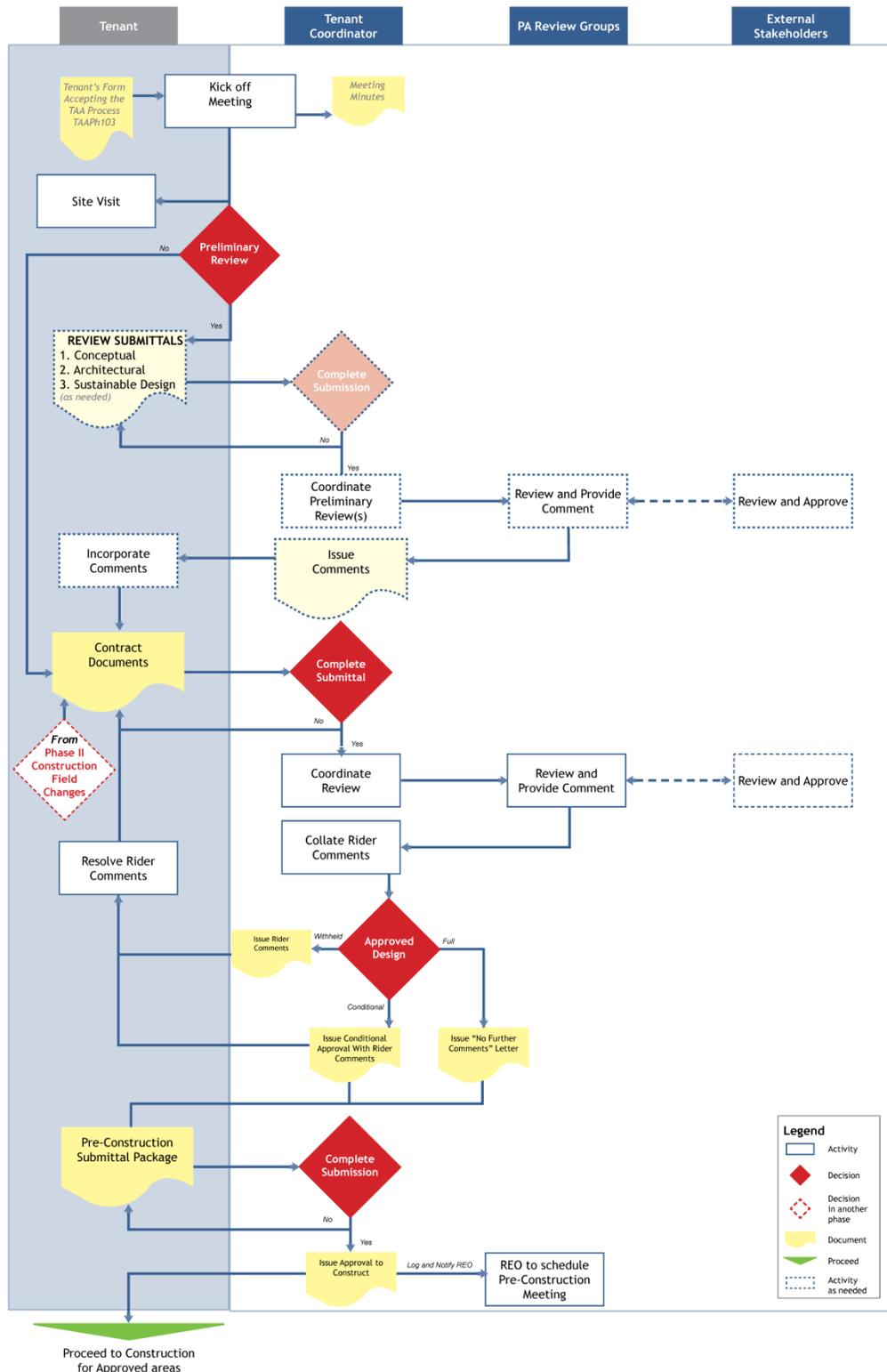


Figure 3: Phase 1 Design Overview

4.1.2 Design Phase Activities

Activities during the Design Phase focus on the project design and development in order to obtain Approval to Construct.

The Tenant is to be available as and when required for verification and direction. The Tenant is required to:

- Ensure the design consultants comply with all Tenant Alteration Application procedures
- Make the best effort to comply with PA M/WBE program requirements and Sustainable Design Guidelines (as applicable)
- Comply with applicable environmental and asbestos regulations/requirements See “4.1.2.2 Site Visits” and “6.1 – Asbestos Abatement Procedure”)

The A/EOR is the Tenant team’s main point of contact during the Design Phase.

- The A/EOR is to work closely with the TC throughout the Design Phase.
- All the design and construction documents—including drawings, reports, computations and specifications required in connection with the proposed construction—are prepared and signed and sealed by the A/EOR to be submitted along with the Tenant Alteration Application.

The Tenant must have a Project Determination from the TC prior to commencing Design Phase activities

The Tenant Coordinator (TC) is the primary Point of Contact for the Tenant at the PA. The TC:

- Acts as the focal point for processing Tenant Alteration Application submittals throughout the Design Phase
- Forwards documents to and coordinates with QAD
- Coordinates with PA Review Groups to obtain PA operation and facility input and to obtain approvals from External Agencies, as necessary

All submittals during the Design Phase are given to the TC.

Reference “Section 7: Reference Material” provides a number of PA-Wide and facility-specific documents that will guide the A/EOR during the Design Phase.

4.1.2.1 Kick-off Meeting

Once the Tenant has received Project Determination, the TC will contact the Tenant to schedule a Kick-off Meeting.

The A/EOR and Tenant must attend the Kick-off Meeting.

Required attendees are the TC, Tenant and the Tenant’s A/EOR who will be responsible for assembling the Contract Documents. The proposed Architectural or Engineering Consultants should be licensed to practice in the State where the project is located.

If the Tenant’s team is unfamiliar with the PA processes, the project may experience delay and overruns. The TC may invite additional PA staff to attend and provide feedback.

Projects with multiple A/E consultants

If the Tenant has hired more than one design consultant, all A/E consultants are encouraged to attend.

The A/EOR is responsible for ensuring that the documents from all A/E consultants are properly coordinated. The A/EOR will submit all of the documents from consultants or subconsultants as one Contract Document Submittal.

For projects with multiple design consultants, the Tenant should assign one Lead A/EOR to coordinate all design work and submittals

Where other A/E consultants licensed to practice in the state of the project location prepare design documents, they may sign and seal the documents. The A/EOR coordinates other A/E consultant design inputs and Rider Comment responses such that one complete Contract Document submittal is made.

Independent design teams

Where the Tenant retains one or more A/E consultants functioning independent of one another, they each become the A/EOR for their respective scope of work. A separate Tenant Alteration Application shall be submitted for each scope, and each A/E consultant shall sign and seal the documents submitted.

The coordination of independent design consultants is the responsibility of the Tenant.

A Kick-off Meeting Document Checklist and Agenda can be found in [TAA CK 02](#) and [03](#).

4.1.2.1.1 Kick-off Meeting Submittal

At the Kick-off Meeting, the Tenant submits the following to the TC:

- Form [TAA Ph 1 02](#) indicating A/EOR - This form lists the professional licenses and contact details of the A/EOR that will be submitting Contract Documents to the PA for review and approval
- Coordination Plan for design activities (if multiple design teams are under contract) for review and approval

Alert the TC of proposed packaging of contract document submittals or any proposed construction program as early as possible.

4.1.2.1.2 Kick-off Meeting Agenda

The goal of the Kick-off Meeting is to assist the Tenant’s project planning efforts and to set clear expectations for the process. This includes creating a better understanding of each party’s role or responsibilities. A typical Kick-off Meeting agenda is provided in Checklist [TAA CK 03](#). The agenda and meeting format will be tailored by the TC to suit the size and complexity of the project.

The TC will review the proposed project scope and provide a TAA process overview.

Typically, the meeting will discuss the following:

- Potential facility operational interfaces or constraints
- Requirements and opportunities for compliance with the Sustainable Design Guidelines
- M/WBE program
- Proposed packaging of large projects or planned phased construction program
- Need for preliminary submittals and reviews:
 - » Conceptual Review
 - » Architectural Review
 - » Sustainable Design Review
- Anticipated types of design reviewers, e.g., master planning compliance, facility operations and maintenance, etc.
- Any external agency or stakeholder approvals and protocols for coordinating input, e.g. FAA or TSA inputs at airports, environmental permits
- Security or facility-specific requirements that may influence design
- Information security requirements
- Insurance requirements to be carried by the Tenant and/or the Contractor for the project (Note: The Tenant will be notified of any changes to the requirements that arise due to scope during the review of Contract Documents)

Discuss key issues affecting the Design Review & Construction Schedule, e.g. security, environmental permits, safety, external agency reviews.

Discuss utility requirements, supplies, shut-downs and metering, etc.

- Environmental concerns, e.g. asbestos, HAZMATs for the project
- Applicable Tenant Alteration Application fees
- Tenant Construction and Alteration Process procedures and requirements for each phase of work from Design through to Close-out & Occupancy
- Opportunities for compliance with Roadway Access Management Guidelines

The TC will confirm information the Tenant already has received, and make available any additional facility information. The TC will provide an overview of relevant reference materials, facility design and operations standards, security or special construction requirements, and other pertinent information that may influence the A/EOR's design and construction considerations.

As confirmation of their understanding of the process, both the Tenant and the A/EOR must provide a written agreement to comply with all project-specific and general conditions of the TCAP process. The Tenant and A/EOR Acceptance of the Tenant Construction and Alteration Process forms (*TAA Ph 1 03 & 04*) will be signed and submitted to the TC at the end of the Kick-Off Meeting.

Following the Kick-off Meeting, the TC will circulate Kick-off Meeting minutes summarizing the agreed project requirements and project plan. The meeting minutes will also include the TAA number - the project reference number to be used on all correspondence related to the project.

It is important to know what is above, below and adjacent to the space, especially if construction requires access for plumbing, mechanical or electrical.

4.1.2.2 Site Visits

The Tenant and the A/EOR are required to conduct a site visit prior to Contract Document submission ("4.1.2.4 Contract Document Submittal"). The Site Visit is intended to make sure the Tenant and A/EOR have a good understanding of existing conditions, including asbestos, hazardous materials and other site conditions ("6.1 – Asbestos Abatement Procedure").

In some cases, Tenants may already have performed these activities, either as part of due diligence activity during the Lease Negotiation or as part of previous work performed in the same area.

4.1.2.2.1 Existing Conditions

A site visit at the beginning of the project increases the likelihood that the design accurately reflects field conditions. The Tenant is less likely to incur downstream field changes which may adversely impact project schedule or budget. The site visit is to be used by the A/EOR to identify existing conditions and issues to be resolved during the development of Contract Documents. The A/EOR is to locate and identify all existing fire protection, mechanical, plumbing, electrical, utilities, site access, roadway access, and life safety systems. Existing hydraulic data, if required for design, is to be obtained as a necessary by the A/EOR. It is also important to know what is above, below and adjacent to the space, especially if construction requires access for plumbing, mechanical or electrical equipment.

Where other environmental concerns such as, but not limited to, lead, PCBs, contaminated soils, groundwater, hazardous materials, hazardous waste or universal waste are identified at the project location through the site visit, site survey, review of existing information or during construction, the Tenant shall conform to the current governing national, local, State and PA codes and guidelines in completing the design for the project.

4.1.2.1.1 Asbestos and HAZMAT Survey

Tenants are required to survey the proposed project area for the presence of asbestos and other HAZMATs such as lead or PCBs using a firm licensed inspector by the NY State Department of Labor (NYSDOL) or the NJ Department of Community Affairs to perform such work. For asbestos, the individuals from the licensed firm shall possess the required certificates to perform such tasks. The Tenant will submit Certification Form PA 3677 with a copy of the Asbestos Survey Report to the TC. The Form PA 3677 must be signed and sealed by a Licensed Professional Engineer.

If asbestos abatement is required, this must be completed as a separate TAA before any construction at the project location.

The Asbestos Survey report shall include the name of the firm completing the survey, a copy of the applicable state license, copies of the certifications of employees' performing survey, copies of laboratory certifications, copies of laboratory chain of custody forms, detailed plan showing locations of the survey areas, a laboratory report of sample results and summary table listing all suspect material sampled, quantity of each suspect material identified as homogenous, sample number(s) associated with each suspect homogenous material, test results and condition of all asbestos-containing material.

Form PA 3677 requires the survey to identify one of three asbestos situations:

- No asbestos containing material is present – Part 1
- Asbestos is present but will not be disturbed – Part 2
- Asbestos is present and requires abatement – Part 3. The Tenant shall complete Forms PA 3677 (Part Two), PA 3678 and PA 3679

Once the survey is complete, the Tenant is to submit the form and paperwork to the TC in advance of the Contract Document submittal.

In the case that any asbestos-containing material is found, the abatement work must be performed before any other project construction or alteration activity can proceed. Requirements for the Asbestos Abatement are presented in "6.1 – Asbestos Abatement Procedure" on page 48.

Facility and Engineering QAD staff is available to assist the Tenant or A/EOR. Contact the TC with any questions – facility, code interpretation or PA design standards. The TC will facilitate a response either in writing or arrange a phone call or meeting.

4.1.2.2 Preliminary Reviews

There are three types of Preliminary Reviews – Conceptual, Architectural or Sustainable Design. Submittal requirements for Preliminary Reviews are provided in "1.7 – Submittal Requirements" on page 6.

4.1.2.2.1 Conceptual Review

The Tenant may request the PA provide a Conceptual Review for new-build projects or alterations involving significant modifications, such as structural elements, fire protection systems, exiting requirements, security systems, telecommunications systems, or other. A Conceptual Review is recommended at aviation facilities for projects impacting aircraft operating areas, passenger circulation areas, curbside, or ground transportation staging areas. PA Aviation Planning and Operations staff are available to review and support the development of design solutions.

The Conceptual Review concentrates on code analysis, egress plan, and any existing conditions requiring code conformance or PA requirements affecting the proposed work. Projects receiving comment and review at the beginning of design typically require fewer TAA Rider Comments.

Conceptual Review Submittal

The A/EOR submits the following under cover letter to the TC:

- Conceptual Review Submittal Form – A transmittal sheet listing all documents comprising the submission

- Conceptual Drawings to include:
 - » Site plan with leased premises and space limits, utility easements, vehicular roadways and lanes, proposed vehicular and pedestrian access points, aircraft parking areas and maneuvering routes, and building footprint(s)
 - » Building plans, sections, elevations, and details showing:
 - scope of the intended construction or alterations
 - occupancy group and construction classifications of new, altered, and adjacent spaces
 - fire integrity of spaces as it applies to fire ratings of shafts, interior separations, and exterior walls
 - fire protection and security requirements
 - area occupant load and egress scheme coordinated with adjacent spaces
 - proposed structural systems and ratings
 - mechanical and electrical system loads and other utility supply and service requirements
 - any other data necessary to demonstrate the proposed work and systems contemplated
- Concept of operations initiation, e.g. security and people movement

The documents shall clearly demonstrate compliance with Code requirements.

The TC will confirm if the submittal is complete and then distribute the Conceptual Review documents to Engineering QAD and other PA Review Groups, as applicable. If information is missing, the TC will notify the Tenant and A/EOR that additional information is required.

The TC will package all PA comments into one transmittal and forward to the Tenant and A/EOR. The comments are intended to enable the A/EOR meet code and to highlight any critical operational or planning concerns that could result in downstream delays.

The A/EOR should incorporate the PA comments and feedback into the design. The A/EOR is encouraged to contact the TC with any questions.

A Conceptual Review Submittal Checklist can be found in [TAA CK 04](#).

4.1.2.2.2 Architectural Review

Projects having a prominent public view or having significant architectural elements may require submission for an Architectural Review. The TC will inform the Tenant at the Kick-off Meeting if this is required.

Architectural Review Submittal

If an Architectural Review is requested by the TC, the A/EOR submits the following under cover letter to the TC:

- Architectural Review Submittal Form – A transmittal sheet listing all documents comprising the submission
- Architectural Submittal documents to include:
 - » Renderings
 - » Presentation materials
 - » Any additional exhibits in order to clearly present the project

The TC confirms the Architectural Review submittal is complete. The Tenant's A/EOR will be asked to present the project to PA staff. Once the complete submittal is received, the TC will contact the A/EOR to schedule the presentation. At the presentation, the TC will document all PA comments on the Tenant's proposed work.

Following the presentation, the TC will package the PA's comments and suggestions, and issue them to the Tenant for consideration in the preparation of the contract documents.

Tenants and their A/EOR should be aware that the PA's Architectural Review comments and feedback will be used as a basis for review for the subsequent Contract Document submission and review. The Tenant or A/EOR should seek any necessary clarification through the TC in advance of the next submission.

An Architectural Review Submittal checklist can be found in [TAA CK 05](#).

4.1.2.2.3 Sustainable Design Review

The PA has established [Sustainable Design Guidelines \(SDG\)](#). All Tenants are encouraged to adopt sustainable design into their project wherever possible, but for certain types of work, the SDGs require the incorporation of sustainable design for obtaining Approval to Construct.

As part of the project design, the Tenant and A/EOR should consult the applicable [SDG Checklist](#) for New Construction or Substantial Renovation & Reconstruction Projects. ("7.5.1 Port Authority (All Facilities)")

The TC will have reviewed opportunities for sustainable design at the Kick-off Meeting. The PA will require a Sustainable Design Review if the project meets the SDG thresholds. The purpose of the Sustainable Design Review is for the PA and A/EOR to discuss intent for sustainable design, and the PA to provide preliminary guidance to support project planning.

A Sustainable Design Review is mandatory for projects which satisfy the thresholds described by the SDG. For these projects, the A/EOR shall incorporate significant attributes of sustainable design (site planning, water, energy, materials & resources and indoor environmental quality). The A/EOR will choose from and apply the SDGs that are applicable to the project.

Sustainable Design Review Submittal

If a Sustainable Design Review is required, the A/EOR submits the following under cover letter to the TC:

- Applicable Sustainable Design Checklist – The applicable categories the A/EOR intends to incorporate into the design should be indicated.
- A description of the scope of work for sustainable design, including any materials or aspects of the systems being worked on (i.e. modification to the existing sprinkler system, new hot & cold domestic water & plumbing fixtures, modifications to the existing HVAC systems, new power & lighting and modification & upgrades to the existing fire alarm systems).

The TC will notify the Tenant and A/EOR to meet with staff from the PA Engineering Sustainable Design Group and/or the Office of Energy and Environmental Programs. The TC will document all PA comments on the Tenant's proposed work and issue a summary to the Tenant.

A Sustainable Design Review Submittal Checklist can be found in [TAA CK 06](#).

All Tenants are encouraged to incorporate sustainability into their leaseholds regardless of project size. There are a variety of Sustainable Design criteria that smaller fit-out projects can incorporate.

Refer to the Sustainable Design Tool for Smaller Tenant Fit-outs in Section 7 for ideas.

PA Sustainable Design experts are available to assist Tenants in identifying appropriate design solutions for any project size. Contact the TC with any queries.

Design Review by the PA is contingent upon the receipt of a complete Contract Document Submittal including any applicable fees.

Ensure familiarity with TCRM and other PA standards and guidelines. Refer to Section 1.4

Where a Tenant or A/EOR has questions on code interpretation, facility information, or the TCAP in general, they are encouraged to ask their TC.

Projects benefit from communication and close coordination with PA staff in developing Contract Documents.

4.1.2.3 Contract Document Submittal

The Contract Document Submittal is the formal submittal for PA review and approval to construct once the A/EOR has completed the design. All Contract Document Submittals will be reviewed for code and leasehold compliance, as well as for impact on facility operations. Additional reviews by PA departments will be performed as applicable to the scope of work.

The Contract Document submittal consists of a number of documents. The number of copies and format required for submissions is described in “1.7 – Submittal Requirements”. The Tenant submits the following packet of information to the TC.

- TAA Form (PA) - The Tenant must submit original copies of the TAA Form [PA 531](#). All application forms must bear original signatures of a corporate officer of the Tenant whose company name appears on the lease with the PA and original signatures and seal of the A/EOR employed by the Tenant.
- A/EOR Declaration with TAA Form - The A/EOR transmits the Contract Documents to the PA for review with a brief description of the work and stating conformance with the Americans with Disabilities Act (ADA), as well as local laws, and that all finishes comply with PA and applicable building Codes. ([TAA Ph 1 06](#))
- Design Documents - Construction drawings, specifications, reports and calculations in connection with the proposed construction shall be attached to the TAA form. These documents shall reflect any existing construction, as confirmed by the site survey, as well as the proposed work. Design Documents including drawings, calculations, specifications, and other printed materials shall be signed and sealed by the A/EOR licensed to practice in the State of New York or New Jersey, as applicable, and who has signed the TAA form ([PA 531](#)).
 - » Design Documents are to include mechanical and electrical system loads and other utility supply and service requirements.
 - » Design Documents are to include catalog cuts for all equipment in food establishments.
- Contract Document List - An Excel spreadsheet listing the information about the project, TAA number and list of Contract Documents. The original PA format should be maintained and it should be emailed to the TC. ([TAA Ph 1 07](#))
- List of Special Inspections - The A/EOR is required to submit a complete list of applicable [Special Inspections](#) that will be performed during the construction phase. (“7.5.1 Port Authority (All Facilities)”)
- Sustainable Design Documentation (as applicable) – The A/EOR should complete the appropriate sustainable design documentation as required by the [Sustainable Design Guidelines](#). (“7.5.1 Port Authority (All Facilities)”)
- Asbestos Certification Form PA 3677 or Asbestos Abatement Permit Application (Asbestos Project) PA 3678 – If not already submitted to the TC, the Tenant must submit original copies signed and sealed by an appropriately licensed professional as part the Contract Document submission. (where applicable, see “6.1 – Asbestos Abatement Procedure”)
- Phasing Plan (where applicable – see “6.2 – Phased Construction and Occupancy Procedure”)
- Tenant Alteration Application Fees (as applicable)
- M/WBE Participation Plan (draft, if not finalized)

The Tenant or A/EOR is encouraged to request a phone call or meeting through the TC to discuss any comments received in the Rider Comment Letter.

The TC reviews the submitted documents and notifies the Tenant if any information is missing and must be submitted.

A Contract Document Submission Review Checklist can be found in [TAA CK 07](#).

4.1.2.4 PA Review and Rider Comments

Upon receipt of a complete Contract Document submission package, the TC will distribute the documents to the appropriate groups within the PA for review.

The PA Review Groups will provide comments to the TC in accordance with the agreed schedule.

The TC will consolidate all comments and issue a formal Rider Comment Letter to the Tenant. For quality control purposes to avoid duplication or conflicting feedback, Rider Comment Letters will not be issued until all PA review groups have provided input. Rider Comments provide a code reference as well as a description of the deficiency.

The TC will have provided an estimated review schedule at the Kick-off Meeting. The length of time for review is based upon project size (construction value) and complexity. The schedule estimates presented in “1.9 – Performance Management” on page 9 are typical, and serve as a guide. However, specific project review and issuance of comments may vary based upon a number of unique project factors, including:

- Impact to adjacent buildings and neighboring site areas
- Impact to facility operations
- Need for review and approval by external agencies or stakeholders
- Quality, clarity and completeness of the submitted Contract Documents

The TC will keep the Tenant and A/EOR informed of review status and will provide updated estimates for issuance of comments.

The PA Review can result in two types of comments that are returned to the Tenant:

- Basic comments are comments that the Tenant A/EOR must address, but they will not delay the construction approval.
- Critical comments (withhold) are normally preceded by an asterisk (*) and the Tenant must resolve them BEFORE Approval to Construct.

The first set of Rider Comments the TC issues to the Tenant are referred to as Rider ‘A’ Comments. Subsequent Rider Comments are identified as Rider B, C, D, etc.

4.1.2.5 Resolution of Rider Comments and Re-Submittal

The Tenant’s A/EOR must address all Rider Comments and re-submit a response to the TC.

Once the A/EOR has responded to the Rider Comments in Rider A and updated the Contract Documents, they are re-submitted for the next review. Each Rider Comment should be responded to formally in the format shown on the Rider Response Form. The response should identify how the Contract Documents are revised to satisfy the Rider Comment.

Rider Response and Contract Document Re-submittal

The A/EOR will submit the following to the TC:

- Rider Response Form – The A/EOR should indicate which Rider Letter the response addresses (‘A’, ‘B’, etc.) and should provide formal written response with reference to how each of the requirements has been resolved.

It is the PA’s goal to have resolved all comments and be able to issue a Full Approval no later than the second Rider Letter (Rider B).

The Tenant and A/EOR will be required to attend a meeting with the PA Review Groups following issuance of Rider B.

Timely response to Rider Comments and re-submittal of Contract documents – within 15 to 30 days – helps to avoid project delays.

- Contract Document List - The spreadsheet ([TAA Ph 1 07](#)) listing the information about the project, TAA number and list of drawings should be emailed to the TC.
- Design Documents - Sets of complete construction drawings, specifications, reports and computations and sets of all changed / revised plans and specifications.

In order to avoid project delays. Tenants are encouraged to respond to Rider Comments and resubmit documents within 15 to 30 days. Further note that Rider Comments that do not receive a response within a year of issue will require a full Contract Document re-submission in accordance with Section 4.1.2.4.

Where the A/EOR or Tenant has any questions on Code interpretation or a Rider Comment received, they are encouraged to reach out to the TC as early as possible. The TC will provide direction or will arrange for direct discussion between the A/EOR and the appropriate Engineering or Operations staff.

4.1.2.6 Design Approval

Based on the type of comments provided in the Rider Comment Letter, the TAA will be given a status of:

- Withheld – critical (withhold) comments – resubmission required
- Conditional Approval – includes basic comments, and A/EOR to resubmit responses as noted
- Full Approval – with no further review required ('NFC' letter)

If a Tenant makes numerous Contract Document submissions that do not address comments issued by the PA in previous Rider Letters, the PA will discontinue the Design Review. In order to assist the Tenant, the TC will help arrange a meeting with PA's Engineering Department and the A/EOR to discuss and resolve how to move forward. During this time, the PA will not continue with the Design Phase. The Design Phase will recommence upon receipt of Contract Document re-submissions that address Rider Letter comments.

Note that each Design Approval Status is valid for one year. If no response to Rider Comments is received or construction has not started, the Contract Documents must be fully resubmitted as per Section 4.1.2.4.

4.1.2.6.1 Conditional Approval

In order for the TC to issue the Tenant a "Conditional Approval to Construct Letter", the following conditions must be satisfied:

- All critical (withhold) comments received must be satisfactorily addressed by the Tenant's A/EOR
- All environmental permits and approvals by outside External Agencies must be obtained. The permit or approval expiration date, if one is provided, shall be after the expected completion of the permitted or approved activity
- The Tenant's asbestos consultant's certification as a non-asbestos project must be approved. If asbestos has been discovered and it is to be removed, the asbestos abatement plan must be approved.

Conditional Approval may be granted for only specific areas within the leasehold. In such cases, no construction activity should take place except in the approved areas.

4.1.2.6.2 Full Approval

In order for the TC to issue the Tenant a full design approval in the form of a “No Further Comments Letter,” all basic comments received must be satisfactorily addressed by the Tenant’s A/EOR and approved by the PA.

It is important to note that the REO will not schedule a Final Inspection until ALL Rider Comments have been resolved and Full Design Approval is given. Failure to resolve all Rider Comments and obtain a “No Further Comments” letter will result in delays to occupancy and operations.

4.1.2.7 Field Changes and Contract Document Re-submittal during Construction

If field conditions necessitate a change in construction, or if the Tenant makes a project scope change to the PA-approved documents, the A/EOR must inform the REO. The REO will advise, based on whether or not the change has an impact to code conformance, if the A/EOR must re-submit updated Contract Documents for PA approval.

The procedure for re-submission is the same as that for providing a Rider Comment response. The A/EOR submits the required Contract Documents with corresponding explanation to the TC. The A/EOR will respond to any subsequent Rider Comments that may be issued.

The Tenant must receive a final “No Further Comments Letter” at construction completion and prior to a Final Inspection being scheduled by the REO.

4.1.2.8 Approval to Construct

Once the Tenant has received Design Approval, the TC will instruct the Tenant to submit a number of documents to the TC for verification and acceptance as a Pre-Construction Meeting Submittal.

A Pre-Construction Meeting Submittal Checklist can be found in [TAA CK 09](#).

Once the complete Pre-Construction Meeting Submittal package is submitted and approved, the TC will issue an Approval to Construct letter to the Tenant. The TC will also notify the REO to schedule a Pre-Construction Meeting and copy all approved documents.

The Tenant must receive an Approval to Construct letter from the TC prior to any construction activities commencing within the leasehold. The Approval to Construct letter directs the Tenant to contact the Resident Engineers’ Office (REO) to schedule a Pre-Construction Meeting.

The Pre-Construction Submittal Package includes the following:

Contractors Insurance Certificates

When Tenant contractors perform construction work on site, the PA requires that they have insurance. The specific requirements for insurance are dependent on several factors such as the cost of construction, location of the project, type of construction, and if vehicles are used. The Certificate of Insurance must include the TAA number.

The TC will coordinate the verification and acceptance of insurance with PA Risk Finance.

Refer to “7.5.1 Port Authority (All Facilities)” for [insurance requirements guidance](#).

Pre-Construction Submittal Package documents:

- *Contractors Insurance Certificates*
- *M/WBE Participation Plan*
- *Tenant Form identifying the A/EOR*
- *A/EOR Identification Form*
- *Health and Safety Plan (HASP)*
- *Environmental Management Plan (EMP)*

To help the process, submit all Pre-Construction package documents for approval to the TC at the same time

M/WBE Participation Plan (PA 3749D)

A complete M/WBE Participation Plan must be included with the Pre-Construction Submittal Package for all TAAs. M/WBE firms must be PA-certified. A directory of PA-certified M/WBE contractors is available at www.panynj.gov/business-opportunities/supplierdiversity.

The TC will coordinate and obtain approval of the M/WBE Participation Plan from OBDCR/AAO before accepting.

Tenant A/EOR Identification Form (TAA Ph 1 09)

Form [TAA Ph 1 09](#) identifies the A/EOR who is responsible for inspecting the construction and who will submit a certification that the work is in conformance with the approved Contract Documents and all applicable codes and regulations.

If there are separate A/E consultants, each consultant must be identified and certify their area of responsibility. The A/EOR is responsible for coordinating all other A/E consultant activity. The TC may request written clarification of the Tenant's team relationships and hierarchy.

The Tenant must notify the PA of any change to A/Es or A/EOR throughout the project using form [TAA Ph 1 09](#). Note that a change in A/EOR can cause significant project delay.

A/EOR Identification Form (TAA Ph 1 10)

The A/EOR ID Form confirms that the A/EOR is responsible for inspection during construction and will submit a certification that the work is in conformance with the approved plans and all applicable codes and regulations.

Health and Safety Plan (HASP)

For all TAA projects, the Pre-Construction Submittal Package must be accompanied by either:

- A HASP for the full scope of the project, conforming with current OSHA (Occupational Health and Safety Administration) requirements, prepared by the Contractor and signed by a Certified Industrial Hygienist
- A statement on Tenant letterhead that no HASP is required for the project. The statement must be signed by representatives of the Tenant and the Contractor

The PA's Operations Services Department will undertake a review of TAA HASPs submitted where there are environmental concerns, such as asbestos removal, lead abatement or underground storage tank removal.

Where there are no environmental concerns, the TC will verify that the plan has been prepared and signed by a Certified Industrial Hygienist.

The TC will coordinate the review and acceptance of the HASP documentation.

Environmental Management Plan (EMP)

Where required, the Environmental Management Plan (EMP) is to be developed by the Contractor, and signed and sealed by a Licensed Engineer. The elements of a typical EMP are provided in "Section 7: Reference Material". The elements are not all-inclusive and are provided for reference only. The Pre-Construction Meetings for projects impacted by the EMP shall not be held until the Tenant receives written approval of the EMP from the PA.

4.2 – Phase 2: Construction

4.2.1 Construction Overview

The Tenant must receive:

- an Approval to Construct Letter from the Tenant Facility Office, and
- an Alteration Permit from the Resident Engineer's Office prior to any construction activity being performed on the worksite

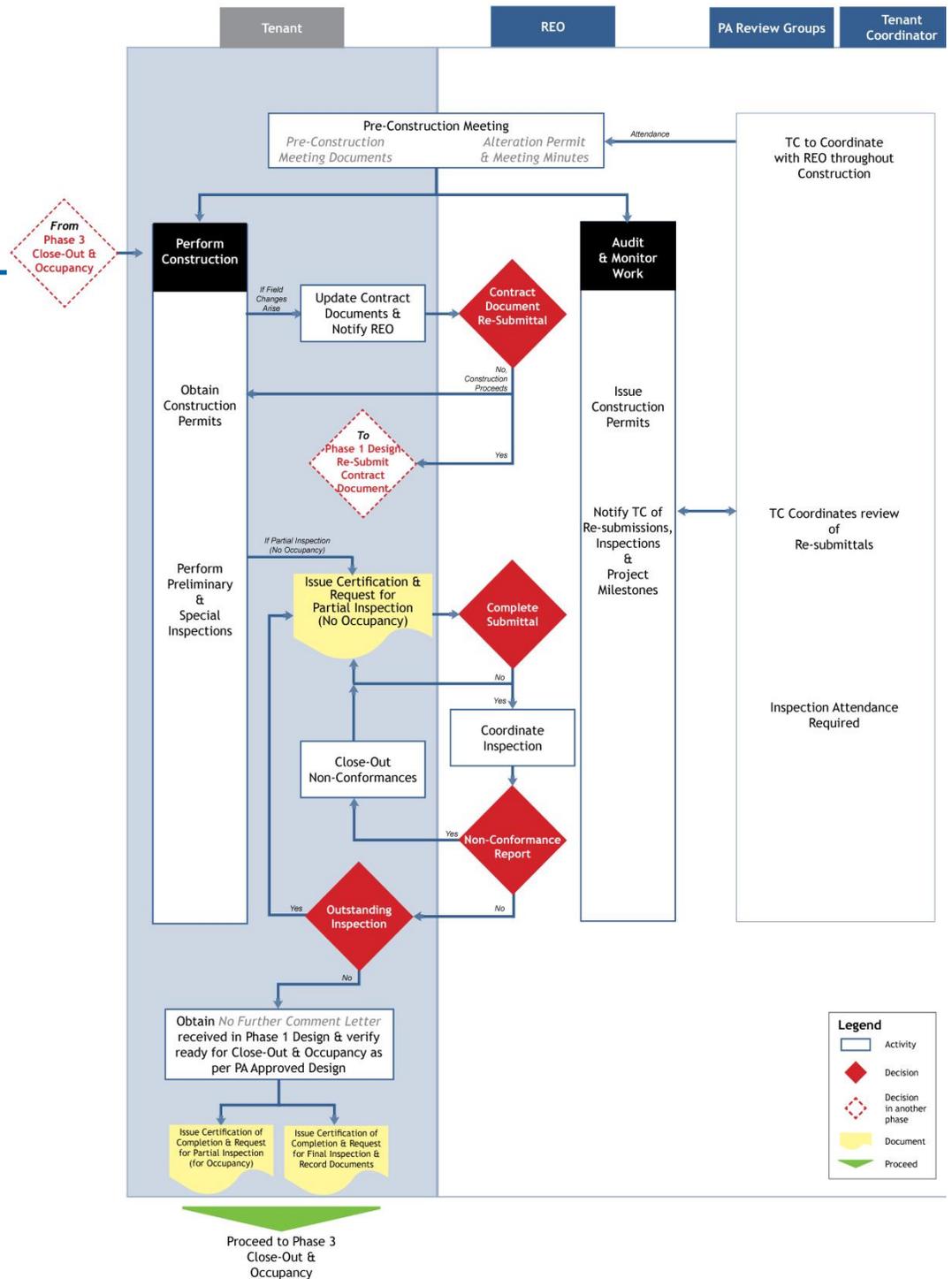


Figure 4: Phase 2 Construction Overview

Note that once the Phase 2 Construction Phase commences, all submittals are to go to the REO as the point of contact.

The Tenant, A/EOR, Contractor and any key subcontractors must attend the Pre-Construction Meeting.

4.2.2 Construction Phase Activities

The REO is the PA's main point of contact for the Construction Phase. The REO performs audit inspections throughout the construction process and is responsible for monitoring of the Tenant activities. Throughout the construction phase, the REO is in close contact with the TC and provides regular updates on project milestones, scheduled activities and any problems or field changes that arise on the project.

The point of contact from the Tenant's team in this Phase is the Contractor, with the Tenant and A/ EOR providing verification and coordination.

"Section 7: Reference Material" contains the PA-wide and facility-specific documents that will guide the Contractor during the Construction Phase.

The Contractor will review the list of required Construction permits at the Pre-Construction Meeting.

4.2.2.1 Pre-Construction Meeting

Once the Tenant has the Approval to Construct, the REO will schedule a Pre-Construction Meeting. A Pre-Construction Meeting Documentation Checklist and Agenda can be found in [TAA CK 10](#) and [11](#).

The agenda for the Pre-Construction Meeting is to review the rules and requirements for construction, the scope of the planned activities, the construction schedule and any staging plans. Any questions the Tenant's team may have will also be answered. The REO will identify applicable submittal, security, safety, M/WBE and other requirements and procedures.

The A/EOR will review the scope of work and any key issues affecting the Design Review Schedule at the Pre-Construction meeting.

Required attendees include the Tenant, A/EOR, Contractor and key sub-contractors.

Information that the Contractor must provide at the Pre-Construction meeting includes:

- Name and 24-hour emergency number of the Prime Contractor under contract with Tenant and their site representative contact information
- List of all subcontractors with any applicable licenses, e.g., mechanical, fire protection, and electrical
- M/WBE Participation Plan and labor force goals status and reporting requirements
- Complete set of PA-approved drawings and specifications
- A detailed construction schedule outlining start and completion dates, anticipated dates of Special Inspections, partial or final inspections, grand opening events, or other key milestones
- Hours of work
- A review of all proposed construction staging areas, haul routes and delivery routes, including any needed modifications
- Health and Safety Plan, including subcontract compliance
- Environmental Management Plan (as applicable)
- Waste Management Plan (as applicable)
- Security Plan
- List of all applicable Special Inspections
- Information security requirements

Safety Matters!
*The Contractor must adhere to all general safety procedures and those specifically identified by the PA for the particular work site
 Any construction work deemed to be unsafe or unauthorized by the REO or PA Police will be shut down.*

If the REO is satisfied that the Contractor has provided the Pre-Construction information necessary, the REO will provide the Tenant with an Alteration Permit ([PA 2714A](#)). This placard must be prominently displayed at the site during construction.

The Contractor is to keep the REO abreast of any changes to construction schedule. This allows the REO to plan for and better accommodate requests for Inspections or facility shutdowns.

Failure to notify the REO of schedule changes may result in delays.

It is good practice for the Tenant to have regular meetings with his A/EOR and Contractor to verify progress in accordance with the PA-approved drawings.

The REO is available to attend job site meetings, if requested.

The Contractor must maintain a set of current Approved Contract Documents on site at all times.

4.2.2.2 Construction

Construction is limited to the PA-approved Contract Documents. The Contractor and A/EOR must abide by all PA construction guidance and rules as may be applicable to the project. This includes facility rules, federal regulations, and the Tenant Construction Review Manual amongst others as applicable. The Contractor and A/EOR are required to satisfy all of their responsibilities as outlined in “Section 2: Roles and Responsibilities”.

The Contractor must maintain a set of current PA-Approved Contract Documents on site at all times.

4.2.2.2.1 Notifications to the REO

The Contractor is to keep the REO informed of construction progress. For certain types of activities, such as work on life safety systems or which involve tie-ins or shutdowns of facility systems, the Contractor must notify the REO 10 business days in advance. The REO will review all such requirements at the Pre-Construction meeting as part of the facility rules and operating procedures. In general, notification to the REO by the Contractor is required for the following:

- Temporary shutdowns of sprinkler systems
- Modifications work on existing fire protection and alarm systems
- Shutdowns of any fire protection system at any time
- Arrival of any barge or vessel
- Lane or runway closures
- Temporary shut-downs of HVAC equipment or electrical power supply
- Work requiring permits as detailed below
- Discharges to groundwater or sewer connections to storm, sanitary lines or connectors

The Contractor is to consult with the REO as necessary to determine the notifications required.

4.2.2.2.2 Construction Submittal Requirements

The Contractor or A/EOR may be required to submit documents to the PA during the construction phase.

M/WBE Participation Monitoring (as applicable)

In order to assure that the planned M/WBE goals are being met, a monthly Statement of Payments Report (PA3968A) reflecting the actual payments to M/WBE contractors must be submitted throughout the construction period by the 15th of each month for the previous month’s activity on applicable projects. A Monthly Employment Utilization Report (PA3647) should accompany it, itemizing the minority and female participation in the construction craft workforce.

The contractor submits the M/WBE and labor force reports to the REO or designated OBDCR/AO representative identified at the Pre-Construction Meeting for review and monitoring of M/WBE participation. The information will be used to generate M/WBE Quarterly performance reports.

Construction Permits

The Contractor must obtain permits when required from the REO prior to commencing construction. Where permits require the signature of an external officer, e.g. a Fire Marshall, the REO will coordinate to obtain the signature and issue the permit to the Contractor.

These include:

- Cutting and Welding Permits: For a burning permit, the individual must have a Fire Department Permit or Certificate of Fitness for Burning from the appropriate local authority. Requirements are the same for a non-structural Welding Permit. For a structural welding permit, a local Building Department license for welding or AWS certified permit is required in addition.
- Hot Work Permits: This is required for ramp-side and areas near fuel lines. The Hot Work Permit must be obtained on a daily basis.
- Electric arc welding (Airport facilities only): REO must be notified of the type of equipment to be used due to electronic interferences. Notice should be provided 24 hours prior to work being performed.
- Electrical permits: This is required for electrical shutdowns. Notice should be provided 10 business days prior to work being performed.
- Confined Space permits: This is required for access to confined spaces on PA property. Notice should be provided 10 business days prior to work being performed.
- Environmental Permits: The Contractor performs all inspections and tests required by Environmental Permits, and acquires the necessary approvals for this work. Copies of all reports and tests shall be submitted to the REO within 24 hours of completion.
- Arrival of any heavy equipment, e.g. crane or pile driver at the work site: The Contractor is to provide 24 hours notice to the PA, conform with local, State and City laws and provide the PA information as necessary.
- All soil movement requires a manifest, to be signed by the disposal facility and returned to the REO.

Sustainable Design and Construction

In accordance with PA facility construction rules or planned sustainable design work, the Contractor may be required to submit documentation of activities to the REO. For example, diesel equipment emissions submissions, or recycled material or plants.

Underground Utilities

All underground utilities shall be surveyed by the PA for record purposes. The Contractor shall coordinate access for surveyors through the REO.

Field Changes and Re-submittal Requirements

The Contractor must bring changes from the approved construction documents to the attention of the A/EOR and Tenant. The A/EOR documents the field changes and informs the REO. The REO will advise the A/EOR in writing whether or not submittal of revised Contract Documents to the TC for review and re-approval is required. The REO will inform the TC of need for a re-submittal of the Contract Documents as per “4.1.2.8 Field Changes and Contract Document Re-submittal during Construction”.

The A/EOR updates the Contract Documents and makes the re-submittal to the TC for review and approval by PA staff.

4.2.2.3 Preliminary Inspections and Special Inspections by the A/EOR

Preliminary Inspections are verifications that all construction is in compliance with PA-approved documents. The A/EOR should perform preliminary inspections throughout the course of construction.

The A/EOR is encouraged to respond to all Rider Comments in a timely manner to avoid delays to scheduling Inspections

The REO may request a list and qualifications of the individuals performing Special Inspections

Special Inspections are independent inspections of construction. Special Inspections must be performed by people qualified for the specific task in accordance with applicable codes which adds safety and quality to construction. The Tenant must receive documentation that the people performing Special Inspections are qualified and identify those people or agencies on the Special Inspections form.

The A/EOR shall review and sign to accept all Special Inspection reports. The A/EOR must submit copies of signed and sealed reports to the REO as they are performed under cover letter indicating acceptance.

The A/EOR should take notes during the Inspection and coordinate the response to Non-Conformance Report.

4.2.2.4 Partial Inspections (No Occupancy)

Once all work is completed in a specific area that is to be closed off or sealed (e.g. ceiling or walls), the A/EOR requests a Partial Inspection. (TAA Ph 2 12)

A/EOR certification of completed construction will not be accepted or a Partial Inspection scheduled if there are any unresolved Rider comments related to the area being requested for Partial Inspection.

The A/EOR submits two original copies of the certification to the REO. There are two types of letters for Partial Inspections:

- For a specific area of inspection
- For all work with the exception of a specific area

Partial Inspections should be accompanied by sketches showing the area of Inspection.

The REO will schedule and coordinate the Partial Inspection.

As applicable to the Partial Inspection, the Tenant and the A/EOR should ensure that the proper A/E and Contractor personnel are available and present to conduct the required Partial inspection. This includes appropriate subcontractors to operate, test, demonstrate, and repair all systems and to provide equipment, tools, ladders, or other for access to the area.

A Certification and Request for Inspection Checklist can be found in [TAA CK 12](#).

4.2.2.5 PA Non-Conformance Report

Following the Partial Inspection, the REO will issue Comments in a Non-Conformance Report.

The Contractor performs all of the required work to close out the Non-Conformances. The A/EOR verifies all work has been completed and submits a formal Non-Conformance Report Response [TAA Ph 2-3 13](#) to the REO requesting a re-inspection.

The process repeats until the all Non-Conformances are resolved and the Partial Inspection is complete.

4.2.2.6 Ready for Phase 3 Close-Out & Occupancy

The project is considered “Ready for Phase 3 Close-Out & Occupancy” when the Tenant has received a “No Further Comments” Letter from the TC and when the A/EOR has verified that all work is complete in accordance with Code and the PA-approved design.

The A/EOR should address all Non-Conformances in a timely manner to avoid delays to re-inspections and project Close-Out.

The Tenant must have:

- *Full Design Approval (“No Further Comments”)*
 - *The REO must have received the A/EOR Request for Final Inspection and all required Special Inspection Documents for a Partial Inspection for Occupancy*
 - *Record Documents must also be received for a Final Inspection to take place*
-

4.2.2.7 Certification and Request for a Partial Inspection (for Occupancy) or Final Inspection

Once construction is complete, the Tenant has received a Full Approval letter, and the A/EOR has performed all preliminary inspections and Special Inspections, the project can advance to the Close-out & Occupancy Phase 3. At this time, the A/EOR will make a request for a Partial Inspection (for Occupancy) or a Final Inspection.

A/EOR certification of completed construction will not be accepted or an Inspection for Occupancy scheduled if there are any unresolved Rider Comments pertaining to the area of the request.

4.2.2.7.1 Close-Out & Occupancy Submittal Requirements

Prior to scheduling a Partial Inspection for Occupancy or Final Inspection, the A/EOR must submit the following documents under cover letter to the REO:

- A/EOR Request for Final Inspection ([TAA Ph 3 14](#)) – The Certification of Completion Form, signed and sealed by the A/EOR, is submitted, certifying that the work has been constructed in accordance with the PA-approved plans and specifications, that applicable Code requirements are met, and that all life safety systems are complete and operational. In the case that a Partial Inspection for phased occupancy is being requested, the A/EOR shall provide certifications as to the partial area involved. All life safety systems that serve the area must be completed and operational and all fire safety requirements must be met in the partial occupancy area.
- Special Inspection Documents - The A/EOR must submit copies of signed and sealed reports for all required Special Inspections as well as the signed and sealed [Special Inspection Form](#). [“7.5.1 Port Authority (All Facilities)”]

Prior to scheduling a Final Inspection, Record Documents must also be submitted.

- Record Documents –The A/EOR shall compile and deliver to the TC with notification to the REO, a set of Record Documents conforming to information furnished to the A/EOR by construction contractors. This set of documents shall consist of record specifications and record drawings showing the reported location of work. [“1.7.3 Record Documents”]

4.3 – Phase 3: Close-Out & Occupancy

4.3.1 Close-Out & Occupancy Overview

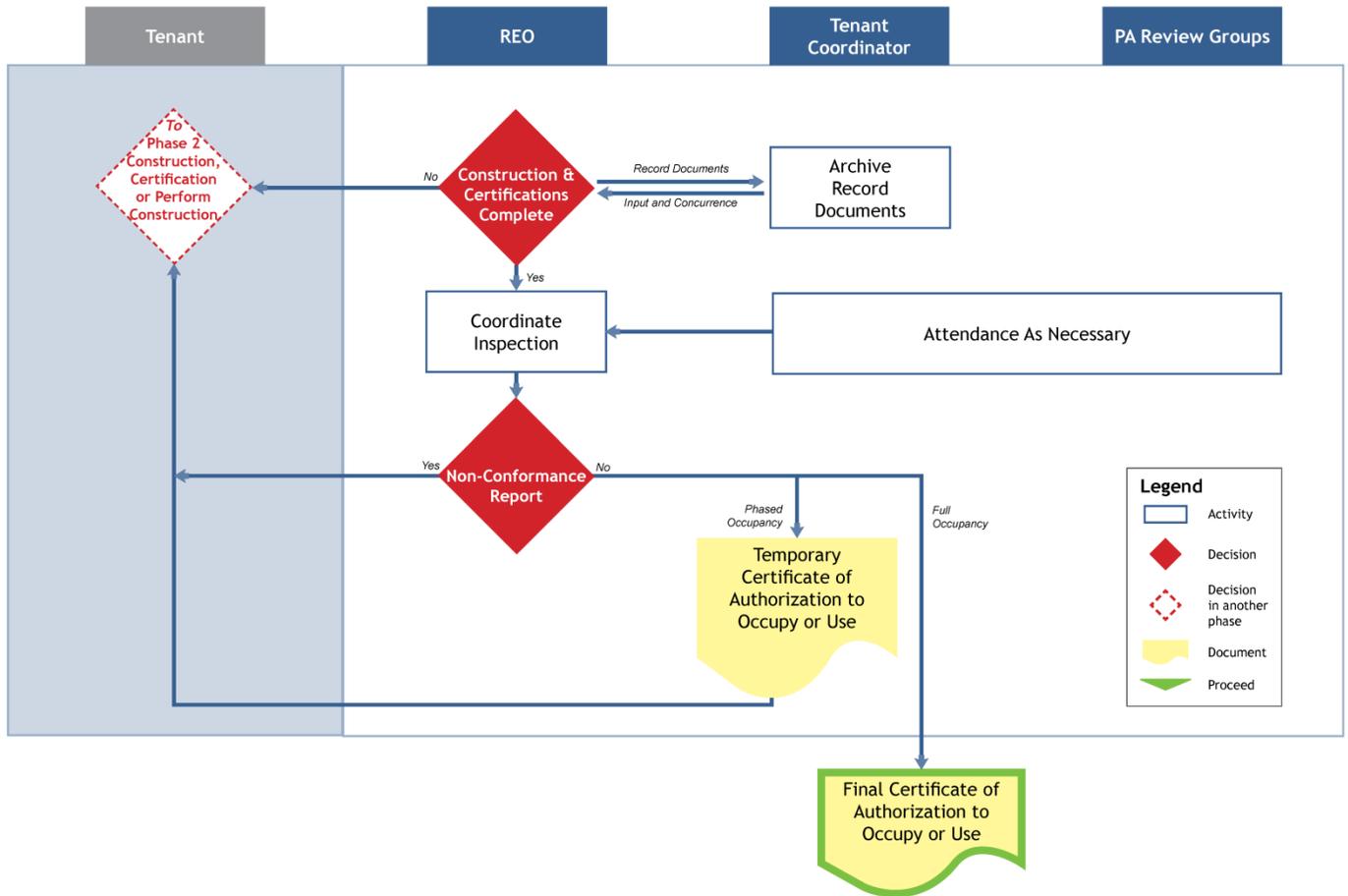


Figure 5: Close-Out & Occupancy Phase 3 Overview

4.3.2 Close-Out & Occupancy Activities

The REO is the primary Point of Contact throughout the Close-Out & Occupancy process. The REO’s role includes:

- Coordinating project close-out through receipt of appropriate certifications from the Tenant, the Contractor and A/EOR
- Coordinating the PA audit inspections and tests of the life safety elements and installed systems for conformance with the approved Plans, Codes, and PA standards

The Tenant Coordinator remains in close contact with the REO, providing verification and coordination. The Tenant Coordinator will issue the Tenant a Certificate of Authorization to Occupy or Use.

QAD provide verification that the process is followed.

4.3.2.1 Partial Inspection for Occupancy or Final Inspection

Once all of the required submittals have been received and the REO and TC are satisfied that the project is ready and meets all PA requirements for completion, the REO will schedule and coordinate a Partial (for Occupancy) or Final Inspection to be attended by the REO staff and by other appropriate PA Review Groups.

Attendees to the Final Inspection should include:

- Tenant
- Contractor
- A/EOR
- Appropriate Specialist A/E and subcontractors

A/EOR should take notes during the Inspection and coordinate the response to Non-Conformance Reports.

The A/EOR notifies the REO and provides copies of all Record Documents to the TC to review and archive in the Property Profile for the leasehold. The TC will advise the Tenant and REO if Record Documents are incomplete. The Tenant and the A/EOR must ensure that the appropriate A/E and Contractor personnel are available and present to conduct the required Final Inspection testing. In addition, the appropriate sub-contractors shall be available to operate, test, demonstrate, and reset all systems including fire alarm, sprinklers, HVAC, life safety, and fire protection systems and provide equipment, tools, ladders, etc. for access to all areas. The REO will notify the A/EOR what tests are required during the Final Inspection. These typically include items related to fire and life safety. A list of typical inspection items is provided in the "Section 7: Reference Material".

If Non-Conformance items are identified, the REO will issue a Non-Conformance Report. The Tenant returns to the Construction Phase to close-out Non-Conformances on Form [TAA Ph 2-3 13](#) and, once resolved, reissues a Certification and Request for Partial (for Occupancy) or Final Inspection.

4.3.2.2 Temporary Certificate of Authorization to Occupy or Use

The PA works with Tenants to allow occupancy or use as early as practicable. As such, the PA allows the Tenant to obtain a Temporary Certificate of Authorization to Occupy or Use. A Temporary Certificate of Authorization to Occupy or Use will not be issued until all Non-Conformance Report items are satisfactorily closed and Record Documents are received. A Temporary Certificate of Authorization to Occupy or Use may only be issued under the following circumstances:

Phased construction and occupancy

Where an approved Phased Occupancy Plan is in place, a Temporary Certificate of Authorization to Occupy or Use is issued for each designated area within the project as described by "6.2 – Phased Construction and Occupancy Procedure". In this case, TC of As will have a defined term that aligns with the current schedule and as defined by the Phasing Plan. The Tenant must maintain a current Phasing Plan at all times.

If all Non-Conformance Report items are closed and immediate occupancy is requested by the Tenant

Upon agreement between the REO and Tenant Coordinator, a TC of A may be issued while the Final Certificate of Authorization to Occupy or Use and paperwork are being prepared. This may include Emergency Works ["6.3 – Emergency Works Procedure"]. In this case, TC of As have a term of 90 days during which time the Tenant must obtain a Final Certificate of Authorization to Occupy or Use (C of A).

If all Non-Conformance Report items are closed but the Facility has reason to withhold a Final Certificate of Authorization to Occupy or Use (Final C of A)

The reasons for withholding a Final C of A will be put in writing by the Tenant Coordinator with a description of actions required to obtain a Final C of A and a Temporary TC of A will be issued to the Tenant as necessary.

Tenants are encouraged to work with the REO and TC to obtain a Final C of A as soon as possible. Failure to obtain a Final C of A before the TC of A expiry date may result in the withdrawal of the TC of A and shut-down of Tenant operations.

4.3.2.3 Final Certificate of Authorization to Occupy or Use

The Final Certificate of Authorization to Occupy or Use (Final C of A) will be issued when all areas of a project are complete and all Non-Conformance Report items have been satisfactorily resolved. Based upon the recommendation of the REO and concurrence of other members of the Final Inspection team, the Facility Manager will request a Final Permit to Occupy or Use from the PA Chief Engineer.

Upon receipt of a signed Final Permit to Occupy or Use from the Chief Engineer, the Facility Manager will instruct the TC to issue a Final Certificate of Authorization to Occupy or Use to the Tenant.

Section 5: Minor Works Process

5.1 – Minor Works overview

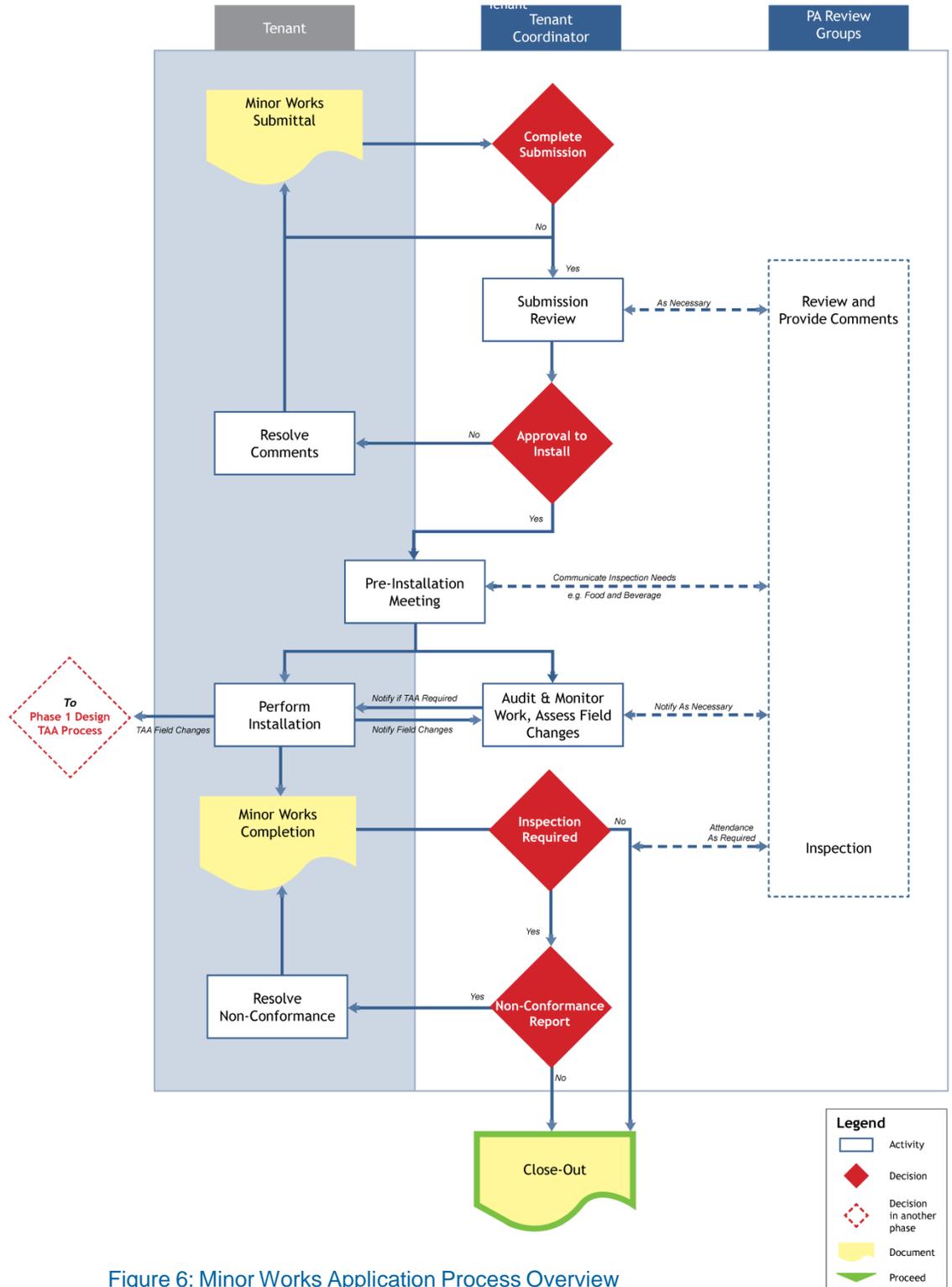


Figure 6: Minor Works Application Process Overview

5.2 – Phase 1: Design

The Tenant follows this Minor Works Process once the TC issues a Project Determination confirming that the planned work may proceed under a Minor Works Application.

An incomplete submittal will cause delays in getting PA approval to start installation.

5.2.1 Minor Works Application Submittal

Once the Tenant has received Project Determination from the TC, the Tenant will submit a formal Minor Works Application submittal. The TC may meet with the Tenant and, if under contract, the Tenant's A/EOR or Contractor, as applicable.

The Tenant submits copies of the following under cover letter to the TC:

- The Minor Works Application Form MWA Ph 1 02 that includes:
 - » Description of the work, materials proposed and location
 - » Cost of the project
 - » Construction schedule
 - » Primary activities and milestones
 - » Name of contractors and associated scopes of work
 - » Name of Tenant representative responsible for overseeing the work and 24-hour contact details
- Drawings showing the location and extent of proposed work (if prepared by a licensed professional, drawings are to be signed and sealed, as required, e.g. food establishments)
- Safety data sheets or other documents signed by the Tenant
- Contractor's insurance certificate
- M/WBE Participation Plan (if applicable)– reference Section 1.6
- Documentation of code conformance such as finishes (if required)
- Catalog cuts for all equipment in food establishments

Requests for clarification should be addressed in a timely manner to avoid delays

A Minor Works Application Submittal checklist can be found in [MWA CK 01](#).

The TC will review the Minor Works Application submission and notify the Tenant if any required information is missing and needs to be submitted. The TC will review the complete Minor Works Application and notify the Tenant of the review outcome.

Notification by the TC will be in the form of an Approval to Install or a request for clarification.

The Tenant will provide any requested clarifications in a formal letter and resubmit any updated drawings as may be required.

5.2.2 Approval to Install

Once the TC is satisfied that all information has been received in the format and detail required, and that the proposed Minor Works are acceptable to the PA, an Approval to Install will be issued to the Tenant along with a Minor Works Application Number.

The Approval to Install on form ([MWA Ph 1 02](#)) is to be displayed at the work location.

5.3 – Phase 2: Installation

5.3.1 Pre-Installation Meeting

The TC will contact the Tenant to schedule a Pre-Installation Meeting. At the Pre-Installation Meeting, the TC will review specific requirements related to the project prior to the start of construction. The Tenant and representatives of all Contractors are required to attend. The agenda includes:

- Confirmation of approval of the Minor Works Application
- Contractor Information
- Acceptance of the Contractors Insurance
- Installation Schedule and Inspections
- Safety
- Rules and regulations of the facility and building

A typical Pre-Installation Meeting Agenda can be found in [MWA CK 02](#).

5.3.2 Installation

Installation is limited to the scope described by the PA-approved documents. The Contractor must abide by all PA construction guidance and rules as may be applicable to the specific project, including facility rules, federal regulations, the Tenant Construction Review Manual or other. The Contractor is required to satisfy all of their responsibilities as outlined in Section 2.

Only work in accordance with PA-approved scope and plans will be permitted to be undertaken. Modifications to scope are to be communicated to the TC and additional documents submitted as necessary to update the Minor Works Application submission. A change in scope beyond the approved activities may trigger the need to follow the Tenant Alteration Application process. The TC will advise and issue a revised Project Determination based on the updated Minor Works Application submission. The TC monitors installation activities to track progress and to ensure work adheres to the PA-approved documents.

5.4 – Phase 3: Close-Out

5.4.1 Minor Works Completion Form

Once installation is complete and the Tenant has determined that the work is in conformance with the approved Minor Works Application, the Tenant submits a Minor Works Completion Form [MWA Ph 3 03](#) to the TC. The letter states that the work is complete and in compliance with the Minor Works Application approved by the PA.

In some cases the TC may require a formal inspection, e.g., for food and beverage establishments. The TC will notify the Tenant of this requirement at the Pre-Installation Meeting or within 24 hours of receipt of a Minor Works Completion Form. If performed as Emergency Work, an inspection is mandatory. Where a formal inspection is held and the TC determines that the Minor Works are incomplete, the TC will prepare and issue a list of Non-Conformances. The Minor Works Application is closed after all Non-Conformances are resolved and accepted by the TC.

5.4.2 PA Close-Out of Minor Works

The TC will review the work performed under the Minor Works Application and, if agreed to be in compliance, will notify the Tenant in writing of the Minor Works Application Close-Out.

The TC will file all project information as per facility practices for future PA reference.

Only work in accordance with PA-approved scope and plans should be undertaken.

A change in scope beyond the approved activities may trigger the need to follow the Tenant Alteration Application process.

Any construction work deemed to be unsafe or unauthorized by the REO or PA Police will be shut down.

Section 6: Other Port Authority Procedures

6.1 – Asbestos Abatement Procedure

If upon the initial asbestos survey it is found that asbestos is present in the project area, the Tenant must review with the PA and agree whether to abate or otherwise. Any asbestos abatement must be conducted in accordance with applicable Federal, State, and PA regulations prior to performing any other construction work. The Tenant shall prepare an asbestos abatement design to be included with the project's TAA application. The design shall include contract drawings signed by a licensed Professional Engineer (PE) Environmental Consultant and specifications prepared in accordance with Port Authority Standard Specifications 02081 for Asbestos Removal and Disposal. In New York, the Licensed PE preparing the asbestos abatement documents shall also possess a valid Asbestos Project Designer Certification issued by the NYSDOL and in New Jersey the Licensed PE shall possess an AHERA Project Designer Certificate.

Asbestos removal specifications shall include detailed work procedures for the removal and disposal of each type of asbestos-containing material identified for removal. The Contract Documents shall identify all areas of asbestos abatement activity, types and locations of asbestos to be removed, details of the required containment structure, location and design of decontamination facilities, utility locations to support abatement activity, waste routes, waste storage locations, support structures for all temporary structures, negative air requirements including number, size and type of units, exhaust locations, emergency exits and phasing of abatement work.

If asbestos abatement is required, the A/EOR is to meet with PA Environmental Engineering staff to review.

For work in New York State, Part 56 of Title 12 of the Official Compilation of Codes, Rules and Regulations of the State of New York administered by the NY State Department of Labor are applicable. For work in New Jersey, the New Jersey Administrative Code (NJAC): Section 5:23-8, Subchapter 8 - Asbestos Hazard Abatement Sub-code administered by the NJ Department of Consumer Affairs are applicable. A guide specification entitled "Tenant Guidelines for Asbestos Removal" that should be used as a guide in developing contract specifications, is available from the Tenant Coordinator.

The steps for Asbestos Abatement should include:

- The Tenant's asbestos consultant may meet with the TC to discuss the consultant's detailed abatement plan. The TC will contact and involve the appropriate PA review and approval groups as required.
- The proposed abatement plan shall be submitted by the Tenant as a Conceptual Submittal prior to contacting New York or New Jersey State officials regarding the program or any proposed variances.
- The abatement plan should be submitted as a separate TAA Application (PA 531), and must follow the same TAA process with respect to review and design approval, construction and close-out. It should be noted that a TAA project design review can be concurrent with asbestos abatement design and implementation.
- Once Approval to Construct is received, the Tenant, the Environmental Consultant and Contractor attend a Pre-Construction Meeting with the REO and representatives from the PA Engineering Department and facility Environmental Services Unit (where applicable). The agenda is similar to that of a TAA Pre-Construction Meeting, but provides additional focus on regulatory and environmental requirements.
- During the abatement work, the work shall be inspected – in New York by a NYSDOL-Licensed Firm's Project Monitor; in New Jersey by a NJDCA ASCM (Asbestos Safety

Control Monitor) Firm's Asbestos Safety Technician. The REO shall be notified of all inspections and may participate for audit of the task.

- The REO will perform confirmation audits.
- The Contractor must prepare and submit a Health and Safety Plan in accordance with OSHA 29CFR 1926 sealed by a Licensed Certified Industrial Hygienist.
- The Environmental Consultant will conduct a Final Inspection as per ASTM E-1368-05, collect final air clearance samples, and notify the REO of results.
- The PA field representative then conducts a visual inspection with the Environmental Consultant.
- Once the abatement work has been completed, the Contractor completes a final compliance report that the Environmental Consultant certifies and submits a letter of completion of the abatement project to the REO. A Final Inspection must be held and Certificate of Authorization to Occupy or Use issued prior to start of construction work on the Tenant's construction or alteration project. The REO shares the compliance report with the TC who then archives the information as part of the Property Profile for the leasehold.
- All waste material (ACM contaminate) shall have a PA-issued manifest. The original manifest signed by the disposal facility shall be returned to the PA within the EPA-stipulated period.

Any project requiring Phased Construction and Occupancy is to be identified at the Kick-Off Meeting.

6.2 – Phased Construction and Occupancy Procedure

It may be appropriate to phase or stage occupancy for large-scale, complicated, multi-stakeholder, commercial projects on a space by space, partial or grouped area "Phased Occupancy" basis, where each "Phase" is permitted to be completed and occupied prior to work being completed in a later phase.

This section describes a general process to enable Phased Occupancy as part of a TAA and is to be used as a basis to develop project-specific technical requirements, processes and procedures as a Phasing Plan. This general process allows:

- Work to occur simultaneously, e.g. Tenant fit-out work to occur simultaneously with base building core and shell work, thereby allowing simultaneous construction work to progress such that a base building and Tenant fit-out Temporary Certificate of Authorization to Occupy can occur at the same time or as close in time as practical
- Special events, including Grand Opening and Public Events to occur prior to receipt of a Temporary or Final Certificate of Authorization to Occupy or Use for the entire project
- Work to be completed in order to obtain a Temporary Certificate of Authorization to Occupy or Use in areas while other portions of the project may still be under construction
- For an Equivalency Review process to facilitate the implementation of interim solutions or alternative temporary designs to the permanent Life Safety Systems in order to allow Temporary Occupancy while the completion of the permanent Life Safety Systems is still in progress; this includes plans to "swing over" interim solutions to the full permanent Life Safety Systems upon completion
- For a streamlined process for the submission and review of requests for Phased Occupancy in the form of Phasing Plans

The following steps should be followed for Phased Construction and Occupancy:

6.2.1 Phasing Plan Submittal

A Tenant wishing to follow the Phased Occupancy process must notify the TC and submit a Phasing Plan for review and approval. The potential for the need to use the Phased Occupancy process will be discussed during the TAA Project Kick-off Meeting.

Phasing Plans will be subject to the Phase 1 Design Review process.

A Phasing Plan consists of a detailed narrative and design documents (signed and sealed) as necessary to describe the discrete Phased Occupancy Areas for a project. The Phasing Plan is to include the anticipated date for occupancy for each Phased Occupancy Area. The Phasing Plan must clearly describe the boundaries of each Phased Occupancy area, any proposed exiting, and the extent of the permanent Life Safety Systems that will be made operational.

If the permanent Life Safety Systems will not be completed, then an "Equivalency Review" process will facilitate the implementation of interim solutions or alternate temporary designs while the completion of the balance of the permanent Life Safety Systems are still in process. This would include a plan to "swing over" the interim solutions to the full permanent Life Safety Systems upon its completion. This shall be identified and form a part of the Phasing Plan. After the "swing over" is complete, satisfactory testing of the fully completed permanent system will be required prior to a Final Certificate of Authorization to Occupy or Use being issued.

The project Security Plan shall incorporate the Phasing Plan such that security is maintained throughout the project.

Temporary Certificates of Authorization to Occupy or Use (TC of As) with limited validity will be required for each of the Phased Occupancy Areas prior to application for a Final Certificate of Authorization to Occupy or Use (C of A).

If the Tenant intends to follow the Phased Occupancy Process, a Phasing Plan is to be submitted as part of the original TAA Contract Document submission. The Phasing Plan approval and resolution of all Rider Comments is required prior to any PA Inspections or any Phased Occupancy.

A Phasing Plan is to be submitted as part of the Phase 1 Design Contract Document submittal package that must be approved prior to Construction commencement. No additional fees will apply if the plan is submitted during this Phase.

If future changes are made to the approved design and / or Phasing Plan, an updated Phasing Plan is to be submitted to the PA for approval.

6.2.2 Temporary Certificate of Authorization to Occupy or Use

A Temporary Certificate of Authorization to Occupy or Use (TC of A) is required for each Phased Occupancy Area that will follow the Phase 2 Partial Inspection procedures for temporary occupancy.

Approval of a TC of A for a Phased Occupancy Area shall follow the Temporary Certificate of Occupancy requirements stipulated as applicable by relevant municipal building code.

The approval of a TC of A for a Phased Occupancy Area will not be subject to:

- Completion or approval of infrastructure from other projects that are not part of the building or structure requesting Phased Occupancy approval.
- Completion of non-life safety systems and Non-Code Conformance issues.

Maintenance of Access and Egress and Life Safety Systems are critical to successful Phased Construction and Occupancy. The A/EOR is to carefully coordinate the Phasing Plan throughout the project.

- Completion of redundant systems mandated by the Protective Design Narrative i.e. where interim solutions to life safety systems are used either as an equivalency or temporary solution for Phased Occupancy prior to the entire Base Building Life Safety Systems being operational, those temporary systems shall not be subject to the redundancy or hardening requirements of the Protective Design Narrative. Once the entire Base Building Life Safety Systems are completed, the full Protective Design Narrative requirements shall be completed.

Prior to scheduling a Partial Inspection (for Occupancy), all Rider Comments for the Phased Occupancy Area must be resolved and the A/EOR must provide all certifications of completion as required for the Phased Occupancy Area (see also “4.3.2.1 Partial Inspection for Occupancy or Final Inspection”). The A/EOR must issue certification to the REO stating that the work has been inspected by the A/EOR and is ready for Partial Inspection (for Occupancy). The REO will then coordinate and schedule the inspection.

All fire alarm, fire protection and life safety requirements in the Phased Occupancy Area must be completed, inspected, tested, and certified by the A/EOR. All plans, as required by applicable Laws, regulations and the Authority Manual (e.g., Fire Protection Plan, Evacuation Plan, and Tenant Protection Plan) must be submitted to the PA.

Access to and within completed Phased Occupancy Areas must be separated from construction areas so that occupants are not in or required to enter a construction area. Construction staging areas must be kept separate from the required entrances and exits of completed Phased Occupancy Area or other occupied areas.

The PA's participation at Inspections will focus on life safety-related systems and code conformance issues. Items related to temporary “means and methods” necessary to support construction activities (e.g. hoists, temporary electric, temporary plumbing, etc) will not be subject to PA Inspection or review unless they are located in an operational area.

When each Phased Area as defined by the approved Phasing Plan is ready for Close-Out & Occupancy (excluding minor outstanding non-life safety and non-code conformance-related Non-Conformances) a TC of A will be issued as per “4.3.2.2 Temporary Certificate of Authorization to Occupy or Use” for the Phased Occupancy Area, following acceptance of the A/EOR certifications and satisfactory PA Inspections.

6.2.3 Final Certificate of Authorization to Occupy or Use

Issue of a Final Certificate of Authorization to Occupy or Use requires a Temporary Certificate of Authorization to Occupy or Use for each completed Phased Occupancy Area described by the current approved Phasing Plan. Each Phased Occupancy Area must be in conformance with applicable code, including but not limited to requirements for fire alarms, fire protection, Life Safety, exiting, access for the physically disabled, light and ventilation, and emergency response. Responsibility for conformance with all applicable codes and regulations and close-out of Non-Conformances required for Phased Occupancy areas remains with the A/EOR.

Issue of a Final Certificate of Authorization to Occupy or Use for Phased Occupancy projects is to follow the Phase 3 procedures for Final Certificate of Authorization to Occupy or Use and will require A/EOR Certifications and satisfactory PA Inspections, including closure of all outstanding Non-Conformances, for all Phased Occupancy Areas.

The target response time for PA reviews and requests for inspection for Phased Occupancy projects will be the same as for all other TAAs.

6.3 – Emergency Works Procedure

When emergency work is necessary, Tenants may follow the Emergency Works Procedure and perform the work prior to filing a Tenant Alteration or Minor Works Application.

Emergency Work covered by the PA's Emergency Works Procedure includes:

- Repairs to address an emergency or hazardous condition that needs immediate attention
- Operation-critical repairs that require immediate attention

Examples include:

- A restaurant where the drainage system or fire alarm system has failed
- Water main break or leakage
- Power line failure or duct bank damage
- Failure of pavement preventing operations
- Emergency structural integrity repairs required as a result of annual inspections, incidents, or severe weather conditions
- Previously unknown environmental cleanup requirements

The TC will assess the validity of Emergency Works on a case-by-case basis.

Emergency Works is an exception. This procedure exists to allow a Tenant to address genuinely urgent issues as described above for which, due to time constraints, it is not reasonable to follow the full Minor Works Application or Tenant Alteration Application process.

It is recognized that depending on the emergency, a more rapid response than described by this procedure may be required. The following process is provided as a guide in order that the PA can provide the necessary guidance and assistance in resolving the emergency. In all cases, the Tenant is to keep the PA informed of any emergency in order for the PA to work with the Tenant as they implement a solution.

Any work carried out as Emergency Works must be considered as temporary by the Tenant until PA approvals are obtained through the TAA or Minor Works process. The Tenant may expect to modify works completed in order to comply with permanent works code requirements. Regular audits are carried out by the PA.

The following steps should be followed for Emergency Works:

6.3.1 Emergency Works Notice

The Tenant submits the Project Initiation Form ([TAA-MWA 01](#)) as an Emergency Works request to the TC stating the emergency and providing details.

- If during normal working hours, the TC will record the Emergency Works Notice, carry out an initial assessment and respond as soon as possible.
- If outside of normal PA working hours, the 24-hour emergency contact number is to be used for the Facility. The Tenant will be referred to an appropriate PA employee who, upon receipt of the Emergency Works Notice, will carry out an initial assessment and respond as soon as possible.

If agreed to be Emergency Works, an Emergency Works Pre-Construction Meeting will be scheduled.

Emergency Works are a temporary solution. All Emergency Works must be submitted as a TAA or MWA for Close-out.

The Tenant’s Emergency Works submittal on form [TAA-MWA 01](#) should describe in detail the work planned, including:

- Location where the work is occurring
- Nature of the emergency or hazardous condition demonstrating the need for immediate action
- Description of what is being done to make the situation safe.
- Name, license number, telephone and fax number, and/or e-mail address of the licensed contractor performing the work
- Any other information which will allow the PA to review and approve the proposed Emergency Works

Incomplete submittals may cause delays in obtaining PA approval to start Emergency Works.

Submittal as an Emergency Works requires the Tenant to submit the necessary TAA or Minor Works Application forms within 10 business days

A face-to-face meeting, phone conversation or Email will occur between the Tenant and the TC. The TC will assess the scope with input from QAD and PA Review Groups and inform the Tenant if the work is to be an MWA or a TAA.

6.3.2 Emergency Works Pre-Construction Meeting

The TC will schedule and coordinate an Emergency Works Pre-Construction Meeting with the Tenant, Contractor, TC and REO. QAD must attend the Pre-Construction meeting where the emergency work is a TAA. The purpose of the Emergency Works Pre-Construction Meeting is for the Tenant to gain PA approval to carry out the emergency work. The meeting may occur in person or by phone. The agenda includes:

- Overview of the work, cost of the project, duration of construction
- Contractor Information - name of contractor and insurance certificate
- Drawings and additional information required
- Any other documents necessary to show conformance to code as requested by QAD
- Special Inspection
- PA Inspection procedures
- Tenant Construction and Alteration Process submittal procedures
- Construction Schedule
- Rules and regulations of the Facility and Building

At this meeting, the TC will advise of any additional drawings and information to be submitted for approval prior to the work beginning.

The Project Determination on Form [TAA-MWA 01](#) with an Emergency Works Number will be provided by the TC the next business day after the Pre-Construction Meeting and receipt of any requested additional drawings and information.

Receipt of the form [TAA-MWA 01](#) and Emergency Works Number provides PA approval to proceed with the proposed Emergency Works.

The A/EOR should seek to resolve code issues through normal dialogue with the PA’s Engineering Department.

Using this procedure will add time to the TAA process.

6.3.3 Special Inspections

Any Special Inspections required for occupancy will be scheduled at the Pre-Construction Meeting. During construction Special Inspections and other requirements are reviewed by the Tenant, A/EOR and PA. If required, the Tenant, A/EOR and Contractor must follow the requirements for Special Inspections in accordance with applicable codes.

6.3.4 Inspections for Temporary Certificate of Authorization to Occupy or Use or Close-Out

If a TAA, Partial Inspection procedures will be followed as per “4.3.2.1 Partial Inspection for Occupancy or Final Inspection” for Emergency Works. Upon completion of the work, the A/EOR is to submit a request for Partial Inspection for Emergency Work, including a statement confirming the A/EOR has inspected the work. If the PA issues a Non-Conformance Report, the Tenant, A/EOR and Contractor must address all comments and request a re-inspection. A Temporary Certificate of Authorization to Occupy or Use (valid 90 days) will be issued upon close-out of all Non-Conformances.

If an MWA, Close-Out procedures will be followed as per “5.4 – Phase 3: Close-Out”.

6.3.5 Final Certificate of Authorization to Occupy or Use

The Tenant must submit documents in accordance with the Tenant Construction and Alteration Process, including the requirements for Close-out and Occupancy, in order to obtain a Final Certificate of Authorization to Occupy or Use. It is necessary to begin this step as early as possible and submit documents for PA review during the Emergency Works.

6.4 – Code Determination Procedure

The PA rigorously enforces conformance with code requirements in the design and construction of all its facilities, and facilities leased and operated by its Tenants. The PA expects and requires that Tenants employ appropriate licensed professionals to fulfill the roles required by the Tenant Construction and Alteration Process. The ultimate responsibility for architectural/engineering design and code conformance always remains with the A/EOR who prepares the design and construction documents.

If a Tenant or A/EOR does not agree with the PA's code interpretation, they may present a formal, technical argument to support their code interpretation for consideration by the PA. The Code Determination Request procedure is outlined in this section.

All Code Determination Requests are to be referred to the TC. The TC will coordinate a review and determination with the Engineering Quality Assurance Division.

The Tenant or A/EOR is encouraged to resolve all TCAP issues through open discussion with the TC. A Code Determination Request is a final option to be followed only when code interpretation cannot be resolved through the normal A/EOR responses to PA comments and resubmission of Contract Documents for review.

If the Tenant or A/EOR cannot reach agreement through this approach, a Code Determination Request may be pursued in response to the following:

- Design Phase 1 - Rider Comments at Design Review
- Construction and Close-Out & Occupancy Phases 2 & 3 - On-site Construction or Final Inspection Comments

Notes: Construction that differs from Approved Documents is not grounds for a Code Determination. If the contractor does not construct in accordance with the PA-approved

Contract Documents, governing code and applicable PA standards, or when field changes are required that have an impact on code conformance, the A/EOR must submit the changes to the documents to the TC for review and approval as a 'Change of Scope of Work'. These procedures are similar to responding to a Rider response.

A request for Code Determination will likely add time to the Design Review. In all cases, the Tenant and A/EOR are encouraged to respond to comments in a timely manner in order to resolve all PA comments to the satisfaction of the PA. The PA will not hold a Partial or Final Inspection without resolution of all outstanding Rider Comments, and will not issue a Permit to Occupy or Use without resolution of all outstanding Non-Conformances.

6.4.1 Code Determination Request Procedure

The following steps should be followed for a Code Determination:

- Tenant or A/EOR submits a letter with supporting documents, including a white paper, to the TC. The submission must provide technical grounds to substantiate the proposed interpretation of the relevant Code. For a complete submission, the White Paper must include as a minimum:
 - » A description of the problem and the proposed solution
 - » Reference to the specific Code, Code section, rules, or PA standard
 - » Background information to the problem that is relevant to the issue
 - » Specific evidence to support the proposed solution including technical details and examples

Submittals should be concise and unambiguous.

- The TC will notify the Tenant of receipt of the submittal and whether it is complete or otherwise within 2 business days.
- A meeting may be held with the Tenant, A/EOR, and PA Engineering to discuss the Code issue. The Tenant must be prepared to present a technical argument to the PA. The PA will make every effort to provide feedback and guidance at the meeting. However, depending upon the situation and the information available, the PA may request additional information in order to make a Code Determination.
- Following the meeting and review of the technical evidence provided as well as any additional research required of the PA, the PA will issue a Code Determination. The determination will be provided in the form of a Rider Letter issued through the TC. The determination will be one of the following:
 - » Rejected – Tenant's interpretation of code is rejected and an alternative solution must be designed to comply with the PA's code interpretation
 - » Approved – A/EOR to resubmit response as agreed between A/EOR and PA. (Original comment is revised).

6.4.2 Anticipated Timing

The PA recognizes the importance of resolving all Code issues in order to allow the Tenant's work to resume and be closed out as expediently as possible. The TC and PA Engineering will make every effort to meet with the Tenant and A/EOR and to issue a determination as soon as possible. The TC will keep the Tenant aware of determination status and anticipated timeframe. However, the PA's ability to respond to a Code Determination Request will be driven by the complexity of the request, the detail and explanation provided by the A/EOR, and the amount of independent research and analysis required.

Section 7: Reference Material

The information contained within this section will be maintained by the PA.

The manual user is to be aware that some lag may occur between reference material changes and updates to this manual. Any clarification required should be referred to the Tenant Coordinator (TC).

7.1 – Contacts

This section lists the primary PA Tenant Construction and Alteration Process Points of Contact for each facility. All communication related to the Tenant Construction and Alteration Process shall be directed to the TC, except during Construction Phase II when the Resident Engineer (REO) is the primary point of contact.

The Tenant Coordinator will coordinate information and direct the Tenant to any other parties within the PA as may be required.

Port Authority Emergency contacts will be provided by the TC during the Pre-Construction or Pre-Installation meeting.

7.1.1 Aviation Facilities	
LaGuardia Airport	
Tenant Coordinator	Resident Engineer's Office
Vic Passarelli – vpassarelli@panynj.gov La Guardia Airport, Hangar 7 Center, 3rd floor Flushing, NY 11371 TEL: 718-533-3432 FAX: 718-533-3767	Anthony C. Vero - avero@panynj.gov Hangar 7, Center, First Floor Flushing, NY 11371 TEL: 718-533-3539 FAX: 718-533-3801
John F Kennedy Airport	
Contact for Assignment of Tenant Coordinator	Resident Engineer's Office
Adrienne Johnston – ajohnston@panynj.gov JFK International Airport, Building 14, 2nd Floor Jamaica, NY 11430 TEL: 718-244-4515 FAX: 718-244-4550	Terrence Mohammed - tmohamme@panynj.gov Building 14, 1St Floor, East Wing Jamaica, NY 11430 TEL: 718-244-4750 FAX: 718-244-4733
Stewart Airport	
Tenant Coordinator	Resident Engineer's Office
Bonnie Schubel - bschubel@panynj.gov 1180 First Street, Building #138 New Windsor, NY 12553 TEL: 845-564-7200 EXT. 620	Omar Astacio - oastacio@panynj.gov 1180 First Street, Building #138 New Windsor, NY 12553 TEL: 845-564-7200 EXT. 221

Newark Airport	
Tenant Coordinator	Resident Engineer's Office
<p>Jennifer Richardson - jr理查德@panynj.gov Newark Liberty Intl Airport Building 1, 1st floor Newark, NJ 07114 TEL: 973-961-6659 FAX: 973-961-6334</p>	<p><i>Terminals A, B and C</i> Michael Wallace – mcwallac@panynj.gov Newark Liberty Intl Airport, 70 Brewster Road – Attention Bldg 125 Newark, NJ 07114 TEL: 973-622-0800 x 251 FAX: 973-622-0172 <i>Real Estate and all other areas</i> Thomas Moroney - tmoroney@panynj.gov TEL: 973-961-6109 FAX: 973-961-6413 <i>Regular US Mail:</i> Thomas Moroney, PE, Senior Resident Engineer 1 Conrad Road Building 80 Newark, NJ 07114 <i>Overnight Carriers- UPS/ FEDEX</i> Thomas Moroney PE, Senior Resident Engineer The Port Authority of NY & NJ 80 Brewster Road, 2nd floor Newark, NJ 07114</p>
Teterboro Airport	
Tenant Coordinator	Resident Engineer's Office
<p>Jennifer Richardson - jr理查德@panynj.gov Newark Liberty Intl Airport Building 1, 1st floor Newark, NJ 07114 TEL: 973-961-6659 FAX: 973-961-6334</p>	<p>Catherine Nigro - cnigro@panynj.gov Teterboro Airport, 90 Moonachie Avenue Teterboro, New Jersey 07608 TEL: 201-807-4013 FAX: 201-641-5271</p>
7.1.2 Port Commerce Facilities	
New York Marine Terminal	
Tenant Coordinator	Resident Engineer's Office
<p>Christopher Jones – cjones@panynj.gov Brooklyn Piers / NYMT, Administrative Building Office Located on 2nd Floor, 90 Columbia Street Brooklyn, NY 11201 TEL: 718-330-2971 FAX: 718-855-3618</p>	<p>Pamela Dunne – pdunne@panynj.gov 40 Western Ave. Staten Island NY 10303 TEL: 718-551-9219 FAX: 718-727-7598</p>
New Jersey Marine Terminal	
Tenant Coordinator	Resident Engineer's Office
<p>Kim Nguyen – knguyen@panynj.gov NJMT Administrative Building, Office Located on 2nd Floor, 260 Kellogg Street Port Newark, NJ 07114 TEL: 973-578-2155 FAX: 973-690-3498</p>	<p>Ron Shaw – rshaw@panynj.gov PANYNJ – Resident Engineer Office 274 Kellogg Street, Port Newark, NJ 07114 TEL: 973-589-5010 FAX: 973-589-4161</p>
7.1.3 PATH Facilities	
Tenant Coordinator	Resident Engineer's Office
<p>Sam Sharma – ssharma@panynj.gov PATH, One PATH Plaza, JSTC 108 Jersey City, NJ 07306 -2905 TEL: 201-216-6408 FAX 201-216-6493</p>	<p>Bruno Signorelli - Bsignore@panynj.gov One PATH Plaza-Second Floor Jersey City, NJ 07306 TEL: 201-216-6523 FAX: 201-216-6184</p>

7.1.4 Real Estate Facilities	
World Trade Center - Redevelopment	
Tenant Coordinator	Resident Engineer's Office
Mario Arias - marias@panynj.gov 115 Broadway, 19th Floor New York, NY 10006 TEL: 212-435-7746 FAX: 212-435-6535	Irina Barmas - ibarmas@panynj.gov 115 Broadway, 5th Floor New York, NY 10006 TEL: 212-435-5418 FAX: 212-435-5250
World Trade Center - Construction	
Tenant Coordinator	Resident Engineer's Office
Irina Barmas - ibarmas@panynj.gov World Trade Center Construction, 115 Broadway, 5th Floor New York, NY 10006 TEL: 212-435-5418 FAX: 212-435-5250	Michael Young – myoung@panynj.gov PANYNJ Resident Engineer Office WTC Construction Department 115 Broadway, 5th Floor TEL: 212-435-5029
All Other Real Estate Facilities	
Tenant Coordinator	Resident Engineer's Office
Joseph McAuley - jmcauley@panynj.gov 3 Gateway Ctr 3rd Fl Newark, NJ 07102 TEL: 973-792-6604 FAX: 973-792-3907	Ron Shaw – rshaw@panynj.gov PANYNJ – Resident Engineer Office, 274 Kellogg Street Port Newark, NJ 07114 TEL: 973-589-5010 FAX: 973-589-4161 <i>Teleport</i> Pamela Dunne – pdunne@panynj.gov 40 Western Ave. Staten Island NY 10303 TEL: 718-551-9219 FAX: 718-727-7598
7.1.5 Tunnels, Bridges and Terminals	
Tenant Coordinator	Resident Engineer's Office
Robert Wanhouse – rwanhouse@panynj.gov Tunnels, Bridges and Terminals Department Port Authority of NY & NJ One Madison Avenue, 5th Floor New York, NY 10010 TEL: 212-435-4930 FAX: 212-435-4949	<i>George Washington Bridge</i> Andrea Giorgi Bocker – agbocker@panynj.gov 220 Bruce Reynolds Boulevard Fort Lee, NJ 07024 TEL 201-346-4021 FAX 201-346-4041
	<i>Lincoln and Holland Tunnel</i> Mostafa Yacoub – myacoub@panynj.gov 241 Erie Street, Room 236 Jersey City, NJ 07310 TEL: 201-216-2058 FAX: 201-595-4896

	<p><i>Staten Island Bridges</i> James Massett - jmassett@panynj.gov Goethals Bridge Administration Building, 2777 Goethals Road North Staten Island, NY 10303 TEL: 718-390-2505 FAX: 718-390-2513</p>
	<p><i>Port Authority Bus Terminal</i> Raul Leonardo - leonardr@panynj.gov 625 8th Avenue, New York, NY 10018 TEL: 212-502-2274 FAX: 212-502-2275</p>

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7.2.1 Project Initiation

TAA-MWA 01 Project Initiation Form

7.2.2 Tenant Alteration Application

Phase 1 – Design:

TAA Ph 1 02 Tenant’s Form Identifying A/EOR
 TAA Ph 1 03 Tenant’s Form Accepting TAA process
 TAA Ph 1 04 A/EOR’s Form Accepting TAA process
 PA 3677 Asbestos Certification Form
 PA 3678 Asbestos Abatement Permit Application (if required)

 TAA Ph 1 05 Preliminary Review Submittal Form
 PA 531 TAA Application Form
 TAA Ph 1 06 A/EOR Declaration with TAA Form PA 531
 TAA Ph 1 07 Contract Document List (note: in excel format)

 Sustainable Design Guidelines (if required)

 TAA Ph 1 08 A/EOR Rider Response Form
 PA 3749D M/WBE Participation Plan
 TAA Ph 1 09 Tenant’s A/EOR Identification Form
 TAA Ph 1 10 A/EOR’s Identification Form

Phase 2 – Construction:

TAA Ph 2 11 List of Sub-Contractors
 PA 3647 Tenant Monthly Employment Utilization Report
 PA 3968A Tenant Construction Statement of M/WDBE Payments Report

 PA 2133 Cutting and Welding Permits (if applicable)
 PA 2847 Special Hot Work Permits (if applicable)
 PA 3745C Contractor Permit Required Confined Space Notification

 – [Non-Hazardous Waste Manifest](#)
 PA 2497A Electrical Work Permit
 TAA Ph 2 12 A/EOR Request for Partial Inspection
 TAA Ph 2-3 13 Response to Non-Conformance Report

Contact the REO for additional PA forms required during the Construction Phase

Phase 3 – Close-out & Occupancy:

TAA Ph 2-3 13 Response to Non-Conformance Report
 TAA Ph 3 14 Request for Final Inspection
 – [PA Special Inspections Form](#)

7.2.2 Minor Works Application

Phase 1 – Design:

MWA Ph 1 02 Minor Works Application

Phase 3 – Close-out:

MWA Ph 3 03 Minor Works Completion Form

7.3 – Checklists

Each of the checklists below provides an audit trail for compliance with the Tenant Construction and Alteration Process and should be maintained by the TC and the Tenant throughout the process.

7.3.1 Tenant Alteration Application

TAA CK 01	Tenant Alteration Application Project Checklist	A document submittal tracking tool for use by the Tenant, A/EOR and other project team members
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Phase 1 – Design:

TAA CK 02	Kick-Off Meeting Document Checklist
TAA CK 03	Kick-off Meeting Agenda
TAA CK 04	Conceptual Review Submittal Checklist
TAA CK 05	Architectural Review Submittal Checklist
TAA CK 06	Sustainable Design Review Submittal Checklist
TAA CK 07	Contract Document Submittal Checklist
TAA CK 08	Rider Response and Contract Document Re-Submittal Checklist
TAA CK 09	Pre-Construction Meeting Submittal Checklist

Phase 2 – Construction:

TAA CK 10	Pre-Construction Meeting Documentation Checklist
TAA CK 11	Pre-Construction Meeting Agenda
TAA CK 12	Certification and Request for Inspection Checklist

7.3.2 Minor Works Application

MWA CK 01	Minor Works Application Project Checklist	A document submittal tracking tool for use by the Tenant, A/EOR and other project team members
MWA CK 02	Pre-Installation Meeting Agenda	

7.4 – Permits & Certificates

The Permits and Certificates listed below are either to be physically displayed in the location of the TAA at all times by the Tenant, or retained at the Tenant’s lease location for PA inspection as required.

PA 2714A	Alteration Permit	Limited validity indicated on Permit. Post in a conspicuous place at the worksite.
PA 2714B	Temporary Certificate of Authorization to Occupy and Use	Limited validity indicated on Certificate.
PA 2714C	Final Certificate of Authorization to Occupy and Use	Retain at Tenant PA Lease location available for PA inspection.

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The following reference materials contain additional information useful to the Tenant Construction and Alteration Process. The reference materials include standards and guidelines applicable to all Tenant work listed under the PA sub-section. In addition, the reference materials include facility-specific standards and information.

Tenants should be sure to review all available information and requirements with the Tenant Coordinator at the start of the project prior to commencing project planning and design.

Where applicable, the PA has provided links to websites to assist Tenants in accessing information. The PA makes no representation as to the accuracy of the links or to content provided. It is the responsibility of the Tenant to verify and obtain all current information and requirements where external agencies are involved.

7.5.1 Port Authority (All Facilities)

The following list of resources may be applicable to Tenants performing construction or alteration work at any PA facility.

PANYNJ Engineering Department Tenant Construction Review Manual, December, 2008

This Manual presents the technical criteria to be followed by Tenants for construction work undertaken at PA facilities. These criteria are in addition to other requirements contained in the lease agreements.

The PA Engineering Department is undertaking an initiative to publish all Standard Details and Specifications on-line. A link will be provided here upon completion of the effort.

Fire Protection Systems: Acceptance Inspection and Testing Procedures

This list outlines typical inspections and tests performed as part of the Final Inspection related to Fire Protection Systems. The REO may provide additional detail to the Contactor at the Pre-Construction Meeting or at any time as construction progresses.

Above Ceiling and Wall Inspections

This list outlines typical inspections and tests as part of Above Ceiling and Wall Inspections which may be scheduled as a Partial Inspection (No Occupancy).

PANYNJ Minimum Insurance Requirements

This list outlines typical minimum insurance requirements for Tenant construction and alteration activities. An example ([TCAP Insurance Certificate Sample](#)) is provided.

The Tenant Coordinator will review requirements at the Project Kick-off Meeting and keep the Tenant abreast of any changes due to project scope. *See certificate sample for exact wording.*

Environmental Management Plan – Content List

This contents list provides an example for typical Environmental Management Plans.

Where required for the project, the Contractor is to complete the Plan and submit for approval by the PA.

PANYNJ Sustainable Design Guidelines

The manual outlines requirements for Sustainable Design based on project scope and complexity. Checklists and documentation for sustainable design criteria are provided and must be completed and submitted as appropriate for a Sustainable Design Review or with Contract Documents.

The Sustainable Infrastructure Guidelines section is not applicable to Tenant projects.

The Sustainable Building Guidelines section is applicable to Tenant projects according to the Sustainable Design Guidelines thresholds.

<p>PANYNJ Information Security Handbook, 2008, Dated Feb 9, 2009</p>	<p>Confidential and privileged document management. Available from the Tenant Coordinator, as needed.</p>
<p>PANYNJ Sustainable Design Tool for Tenant Fit-outs</p>	<p>This list identifies recommended Sustainable Design Credits for Tenant Fit-outs for Interior Spaces with Substantial Renovation 5,000 – 19,999 square feet</p>
<p>Port Authority Directory of Certified M/WBE firms</p>	<p>The directory of M/WBE firms certified by the PA may be accessed here.</p>
<p>Environmental Permits (external agencies and instructions)</p>	<p>This list of permits is not all-inclusive. It only highlights some common permits required for projects at Port Authority facilities. The information is for reference only. The Tenant is responsible for identifying and acquiring all permits.</p>
<p>PANYNJ Structural Integrity Program and Inspection Cycle (AI45-1.07) 2008</p>	<p>This policy memo outlines the inspection cycles for the Structural Integrity Program and the responsibilities of the Tenants and PA for undertaking activities in response to inspection findings.</p>
<p>New York City Health Code Article 81 and New Jersey Administrative Code 8:24</p>	<p>These codes provide the design requirements and other applicable public health requirements for food establishments.</p>
<p>Tenant Guidelines for Asbestos Removal</p>	<p>Guide specifications for developing contract documents available on request from the Tenant Coordinator, as needed</p>
<p>Port Authority Roadway Access Management Guidelines</p>	<p>This document presents roadway access management guidelines to be followed by tenants for Tenant Alteration Application (TAA) projects. The document presents transportation planning, traffic engineering, and design guidance that addresses questions related to providing roadway access to and from tenant leaseholds.</p>

7.52 Aviation Facilities

The following list of resources may be applicable to Tenants performing construction or alteration work at any of the PA's Aviation facilities.

<p>Airport Rules and Regulations, August 2009</p>	<p>This document establishes certain conditions relating to the use of the PA Air Terminals and Highways.</p>
<p>Airport Standards Manual - Customer Service, 2008</p>	<p>This document defines customer service standards for all PA Aviation facilities. Tenants are expected to meet the standards of performance specific to construction when undertaking any work within their leasehold.</p>
<p>Airport Standards Manual - Signing & Wayfinding, 2008</p>	<p>This document presents guidelines for all signage, including planning, use, placement, materials and maintenance and defines the design standard with specifications.</p>
<p>Airport Standards Manual - Planning & Design for Terminals and Facilities, 2005</p>	<p>This document outlines a series of technical requirements and planning and performance standards for new and existing terminals.</p>
<p>Airport Standards</p>	<p>This document outlines specific rules and standards for construction and activities impacting the following areas: Airport Construction, Aeronautical Operations, Construction Safety & Phasing Plan Template, Terminal Operations, Utility Services, Environmental Standards, Fueling Systems</p>
<p>Supplementary Tenant Construction Requirements</p>	<p>This document outlines specific construction requirements for aviation facilities, including Airport Safety and Security, Work Area Restrictions, General Construction Standards and Working with Utilities</p>

FAA - Airport Layout Plan Process Checklist	Certain types of work at the airports trigger an Airport Layout Plan Process and require review and approval by the FAA. This checklist identifies typical triggers to help the Tenant better plan their project and set expectations for review and approval.
FAA 7460-1 Form	Certain types of work require notification to the FAA of planned work and the submission of the FAA 7460-1 Form. The form must be submitted at least 90 days prior to construction to avoid delays to construction. Instructions are provided in the attached (7460 Flow Chart) .
Checklist for Projects in Secure Areas	This checklist is intended to assist Tenants in identifying whether their project is subject to more stringent security requirements in accordance with Federal regulations under the Transportation Security Administration. A link to Federal requirements is provided.
Security Notes – Procedures During Construction	This list of rules applies to all Tenant construction activities to support the PA’s efforts to provide safe and secure facilities.
Section 02930 Seeding	Specification requirements for endophyte seed, seeding, the application of flexible growth medium (fgm) and dust retardant at Airports.
Aviation Landscape and Sustainable Design Criteria	Including measures to prevent the attraction of birds
Affirmative Action Office (AAO) Contact Information	JFK/LGA: Connie DeLaigle - cde-laigle@panynj.gov Tel: 718-244-4743 EWR/TEB: Dolores Pollard - dpollard@panynj.gov Tel: 973-9616331

LaGuardia Airport

Sprinkler Standards LaGuardia Airport Central Terminal Building, 1991	This document outlines requirements for any work involving the sprinkler systems at LaGuardia’s Central Terminal Building
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Stewart Airport

Note: Tenants should note that any work performed over the NYC Aqueduct requires approval from NYCDEP

Teterboro Airport

Fire Watch Guidelines	This document outlines Fire Watch procedures to be followed in cases where a Fire Watch is required at Teterboro Airport.
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John F Kennedy Airport

Air Train Limits of Approach Form	Due to the potential for contact with either moving equipment on the train guide way or with the energized power rail it is the policy of JFK AirTrain Operations and Maintenance that any work within specified limits must be properly authorized.
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Newark International Airport

Air Train Limits of Approach Form	Due to the potential for contact with either moving equipment on the train guide way or with the energized power rail it is the policy of Newark AirTrain Operations and Maintenance that any work within specified limits must be properly authorized.
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75.3 Port Commerce Facilities

The following list of resources may be applicable to Tenants performing construction or

alteration work at any of the PA's Port Commerce facilities.

New Jersey Marine Terminal – Standards Guide

Extract from the superseded NJMT Tenant Alterations Application Procedures and Standards Guide – Section IV Standards. The section applies for work performed at NJMT.

New York Marine Terminal – Standards Guide

Extract from the superseded NYMT Tenant Alterations Application Procedures and Standards Guide – Section IV Standards. The section applies for work performed at NYMT.

754 PATH Facilities

The following list of resources may be applicable to Tenants performing construction or alteration work at any of the PA's PATH facilities.

PATH On-Track Safety Program

This document outlines requirements for the PATH On-Track Safety Program in compliance with the Rules and Regulations set forth in Federal Railroad Administration (FRA) Regulations 49 CFR Part 214, Subpart C, entitled “Railroad Worker Protection.” It is applicable to work requiring access to the track area.

PATH Book of Rules, 2000

This document defines rules for operations and conduct at PATH facilities. Due to sensitive information, this document is not publicly accessible but will be made available as appropriate by the Tenant Coordinator at the Project Kick-off Meeting.

755 Real Estate Facilities

The following list of resources may be applicable to Tenants performing construction or alteration work at any of the PA's Real Estate facilities or as part of World Trade Center Construction and Redevelopment activities

World Trade Center Construction and Redevelopment

WTC Rules and Regulations

Sustainable Design Guidelines Reference Manual

For WTC Redevelopment Projects, LMDC, PANYNJ, and NYSERDA (25 March, 2005)

WTC Site Traffic Management Plan

Request document from Tenant Coordinator

Downtown Restoration Program: Safety, Health and Environment Program (SHEP)

WTC Contract Provisions

Contractor requirements to adhere to the SHEP Program

WTC Environmental Performance Commitments

Air Quality, Noise Abatement, Vibration Abatement, Cultural & Historic Resource Protection, Archaeological Resources

WTC Electrical Work and Access Permit Policy Handout

WTC Fall Protection Policy

Sample Submissions	Fueling company monthly submission, contractor diesel fueling procedure, fuel supplier letter, equipment emissions compliance form – Example
High Tension Policy	Request document from Tenant Coordinator
Special Inspections	Request document from Tenant Coordinator
Teleport	
Master Plan Design Manual, 1988	The Master Plan Design Manual includes standards and requirements for site development, signage, building design, construction, maintenance and other activities that Tenants may undertake at the Teleport.
Utilities Survey Drawings	Utilities survey drawings are available upon request from the Tenant Coordinator and will be shared as applicable at the Project Kick-off Meeting

7.5.6 Tunnels, Bridges and Terminals

Tenants should contact the Tunnels, Bridges and Terminals Tenant Coordinator for a list of available reference materials.

7.6 – FAQ

The user is also referred to the general FAQs on the PA website: <http://www.panynj.gov/faqs>

Section 1 - Introduction

When do I use the Tenant Construction & Alteration Process? [“1.1 – Purpose”]

When do I use the Tenant Alteration Application process or the Minor Works Application process? [“Table 6 Project Determination Guidance”]

What codes and standards apply? [“1.4 – Governing Codes and Standards” and “7.5 – References” on page 62]

What are the requirements for a restaurant or a food service provider? [“1.4 – Governing Codes and Standards” and “7.5.1 Port Authority (All Facilities)”]

What are the security requirements for performing work under the Tenant Construction and Alteration Process? [“1.4 – Governing Codes and Standards” and “7.5 – References”]

What permits or approvals do I need?

The PA issues a Construction Placard for approved Contract Documents. [“7.4 – Permits & Certificates”]

For certain types of work, external agency approval is required. [“7.5 – References”]

The PA issues a Temporary Certificate of Authorization to Occupy or Use or Final Certificate of Authorization to Occupy or Use [“7.4 – Permits & Certificates”]

Are there any fees related to doing construction or making alterations at a PA facility? [“1.8 – Tenant Alteration Application Fees”]

What are the M/WBE participation goals for Tenant Construction projects? [“1.6 – Business Diversity and Civil Rights”]

Section 2 - Roles and Responsibilities

What are the Tenant’s responsibilities during the TCAP Process? [“2.1.1 Tenant”]

What are the responsibilities of the Architect or Engineer of Record (A/EOR)? [“2.1.2 Architect of Record/ Engineer of Record (A/EOR)”]

What are the responsibilities of the Contractor? ["2.1.3 Contractor"]

What is the PA's role in the Tenant Construction and Alteration Process? ["2.2 – Port Authority Roles"]

Who is my main point of contact at the PA throughout the process? ["Table 4 Tenant Alteration Application Roles and Responsibilities" or "Table 5 Minor Works Application Roles and Responsibilities"]

Who is my Tenant Coordinator? ["7.1 – Contacts"]

Who is my Resident Engineer? ["7.1 – Contacts"]

Who are the PA Review Groups that review a TAA? ["2.2.3 Port Authority Review Groups"]

What external agencies may be involved in review or approval of a TAA? ["2.3 – External Agencies"]

Section 3 - Project Initiation

Will I get a Tenant Construction and Alteration Process orientation? ["3.2.3 Orientation Meeting"]

What type of due diligence can I do in a space prior to beginning design? ["3.2.1 Due Diligence During Lease Negotiations"]

How do I formally start the Tenant Construction & Alteration Process? ["3.4 – Project Initiation Form Submittal"]

Section 4 - Tenant Alteration Application Process

What is the purpose of the Design Phase and PA review process? ["1.3.1 Tenant Alteration Application (TAA)"]

Where can I find the Tenant Construction and Alteration Form (PA 531) and all other forms? ["Section 7: Reference Material"]

What is a Kick-off Meeting and when is it held? ["4.1.2.1 Kick-off Meeting"]

What site or environmental investigation is required? ["4.1.2.2 Site Visits"]

What types of reviews and submittals will I make?

Preliminary Reviews ["4.1.2.3 Preliminary Reviews"]

TAA Contract Document Review ["4.1.2.4 Contract Document Submittal"]

What if I have a question on code interpretation during the design review process? ["4.1.2.7 Design Approval" and "6.4 – Code Determination Procedure"]

What do I do if I want to follow phased construction and occupancy? ["6.2 – Phased Construction and Occupancy Procedure"]

What type of Design Approval will I get? ["4.1.2.7 Design Approval"]

When do I get Approval to Construct? ["4.1.2.9 Approval to Construct"]

What do I need before a Pre-Construction Meeting will be scheduled? [“4.1.2.9 Approval to Construct”]

What kind of insurance do I need? [“Section 7: Reference Material”]

What is the pre-construction meeting? [“4.2.2.1 Pre-Construction Meeting”]

What notifications do I need to make to the REO? [“4.2.2.2.1 Notifications to the REO”]

What submittals do I need to make to the REO? [“4.2.2.2.2 Construction Submittal Requirements”]

How are inspections scheduled and coordinated?

 Partial Inspections (No Occupancy) [“4.2.2.4 Partial Inspections (No Occupancy)”]

 Partial Inspection for Occupancy or Final Inspection [“4.3.2.1 Partial Inspection for Occupancy or Final Inspection”]

When is a project ready for Close-Out & Occupancy? [“4.2.2.6 Ready for Phase 3 Close-Out & Occupancy”]

What is required for Close-Out & Occupancy? [“4.2.2.7.1 Close-Out & Occupancy Submittal Requirements”]

What are Record Documents? [“1.7.3 Record Documents”]

When is a Temporary Certificate of Authorization to Occupy or Use issued? For how long is it valid? [“4.3.2.2 Temporary Certificate of Authorization to Occupy or Use”]

When is the Final Certificate of Authorization to Occupy or Use issued? [“4.3.2.3 Final Certificate of Authorization to Occupy or Use”]

Section 5 - Minor Works Application Process

What is the Minor Works Application Submittal? [“5.2.1 Minor Works Application Submittal”]

What is the Pre-Installation Meeting? [“5.3.1 Pre-Installation Meeting”]

When is installation complete? [“5.4 – Phase 3: Close-Out”]

Section 6 - Other Port Authority Procedures

What do I do if asbestos is uncovered within the project area and requires abatement? [“6.1 – Asbestos Abatement Procedure”]

What do I do if an operation-critical emergency situation arises? [“6.3 – Emergency Works Procedure”]

