

# HARVARD UNIVERSITY



## Faculty of Arts and Sciences Physical Resources and Planning

### FY 2015 Building Operations Manual Policies, Procedures & Guidelines

#### MISSION STATEMENT

*The Office of Physical Resources & Planning ensures that the campus supports the research, teaching and student life of the Faculty of Arts and Sciences. We provide complete and integrated planning and design services, construction management, and building renewal, maintenance and operations management to maintain the excellence and heritage of the physical environment.*

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## ***INTRODUCTION***

In early July, Presto will be updated with the current list of funded projects (budget line items) for your building(s). All budgeted projects will be opened at the start of the fiscal year\*. When you decide to do a project that is not in your approved budget, please fill out a Project Request using the Create New Project button in the Presto Projects tab. You may indicate the FAS number(s) that will be used to fund the work you are requesting or request Contingency. Building managers should remember to discuss the new work with their assigned FAS Managers to insure a speedy approval process. Remember to use the newly assigned FAS number and the billing code once the Project is approved.

**\*NOTE:**

If you have a project with the title CONTINGENCY – this indicates that you *must* open a new operations project to use the funds associated with the project.

When you are ready to proceed with the project, you may wish to hire outside contractors or use FMO to perform the work. Should you use FMO, provide them with the funding code and the FAS # when authorizing them to do the work. It is a good idea to remind FMO to send the bill to you as well and always review your Pre-Billing charges monthly.

If you hire a contractor, please be sure to use a contract. Any contractor performing work for the FAS must meet our insurance requirements, which are listed in this book. To get a current list of vendors who we have Blanket Contracts with, please go to the Reports tab in Presto and run a Contracts Report.

It is your responsibility to make sure all contractors you hire have the proper insurance and a contract.

## ***CONTRACT PROCEDURE***

There are times when it is most expedient for building managers to deal directly with contractors. This would include all aspects of contracted work; the bidding selection, supervising the work, and approving the invoice(s) for processing.

### **CONTRACTS**

It is the policy of FAS Physical Resources that any building operations work with vendors should be performed under the authority of a written contract. The intent of this policy is to provide liability and legal protection to Harvard and its employees.

Blanket Contracts have been issued to a number of vendors for work that does not exceed \$15,000 for a specific job. When using these vendors for work valued at less than \$15,000, please reference the applicable general contract number when processing the bill for payment. No additional written contract will need to be issued by you for this work.

Should you have other vendors whom you feel should be added to this list, please contact this office to make the necessary arrangements. Any vendor who has been paid at least ten invoices under \$15,000 in one fiscal year is a candidate for a blanket contract. You should make sure that these vendors have provided us with proof of adequate insurance coverage. (See insurance requirements attached).

Any work with a vendor that exceeds \$15,000 must be covered under a written contract issued by you for that specific job. A copy of that signed contract must be sent to this office. Any work done by a vendor who does not have a blanket contract must be covered by a contract written by you no matter what the value of the work being done.

**Please use the Contracts tab in Presto to create and manage your contracts.**

**Distribute copies of the contract as indicated in the distribution section on the bottom of the form. The contract number must be filled in when paying an invoice against the contract.**

## ***BIDDING PROCEDURE***

In order to insure that the best value is obtained in implementing building operations related projects, FAS Physical Resources requests that a competitive process be used in vendor selection for contracts of \$15,000 or more. The spirit of this policy is to insure a good business practice and the maximum benefit for the resources expended.

Any FAS manager executing a contract with a value of \$15,000 or more should obtain competitive prices. If there is an overriding reason for not obtaining more than one price, that should be noted on the Project Authorization Form in the description field. Time constraints, actions taken in urgent situations, and the uniqueness of a selected vendor are reasons most frequently experienced for not obtaining competitive bids.

It should be noted that this requirement applies to the value of the contract issued and not to the project value. Therefore, in a \$15,000 project to redecorate an office, comprised of a painting contract for \$10,000 and a carpet contract for \$5,000, bidding is advisable, but it would not be required by this policy. The project contains no contracts exceeding \$15,000. Conversely, three painting projects of \$6,000 each that are done by one vendor would require competitive bids because the contractual amount exceeds \$15,000.

Furniture need not be competitively bid if purchased through the FAS Furniture Coordinator. These prices have already been established on a competitive basis.

The competitive prices for a project should be included with the Project Request Form in the description field on the form. Please note that if Strategic Procurement has established a University-wide price agreement with a vendor, you do not need to obtain bidding – just include this in the Project Request Form in the description field.

## ***SEPARATING PROJECT WORK AND ROUTINE MAINTENANCE***

All building maintenance is divided into either project work or routine maintenance. FAS has established two separate budget accounts to fund these two types of work. This memo establishes guidelines by which you can appropriately categorize, and therefore fund your building work. Both project work and routine maintenance are essential to a well-maintained building. The main purpose for the two separate funding sources is to provide maximum control over our limited financial resources, recognizing that the real fiscal constraint lies in the total maintenance budget. As building managers initiating building work, you must identify the funding source as routine maintenance or project funding. The following criteria should be applied in categorizing work as routine maintenance or project work.

**Does the type of work occur infrequently?**

**Are there special management and control issues?**

**Is the estimated cost significant?**

If the answer is no to all of these questions, the work is considered routine maintenance;

If the answer is yes to any two, the work should be a project;

If the answer is yes to one of the questions, use your best judgment.

Project work by its nature must be paid for from project funds. Therefore, one could say that it is in your best interest to have as much billed to routine maintenance as possible. This may be true in the short run; however, the available project money in future years may be reduced because of the required greater allocation for routine maintenance. You should make the classification decision based on the three criteria above and not the source of funding. All project work must be identified on a Project Request form.

When you submit the Project Request, you should indicate the FAS number that will be used to fund the work. When the lack of project money severely limits your ability to accomplish the work planned, arrangements will be discussed to provide additional funding sources.

Within routine maintenance, there are two categories; planned maintenance and breakdown maintenance. When charging work to your maintenance accounts, please be careful to choose the appropriate category. If the work you are doing is something that you anticipated, such as changing filters, pay for it out of planned maintenance. Conversely, if the work was not anticipated, such as a clogged sink, pay for it with breakdown maintenance funds.

## ***ASBESTOS PROCEDURE***

The Faculty of Arts and Sciences is responsible for the management of asbestos-containing materials in accordance with the overall policies of the University. Environmental Health and Safety (EH&S) provides technical and professional services in all aspects of asbestos management for the FAS.

EH&S must be notified of all asbestos abatement activities and represents the University on matters of regulatory compliance. They provide technical oversight, specifications, recommend procedures, and maintain a record of all asbestos abatement projects.

It is the building manager's responsibility to communicate with the occupants of your building(s). Students, faculty and staff should be provided timely and accurate information about asbestos abatement activities that may affect them.

## ***DELEADING***

Environmental Health & Safety (EH&S) must be contacted when lead paint is involved in a renovation/rehabilitation project. If the project is in a property where children under the age of six reside, will reside, or spend a significant amount of time (i.e. day care centers, preschool, etc.) you are required by Massachusetts Department of Public Health to test for the presence of dangerous levels of lead using only prescribed methods. A licensed lead paint inspector must perform this testing.

Regardless of the scope of a renovation planned for a facility, the following precautions must be followed. Testing of surfaces/bulk materials for the presence of dangerous levels of lead must follow a Department of Public Health (DPH) testing method. This testing need not be performed by a licensed lead paint inspector, (provided the property cannot be classified as housing children under the age of six.) It is prudent to perform such testing so that workers may take appropriate safety precautions should lead be present. Waste must be properly packaged and disposed of.

The removal of the lead paint must be by a licensed deleader who is using one of the DPH acceptable methods of deleading and follows all safety requirements regarding work area preparation; personal protective equipment; work practices; cleanup procedure; and proper waste disposal.

## ***LOCKOUT / TAGOUT PROCEDURE***

As part of the ever-increasing regulatory concern for workplace safety, the Occupational Health and Safety Administration (OSHA) has developed a new standard for the control of hazardous energy sources. This standard is designed to prevent injury from the unexpected start-up or release of energy from machinery that is being serviced or maintained.

It is the responsibility of each building manager to be familiar with and follow the lockout/tagout policy that was written by Environmental Health and Safety and the Facilities Maintenance department. A copy of this policy should be kept with your records for referral. All applicable contractors that you hire must follow this policy.

## ***CHLOROFLUOROCARBONS (CFC's)***

The Clean Air Act amendments signed into law in 1990 established new rules with respect to the production and use of CFC's. These include regulations, which prohibit venting, require certification of recovery and recycling equipment, set limits on refrigerant leaks, restrict certain refrigerant sales, establish disposal requirements, and require certification of service technicians. The Faculty of Arts and Sciences is responsible for the management of the release of refrigerants and other materials containing ozone-depleting chlorofluorocarbons (CFC's). The largest quantities of CFC's are used in chillers, air conditioning systems, refrigeration equipment, and in Halon fire protection systems. An information fact sheet which summarizes the requirements for owners and operators of CFC containing equipment should be on file in each building manager's/superintendent's office. An inventory list of all CFC equipment on site should also be kept on file. If you have any questions, regarding CFC's please contact Environmental Health and Safety.

## ***FLUORESCENT LAMP RECYCLING***

Due to the mercury content in a phosphor powder, which typically coats the inside of fluorescent light bulbs, spent mercury-containing bulbs are not suitable for disposal in regular University trash. These bulbs must be either managed and disposed of as hazardous waste or recycled. After replacing a bulb, mark it and place it back intact into the container from which the replacement bulb came. When the box is full, tape it closed, mark it "Recycle," and place it at the building's recycling station in an area clearly marked as "Spent Fluorescent Lamp Storage Area." Only intact and unbroken bulbs may be recycled. If a bulb is broken, it must be handled and disposed of as hazardous waste. Improper disposal of mercury-containing bulbs can be a violation of



the federal Resource Conservation and Recovery Act (RCRA) and Massachusetts DEP hazardous waste regulations. Non-compliance with these regulations can result in penalties. If you have any questions, regarding recycling and disposal of mercury-containing fluorescent lamps please contact Environmental Health and Safety.

## ***SPILL PREVENTION CONTROL AND COUNTERMEASURES***

Harvard University's SPCC Program establishes University-wide procedures for the prevention, detection and reporting / response (mitigation) of spills or releases of oil and hazardous materials.

1. Be aware of all oil containing devices and their condition in the facility. Maintain a written inventory of equipment, adding or deleting items as necessary and implementing containment where needed.
2. Assign responsible (trained) persons for inspection of oil storage/use devices, areas, etc. Complete the *SPCC compliance-tracking table* of the FAS SPCC Program Manual.
3. Install a spill kit(s) in a readily assessable area in your building.
4. Maintain the SPCC Program book.  
*Complete and maintain the monthly compliance-tracking table.* The required signatures to fill out the table come from four sources:
  - a. your signature for the equipment / areas under your charge
  - b. by e-mail from Engineering & Utilities for elevators, emergency generators and transformers
  - c. by e-mail from FMO for heating oil tanks and burners
  - d. by e-mail from Harvard Dining Services for kitchen equipment.
5. Emergency response.  
If a spill happens, the **FIRST** action is to protect all pathways into the environment: i.e. floor drains, earthen areas, disconnect sump pumps, etc. using the materials in the spill kit. **SECOND**, call the Control Center at **617-495-5560** and report the spill. The Control Center will notify Harvard EH&S for further action.

**Please refer to the FAS SPCC Program book for further important information.**

More information about all of Harvard's policies and procedures as they have to do with OSHA, the EPA and other Government Regulatory Organizations can be found in greater detail on the EH&S web site <http://ehs.harvard.edu/>.

## ***CLAIMS PROCEDURES FOR PROPERTY LOSS OVER \$25,000***

Before any major repairs can begin, a new project must be opened and authorized to collect costs associated with these required repairs when an insurance claim for property loss will be filed through the University.

Emergency repairs and other reasonable steps should be taken to protect the property from further loss. A contract to make such emergency repairs may be necessary without prior approval or notice to the Insurance Department. Examples of such work are:

- Board up any broken windows, doors or openings.
- Remove debris or water, which could cause further damage.
- Move undamaged contents to a secure location.
- Secure the location until repairs can be started.

Emergency security personnel will be allowed, when necessary, for up to 48 hours preceding a loss.

As soon as practicable, manager/supervisor, will notify the Insurance Department at 495-7970 or 496-8830 of the loss and any emergency repairs made to date. Note that as of FY10, the deductible was increased to \$25,000 per event. Please see the Risk Management website for details. If the loss is under \$25,000 and an isolated incident, please work with your Supervisor on how to fund repairs.

Once the scope of work and estimated costs for repairs has been agreed upon between the building manager and the Insurance Department, work can proceed.

Larger property losses, over \$15,000 may require two or more contract bids.

Invoice payment will proceed in accordance with normal department procedures, except that vendor invoices must be approved by the Insurance Department prior to payment. Invoices must go to 1033 Mass Ave for approval.

# ***PURCHASING POLICY STATEMENTS***

## **CONFLICTS OF INTEREST**

Individuals serving the University shall at all times act in a manner consistent with their fiduciary responsibilities to the University and shall exercise particular care that no detriment to the University results from conflicts between their interests and those of the University.

For the purpose of this statement, an individual is considered to have a conflict of interest when the individual, or any of his or her Family or Associates (i) has an existing or potential financial or other interest which impairs or might appear to impair the individual's independence of judgment in the discharge of responsibilities to the University, or (ii) may receive a material, financial or other benefit from knowledge of information confidential to the University. The "Family" of an individual includes his or her spouse, parents, siblings, children and, if living in the same household, other relatives. An "Associate" of an individual includes any person, trust, organization, or enterprise of, in or with which the individual or any member of his or her Family (i) is a director, officer, employee, member, partner, or trustee, or (ii) has a financial interest that enables him or her, acting alone or in conjunction with other, to exercise control or influence policy significantly, or (iii) has any other material association.

This policy is to be interpreted and applied in a manner that will best serve the interests of the University. If an individual believes that he or she may have a conflict of interest, the individual shall promptly and fully disclose the conflict to the *Office of the General Counsel* and shall refrain from participating in any way in the matter to which the conflict relates until the conflict question has been resolved. In some cases, it may be determined that, after full disclosure to those concerned, the University's interests are best served by participation by the individual despite the conflict.

## **CODE OF ETHICS**

Individuals purchasing goods and services on behalf of Harvard University should conduct business in a manner that is consistent with the educational and research goals of the University. Purchasing activities should be conducted in a professional manner. All qualified vendors should be given an equal opportunity to compete for University business. Purchasing decisions should be made based on reasonable assessments of quality, service, competitive pricing and technical qualifications.

Efforts should be made to maintain positive and professional relations with vendors. Business should be conducted in good faith and disputes resolved quickly and equitably. Vendors doing business with the University should be held to standards promoting sound and ethical business practices.

Purchasing decisions should be made with integrity and objectivity, free from any personal considerations or benefits.

## ***INSURANCE REQUIREMENTS***

Please see the Risk Management website for Vendor Insurance Requirements at <http://rmas.fad.harvard.edu/pages/vendor-insurance-requirements-0>

## **WORKERS' COMPENSATION**

Required by State Law, Workers' Compensation Coverage is required for any contractor or service vendor with one or more employees. If the business is only the owner, then a copy of that health insurance policy will suffice.

**Accounts for Facilities Operating Maintenance Budget - Tubs 310, 370 & 400**

Org #'s	Tub 310	Tub 370	Tub 400	Description
General O & M	27900	32500	35530	Administrative, Bldg Mgmt, Office supplies
Non-Renewal	27930	32505	35540	Non-Maintenance Bldg Services
Renewal	27940	32510	35550	Renewal Maintenance Activities
Activity #'s	Tub 310	Tub 370	Tub 400	Description
Rent & Lease of Space Related	583307	626807	648920	All expenses for leased spaces
General Non-Renewal	583401	626800	649000	Non-Maintenance Bldg Services
Breakdown Maintenance	583503	626640	649250	Breakdown and Repairs
Planned Maintenance	583504	626650	649300	Planned and PM Activities
Maintenance Projects	583500	626600	649100	One-time projects

Org-Activity Combinations	Tub 310	Tub 370	Tub 400	Budget Examples
Rent & Lease of Space Related	279xx-583307	325xx- 626807	35530-648920	Rent, maint & services for 1414 Mass Ave
General Non-Renewal	27930-583401	32505-626800	35540-649000	Pest control, custodial, security...
Breakdown Maintenance	27940-583503	32510-626640	35550-649250	Breakdown HVAC services
Planned Maintenance	27940-583504	32510-626650	35550-649300	Roof Maintenance contract
Maintenance Projects	27940-583500	32510-626600	35550-649100	Rebuild chimney and parapet wall

Object Code #'s	Obj #	GL Description	Budget Examples
Improvements & Alterations	7120	Improvements & Alterations	Reconfigure space
Mechanical Maintenance	7130	Mechanical Maintenance General	Generic mechanical maintenance
	7131	Appliance Repair+Supplies	A/C, Appliance repair and replacement
	7132	Central Fire Systems Monitoring	Building Operators
	7133	Electrical Repair	Relamping, electrical maintenance
	7134	Elevator+Lift Repair	Elevator Repairs outside contract
	7135	Elevator+Lift Maintenance	Elevator Maintenance Contract (E&U)
	7136	HVAC Repair+Supplies	Breakdown HVAC Maintenance
	7137	HVAC Maintenance	Siemens DDC Contract
	7138	Plumbing Repair	PM Aerco Equipment, plumbing maint
	7139	Sewer Lines+Piping	Outside drains
	7140	Tools+Equipment Repair	Tools, equipment repairs <b>(non-renewal)</b>
Structural Maintenance	7150	Structural Maintenance General	Fire escape maint
	7151	Bathroom Renovations	Recalk/regrout - bathrooms and showers
	7152	Carpentry	Repair carpentry
	7154	Driveways+Sidewalks	Repair walkways
	7157	Flooring	Floor Treatment
	7158	Kitchen Renovations	Kitchen upgrade
	7159	Lock Repair+Keys	Door Hardware Maintenance
	7161	Masonry	Repair Masonry
	7162	Painting+Wallcovering	Paint Program
	7164	Roof Repairs	Roof Maintenance Contract
	7166	Window Supplies	Window Repair, Glass, Shades & Drapes
	7167	Access Compliance	Egress Safety Improvements
Other Ops	7180	Other PM for Specialized Equip.	Autoclave, RODI... <b>(non-renewal)</b>
	7190	Tools & Supplies	Maint Tools & Supplies <b>(non-renewal)</b>
	7320	Other Ops of Space General	Bldg Mgr Fund <b>(non-renewal)</b>
	7327	Emergency Communications	DDC Siemens server managed by UOS
	7328	Energy Mgt Systems	ECM Projects
	7329	Fire Protection+Supplies	Fire safety repairs/alarm response/testing
	7330	Security Systems	Card Access System SA

Here is an example of a 33 digit account and key to each section of the billing code:

**Tub - Org - Object - Fund - Activity - SubAct - Root**  
**370 - 27940 - 7138 - 000001 - 583503 - 0000 - 04471**  
**FCOR - Renewal - Plumbing - Unrestricted funds - Breakdown Maint - unspecified - CGIS North**