OPRP Mission

The Office of Physical Resources and 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.
Part 1: FINANCE

INTRODUCTION

In mid-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 on the PRESTO Projects/My Projects page. 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 OPRP 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 number when authorizing them to do the work. Remind FMO to send the bill to you 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 Harvard’s insurance requirements, which are listed in this guide. To get a current list of vendors who we have Blanket Contracts with, please go to the Reports tab in PRESTO and run a Contract Report.

It is your responsibility to make sure all contractors you hire have the proper insurance and a contract. Refer to sections on Contract Procedures and Insurance Requirements.

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.

**FAS OPRP ANNUAL REVIEW AND ACKNOWLEDGEMENT**

Additionally, FAS OPRP requires all staff to annually review and acknowledge the OPRP Conflicts of Interest or Commitment Policy, Whistleblowing Policy and Gifts Policy.

**NEW VENDOR SETUP**

If you plan to use a new vendor who is not currently listed in PRESTO, contact OPRP Finance to discuss the process. (See Contact Info page.)
**INSURANCE REQUIREMENTS**

All vendors delivering goods and/or services to the University must provide proof of required insurance coverage (e.g., Workers’ Compensation, Employers Liability, Commercial General Liability, Umbrella/Excess Liability, Automobile Liability, etc.) as applicable. For details on vendor insurance requirements, please see the Risk Management website *Insurance Standards for Core Goods and Services*: https://rmas.fad.harvard.edu/pages/vendor-and-contractor-insurance-requirements

**WORKERS' COMPENSATION**

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

**BIDDING PROCEDURES**

To ensure the best value is obtained in implementing building operations related projects, FAS requires that a competitive bid process be used in vendor selection for contracts of $10,000 or more. The intent of this policy is to follow good business practices and to maximize the benefit of the resources expended.

Please note that if **Harvard 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.

- **Harvard Strategic Procurement – Preferred Vendors**
  Preferred Vendors are vendors who have been awarded a contract and/or pricing agreement with negotiated terms and conditions and pricing favorable to Harvard, and have successfully completed a formal sourcing process. For more information, and to see the current list, go to: https://internal.procurement.harvard.edu/preferred-vendors

- **Harvard Strategic Procurement – Contract Vendors**
  Contract Vendors are vendors who have a signed, negotiated contract with Harvard, but may not have gone through a full sourcing process. For more information, and to see the current list, go to: https://internal.procurement.harvard.edu/contract-vendors

Building Manager’s executing a contract with a value of $10,000 or more should obtain at least two competitive bids. If there is an overriding reason for not obtaining more than one price, that should be noted on the PRESTO Create New Project / Add Project request form in the description field. *Time constraints, actions taken in urgent situations, University/FAS established agreements or MSA’s and the uniqueness of a selected vendor are reasons most frequently cited for not obtaining competitive bids.*
This requirement applies to the value of the contract issued and *not to the project value.*
Example: for a $10,000 project to redecorate an office – comprised of a painting contract worth $7,000 and a carpet contract worth $3,000 – bidding is advisable but would not be required by this policy; the project contains no contracts exceeding $10,000. Conversely, painting three spaces worth $4,000 each that are done by one vendor at the same time as part of the same project would require competitive bids because the total contractual amount exceeds $10,000.

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<tr>
<td>Over $50,000</td>
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*If you exceed your approval limit, you must get the approval of your supervisor.

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.

**CONTRACT PROCEDURES**

**CONTRACTS**

It is University policy that all 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. This would include all aspects of contracted work; the bidding selection, supervising the work, and approving the invoice(s) for processing.

**PRESTO Blanket Contracts**

Blanket Contracts are issued each fiscal year to vendors who perform frequent work (e.g., pest control) that does not exceed $10,000 for a specific job (run a PRESTO Contract Report to see the current list). When using these vendors for work valued at less than $10,000, please reference the applicable Blanket Contract number when processing the invoice(s) for payment; no additional written contract is needed for this work. However, you can still use a Fill-in Contract to define a specific scope, hours, etc., even if a vendor has a Blanket Contract in place and the value is less than $10,000.

Should you have other vendors whom you feel should be added to the list of Blanket Contracts, please contact the FAS OPRP Finance Team to discuss. A vendor who has been paid at least ten invoices under $10,000 in one fiscal year may be eligible for a Blanket Contract. Please ensure that these vendors have provided us with proof of adequate insurance coverage. (Refer to section on Insurance Requirements later in this document.)
PRESTO Fill-in Contracts

All work done by a vendor, no matter the value of the work being done must have a signed contract. Any work with a vendor – even if that vendor has a Blanket Contract – that exceeds $10,000 must be covered under a Fill-in Contract issued by you for that specific work (use the Contracts tab in PRESTO to create and manage your contracts).

It is important that the written contract includes:

- A description of the work to be performed (labor, material, equipment, etc.).
- Dates when work is to start and when work is to be completed.
- Total cost of work to be performed by vendor.
- Harvard's general conditions (PART TWO: General Conditions on PRESTO contract).

Additionally:

- The vendor must provide the relevant certificates of insurance as proof of adequate – and current – insurance coverage.
- Always use the Harvard/PRESTO contract, do NOT sign vendor’s contract or proposal.
- Once you and the vendor have signed the PRESTO contract, scan to PDF and upload the signed contract as an attachment to the contract in PRESTO.
- If you receive acceptance to the PRESTO contract by email, but the actual contract is unsigned, then the email can serve as the official signature of acceptance; upload a PDF of the email as an attachment to the contract in PRESTO.
- If the vendor provided a proposal, upload the proposal as an attachment to the contract in PRESTO as well; it is preferred that both documents are saved in PRESTO.
- The contract number must be filled in when paying an invoice against the contract.

CAPS Contracts for Hiring A&E Firms: Architectural and Design Services Agreements

The following Architectural and Design Services Agreements should be used if you are hiring a firm to provide design services.

1. ASA (Architectural Services Agreement)
   Click and use these 2 forms when hiring an architect to provide design services:
   - BIS_Harvard Architectural Services Agreement_02.15.2021.docx

2. DSA (Design Services Agreement)
   Click and use these 2 forms when hiring a design firm, that is not an architect, to provide design services (such as a landscape architect or A/E firm):
   - BIS_Harvard Design Services Agreement_02.15.2021.docx
   - Exhibit 01_Harvard Design Services Agreement_02.15.2021.pdf

CAPS Contracts for Hiring A&E Firms: Consulting Services Agreements

The following Consulting Services Agreements should be used if you are hiring a firm to provide professional services that do not include any design services. If you are hiring an architect to
only do a feasibility study and do not anticipate any design services, you may also elect to use the Consulting Services Agreement.

3. CSA (Consulting Services Agreement)
   Click and use these 2 forms when hiring a firm to provide professional services that do not include any design services:
   - BIS_Harvard Consulting Services Agreement_02.15.2021.docx
   - Exhibit 01_Harvard Consulting Services Agreement_02.15.2021.pdf

4. CSA Limited Scope (Consulting Services Agreement Limited Scope)
   Click and use these 2 forms for simple consulting services:
   - BIS_Harvard Consulting Services Agreement Limited_02.15.2021.docx

Notes regarding these services agreements:
- These forms can be found on the FAS-OPRP SharePoint site in the Operations\CAPS_Contracts_for_Hiring_A&E_Firms folder. Download and save files in a separate location for project use.
- In all cases, complete the BIS (Basic Information Section) with project-specific information and attach the corresponding Exhibit 1, which contains the Terms and Conditions of each Agreement.
- When contracting the services of an architect and/or engineer, the Building Manager should discuss with their supervisor which contract form to use: the PRESTO Fill-in, or a CAPS Contract for Hiring A&E Firms (ASA, DSA, CSA or CSA Limited Scope).

**INSURANCE CLAIMS PROCEDURES FOR PROPERTY LOSS OVER $25,000**

Insurance claims are filed when property loss or damage (e.g., broken pipes, damaged equipment, flooding, roof leaks, etc.) occurs on the premises of Harvard University and the repairs are estimated to cost more than the $25,000 deductible. There is no “one size fits all” for a claim, but if repair estimates are above $15,000, contact RMAS and OPRP Finance (see Contact Info page) as soon as possible to report the incident and describe any emergency repairs required. If the loss is lower than the deductible threshold (~ $30,000), work with your supervisor on how to fund repairs.

Emergency repairs and other reasonable steps should be taken to protect the property from further loss. If emergency repairs are necessary, work can begin without prior approval from or notice to RMAS; however, RMAS and OPRP Finance should be contacted ASAP. Examples of emergency work are:
- boarding up broken windows, doors, or openings.
- removing debris or water, which could cause further damage.
- moving undamaged contents to a secure location.
- securing the location until repairs can be started. (Emergency security personnel are allowed, when necessary, for up to 48 hours following a loss.)
If filing an insurance claim, work on non-emergency repairs cannot begin until:
- an insurance claim has been submitted with RMAS.
- the scope of work and estimated costs for repairs have been agreed upon between the Building Manager and RMAS.
- competitive bids, if appropriate, have been received. (Refer to sections on Contract Procedures and Bidding Procedures.)
- the insurance claim has been approved by RMAS.

During the Insurance Claim process, the Building Manager should be in regular contact with their supervisor, RMAS and OPRP Finance. (See Contact Info page.)

**Summary Outline of Insurance Claim Process**

1. When a significant loss or damage occurs, the Building Manager should notify their supervisor and RMAS as soon as possible (cc OPRP Finance.)
2. The Building Manager can submit claim details online at this url: https://rmas.fad.harvard.edu/online-risk-management-self-service
3. When a claim is initiated with RMAS, the Building Manager should notify OPRP Finance.
4. The Building Manager should submit a Project Request in PRESTO and provide the date of incident and short description of the loss or damage.
5. The Building Manager is responsible for:
   a. ensuring that all details of the claim are submitted.
   b. serving as the prime contact with RMAS for the claim by maintaining on-going communication and providing regular updates.
   c. conducting a site visit with RMAS as needed.
   d. submitting a Project Request in PRESTO for the claim; the appropriate billing codes will be assigned to track the costs.
   e. tracking the progress of the repair work.
   f. coordinating with the impacted departments and/or building occupants.
   g. ensuring that all appropriate expenses are included in the claim.
   h. providing copies of all invoices and internal charges to RMAS for approval prior to payment in PRESTO.
   i. notifying RMAS and OPRP Finance when the claim can be closed.
6. OPRP Finance will reach out to the Building Manager quarterly to check on the claim, track the claim on its Insurance Claim spreadsheet, provide finance-related support and ensure (if possible) that the claim is closed within the fiscal year.
7. If damage impacts research equipment, please connect the department contact with OPRP Finance to coordinate the claim.
8. If repair or replacement of the damage costs $100,000 or more, the project may become a Capital Project; OPRP Finance will advise.
CONTACT INFO FOR RMAS & OPRP FINANCE

RMAS Primary
Mark Frazier, Manager of Claims & Loss Prevention
Risk Management and Audit Services (RMAS)
1033 Massachusetts Ave, Suite 360, Cambridge, MA 02138
617-496-8830 (Phone)
617-496-0505 (Fax)
mark_frazier@harvard.edu

RMAS Alternate
Risk Management & Audit Services (RMAS)
https://rmas.fad.harvard.edu/pages/contact-0
617-495-7971 (Insurance Phone)
617-496-0505 (Insurance Fax)
risk-services@harvard.edu

OPRP Finance
Betty Namuleme, Manager of Accounting
FAS Office of Physical Resources and Planning (OPRP)
60 John F. Kennedy St, Cambridge, MA 02138
617-496-2469
betty_namuleme@fas.harvard.edu

OPRP Finance Alternate 1
Reema Khan, Director of Finance and Business Systems
FAS Office of Physical Resources and Planning (OPRP)
60 John F. Kennedy St, Cambridge, MA 02138
617-496-2255
rkhan@fas.harvard.edu

OPRP Finance Alternate 2
Steve Anderson, Associate Director of Finance and Budgets
FAS Office of Physical Resources and Planning (OPRP)
60 John F. Kennedy St, Cambridge, MA 02138
617-496-2289
smanders@fas.harvard.edu
**Part 2: Environmental Health & Safety**

**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 & Safety (EH&S) provides technical and professional services in all aspects of asbestos management for the FAS.

Each building should have an operations and maintenance plan that outlines what items contain asbestos. The plan should be shared with vendors and contractors that regularly work in the building.

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.

**LEAD PAINT**

Environmental Health & Safety (EH&S) must be contacted when lead paint is involved in a renovation/rehabilitation project. Testing for the presence of dangerous levels of lead using only prescribed methods is required. If the project is in a Target Housing (pre-1978 residential) or pre-1978 Child Occupied Facility where children under the age of six frequent or spend a significant amount of time (e.g., day care centers, preschool, etc.) Contact a licensed lead paint inspector to perform this testing.

Determine if the activity or work to be performed is considered renovation project work or deleading project work. The intent of a renovation project is generally not to remove or get rid of lead, but rather an activity that will impact lead as a result of the work.

All renovation, repair and painting projects which may disturb greater than six square feet of lead paint per room indoors or greater than 20 square feet of lead painted surface outdoors quantities lead in target housing or child-occupied facilities must be performed by Massachusetts licensed lead-safe renovators and trained personnel. Minor repair and maintenance activity (e.g., disturbing less than six square feet of lead paint per room indoors and less than 20 square feet of lead painted surface outdoors), other than window replacement and demolition, is exempt from Massachusetts lead laws. All renovation work conducted in the same room within 30 days is considered part of the same job.

Please Note: Only licensed deleading contractors can perform deleading work. Deleading work is usually performed with the intent to remove or get rid of lead paint or is work involving lead
considered high-risk (e.g., window removal, demolition, etc.). Deleading work is “work done to achieve compliance with the Massachusetts lead law through the abatement of lead paint hazards” or specific high-risk deleading activities (e.g., window removal, demolition, etc.). When performing deleading work, owners must ensure that the following parties receive appropriate notice prior to any deleading work: Childhood Lead Poisoning Prevention Program, Department of Labor Standards (DLS), Local Board of Public Health, and all tenants living in the building. The residence must be reinspected by a licensed inspector after deleading is complete.

Regardless of the scope of a renovation planned for a facility, testing of surfaces/bulk materials for the presence of dangerous levels of lead in pre-1978 buildings is required. Communicate the results to workers. Occupational Safety and Health Administration (OSHA) has developed regulations to protect workers involved in such activities from lead exposure hazards. Coordinate with EH&S on the proper collection, storage, and disposal of waste.

**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 form 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 & 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 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 & 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 & 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, such as 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/.
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<td>Structural Maintenance General</td>
</tr>
<tr>
<td>7151</td>
<td>Bathroom Renovations</td>
<td>Recaulk/regrout - bathrooms and showers</td>
</tr>
<tr>
<td>7152</td>
<td>Carpentry</td>
<td>Repair carpentry</td>
</tr>
<tr>
<td>7154</td>
<td>Driveways+Sidewalks</td>
<td>Repair walkways</td>
</tr>
<tr>
<td>7156</td>
<td>Fences+Gates</td>
<td>Fences &amp; Gates</td>
</tr>
<tr>
<td>7157</td>
<td>Flooring</td>
<td>Floor Treatment</td>
</tr>
<tr>
<td>7158</td>
<td>Kitchen Renovations</td>
<td>Kitchen upgrade</td>
</tr>
<tr>
<td>7159</td>
<td>Lock Repair+Keys</td>
<td>Door Hardware Maintenance</td>
</tr>
<tr>
<td>7161</td>
<td>Masonry</td>
<td>Repair Masonry</td>
</tr>
<tr>
<td>7162</td>
<td>Painting+Wallcovering</td>
<td>Paint Program</td>
</tr>
<tr>
<td>7164</td>
<td>Roof Repairs</td>
<td>Roof Maintenance Contract</td>
</tr>
<tr>
<td>7166</td>
<td>Window Supplies</td>
<td>Window Repair, Glass, Shades &amp; Drapes</td>
</tr>
<tr>
<td>7167</td>
<td>Access Compliance</td>
<td>Egress Safety Improvements</td>
</tr>
<tr>
<td>Hazmat</td>
<td>7170</td>
<td>Haz Mat Remediation-ASBESTOS</td>
</tr>
<tr>
<td>7171</td>
<td>Haz Mat Remediation-LEAD</td>
<td>Lead Remediation</td>
</tr>
<tr>
<td>7172</td>
<td>Demolition of Space, Non-Capital</td>
<td>Demolition</td>
</tr>
<tr>
<td>7173</td>
<td>Haz Mat Remediation-PCBs</td>
<td>PCBs Remediation</td>
</tr>
<tr>
<td>Other Ops</td>
<td>7180</td>
<td>Other PM for Specialized Equip.</td>
</tr>
<tr>
<td>7190</td>
<td>Tools &amp; Supplies</td>
<td>Maint Tools &amp; Supplies (non-renewal)</td>
</tr>
<tr>
<td>7199</td>
<td>Signs+Directories</td>
<td>Room, Building and Area signage</td>
</tr>
<tr>
<td>7320</td>
<td>Other Ops of Space General</td>
<td>Bldg Mgr Fund (non-renewal)</td>
</tr>
<tr>
<td>7327</td>
<td>Emergency Communications</td>
<td>DDC Siemens server managed by UOS</td>
</tr>
<tr>
<td>7328</td>
<td>Energy Mgmt Systems</td>
<td>ECM Projects</td>
</tr>
<tr>
<td>7329</td>
<td>Fire Protection+Supplies</td>
<td>Fire safety repairs/alarm response &amp; testing</td>
</tr>
<tr>
<td>7330</td>
<td>Security Systems</td>
<td>Card Access System SA</td>
</tr>
</tbody>
</table>

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 - 32510 - 7138 - 000001 - 626640 - 0000 - 04471
```

**FCOR - Renewal - Plumbing - Unrestricted funds - Breakdown Maint - unspecified - CGIS North**