

NEW CONTRACTOR TOOL KIT

*A CONTRACTOR'S GUIDE
FOR DOING BUSINESS
WITH HARVARD*

Last Updated: 12-14-2022

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Intent

The information provided in this document is intended to serve as a guide for doing business with Harvard University (Harvard) as a Prime Contractor (General Contractor or Construction Manager). This packet provides helpful information relating to the overall Harvard structure, campus maps, standard safety requirements, typical insurance requirements, licensure, parking, requisitioning, labor rates, and more.

This document is not intended to be contractually binding. Contents of this document are for informational purposes only.



Acronyms

HU – Harvard University
3-D – Three Dimensional
PM – Project Manager
HPM – Harvard Project Manager
GMP – Guaranteed Maximum Price
OSHA – Occupational Safety and Health Administration
CM – Construction Manager
GC – General Contractor
NFPA – National Fire Protection Association
NIOSH – National Institute for Occupational Safety and Health
CSAP – Contractor Safety Assessment Program
SAPP – Substance Abuse Prevention Program
PHA – Project Hazard Analysis
HSE – Health Safety and Environmental Plans
HUEHS – Harvard University Environmental Health and Safety
HUPM – Harvard University PM
ISD – Inspectional Services Department
DCR – Department of Conservation and Recreation
MWRA – Massachusetts Water Resources Authority
EPA – Environmental Protection Agency
CHC – Cambridge Historical Commission
BLC – Boston Landmarks Commission
UBE – Underrepresented Business Enterprise
MBE – Minority Owned Business Enterprise
WBE – Women Owned Business Enterprise
MBE/WBE – Minority/Women Owned Business Enterprise
SOV – Schedule of Values

Campuses Map

Harvard's campus spans several municipalities, and its fabric is integrated into the mesh of the neighboring communities. For those reasons, Harvard has developed an interactive map highlighting the campus, buildings, and facilities. Amongst many other neat features, the map:

- Enables viewing the campus in 3-D
- Contains up to date Aerial images
- Contains Building and Facility properties, names, and other attributes
- Contains HU Transportation Elements

Harvard Campus Map

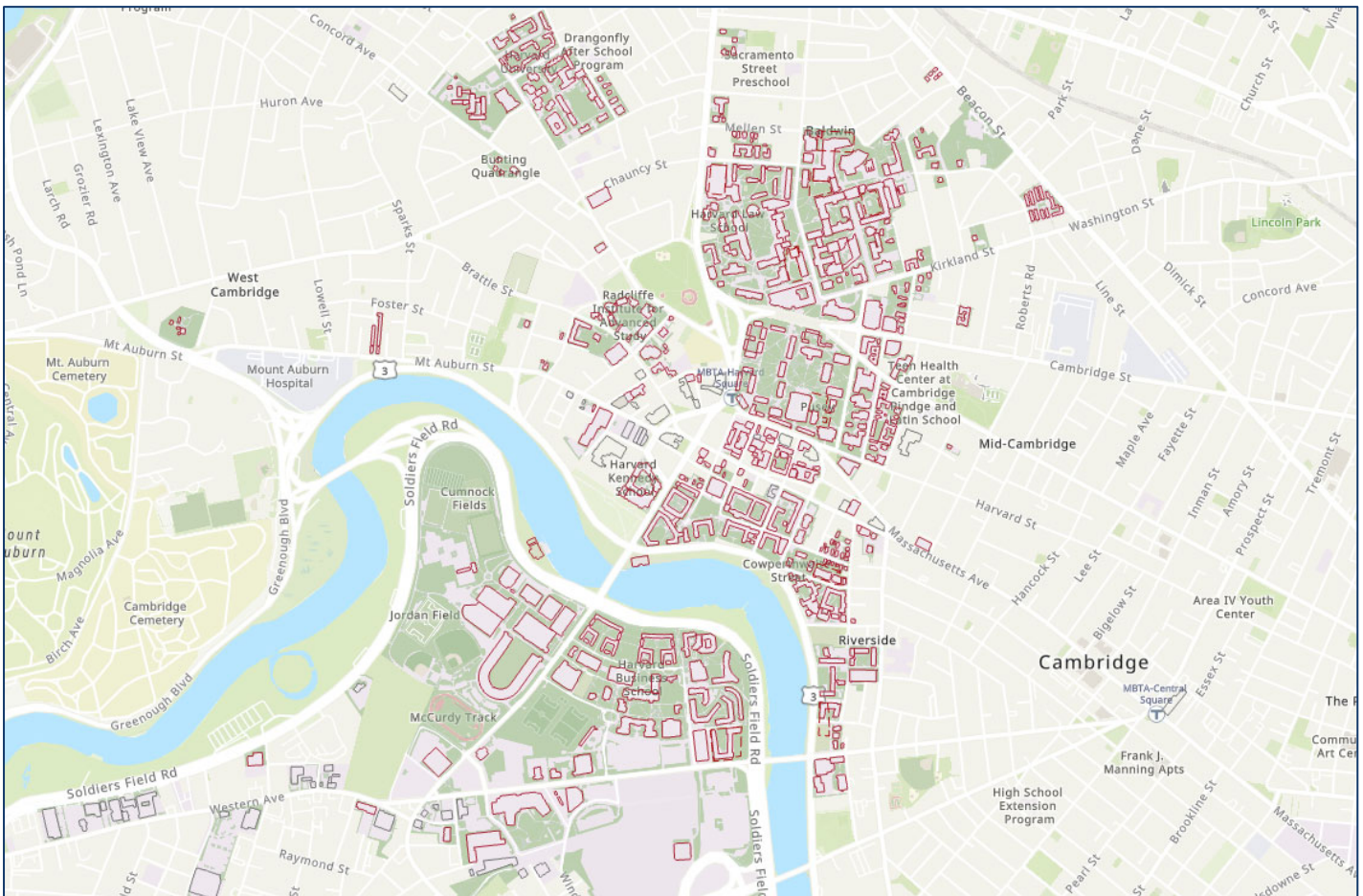


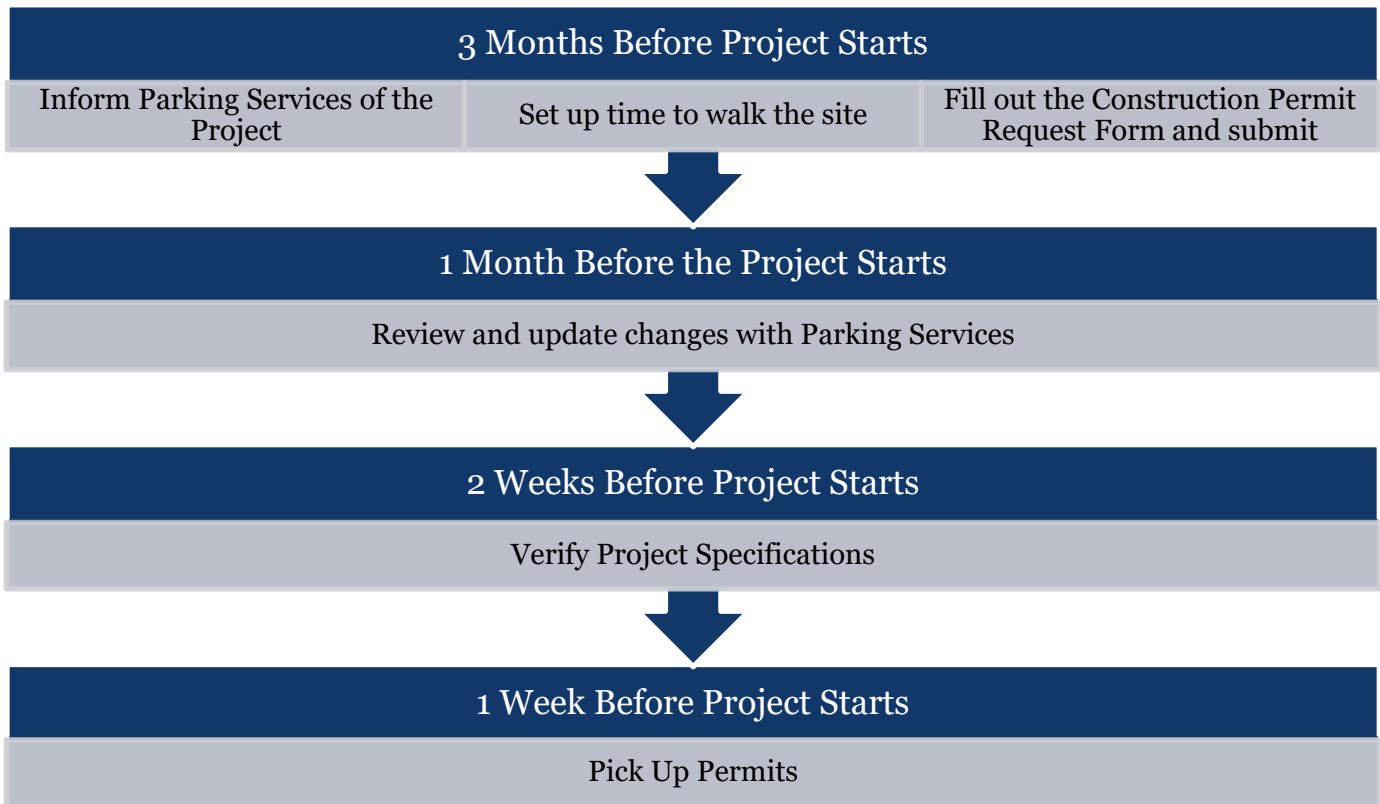
Figure 1: A still image of the interactive map

[Click here](#) for the interactive web-based map of the Harvard Campus, Buildings, and Facilities.

Parking Requirements

Absent a site-specific parking plan, Prime Contractors can request parking permits for construction projects by filling out the Construction Permit Request Form and submitting it to Parking Services.

Here are the steps with suggested timelines to apply for a parking permit for Construction Projects:



Parking Office Location

**Smith Campus Service Center (8th Floor)
1350 Massachusetts Avenue (Harvard Square)
Cambridge, MA**

Helpful Links

[Click here](#) for the Construction Permit Request Form and Parking Services Contacts

[Click here](#) for the Parking Lot map

[Click here](#) for additional information regarding the parking

Typical Insurance Requirements

The Harvard Project Manager (PM), in conjunction with the School or Unit, will determine which insurance tier is appropriate for the project.

Typically, the insurance tier is based upon the Construction Cost (Guaranteed Maximum Price (GMP) or Contract Value) of the project. However, the Harvard Project Manager will also consider other, non-monetary triggers that could potentially lead to a higher tier insurance requirement.

These triggers may include:

- Harvard Safety Standards (which exceed OSHA standards)
- Schedule Requirements
- Environmental Conditions, and more

Typically, for projects less than or equal to \$1 million dollars where no other triggers are considered, a Tier 1 insurance requirement is deemed appropriate.

The minimum insurance limits for Tier 1 suppliers are outlined below:

Worker's Compensation	Statutory
Employer's Liability	\$500,000 each bodily injury by accident \$500,000 each employee by disease \$500,000 policy limit by disease
Commercial General Liability	\$1M occurrence \$1M general aggregate \$1M products/completed ops aggregate \$1M pers/adv injury occurrence and aggregate
Commercial Auto Liability (owned, non-owned and hired)	\$1M combined single limit
Commercial Umbrella Liability	\$1M per occurrence and annual aggregate
Contractor's Property Insurance	
Professional Liability (if applicable)	\$1M per claim and annual aggregate
Aircraft/Drones (if applicable)	\$5M per occurrence
Watercraft (if applicable)	\$1M per occurrence
Contractor's Pollution Liability (if applicable)	\$1M per claim and annual aggregate
Subcontractor Default Insurance	Coverage and pricing to be approved by Owner

Any deductible in Tier One in excess of \$1,000 requires owner approval

The Minimum Insurance Limits are located in Exhibit 2 of the Contract.

For information regarding the Minimum Insurance Limits for Tiers 2 through 4, please reach out to the Harvard Contracts Administrator developing your contract.

Standard Safety Requirements

Harvard University's commitment to Safety is reflected in its Construction Environmental Health and Safety Standard that is part of your contract, and our commitment to a culture of safety. *Safety Above OSHA* attitude. Below are several helpful tools to navigate the University's Standard Safety Requirements.

KNOW and FOLLOW ALL REQUIREMENTS

Harvard Construction Safety Standard, OSHA, NFPA, MassDEP, NIOSH

Identify and mitigate potential risks before you start the job!

Share what you know! Promote a culture of safety.

We ask to see all the required documentation.

Pre-Bid

- Enroll your company in the Construction Safety Assessment Program (CSAP) if not done already (Highwire: <https://www.highwire.com/>)
- Understand requirements for drug testing under the Substance Abuse Prevention Program (SAPP) : <https://www.ehs.harvard.edu/programs/substance-abuse-prevention>
- Understand requirements of the Harvard Construction Safety Standard: <https://www.ehs.harvard.edu/programs/construction-safety-standard>

Requirements and costs associated with these programs should be understood prior to providing bids.

Pre-Construction

1. **CSAP and SAPP Project Enrollment** (\$100K or more) (General Contractor/entity reporting monthly safety hours and paying for drug testing):
 - a. ENROLL your project in the **Contractor Safety Assessment Program (CSAP)**
 - b. ENROLL your project in the **Substance Abuse Prevention Program (SAPP)**
2. [Click here for enrollment](#)
 - a.

Conduct pre-employment drug screen (all contractors and subcontractor working on-site). All employees on site must undergo a pre-employment drug screen through Harvard's third-party administrator, Occupational Health and Safety Training (OHST).

3. [SUBMIT Project Hazard Analysis \(PHA\) \(General Contractor\)](#) General Contractor (GC) is required to submit a PHA to the Harvard Project Manager prior to the commencement of any work. The PHA identifies the major hazards anticipated based on the scope of work, methods that will be employed to manage/mitigate/abate/reduce the hazards, and the responsibility for each.

4. Site-Specific Health and Safety Plan (HASP) (Subcontractors to General Contractor, General Contractor to Harvard)

- a. Submit the HASP to Harvard project team for review.
- b. Information must be detailed and specific to the work scope and jobsite.

5. Pre-Construction Safety Meetings

- a. The General Contractor is responsible to coordinate and chair a pre-construction safety meeting for each Contractor (of all tiers) working on the project. The meeting is to be held prior to commencement of work by the contractor and is intended to communicate project-specific safety requirements, review the elements of the PHA, and project expectations of all sub-trades and site supervisors. The meeting must be documented.

Construction

1. Safety Inspections

- a. Documented safety inspections must be conducted at specific frequencies as follows: GC Project Manager – One per month
- b. GC Project Manager and Area Superintendent(s) – One per week
- c. Project Safety Manager – One per day (>\$25M contract value), One per week (<\$25M contract value)
- d. Subcontractor Safety Representative – One per week
- e. Resources: Construction Safety Standard exhibits and worksheets:
<https://www.ehs.harvard.edu/programs/construction-safety-standard>

2. High-Hazard Planning

- a. Prior to commencement of high hazard activities, the GC is responsible for coordinating and chairing a high-hazard planning meeting addressing the policies, procedures, coordination, communication, and training that will be required or employed during the activity. The meeting must be documented.
- b. High-Hazard Activities include:

Critical Lifts	Scaffolding Erection
Energized Electrical Work	Steel Erection
Hazardous Waste Remediation or Abatement	Structural Demo
Working at Heights/Leading Edge Work	Precast Concrete Erection

3. Emergency Notifications

- a. Communication protocols for emergency notifications are included in the Construction Safety Standard.
https://www.ehs.harvard.edu/sites/default/files/construction_safety_standard_2019.pdf page 8
- b. Emergency phone numbers for responsible project personnel must be posted at the project site, if applicable at the entry gate. General Contractor must provide emergency contact information to the Harvard Project Manager, Harvard Mitigation Manager, Operations Center, Harvard Police Department, and Environmental Health and Safety. Emergency contact information for the project site must be maintained and updated as necessary during the course of the project.

4. Monthly Reporting (GC or entity reporting monthly injury reports to OSHA)

- a. All projects are required to submit monthly safety reports. The reports are due by the 10th of the month for the previous month's activities. Items reported include a summary of any accidents/incidents, the number of man-hours worked broken down by contractor, and a summary of any accountability actions taken on the project. Reports are submitted through the Contractor Safety Assessment Program.

5. Post-Safety Incident Protocol

- a. As stated in the Construction Safety Standard, following an incident, a post-incident report must be generated to identify chronology of events, contributing factors, root cause, and corrective action/communication of same. This report is generally the result of a post-incident review meeting with the contractors involved. The report must be provided to the Harvard Project Manager. The Harvard PM and EHS should be invited to participate in any post-incident review meetings.
- b. Any employee directly involved with an accident must be drug screened immediately following the incident.**

Special Care should be paid to the following items:

Scaffolding

- a. Evaluation of supporting structures, underground utilities, ventilation grates, floor and roof.
 - Work with the Harvard Project Manager and Building Manager to ensure the supporting structures can support the weight of the scaffolding, people on the scaffolding and the materials stored on the scaffolding.
 - A structural engineer may be needed to evaluate and provide feedback and recommendations. Please plan accordingly.
- b. Mast Climber – Professional Engineer must review
- c. Multi-tier scaffolding 125ft in height – Professional Engineer must review

Crane and Hoisting

- a. Lift Plans – Submit for review, lift plans, minimum one week prior to scheduled lift.
- b. Critical Lift
 - load weight exceeds 75% of the lifting device's net capacity and/or any part of the lifting equipment i.e., shackles, slings, block etc.,
 - Hoisting over an occupied structure,
 - Using two lifting devices in tandem,
 - Non-standard rigging practices are employed, or
 - In the presence of special hazards.

Additional Helpful Links

[Environmental Health and Safety Construction Support Website](#)

[Environmental Health & Safety Project Planning & Design Review](#)

Drug Testing Requirements

The Harvard Substance Abuse Prevention Program (SAPP) applies to all construction projects with a contract value equal to or greater than \$100,000, where the contract was bid on or executed after January 1, 2009.

- All workers are required to submit to a drug screen. Delivery drivers and visitors are not.
- All dedicated contractor project staff and trades people (of all tiers) are subject to the requirements of the SAPP
- It is the responsibility of the contractor who holds the contract with Harvard to establish, maintain, and oversee the SAPP for the project.
- Each project and contractor will have job-specific authorization forms to give to each sub-contractor employee in order to request/authorize a drug test. **Workers without a authorization will not be tested**
 - Passing the test is required prior to coming on-site
 - Testing is required after an safety incident
- Testing is performed (6:00AM-3:00PM, Monday through Friday) at the OHST Testing Location (See below)
 - Negative test results remain valid for a period of 6 months for workers who travel from project-to-project. When workers remain on a single project, the test results are valid for the life of the project.
- Drug test collections administered by OHST undergo ‘instant’ analysis and ‘negative’ results are reported electronically within 1-2 hours of collection. Non-negative (inconclusive) samples must be sent to a certified laboratory for analysis, and results received within 48-72 hours on average.

OHS Testing Location

1340 Soldiers Field Road/441 Western Ave, Allston, MA

How to Set Up a Project Specific Program

- Contact OHS to notify them that your company has been awarded work at the University.
- Establish a project “account” with OHS so that your company may prepare to authorize individuals to go for drug testing.
- Provide OHS with a list of known or anticipated subcontractors. Required information includes subcontractor company names, designated employee representatives for each subcontractor (including e-mail & phone), and addresses.

For questions related to contractor/project set-up, testing or OHS’s services, please contact:

Phone: 617-510-3002

Email: ohs.totalcare@ohstc.us

Cost

Drug testing is paid for by the contractor that has a contract with Harvard. This cost can be included as an allowance in your bid.

Testing Options/Pricing:	Test Cost
OHS Location: 1340 Soldier's Field Road; 441 Western Ave	\$85 per test
After Hours Testing	\$100 per test
Instant Breath Alcohol	\$50 per test

Cost Effective 03/01/2020

Additional Helpful Links

[Substance Abuse Prevention Program \(SAPP\) Fact Sheet](#)

[Contractor Safety Assessment Program \(CSAP\)/ Substance Abuse Prevention Program \(SAPP\) Enrollment](#)

Please visit the [Environmental Health & Safety Website](#) for additional guidance regarding Substance Abuse Prevention.

Municipal Requirements & Permit Acquisition

The following links will guide contractors to municipal websites that provide information about permit requirements, acquisitions, and all general information.

Boston ISD (Inspectional Services Department):

<https://www.boston.gov/departments/inspectional-services>

Cambridge ISD: <https://www.cambridgema.gov/inspection>

DCR (Department of Conservation & Recreation): <https://www.mass.gov/orgs/department-of-conservation-recreation>

For Reference:

MWRA: <https://www.mwra.com/permits/permithome.html>

EPA: <https://www.epa.gov/npdes-permits/massachusetts-mpdes-permits>

Cambridge Historical Commission (CHC): <https://www.cambridgema.gov/historic>

Boston Landmarks Commission (BLC): <https://www.boston.gov/departments/landmarks-commission>

Capital Contracts

Selection

During a selection process (or prior to drafting an agreement), the Harvard Project Manager will supply the appropriate Standard Agreement that aligns with the Project Delivery. Review the Standard Agreement and confirm with the Project Manager that you are willing to execute the Standard Agreement without modification.

Award

Following completion of a selection process (or for ongoing contracts), the Harvard Contract's Team for the appropriate school will prepare a draft contract including all exhibits, attachments, etc. Information needed from the Contractor. Please be prepared to provide the following:

- a. Certificate of Insurance demonstrating that you meet/exceed required minimum limits. Include additional insured information and certificate holder information
- b. BIM execution plan (if utilized)
- c. Construction Staffing Plan including key personnel
- d. Billing rates for Contractor and its subs – to be audited by Construction Auditor
- e. List of subcontractors (if lump sum) subcontractor bid sheets (if GMP)
- f. Project schedule and/or milestones including substantial completion
- g. An individual list identifying the following:
 - Alternates accepted and included in contract value; alternates rejected
 - Unit Price information
 - Allowances by line item and value
 - Assumptions and qualifications (tech only) if any
- h. Schedule of values including contingency, fee %, insurance %, and SDI value, where applicable
- i. Health and Safety Plan

Harvard has placed significant importance on tracking data related to specific requirements. Those requirements are:

- j. Payments to local and state agencies
- k. Public realm work
- l. MBE/WBE participation and diverse workforce utilization

Please ensure you are tracking those costs in a manner that is easily shared with the University.

IMPORTANT

Before doing work with Harvard, it is required to have an executed Contract or Agreement in place to protect you and the University. If you are doing work with Harvard but are unsure if an Agreement or Contract is in place, please reach out to your Harvard Point of Contact for clarification.

Prime Contractor and Subcontractor Labor Rates

As a Prime Contractor doing construction work at Harvard, you will be asked to provide labor rates for your project team as well as the labor rates of your sub-trade companies. The Harvard Contract Manager will request that the Prime Contractor labor rates are provided for all known staff on the project. The rates should be accompanied by each staff person's full name, role, labor rate, and the rate effective and expiration dates. The rates will have to go through a standard review and approval process. Only approved labor rates can be used for billing. Not submitting labor rates for review and approval may cause a delay in payment of requisitions.

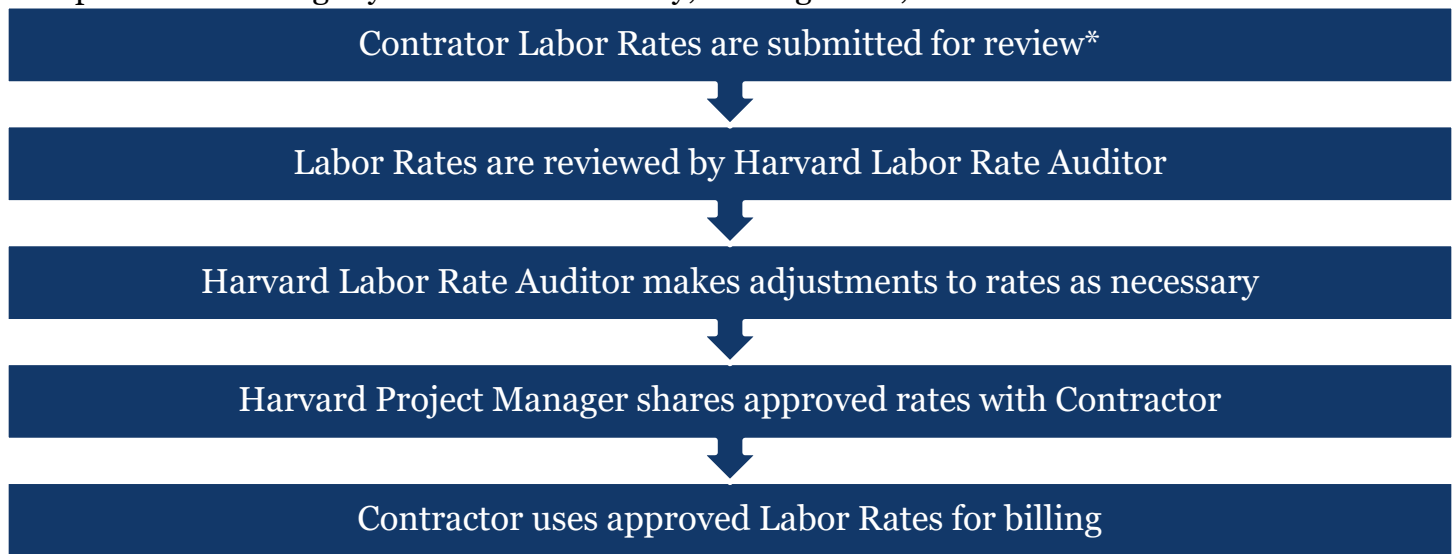
Prime Contractor Labor Rates are submitted by the Prime Contractor to Harvard during the drafting of the Contract. Once reviewed and approved by the Harvard Auditor, the rates will be incorporated into the Harvard contract by way of **Exhibit 3**.

Subcontractor labor rates are submitted as Subcontractors are brought on board by the Prime Contractor. Once reviewed and approved by the Harvard Auditor, the Subcontractor rates may be utilized on the project.

Prime Contractors and Sub-Trade contractors doing work at Harvard are entitled to reasonable annual rate adjustments. Rate adjustments for Sub-Trades affiliated with Unions can follow the Union labor rate adjustment cycle. Sub-trade companies rate adjustment requests must be submitted, in writing, to the Harvard Project Manager for consideration. The Project Manager will coordinate a review with the Harvard Auditor.

For questions or comments relating to your specific project's labor rates, please reach out to the appropriate Harvard Contract Manager or Harvard Project Manager.

This process varies slightly across the University, but in general, can be summarized as below:



HELPFUL TOOLS:

*The Harvard Auditor has Contractor and Subcontractor **Labor Rate Templates** available to share. Please reach out to the Harvard Project Manager to obtain the templates.*

For questions or comments relating to a specific Contract's or Project's Labor Rates, please reach out to the appropriate Contract Manager or Project manager.

Requisition Process

Setup your company in the Harvard system

Prior to submitting a requisition, your Company must be set up as a Vendor in Harvard's Financial Systems and have an active Harvard Contract or Agreement in place. If you have previously done work at Harvard, and your Company information has not changed, you are not required to set your company up again.

If you have never done business directly with Harvard or are unsure, please inform your Harvard Project Manager who can verify if you are in the Harvard systems.

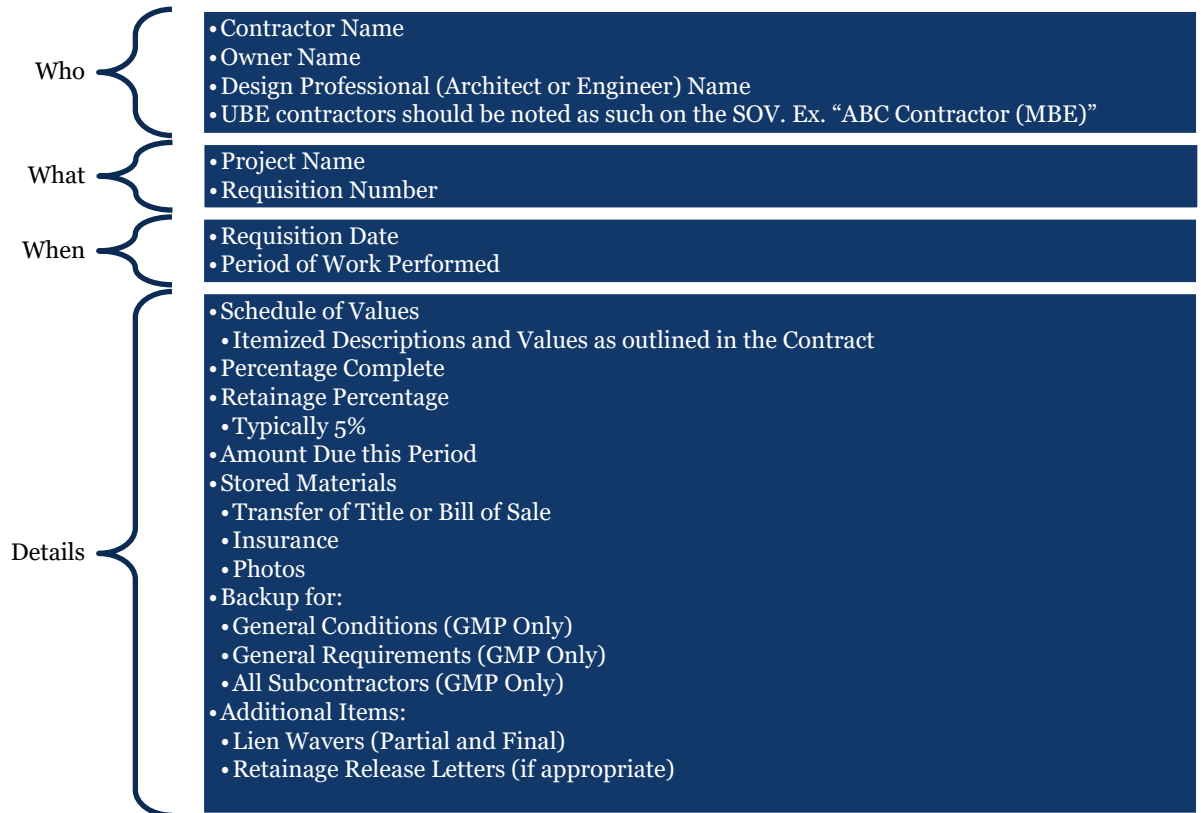
Requisition Format Requirements

Harvard does not require the use of a specific template or form to facilitate billing. It is, however, best to prepare a mock / pencil requisition for the Harvard Project Manager to review prior to submitting your first requisition; This will ensure that the format used is acceptable to the Project Manager, in line with the Contract provisions, and meets any project control requirements.

Regardless of format used, the Schedule of Values breakout and the total cost submitted must align with Schedule of Values identified in the Contract.

Content

The requisition should include, at the very least, the following information:



Requisition Payment Cycle

Most Contractors submit one requisition per month capturing the work performed through that period, unless otherwise deemed appropriate.

Every requisition goes through the typical review and approval process outlined below:



Signatures

Once the requisition contents have been finalized, the requisition should be Certified by the Contractor and signed by the Design Professional before submitting to Harvard for processing. The Prime Contractor is responsible for sending the final requisition to the Harvard Project Manager (unless otherwise indicated), who will then initiate the internal collection of signatures.

Payment

Harvard Project Owner shall pay within forty-five (45) days after its receipt of each such full and complete Application for Payment or Invoice. If the contractor has signed up for the electronic billing system, Paymode, the forty-five (45) day period shall be reduced to thirty-five (35) days. Please refer to your Contract for payment terms related to a specific Contract.

Frequently Asked Questions

1. Is there a difference between the backup required for a Lump Sum contract versus a GMP contract?

Yes, the required backup is outlined in the contract. Please note that GMP contracts require extensive backup.

2. Do I have to put together a draft or pencil requisition?

Yes, pencil requisitions are reviewed by the project team and comments should be incorporated into the final requisition.

3. Can my Final Requisition have hand-written markup?

The Requisition and the supporting backup provided needs to be easy to follow, clean, legible, and organized. Handwritten markup is only acceptable if it is not modifying the monetary value of any given document and providing additional detail to the reviewer.

4. Are there specific items that I cannot bill for?

Yes, specific exclusions are identified in the contract. Please refer to your specific contract to better understand what you can and cannot bill for.

5. What happens if I submit a final requisition, and Harvard notes that there are additional comments.

Depending on the comments, Harvard may allow the contractor to incorporate revisions into the following requisition. If comments are such that warrant a revision of existing requisition, the Contractor will be asked to revise and resubmit the final requisition.

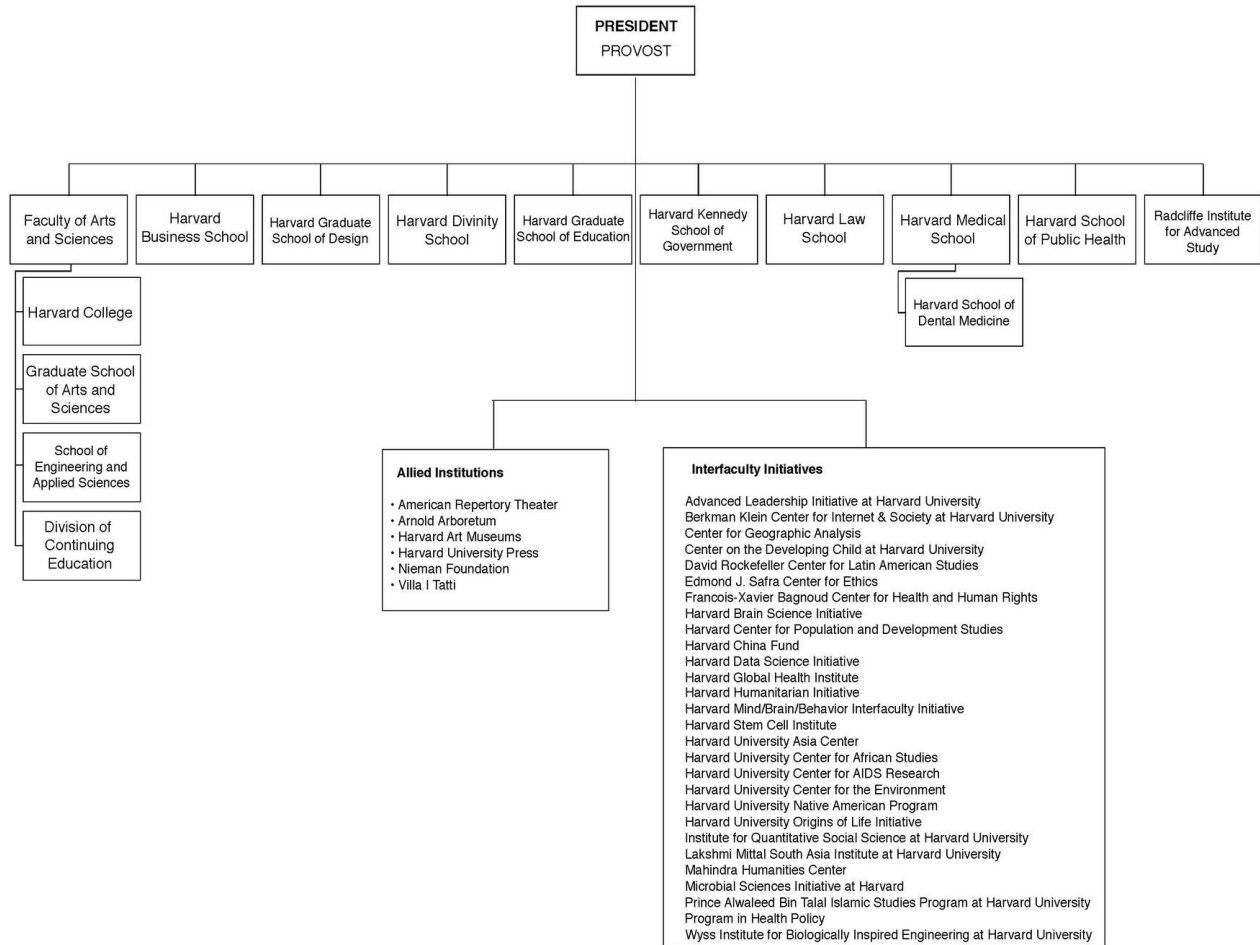
6. Can I get a copy of the fully signed/approved requisition for my records?

Yes, please refer to the Project Manager for the signed copy.

Harvard Structure

Harvard's organizational structure is complex and can be confusing. Understanding which Harvard School, Unit, or Entity you are working with is an integral part of ensuring your project is a success. Below are several Harvard University Organization Charts that may be helpful. For additional information about how Harvard is structured, please visit Harvard.edu.

Harvard University Faculties and Allied Institutions



Harvard University Office of Institutional Research

Figure 2: Last modified September 2021

[Click here](#) for the Harvard University Faculties and Allied Institutions Organization Chart

Campus Services Organization Chart

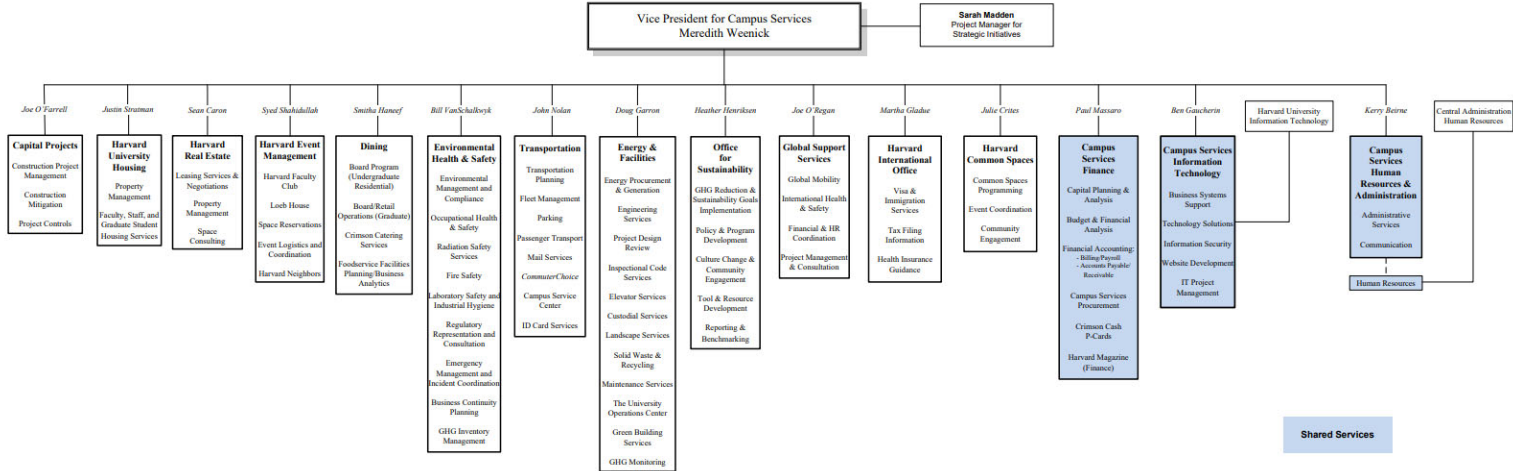


Figure 3: Last modified March 2021

[Click here](#) for the Campus Services Organization Chart