



FACILITY OPERATING PROCEDURES
For
Cornell University-Owned
Fraternities and Sororities

OFFICE OF FRATERNITY AND SORORITY AFFAIRS
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I. CORNELL HELPFUL PHONE NUMBERS

Police	Emergency:		911
	Business Calls:	Cornell	255-1111
		Ithaca	272-3245
		Cayuga Heights	257-1011
Fire Department	Business Calls	Ithaca	272-1234
		Cayuga Heights	257-5536
Urgent Repairs	Cornell University Customer Service (After 4:00 PM, Emergencies only)		255-5322
Fraternity & Sorority Affairs			
	Assoc. Dean	Suzy Nelson	smn7@cornell.edu 255-5430
	Main Office	Patty Case	pac25@cornell.edu 255-4617
	Facilities	Martin Kelly	jmk24@cornell.edu 254-4819
	Financial	Dale Williams	dlw5@cornell.edu 254-5014
	Asst. Dean	Lennon Jackson	lmb23@cornell.edu 255-3346
	Asst. Dean	Brian Strhine	bss22@cornell.edu 255-2910
	Director, CCE	Lisa Blockus	lmb57@cornell.edu 255-7175
Cornell University Environmental Health & Safety			
	Emergency (from campus phones)		911
	Business Calls		255-8200
Cornell University General Stores			255-5121
Cornell University Switchboard			255-2000
Cornell University Solid Waste Manager			254-1666
	recycle-mailbox@cornell.edu		

II. INTRODUCTION

This document is designed to assist students and alumni with the routine and capital maintenance of university-owned fraternities and sororities. The care for these facilities, both short and long term, relies heavily on the partnership between alumni, students, and the University staff.

Roles and Responsibilities

Office of Fraternity and Sorority Affairs - One role of the Office of Fraternity and Sorority Affairs (OFSA) staff is to assist alumni and students as they manage and maintain their facilities. The OFSA was created to provide Greek-letter organizations with guidance, administrative assistance, and proactive management aimed at preserving the facility asset for generations to come. Two positions, with direct responsibility for university-owned fraternities and sororities, were created. The **Facilities Consultant** and the **Assistant Dean of Facility and Finance** both report to the **Associate Dean of Students for Fraternity and Sorority Affairs**.

The **Facilities Consultant** assists students and alumni with coordinating maintenance and upkeep of the facility. H/She acts as an intermediary between the fraternity/sorority and the university as projects are identified, planned, and executed. The Facilities Consultant is the primary contact and coordinator for all issues regarding care of the buildings. In an effort to maximize effectiveness of its role, this position has additional responsibility and authority within the Division of Facilities Services.

The **Assistant Dean of Facility and Finance** provides advice and guidance on issues involving the financial needs of the chapter and facility. This position works with students and alumni to coordinate budgeting and operations, member billing, long-term financial planning, and capital project funding. Significant projects usually involve a variety of funding sources and stakeholders from inside and outside the division and are generally involved in the process. The Financial Consultant works closely with these individuals to insure that the needs of all parties are satisfied and projects move efficiently from start to finish.

Relationship with the University - Fraternities and sororities exist to foster the growth and development of their members in positive ways. Through leadership, community involvement, mentoring, collaboration, and friendship, these organizations create substantial opportunities for students to become involved, competent, and responsible members of society. In this respect, the goals of these organizations complement the mission of Cornell, and our mutual commitment to learning and personal development.

The university and the fraternity and sorority system are partners in our effort to promote student growth, so it follows that the operational relationship between the two be founded on this fundamental principle.¹

¹ Each fraternity or sorority is, and remains, an independent legal entity responsible for its own actions, and for meeting its own legal duties and obligations. Cornell does not assume any legal responsibility for the supervision or control of fraternity or sorority affairs, and although providing certain structural maintenance services, does not provide, or purport to provide, any supervision of the residence. University “recognition” (the process by which Cornell determines whether a fraternity or sorority may participate in certain campus functions and avail itself of certain privileges) constitutes neither an endorsement of a particular fraternity and its activities, nor an assumption of legal responsibility for the supervision or control of that chapter’s affairs.

In practice, the university aims to achieve this joint mission by encouraging self-reliance and responsibility on behalf of chapter members, officers, and alumni/ae. Therefore, OFSA staff will not dictate timing and methods of work on these buildings. Rather, the goal is to promote effective management through education, advice, and support. The most successful organizations have student and alumni leaders who have assumed the responsibilities necessary to accomplish their jobs.

The fundamental premise underlying the relationship between the university and the chapter occupying a university-owned facility is that the chapter members assume responsibility for the care of its house as if they own it. This premise accommodates the variety of histories behind university ownership of chapters at Cornell, and the long tradition of alumni/ae support for these houses. A relationship founded upon this principal also has a number of key implications:

Student and alumni/ae leaders will take the lead in choosing a facility management plan for the building, just as they would have to if the chapter owned the building.

Occupants assume responsibility for all operating and capital costs, both short and long term.

The organization assumes responsibility and accountability for the culture and behavior of the occupants.

Whether private or university-owned, organizations that embrace these key points will likely have a long and productive tenure at Cornell.

University Requirements

Limitations to Model - There are limitations to alumni and student oversight of these facilities. These buildings are university property, so there are special concerns and issues that impact nearly all decisions affecting a facility. Of primary concern are fire and environmental safety, code compliance, and security. Others pertain to the university's duty to protect the investment in the physical asset. Liability to the university, the fraternity/sorority, its members and alumni/ae is of particular concern. Finally, internal Cornell policies significantly impact such factors as project funding, approval, scope, contract management, and labor requirements, to name just a few.

Safety Issues - The importance of safety is obvious, and cannot be overstated. As an institution of higher learning, Cornell has a duty to ensure that its buildings are fit for use and habitation. As a result, Cornell Environmental Health and Safety (E H & S) is charged with ensuring that established safety standards are met. For fraternities and sororities, this means mandatory inspections, fire-system tests, and kitchen and living area evaluations. Governing municipalities and fire departments (city, village, etc.) also routinely inspect to insure that codes regarding fire safety, building structure, occupant egress, and maximum occupancy are in compliance. The process is designed to involve chapter representatives, and their participation is encouraged. Concerns are addressed with the facility consultant and chapter leaders.

University requirements can be a great source of frustration for students and alumni attempting to accomplish positive changes for their facility, but they exist for good reasons. As an institution open to the public, its facilities must meet standards of safety and compliance established by government statutes. Moreover, as it is an organization funded by a multitude of sources (federal and state governments, etc.), Cornell's financial stability is to a degree contingent upon compliance with regulations set by financial supporters.

A key result of the obligations faced by the university is that getting work accomplished on a facility is inevitably slower and more complicated than leaders unacquainted with the process expect. The aim and purpose of this manual is to detail University procedures so the efforts of all stakeholders will be positive, focused, and effective.

III. OVERVIEW OF FINANCIAL ARRANGEMENTS

University Accounts

House Operating – All income and expense associated with the operation of the facility runs through this account. Various expenses include utilities, routine repairs and maintenance, charges for house phones and insurance, services for house-cleaning and grounds care, cleaning and paper supplies, overhead, debt service (if any), and a contribution to the long-term care of the facility. The expenses are funded by the room revenues collected from the members living at the house, so fluctuations in occupancy directly affect room rates.

Operating Reserve – The Cornell accounting year runs from July 1st to June 30th. At the end of each year, the house operating accounts go through a “closing” process, which transfers any balance remaining after applying the expenses against revenues, and starts the new fiscal year at zero. Such balances, which can be positive (revenues exceed expenses) or negative (revenues do not exceed expenses), are transferred to the Operating Reserve where they will be held until the next closing. Because of the housing philosophy articulated in the Introduction, there is no margin of surplus applied to the operation by the university, so a healthy organization will have minor surpluses or deficits that should wash over time. Balances in this account are neither charged nor awarded interest.

Facility Reserve – As noted above, contributions to the long-term care of the facility are built into the facility operation. These contributions for “reserves” or “replacement” are savings deposits that are put away to pay for capital deterioration of the building, and they are held in the Facility Reserve account.

The rationale underlying the Facility Reserve account is based upon the reality that all the components of a building wear out to some extent each year. Within an annual cycle, many routine problems will surface, be repaired, and be paid for. Much significant deterioration is not paid for in a given year, so deferred maintenance costs grow over time: items like carpet, boilers, windows, paint, roofs, and others continue to wear, and at some point they need to be replaced. A contribution to a savings account each year, built into the budget as an expense, will help cover the replacement cost of such items once they have reached the end of their useful lives.

Balances in the Facility Reserve do earn interest, and are disbursed in coordination with OFSA, and the chapter undergraduates and alumni.

Chapter Activity – Most chapters at Cornell (private and university-owned) routinely bill charges to their members through the Cornell Bursar system (to be covered below). For the university-owned houses, room rates are directly deposited into the House Operating account, which is administered by the financial consultant. Most houses also operate private dining, social, and dues programs, which

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require funds in non-university accounts. The nature of the Bursar system requires that these funds be placed in the university's Chapter Activity Account before they can be distributed to the chapters.

The Chapter Activity account begins and ends the year with a zero balance. All the funds received are designated for the private operations, and are disbursed to the chapter's designates throughout the fiscal year. Balances in these accounts do not earn interest.

Gifts – Fraternities and sororities owned by Cornell are able to raise funds via alumni donations to the university. The Cornell's educational mission affords it charitable status by the IRS, so alumni support is income tax deductible to the donor as long as it is used for a purpose that benefits the university.

The Division of Alumni Affairs and Development solicits, processes, and deposits donations into a chapter's Gift Account. This fund then supplements Facility Reserve funds with the capital upkeep of the building. The practical result of the "university benefit" criteria means gifts may only be spent on property or equipment owned by Cornell, so they cannot supplement utility expenses or any other operating costs that benefit that chapter. The financial consultant monitors these criteria, and disburses the funds in coordination with the chapter's alumni leadership. Balances earn interest.

Overhead - Overhead charges represent a significant expense for the university-owned facilities, and they are commonly misunderstood. They are broken into two categories within the house budget, which are described as follows:

University Overhead – This charge represents each organization's proportionate share of the university's cost to support its operation and the campus infrastructure. As part of an educational institution, university-owned houses do not pay property taxes that support municipal activities such as road building, administration and accounting, operation of police departments, etc. But they do contribute to similar programs that the university must operate as a result of its large size.

Therefore, University Overhead is a similar type of expense. Overhead charges for all the university-owned facilities are billed to OFSA at a rate of 4% of the total of house revenues (including gifts) averaged over the three most recent fiscal years. Because the operating arrangements of the facilities vary, there isn't a good match between a given house's revenue and the fair share of the expense when viewed on a per house basis. To accommodate this problem, OFSA modifies the method that distributes these charges to the individual chapters by dividing overhead charge by two, and distributing one half of the charge to the chapters based upon the relative percentages of their usable square footage, as measured by Cornell Space Inventory. This method reflects OFSA's conclusion that a larger house, and/or a house that can hold more members, results in higher costs to the community infrastructure on average. (Note there is an implicit penalty to houses that fail to fill available beds. Tracking costs based upon actual performance would be too complicated, and would reward houses that do not effectively fill their rooms.)

Departmental Overhead – This charge is billed by the OFSA to cover costs of the facilities and financial consultants, and associated support staff and administrative costs. The justifications for these charges are twofold: first, the university, as property owner, must insure that its assets are maintained for the long term. The chapters' financial independence from any university support or profit margin dictates that the cost of such oversight is borne by the chapters. Secondly, a chapter's membership in the Cornell community subjects it to policies that require support from experts if management is to be effective.

Charges for Departmental Overhead are billed to the individual chapters using the same distribution method as University Overhead.

Budgeting – The budget process details account anticipated incomes and expenses that will serve as a guide for the chapter and its officers throughout the year. The integration of house operations with the university accounting system requires the financial consultant to be a key participant in the housing budget process at least on some level (chapter dining, social, and dues programs are regarded as private operations).

At the beginning of the spring semester, the financial consultant will review the finances for the current fiscal year, make predictions about the potential costs for the next year, and prepare a draft budget that details the expected costs and the required revenue to cover them. The draft budget is then revised with the chapter officers, who incorporate information about membership levels and house occupancy into the plan. Once the parties are in agreement, a room rate is derived, and billed to the membership via a bursar billing prepared by the chapter.

Important factors considered are:

- An accurate history of chapter's financial performance
- Variations in membership levels due to recruitment and graduation
- Cost of living increases in key expenses
- Numbers living in and out of the house
- Billing of a non-resident house charge
- Competitive environment: What are other chapters or landlords charging?
- Contribution to the Facility Reserve

Cornell Bursar System - Collecting bills from members is one of the greatest problems for fraternities and sororities. When members do not pay, it is often difficult for officers to force their peers to pay. A number of years ago, the university recognized the pervasiveness of this problem as a threat to the financial health of the fraternity and sorority community at Cornell. In response, the university offers chapters the use of the Bursar system, assuming a number of conditions are met:

Bursar Assignment Agreement - The chapter must sign an agreement with the university stipulating the responsibilities of both parties in the relationship

Bursar Release Form – Each student billed through the system must complete a release form that acknowledges that his/her chapter charges billed through the bursar are subject to the same non-payment consequences as other university charges

Only full-time registered students can be billed through the system

Use of the system can only be obtained by using one of two approved accounting firms in Ithaca: Student Management Corporation and Sciarabba Walker & Co. (university-owned houses can conduct activity directly through the Office of Fraternity and Sorority Affairs)

Only charges for housing, dining, social dues, member dues, and room deposits may be applied to bursar bills

After a bill list is submitted to the Bursar, the charges or credits are entered into the system. A tally of the balance due the organization is recorded, and a check is forwarded to the accountant at the end of the billing month. The net due is sent in its entirety, regardless of whether the individual students' bills have been paid to the Bursar or not. A fee of .75% is applied to every charge and refund to cover the costs of activity and collections to the University. These fees are deducted from the payments sent.

Purchases - Procurement of products and equipment is a routine part of operating a residential facility. Most of organizations' purchasing activity will not involve Cornell because chapter programs such as dining and social are private. Purchases relating to house operations or facility equipment may process through the university if funds in Cornell accounts are to be used. The university's large size results in tremendous amount of buying activity which is coordinated and filtered by Cornell Purchasing. Purchasing makes sure that competitive bidding guidelines relating to Federal and State funding are followed, and uses its substantial purchasing power to obtain the best prices for the Cornell community (another advantage of purchasing through the university is its exemption from sales tax charges). Policies regulating university purchases vary depending on the level of cost:

Under \$500 – For one-time purchases under \$500, the university has established **Cornell Procurement Cards**, which are credit cards that bill back to a designated university account. These cards are not available to students, but can be used through OFSA. An officer should arrange for the purchase with the vendor, then contact one of the consultants with the details. He or she will then complete the purchase with the vendor, and direct the charge to the appropriate account.

Purchases over \$500, but less than \$5000 – Purchases in this range require a university **Purchase Order (PO)**. PO's are commitments that detail to the vendor the item or service needed, contact information, delivery date, location, price, and any other specifications pertinent to the purchase. They must be executed and approved before a purchase is agreed to with a vendor, so chapter officers must contact the financial consultant once a purchase is contemplated (unapproved purchases may be rejected). Funds from the appropriate account are released once receipt of the item or service is confirmed.

Purchases over \$5000 – Purchases above \$5000 require a PO, and must be competitively bid before approval. For example, if a large item or service is required, comparative prices must be obtained from at least three vendors. Bids are then reviewed for suitability, and the contract is awarded (generally, there are many factors involved, so the best price does not necessarily mean best option).

Routine Purchases - Sometimes products or services are purchased repeatedly, and it would be inefficient to use one of the above methods each time (for weekly cleaning or paper goods, for example). In such cases, a **Blanket Order** can be executed with a vendor allowing that authorized purchases up to a level specified for the fiscal year by the requestor (\$3500 worth of supplies, for example). Contract limits met before the end of the year can be increased with a change order, assuming they don't exceed the \$5000 bidding threshold. Blanket Orders for over \$5000 must be bid just like purchase orders.

Sole Source Justification - Products or services that are unique or available from only one vendor are impossible to competitively bid. These "special situation" purchases can obtain approval using a Sole Source Justification, which establishes to Purchasing that there is not an acceptable alternative to the item or service proposed.

Loans for Projects - Facilities occasionally require significant work before a chapter's Reserve and Gift account balances are sufficient for funding. When the circumstances are appropriate, the university will make an "internal" loan to facilitate a worthy investment in its property. Such loans require submission of an application to Cornell's Vice President for Administration and Chief Financial Officer (VP for Admin. And CFO), and will be evaluated on the following criteria:

- Compelling need for the desired work
- Quality of the project plan
- Quality of support from all stakeholders
- Balance between debt and other funding sources
- Balance between the life expectancy of the work and the loan term
- Ability of designated future cash flows to service the debt

Requests for loans must be coordinated through the financial consultant. Following notice of approval, new accounts will be established to monitor the loan balance and payment activity, and the funds will be disbursed according to the project plan. The interest rate and payment plan will depend on the term of the loan, and use of the borrowed funds (short-term loans tend to have variable rates (five years or less), longer-term loans (over five years) tend to have fixed rates). Early repayment of university loans requires approval by VP for Admin. and CFO.

IV. FACILITIES SERVICES

Every group living in a university-owned facility will have contact with the Division of Facilities Services to some degree. This division focuses on the physical aspects of the campus infrastructure, and is divided into a number of areas of responsibility that will impact the facilities: Environmental Health & Safety, Facilities Management, Planning Design and Construction (PDC), Statutory Office for Capital Facilities, Transportation Services, and Utilities. Below is a brief overview and description of the departments with whom you may have contact:

Environmental Health & Safety (EH&S) EH&S promotes an environment that is safe and healthy by coordinating programs and services that reduce risks and hazards on campus. Functions that affect university-owned facilities include:

Annual Building Inspections – EH&S conducts annual building inspections to make sure facilities comply with code and safety requirements. These inspections are coordinated by the facilities consultant, and will generally involve the undergraduate house manager. (Note: In addition, the Ithaca City Fire Department also conducts annual inspections of public areas, kitchens, and boiler rooms to determine public assembly ratings.)

Routine Kitchen Inspections – Kitchen spot-checks are conducted by EH&S numerous times during the year to insure that sanitation is in compliance with food-production guidelines, and that the working environment complies with OSHA regulations. These inspections replace inspections that would otherwise be conducted by the NYS Department of Health.

Asbestos Monitoring – Federal and state regulations dictate designate asbestos as hazardous waste that must be handled in particular ways. Asbestos was commonly used in a wide variety of building

materials, so many building projects involve some disturbance of the material. EH&S monitors how the asbestos problem will be addressed, and how the waste will be disposed.

Facilities Management

Customer Service – Most repairs and house emergencies can be resolved through an initial call to Customer Service. This department strives to provide accurate and timely resolutions for any problem by direct action or referral. They receive and process over 28,000 work requests per year, and maintain a *Ticket* database, which includes the scope of work, priorities, facility, and costs. Care must be used with calls to Customer Service to minimize potential misunderstandings (see Section III for details).

Mechanical Shop – There is shift mechanic coverage 24 hours per day, 365 days per year that respond to trouble calls for entire campus during off hours. Maintenance mechanics follow up on requests for routine, preventive, and planned maintenance of building systems.

Maintenance Management – The Maintenance Management Department addresses the deterioration of the building, interior and exterior, systems, and permanent equipment in specific academic, research, and support facilities. The primary focus is preventive and routine maintenance of the facility. The facilities coordinator in the OFSA has a dual reporting role to this department.

Building Care – This university department provides cleaning services, either on a one-time or routine basis. These services are also available from private sources.

Grounds Department Recycling and Solid Waste – Provides grounds related services such as landscaping, lawn mowing, snow removal, and occasional site clean-ups. Processes all trash and recycling removal from the university-owned facilities on a schedule coordinated by the facilities consultant.

Planning Design and Construction (PDC)

PDC is home to the skilled trades shops, including carpentry, plumbing, electrical, masonry and others. In addition, professional architectural, engineering, estimating, and planning support services are offered to assist with new construction and renovation existing buildings and systems. Key centers of responsibility include:

Administration & Operations

University Architect – Assists with in-house renovations, project design, and implementation. This group has a stewardship responsibility related to the design of future projects on campus, and must approve any project that will alter the exterior of a university-owned facility. In addition, the university architect must sign off on the hiring of any outside firm that will provide architectural services to the university.

University Engineer – Works to provide customers cost-effective, energy-efficient, and technically appropriate solutions to campus engineering problems.

Project Planning & Estimating – Assists with design, construction documents, or project management for small-to mid-size projects. Prepares construction estimates and work plans and helps negotiate a path through codes, permits, and approvals.

PDC Shops – Trades professionals are ready to provide prompt service in support of Cornell's diverse facilities, systems, and programs. There are nine Union Shops: Multi-Trade shop, Carpenter/Lock shop, Controls shop, Electric shop, Mason shop/Trades Assistants, Paint, Glass, and Sign shop, Pipe shop, Refrigeration shop, Sheet Metal shop.

Environmental Compliance – Facility managers and principal investigators are responsible for operating in compliance with all applicable federal, state, and local laws. Supports the customer to ensure that their project complies with more than 22,000 pages of laws and regulations that apply to the protection of the outdoor environment.

Facilities Planning – Is often dubbed the land-use or design "conscience" of the university. Planning services range from siting parking lots to creating a master plan for the university's entire physical plant.

Construction Management - Oversees the management of major building or renovations on campus.

Transportation Services

Transportation is responsible for numerous functions on campus including traffic control, busing services, development of road projects, and management of parking programs. A few of the university-owned facilities have parking lots that are managed by Transportation Services, so they are billed for parking spaces and maintenance. This arrangement reimburses Transportation Services for capitol used to update the facility lots. Chapters that cover the cost of improvements themselves retain control of their lots.

Utilities

The university operates plant that generates electrical and steam (heat) power, and distributes these utilities to most of the campus. Most of the university-owned fraternities and sororities were originally private, so they are not part of the system, those houses obtain utilities from outside Cornell. A few were built by the university and were connected to the infrastructure. These facilities are billed on a monthly basis via a system that charges the university operating account directly.

Contracts Management

Any time a project involves an outside vendor, regardless of size, a university contract is required. All agreements for facilities services (contractors, architectural and engineering design, etc.) must be processed through Contracts Management, which bills based upon the dollar value of the proposed work.

Requirements for a given contract depend on the type of service sought, its dollar value, and the plan and funding documentation (covered in more detail later in this manual). Once the contract is in place, Contract Management monitors the paperwork associated with the project, and processes payments following approval by the project manager.

V. ROUTINE MAINTENANCE AND REPAIRS

Small Repair, Tickets

In general terms, maintenance and capital costs will be managed differently, given their routine versus non-routine nature. The routine category covers repairs and maintenance problems that occur on an ongoing basis at a facility. Examples are minor or emergency plumbing problems, broken windows, roof leaks, etc. These costs are budgeted as a component of the annual operating budget for the facility, which is funded by the rental income obtained from the occupants.

Customer Service – Customer Service receives all calls for routine and emergency work. When a call comes in, Customer Service will ask for the caller’s identity, the location of the problem (a Facility Code), and a description of the problem. They will then create a “ticket”, which records the request in the work management system, (called Job Cost), and distributes the work to the appropriate trade shop. Customer Service is available 24 hours a day, 365 days per year, for emergency requests. Normal working hours are from 7:30 am to 4:30 PM, which coincides with the normal working hours of the trades. A ticket can have a number of designations, depending on the dispatcher’s interpretation of the severity of the problem:

Emergency – will have a tradesman or crew at the site within 48 hours (there is a degree of latitude with respect to the designation. Life or property threatening problems such as gas leaks will receive immediate attention, no hot water might wait).

Urgent – will give the problem priority over routine tickets, and generally receive attention in 3 to 5 days (a leaky roof, for example).

Routine – to be done in the normal course of business. Be advised these designations can dramatically impact the cost of repairs, because they affect the time the work is accomplished.

Cautions about Issuing Tickets

Union contracts allow for work done outside normal business hours (nights and weekends and holidays) to be charged a labor premium. The cost impact can be substantial, so great care must be used.

A ticket is a request to execute, so it is important that the requestor have a good understanding of the nature of the problem, and function of the system. The shop’s responsibility is to accomplish the work as described, and the assumption is the caller has assumed responsibility for planning the work. The description must be clear and concise. Instructions that appear simple when given may be ambiguous when read by the tradesperson on the job.

For example, a ticket might read “repair leaking toilet in third floor bathroom.” The absence of specifics regarding what type of repair might be needed gives the tradesman latitude to determine what type of repairs should be done, regardless of the cost. There may in fact be more than one leaky toilet, which might inadvertently receive attention.

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So countless are the examples of tickets that have been casually called in, only to result in unexpectedly high final costs, that the need for a trained competent requestor cannot be over-stressed. **The caller should either have training from the facilities consultant (as house manager), or one should call the consultant for assistance.**

Billing Procedures

The Job Cost system automates the billing process for any work performed on a ticket. When a ticket is called in, a couple of pieces of information must be provided to confirm the request:

The facility code, which identifies the facility in the system.

The Standing Work Order (SWO) number, which references an established billing path for the work to be done. SWO's of university-owned fraternities and sororities direct bills to be charged to the operating accounts of each facility. This general account holds occupants' room fees, and is used for payments for utilities, administrative costs, etc. At the end of the month, the facility's ticket costs are reported on two statements: the **Job Cost Invoice** lists each ticket, and the hours and materials that have been expensed.; the **Monthly Accounting Statement** reflects the charge against the house operating account.

Charges for tickets are billed monthly, regardless of whether the work has been completed. It is therefore, common for a ticket to be "open" during two or more consecutive months, or for work to overlap the cut-off dates of billing periods. As a result, it is sometimes difficult to look at the available reports and determine the total cost to a ticket. This is important information, as the review process is key to the management and control process. The facilities and financial consultants have access to the Job Cost System, and can provide the necessary detail upon request.

Call Backs, Complaints

There will be times when ticket work has been performed, and it is unclear whether it is complete, or if there is a continuing problem. There will also be times when work is not satisfactory to the customer. In cases such as these, the customer has the opportunity to obtain an explanation of the job status, or to express his or her concern with the problem.

A call to Customer Service can usually provide a status report of a ticket and the work performed to date. The shops have a protocol, where tradespeople enter descriptions of steps that have been taken on a project in the Job Cost System. Sometimes these are not particularly clear or complete, however, and a conversation might be needed with the tradesman or the shop foreman. In cases such as these, a call to the facilities consultant will be the most expedient way to resolve the matter.

Given the complexity of the facilities process, dissatisfaction with shops' work or charges is also best addressed by the facilities consultant first. (The facilities consultant's review of the request to confirm that the instructions were clear and specific, because credit or corrective work are not warranted if the instructions were vague or open to misinterpretation). Given his day-to-day interaction with Facilities Services, the consultant has the experience to assist chapters in resolving complaints. We are mindful that our ability to get positive results depends upon the cultivation of good working relationships, so we are careful to approach problems with in the spirit of cooperation.

Seasonal, Preventative Maintenance

Anyone who has lived in Ithaca for more than a few weeks knows the weather can be variable. This changing environment brings with it certain considerations for seasonal maintenance.

Grounds - The most obvious areas requiring seasonal attention are the grounds, sidewalks, and driveways that surround the facility. Lawns must be mowed, driveways plowed, and sidewalks shoveled. Generally, the facilities consultant will coordinate arrangements with services that will assume responsibility for the work, but input from or overall control by the chapter is welcome.

The services are usually contracted for the season a few months before it is set to begin. For lawn mowing/landscaping services this is done in March-April, snowplowing and shoveling in October (some houses elect to do their own shoveling). There are a few variables that are considered when looking at the options. Some quotes will set a price per visit, and the number of visits will depend on how the season progresses. Others will quote on the season as a whole.

A few things to keep in mind with respect to grounds care:

The work may be performed by the university or by private contractors, and is not covered by the union-trades contract.

The work must, however, be performed by a service that has the appropriate liability insurance. In practice, internal and external sources are used depending on who best fits the need, although University Grounds has key advantages when there is an immediate need for service. Their substantial infrastructure is ready to mobilize with a phone call, and they have the greatest familiarity with university properties and policy. This convenience sometimes outweighs the lower price that might be obtained by shopping around. Additionally, there are external considerations that must be kept in mind. City of Ithaca ordinances, for example, require property owners to maintain sidewalks snow-free for the safety of pedestrians, and keep yards free of trash and refuse, or the chapter may be subject to a fine.

Facility Exterior - The exterior of a facility needs regular scrutiny if problems are to be identified before they become serious. Winter poses the greatest threat, so it is a good practice to conduct semi-annual inspections in the fall and the spring. Moisture is the primary culprit, damaging through seepage, by freezing, and by decomposing the integrity of the structure. Maintenance of roofs, flashing, seals, and drainage systems are key to the routine maintenance process.

Most facilities have gutter systems that must be kept clean if they are to operate efficiently. These need to be inspected and cleared of leaves and debris that collect over time. Houses with and without gutters should have some kind of in-ground system to carry eave run-off away from the building's foundation, and these too need be cleared of blockages on a regular basis. Areas on the building should be checked for indicators of moisture problems such as peeling paint, loosening or crumbling masonry, or staining of wood or plaster. Problems that look minor on the outside have the potential to become very involved, so it is best to *correct the problem rather than the symptom*.

Facility Systems - Although fraternities and sororities are not large buildings, the heating and cooling systems are generally much more complex and expensive than those in residential homes. Pumps and valves need to be tested and oiled, and filters need to be cleaned and replaced. Often the entire system is shut down in summer months, so the fall start-up period is an excellent time to address these preventative maintenance measures.

Other Seasonal Maintenance Concerns - Finally, attention to mundane but important items will provide value through increased efficiency:

Clean radiators and refrigeration units periodically.

Shut windows and doors securely.

On a routine schedule, clean bathrooms, kitchens, carpets, bedrooms, in fact, all areas of the facility to provide longer useful lives.

The occupants of the facility fundamentally impact the building's viability simply by the way they live. Promoting a membership that is respectful of the facility is key to long-term success. **While the university can advise and recommend in this area, ultimate responsibility for living standards rests with the chapter alumni and undergraduates.**

VI. CAPITAL PROJECTS, NON-ROUTINE MAINTENANCE AND REPAIRS

Project Planning

Capital non-routine maintenance addresses repairs that occur on a predictable but long-term basis, or improvements or additions to a building. Examples would be replacement of a roof or boiler, bathroom renovations, etc. As this type of project is more rare and costly, related expenses are funded with long-term capital resources such as reserves for replacement or alumni gifts. The added complexity and cost of these projects also requires that special procedures be followed, which vary depending upon the attributes of the job, the potential total cost, and the firms that will accomplish the work.

A key predictor of a successful project, regardless of size, is effective planning. A comprehensive project checklist has been provided at the end of this document to assist in the planning process. Most projects will not involve all the steps indicated, some could involve more. In either case, the list provides an excellent resource for chapter leaders embarking on a project:

Some critical steps are fundamental to all projects.

Identify **WHY** the project is being proposed. This may be as simple as stating a roof is leaking, or may be more involved.

Identify **WHO** will be involved in the project planning. Customer, project leaders, and external stakeholders (government officials, university officials, inspectors, alumni, etc) must be considered, for they have the potential to dramatically affect the process.

Define **WHAT** will be the scope of the project. This step specifies a solution choice and the work to be done both in terms of design and execution. Alternatives to address the problem must be identified and weighed to arrive at the best solution.

Establish **HOW** the work will be funded. Funding for a project must be planned early if it is to transition smoothly to the execution stage. No project can move forward without confirmation that the required funds are available to pay for the expected expense.

Identify **WHEN** the various steps of a project will be completed. Timing of work plays an obvious and key role in project planning, particularly when it involves program-oriented facilities such as fraternities and sororities. It is very important to plan work and to develop a schedule so that it does not interfere with the vital functions of the facility. Pre-conceived ideas of start and completion dates frequently become unrealistic as the plan is fleshed out. The truth is, these dates cannot be established until design work is complete, for to do so creates expectations that are unrealistic or impossible to meet.

Identifying **POTENTIAL ISSUES** as the plan is formulated will result in better strategies, improve management efficiency, and reduce frustration with hurdles that surface. For example, is there a likelihood that noise will affect neighbors or study habits? Could hazardous materials hamper the process?

Initiating a Project

Whenever a customer is interested in initiating, planning, or proceeding with a project, it is highly recommended that he or she **first approach the Office Fraternities and Sororities Affairs**. There are existing guidelines and policies in place that will assure that a project meets both the customer's and Cornell's specifications and expectations. OFSA's goal is to play the supporting role in getting any project off to a proper and seamless start.

Options outside the realm of routine maintenance vary, depending on the expected final cost of the project. There is some flexibility on repairs or improvements costing less than \$50,000 because they are relatively minor in relation to the bulk of university work. Projects expected to exceed \$50,000 and/or those that involve exterior changes to the building require a **Project Approval Request (PAR)**, which formally details the planning steps outlined above, and records approval of all university departments with a stake in the project. (PAR information is covered in section VII).

Internal vs. External Contractors

Whether a project is large or small, the customer may choose to use the services internal to the university (Shops, etc.), or opt to use outside contractors. As noted in Section V, it is usually more efficient to handle small routine items internally with the Shops, because the processes required to generate an agreement with an outside firm increase the time and resources required to get to the construction stage. These steps are not worth going through unless the benefits of using an outside source outweigh the additional costs.

The use of an internal versus external service provider dictates what specific options are available to the customer, so preference for certain process may determine the decision either way. Sometimes, the choice will depend on the availability of a given service, or by the required level of expertise from one source or the other. Evaluating the trade-offs and nuances of either choice requires familiarity and experience with the system, so prior discussion with OFSA is recommended.

Cornell Contractors

Request For Services - For those that opt to work internally with Cornell's Planning, Design and Construction facilities, a Request For Services (RFS) form must be completed and sent to the appropriate department. The RFS is used to request professional assistance with electrical, mechanical, and architectural problems, project planning and estimating, architectural and engineering services, concerns about environmental health issues, building permit issues, and a host of other related services.

By definition, it encompasses planning *and* execution, so it imparts greater consideration than a ticket request.

Typically the RFS information will include the project location, the requesting department, the facility code, proper phone numbers of individuals to contact, account numbers to be billed, a brief description of the services requested, a desired schedule for starting and completion dates, and some other pertinent information. Upon receipt, the appropriate individual will then contact the customer to initiate the service.

Estimates – Good planning requires good information about how much a project might cost, so estimates are a key part of the process. Specific needs, however, often vary with the nature of the plan, and timeline development. PDC offers substantial resources for planning and design, and by extension, for estimates with diverse needs. Estimates can be obtained by calling in a ticket or by submitting an RFS.

Types of estimates that can be provided by PDC are:

Budget estimates are designed to give the customer a rough description of the project, and a cost estimate within twenty-five percent plus or minus of the expected final cost. Minimal time is spent in preparing these type estimates, so they are generally free (if an unusual level of preparation, some minimal charge may be proposed to the customer). These estimates are prepared by assigning cost expectations to typical tasks on a rule of thumb basis, rather than by itemizing materials lists and labor breakdowns.

The Trades Shops will accept work orders based on budget estimates on a time and materials basis only.

Time and Materials Estimates or Detailed Estimates are designed to provide the customer with all the information required to complete a project. These estimates will include a clear detailed description of the work to be accomplished, and drawings with specifications when necessary. They can be completed using specs and drawings provided by the customer when the design and planning function is performed outside PDC. The estimate will provide a detailed labor estimate, and a comprehensive listing of the required materials and equipment. The schedule will be used as the actual “shopping list” once the work begins, thus saving time and money during that phase. As the value and benefit of the materials list and scope development is provided up front, and as these steps have to be a part of an actual project anyway, customers pay for all the efforts associated with this kind of estimate. Work then proceeds on a time and materials basis.

Fixed Price Estimates are similar to Time and Materials estimates in terms of detail and specificity. The difference is the estimate commits to a fixed total price, regardless of how final construction costs compare to projections. These estimates should be requested by customers who wish to execute work under a fixed-price contract with the Trades Shops. Once again, customers pay for all efforts associated with this kind of estimate because of the value of the planning a scope detail.

Conceptual Estimates are typically done at the close of the conceptual or schematic design phase. They provide general ideas of potential cost using gross statistics and standard multipliers and rounded allowances for contemplated purchases (\$125 per square foot, or \$7,000 per fan coil unit, for example). These estimates can be refined or fine-tuned, as the project becomes more specific or better defined.

Opinion of Probable Cost Estimates offers preliminary “guesses” based on intuition and experience. They are not based on any investigation into the actual scope of work, and are typically done before any scope is identified or project issues are verified. They simply assist customers with assessing a project’s viability (“we’d proceed if it is in the \$20,000 range, but not if it’s in the \$50,000 range...”).

Private Contractors

Contracts Management – As noted in section IV, all projects involving outside vendors, regardless of size, require an agreement established through Contracts Management. This central office is responsible for reviewing the criteria Cornell requires from its approved contractors (insurance, licenses, professionalism, etc.), and has the legal expertise and authority to commit the university to projects large and small. An external contractor may not work at the university unless they approved and authorized by Contracts Management.

Options with External Contractors depend on the size of the project:

Under \$50,000 Self-Bidding Process - This process enables the customer to assume more responsibility and control for the solicitation, review, and choice of a contractor for a project, and it can reduce the requisite paperwork in many cases. Recommended steps are as follows:

Review the aforementioned planning steps (p. 12) as they are key to ultimate success.

Detail a scope of the work, or set of specifications, that outlines all the work that is desired. The scope should include a clear and understandable description of the requested work, identification of account numbers funding the project, a project schedule, and a plan for managing the project. The intent is to list everything contemplated so contractors can competitively bid on a uniform set of needs, so clarity and inclusiveness are important. The facilities coordinator has valuable experience with the specification process, and can assist with spec preparation.

Once the specs are prepared, they must be reviewed by Maintenance Management to ensure they are clear and will satisfy the problem. The list will be scrutinized for errors and omissions, and problems that might be expected but have not been addressed. The review will also make sure that all work complies with Cornell design and construction standards, safety requirements, etc. Advice will be provided as to what steps must be accomplished prior to approval.

Once the specs are approved by Maintenance Management and Fraternity and Sorority Affairs, they can be sent out to three or more contractors for quotes. The customer in this case assumes responsibility for seeking quotes and selecting a contractor, **but bidding contractors must be pre-approved by Cornell to work on university property, and must use union labor**. A list of pre-certified and qualified contractors for various trades can be obtained from Contracts Management (the Trades Shops can be included as a bidder). Contractors not on the list can become approved by meeting the criteria and standards required set by the university.

Once a bid is selected, Contracts Management will prepare a contract that fits the customer’s needs, and the customer or an agent assumes responsibility for managing the progress of the project.

Projects Over \$50,000 – The Self-Bidding option is not available for large projects, so Contracts Management must coordinate the bidding and selection process. The basic steps of planning, determining the scope, and competitively bidding are the same, but are generally more involved because of the larger scale. For example, the scope and specs may require the in-depth involvement of a professional engineer or architect, and call for greater scrutiny by the university or city prior to approval.

OFSA will advise a customer on a project's required steps depending on the circumstances and scope, and help work through these initial hurdles. Once the preliminary requirements have been satisfied, Contracts Management will solicit bids from approved contractors and formalize an agreement.

The process will often involve a "bid meeting," where interested contractors are invited to review the project and specs as a group. Quotes must then be submitted by a specified date. The selection of the winning bid will depend on a variety of criteria that suggest an optimal choice when considered together. For example, relationship with a company and its past record at the university are important, so the low bid does not guarantee winning the contract.

After the selection of the contractor, the project manager assumes responsibility for the progress of work. To the degree that progressive steps of payment or obligation are built into the agreement, he or she will approve fees or changes through Contracts Management (see Change Orders below).

Sole Source Justification - As with purchases outlined in Section III, there will be special situations where the logic of competitive bidding does not apply. In some cases, the skill or expertise required is so specialized that there is only one competent contractor. Sometimes multiple bids are not available because the market for a skill is very tight, or there is only one service that can work within the time-frame of need (emergencies, for example). In these circumstances, Contracts Management will formalize a sole-source contract assuming a compelling written argument establishes the facts.

Change Orders

It is important to remember that projects are rarely completed without requiring changes once construction is underway. Whenever any deviation from the original plan or scope is requested, a change order describing the alterations in scope and resulting change in cost should be completed. Changes amend the original contract, and when done casually they increase the likelihood of serious disagreement. They should, therefore, be done *in writing*, and be signed by both the customer and the contractor (Cornell service or otherwise). Misunderstandings and possible cost over-runs will be kept to a minimum if all involved recognize the importance of recording changes to the original agreement throughout the construction phase.

VII. CAPITAL PROJECTS OVER \$50,000

Project Approval Requests

Any project expected to exceed \$50,000 in total costs requires that the customer complete a Project Approval Request (PAR). The total project cost includes all planning, design, and construction costs involved with the project. With larger projects that might require substantial design costs, it is usually desirable to complete a separate PAR for design and then a second one for construction.

The purposes of the PAR are:

As a project management tool, it requires that the people executing the project give serious consideration to the scope, budget, schedule and the means of execution.

As a communication mechanism, it informs the university stakeholders of what is happening and allows input as appropriate.

As a contract, it puts boundaries around the project and is the mechanism by which people are held accountable.

A completed PAR will require providing the following information:

Name of the project

A list of those persons included as part of the project team

College/Unit/Department Name

Purpose and need for the project

A brief scope description of the work to be accomplished

Major alternatives considered and why they were rejected

A proposed schedule including the start and expected completion date of each phase

A project budget to include design fees, contingencies, construction costs, etc.

How the project is being funded

An estimate of any additional maintenance and operating costs incurred

The mode of accomplishment-who is doing what

A list of any potential issues

Completed PARs for value from \$50,000 to \$500,000 are circulated to all project team members for their review and acceptance, and for their subsequent signature. The PAR is then passed on to all interested departmental directors from the requesting department for their review and signature. The PAR is then directed to several members of Cornell's Facilities and Campus Services for review and signature, followed by final approval is by Cornell's VP for Administration and CFO. If a project exceeds \$500,000 but not \$2,000,000, the PAR must be formally presented to the Capital Funding and Priorities Committee. This committee is comprised of administrators and trustees, and follows an established meeting schedule throughout the year. As this step has potential to slow the approval process, it's important to keep the meeting times in mind so the PAR presentation can be scheduled for submittal. Should a project exceed \$2,000,000, the PAR must be presented to the Buildings and Properties Committee for their review and approval.

Project Management

All projects exceeding \$50,000 (and many below that threshold) are assigned a project manager. Some primary responsibilities of a project manager are:

PAR - Completion of the PAR if one is required.

Design Standards - The design must be in compliance with Cornell Design & Construction Standards, (available by contacting Planning, Design and Construction).

As-Built Drawings - Obtain reproducible as-built Mylar drawings of the actual finished product from the contractor and provide to PDC facilities archives.

Utility Shut Downs - Coordinate any required utility shutdowns and/or relocation of such with all the appropriate in-house trades shops or agencies. The Customer Service Center at 255-5322 is the point of contact to initiate any utility coordination efforts. The requester is held responsible for all associated costs if the project is not properly coordinated.

Parking - Transportation Services must be contacted to coordinate any contractor parking permits and to answer any staging area questions.

Payments - The project manager is responsible for approving and processing all payments to the contractor. Prior to approval of final payment, a final inspection must be completed indicating that the project manager is completely satisfied that all conditions of the contract have been fulfilled.

Purchasing - Any required coordination with the Purchasing Department (i.e., pre-purchasing of equipment, etc.) is the responsibility of the requester. Note that all equipment or furnishings must be included within the total project budget.

Quality Control - The project manager is responsible to monitor the contractor's work with respect to workmanship and quality of all materials incorporated into the project.

Fiscal Responsibility - The accountability for all fiscal aspects of the project (cost exposures) rests with the project manager.

OSHA Compliance - The project manager must ensure that all OSHA compliance and related issues are resolved. The Department of Environmental Health & Safety is available as a resource to assist the project manager.

Construction Inspection - The project manager must inspect the construction work in progress to ensure that the contractor is in compliance with the written scope of work, including all plans and specifications.

Permits - When required, Construction Permits are obtained by the contractor or the university project manager, depending on the specifications of the agreement. The project manager must schedule required inspections with various building departments or agencies.

The Project Manager usually participates in the selection process of any professional design firms or contractors. Issues to be aware of during any selection process are:

Is the firm or contractor pre-qualified via Contracts Management?

Does the project require a union contractor?

Is the contractor generally known for doing this particular type or work, or this particular size of project?

Are there any special funding requirements which might effect the selection?

Have there been any major problems involving this firm or contractor?

Is the firm or contractor currently working on other campus projects, and what is their workload?

Are they over loaded now?

Are they bondable and properly insured?

What is their change order history?

How have they responded to past punch list issues or warranties?

- Do they have any problems paying or in coordinating their subs?
- What is their history of past performances?
- Who are their key people, and what kind of experience do they have?

Given the aforementioned concerns of project managers, it is clear their responsibilities can be overwhelming. This is a serious concern when deciding who will fill this role, for the choice of project manager will have a dramatic effect on the process from beginning to end. The philosophy of the university is to provide chapter alumni and students with the opportunity to be involved with and assert control over the facilities they care about. Some organizations have the resources and experience to fill the leadership role, others do not. The facilities and financial coordinators are in place to assist and guide projects, and in some small cases they may help with project management. The responsibilities are demanding, however, and resources in terms of funding and time are scarce.

As a result, the general rule calls for chapter leaders to assign the role, either to an expert within its ranks, or to a professional available from Cornell PDC, and to assume the cost of the service.

VIII. FACTORS AFFECTING PROJECTS

Chapter leaders need to be aware that there are numerous potential issues that can adversely affect a project if they are not properly addressed, even as early as during the conceptual planning stage. Most of these issues are governed by university, state, federal, or local code compliant offices or departments. If not taken into consideration during the planning stages and addressed as part of the over-all project, the result can be expensive cost overages, legal ramifications, or closing down of a project.

Some of the more important issues not previously addressed are:

Asbestos, lead, and other environmental concerns - Cornell Environmental Health and Safety has been charged by the Cornell University Health and Safety Board with responsibility for the implementation and maintenance of the University's Asbestos Control Program and other environmental concerns. The policy was established to ensure that people are not exposed to significant levels of asbestos fibers, that all asbestos waste is handled and disposed of properly, and that all applicable laws, regulations and codes are met. Services provided by EHS related to hazardous materials include:

- Identification of asbestos and other hazardous materials
- Proper procedures for addressing asbestos problems
- Determining asbestos exposure to occupants
- Providing building surveys
- Providing project design and project monitoring
- Cost estimates for addressing all hazardous materials
- Addressing OSHA concerns
- Emergency response to hazardous material problems
- Informational meetings, etc.

Hazardous materials can be found in or on a large variety of building construction materials too numerous to list in this document. The cost of properly addressing either asbestos, lead paint or other safety concerns can add substantially to the cost of any project because the expenses of mitigation by a certified contractor *and* the charges for EH&S guidance and supervision and management of the process will be added to the project cost.

Parking - The university recently completed a formal agreement with the City of Ithaca regarding the number of parking spaces that are required to sufficiently and legally meet the needs of each facility or group of buildings. The number of available parking spaces deemed necessary is determined by the number of occupants in each particular area. While renovations to an existing facility do not usually require this issue to be addressed, any additions to existing buildings may require an increase in parking spaces. The Planning Department at PDC can assist with these requirements and regulations. One also needs to be aware of parking needs of contractors and trades people that will be working on a project, and needs for a staging area for materials or dumpsters.

Historic Designation - Many of Cornell's buildings on campus, including some university-owned fraternities and sororities, are classified as historic buildings. Project managers and chapter leaders need to be aware that there are numerous guidelines that regulate what and what cannot be done to these buildings, particularly to their exteriors. A list of the historic buildings can be obtained from PDC's Planning Department. In most occasions, the City of Ithaca's Landmark and Preservation Committee will need to review planned changes to these buildings. Even something seemingly as simple as a re-shingling roof project might require their prior approval.

ADA Requirements - The American Disabilities Act (ADA), signed into law on July 26, 1990, may affect a project by requiring that particular specifications or building configurations be met. Basically, the ADA states that when a primary function area is altered, it must become accessible and usable by persons with disabilities. In addition, the path of travel to the altered area, the restrooms, telephones, and drinking fountains serving the altered area must also be made accessible to an extent which is not disproportionate to the alteration costs. This associated work is deemed disproportionate to the alteration costs when it exceeds 20% of the cost to the primary function alteration. The customer, PDC, and Architectural Services can provide input about how the additional ADA allocation should be directed, but the rule of thumb is that if a project requires ADA considerations, the cost can automatically be increased by as much as the twenty percent. Regulations, guidelines and issues pertaining to ADA are contained in a very large volume, so determining exactly what might have to be accomplished to assure that a project compliance generally requires professional assistance.

IX. LONG-TERM PLANNING

The physical health of university-owned fraternities and sororities at Cornell depends on the involvement of chapter alumni/ae and undergraduates. Long-term success is important to the university, and it is committed to promoting the health of these organizations through this office's support structure and links to campus services. The best model, however, requires proactive rather than reactive management. Key to this is long-term planning.

Buildings are expensive capital assets that have long lives and changing roles over time. They wear out, they are damaged, they become obsolete, and they require substantial investment on a continuing basis as the forces of environment and use take their toll. Facilities are rarely in optimal condition or perfectly suit their purpose, for uses change and funds are generally limited. **The processes of physical care and change must, therefore, be spread over the years, and priorities must be established.**

Cornell University-Owned Facility Operating Procedures

Some organizations have sophisticated detailed facility plans, some do not. The facilities and financial coordinators will actively assist with the development of plans, and should be aware of the chapter initiatives. As the management of the facility is fundamental to the quality of the partnership between the university and the chapter, good communication plays a vital role in the relationship.

The following outline will guide the identification of facility needs and the creation of a plan:

Planned Maintenance can be applied to forces that are known and predictable. Deals with the routine physical deterioration of the structure, roof, shell, systems, and finishes, and, as such, can be *systematically addressed*.

Adaptation and Modernization incorporates advancements in technology, or upgrades deficiencies in the facilities as standards evolve. Examples are incorporation of data networks, sprinkler and fire alarm systems, and handicapped access upgrades.

Program Viability impacts a facility, for it must accommodate its use. Cultures and program needs change over time and require physical adaptation. This area addresses concerns with image, impact of group behavior, etc.

Development of a systematic program for planned maintenance will result in a set of expenses which can be spread out and funded over time. While building alterations resulting from modernization or program changes are not necessarily *known* at a given point in time, they are inevitable and should also be accounted for financially. Good plans will reduce the potential for crisis, establish funding needs and fundraising goals, and create opportunities for savings through coordination and cooperative bidding.

EYP Condition Assessment Reports

In 1998, the university commissioned an engineering firm to conduct comprehensive facilities studies of every fraternity and sorority at Cornell, both university-owned and private. The goal was to identify and document the physical and financial needs of the Greek housing community, and ultimately foster its revitalization.

The reports provide professional analyses focused on the following aspects of the facility:

- Structural Systems, including roofing
- Life Safety and Code
- ADA and Accessibility
- Mechanical, Electrical, and Plumbing Systems
- Landscaping
- Access and Parking
- Security
- Interior Finishes
- Kitchen Equipment
- Historic or Landmark Status
- Architectural Significance and History
- Communication Technology
- Cost Estimates of Needed/Recommended Repairs and Upgrades

Cornell University-Owned Facility Operating Procedures

The completed reports for all houses are on file in the Office of Fraternity and Sorority Affairs, and are available through the alumni/ae corporation presidents. The reports represent a valuable resource for those involved in the long-term planning process. It is important to remember that the reports will be useful for a limited amount of time because the assessed buildings will change over time and the analyses will become dated. This office, therefore, considers it a priority to begin the planning process while the information is still accurate.

X. PROJECT PLANNING CHECKLIST

The following checklist should be helpful with the planning and execution of modest to large projects:

- Identify need
- Identify customer
- Identify stakeholders (city officials, EH&S, coordinators, facility corporation, etc.)
- Develop project manager responsibilities
- Define scope
- Review scope with coordinator, and figure out how to arrive at a budget and schedule
- Identify project manager
- Develop budget
- Develop schedule
- Identify funding sources
- Write project plan
- Review progress with stakeholders
- Obtain university approval of project plan
- Prepare design PAR
- Obtain University approval of PAR
- Develop commissioning process
- Develop designer selection process
- Review designer selection process with university architect
- Select design team
- Develop constructor selection process
- Proceed through design phases
- Review design with stakeholders
- Review design with university architect and engineer
- Obtain statement of probable cost
- Confirm funding
- Prepare construction PAR
- Obtain university approval of PAR
- Select constructor
- Construct
- Commission
- Obtain certificate of occupancy
- Establish warrantee mechanism
- Turn over completed project to customer

Fraternity / Sorority Residence Room Contract (insert year)

I, (Name) _____, accept the **Terms and Conditions for Single Student Housing** and do hereby contract with Cornell University from (insert start date) to (insert end date) for Room Type: _____ at _____ Fraternity / Sorority, at _____ (Address) and agree to pay therefore the sum of \$ _____ subject to the terms and conditions of this contract.

Student Signature

Date:

Student ID Number

Social Security #

The Fraternity / Sorority Residence Contract is a legal agreement between the University and you, the student. It entitles you to the use of the Fraternity / Sorority Residence accommodations only in ways described in this contract and in the *Policy Notebook* and *Policy Digest for Students, Faculty and Staff*, or any other University policy, and in accordance with the rules and regulations established by the Fraternity / Sorority Residence, which are incorporated by reference in this contract. This contract is a license to use the Fraternity / Sorority Residence and is not to be construed as a lease. (*Policy Notebook* and *Policy Digest for Students, Faculty and Staff*, are available for reference in the University libraries and on CUINFO. Copies of specific policies and procedures are available upon request from the Dean of Students Office)

If you fail to observe any of the terms and conditions of this contract, you forfeit this contract agreement and may be subject to disciplinary action under the Campus Code of Conduct or under the Student Living Unit Regulations and Procedures. In addition, the University reserves the right to remove a student from a Fraternity / Sorority Residence pending the outcome of disciplinary action, or to transfer the student to another on-campus residence at any time when, in the judgment of an authorized representative of the Office of Fraternity and Sorority Affairs, the student has engaged in or threatened acts of misconduct such that his/her continued presence would endanger public order or property, threaten the personal safety or security of others (by acts of physical or mental harassment or other means) or be sufficiently disruptive as to adversely affect the ability of others to pursue their educational goals.

This contract is drawn with due regard to New York State law, and signature indicates acceptance of the obligations under New York State law.

I. Eligibility

To be eligible to live in University-owned Fraternity / Sorority Residence, you must be currently registered at Cornell University in Ithaca, New York, as a full-time (minimum 12 credit hours) resident degree candidate.

II. Occupancy Period

Room contracts once signed and submitted are binding for the academic year or remaining portion thereof. The occupancy period may be subject to change based upon unforeseen circumstances, alterations in the academic year calendar or emergencies. You agree to occupy the room assigned. **If you vacate the Fraternity / Sorority Residence during the contract period without a release from your contract, you continue to be liable for room charges for the entire contract period.** Exceptions may only be granted by the appropriate Fraternity / Sorority house officer, subject to the approval of the Office of Fraternity and Sorority Affairs.

The occupancy period is defined as beginning on the first day of fall-semester orientation, 8/20/2003 and ending (except for graduating seniors) the day after the last regular final examination day of the spring semester, 5/23/2004. A student may request permission to exceed the occupancy period for a limited time from the Fraternity / Sorority house officer, subject to the approval of the Office of Fraternity and Sorority Affairs. There may be a daily charge of occupancy before or after the contract period.

III. Payments

1. Room payments: Students are bursar billed for 1/2 the room rate, meal plan, dues, and social or miscellaneous charges (depending on the Fraternity / Sorority Residence) in July and 1/2 the room rate, meal plan, dues, and social or miscellaneous charges in December.

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2. Contract penalties: Contract cancellation penalties and other charges for losses, damages and other costs caused by the student and not otherwise covered under this contract will be charged to the student's bursar account.

3. The Office of the Bursar's policies on payment of the finance charge for late payments and other penalties for failure to make proper payments apply except where otherwise modified by the terms of this agreement.

IV. Contract Enforcement

1. Your signed contract is binding, as soon as signed by you and approved by a Fraternity / Sorority Residence house officer.

2. If you fail to occupy your room after registering at the University, you may be liable for the full academic year charges on that room.

V. Contract Termination

1. **All contracts are binding for the academic year or remaining portion thereof.** Reassignment to another room on account of renovation or for any other reason is not grounds for release from this contract, for moving expenses, or for any other relief.

2. If you will be enrolled at the University and request a release from this contract after signing it but before the contract period begins, and if the release is approved by the Fraternity / Sorority house officer and Office of Fraternity and Sorority Affairs, a \$100 contract-cancellation fee may be assessed.

3. You may be charged a \$100 contract cancellation fee if you are granted a release from Fraternity / Sorority contract by the Fraternity / Sorority house officer or the Office of Fraternity and Sorority Affairs or if your contract is forfeited for failure to observe any of the terms and conditions thereof.

4. If your contract is terminated due to discipline issue(s) you may be held liable for current semester and/or year charges. Any refund, if any, would be determined by Office of Fraternity and Sorority Affairs.

5. If you withdraw, take a voluntary leave of absence, or are separated from the University during a semester; if you are not leaving the University and if you are granted a release from your Fraternity / Sorority Residence contract by the Office of Fraternity and Sorority Affairs and the Fraternity / Sorority Residence; or if your contract is forfeited for failure to observe any of the terms and conditions thereof,

a. you may be charged for all days you occupy the room as a proportion of the entire semester, plus up to 50% of the remaining semester's rent.

b. in certain instances, based on current space requirements, you may be released by the Office of Fraternity and Sorority Affairs and the fraternity or sorority and charged for all days you occupy the room plus a \$100 contract-cancellation fee.

6. If you withdraw, take a voluntary leave of absence, or are separated from the University during the academic year, you must notify the Office of Fraternity and Sorority Affairs and vacate your room within forty-eight hours of the effective date of such action. If you re-enroll during the academic year, the Office of Fraternity and Sorority Affairs may enforce housing contract for the remainder of the academic year.

7. If you leave the University at the end of the fall semester for an academic internship, graduating or for study in absentia, you must provide written verification from your college.

8. Fall semester. Matriculating and returning students who have signed Fraternity / Sorority Residence contracts must notify in writing, the Fraternity / Sorority Residence and the Office of Fraternity and Sorority Affairs, by August 1 if they plan not to attend the University. Notice received after August 1 may result in a \$100 contract-cancellation fee.

9. Spring semester. Students who have a contract or signed a contract for spring and will not be attending the university must contact the Office of Fraternity and Sorority Affairs, 535 Willard Straight Hall. The office must be contacted by December 15 to avoid any penalties.

VI. Late Arrivals

You must notify the Office of Fraternity and Sorority Affairs and the Fraternity / Sorority Residence if you plan to arrive after the first day of classes for your school or college. Otherwise your contract may be canceled without further notice.

VII. Remaining Occupants Of Rooms Where Vacancies Occur

When vacancies occur, the University and/or the Fraternity / Sorority Residence reserves the right to show rooms and assign new occupants to fill the vacancies. With the permission of the Office of Fraternity and Sorority Affairs in consultation with the Fraternity / Sorority Residence, any remaining occupants may be granted one of the following options:

1. Select an eligible replacement to fill the vacancy, provided the new occupant signs a contract within seven days after the vacancy occurs.

2. Pay an amount to be determined by Office of Fraternity and Sorority Affairs in consultation with the Fraternity / Sorority Residence for continued use of the room at reduced capacity. This option and any extension of this option will be contingent upon current space requirements.

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The University and/or Fraternity / Sorority Residence also reserves the right to reassign the remaining occupant or occupants of a room to different accommodations.

VIII. Assignment Of Contract

You may not take a roommate, assign, subcontract, lease, or otherwise transfer your interest under this contract; or permit anyone not duly assigned or approved by the Office of Fraternity and Sorority Affairs in consultation with the Fraternity / Sorority Residence to share any part of the room.

IX. Room Assignments and Changes

Your room will be assigned to you by the fraternity or sorority. You may request a room change only within your chapter house. Any room change must be approved by the Fraternity / Sorority residence, subject to the approval of the Office of Fraternity and Sorority Affairs.

X. Contract Adjustments

1. The University reserves the right to adjust the residence charge before or during the contract period by action of the Financial Consultant for Fraternity and Sorority Affairs and the residence officers.
2. The University reserves the right to make corrections on the contract for clerical or other errors.

XI. Responsibilities Of Room Use

1. Check-In and Check-Out Requirements: Each Fraternity / Sorority Residence will be responsible for a plan to check in and check out residents. Any costs associated with damage will be assessed by the Fraternity / Sorority Residence house officers and may be charged to your bursar account.
2. Damage or Loss: You are liable and responsible for any damage and/or loss to your room or furnishings provided therein and any other damage or loss you cause to any other part of the Fraternity / Sorority Residence. Damage or loss must be reported promptly to your Fraternity / Sorority Residence officer.
3. Commercial Activities: No commercial business or activity may be conducted in or from any room or Cooperative Residence. Using Fraternity / Sorority Residence telephones for profit-making purposes is also prohibited.
4. Room Inspection: The University reserves the right to inspect rooms to ensure proper maintenance of sanitation and life safety standards, to take inventory, and to make repairs to rooms and furnishings. Periodic inspections are made at reasonable times with advance notice except in emergency situations.
5. Room Care: You are responsible for room or house cleaning, removing waste materials regularly, placing recyclable materials in the designated containers, and maintaining satisfactory sanitation and life safety standards as determined by the Office of Fraternity and Sorority Affairs in conjunction with Cornell's Department of Environmental Health and Safety. Cleaning equipment and materials are provided by the Fraternity / Sorority Residence.
6. Removal of Furnishings: Furnishings provided by the University or Fraternity / Sorority Residence may not be moved without the permission of the Fraternity / Sorority Residence officer or the Financial Consultant for Fraternity and Sorority Affairs. Charges for moving any furnishings back to their proper location may be assessed against the student responsible for the unauthorized relocation of furnishings. Unauthorized removal of furnishings from the building constitutes theft and the persons responsible will be subject to administrative action and/or prosecution under the Campus Code of Conduct or municipal or state law.
7. Guests: You may have overnight guests but must comply with the Fraternity / Sorority Residence rules. Any violation may be handled by the Fraternity / Sorority, Office of Fraternity and Sorority Affairs, or the judicial administrator. Guests are expected to observe all University rules and regulations. You are responsible for the behavior of your guests and for any damage they do.
8. Right of Entry: The University or its designee reserves the right to enter a student room in times of emergency and/or inspection.
9. Noise and Other Disruptive Behavior: You and your guests may not make excessive noise or otherwise disrupt the Fraternity / Sorority Residence or adversely affect other residents, or the Fraternity / Sorority Residence neighbors.
10. Room Painting: You may not paint common areas or your room. Some exceptions may be made for special circumstances with prior approval.
11. Smoking is not permitted in common areas and is permitted within your room only if it does not disturb roommates or neighbors.

XII. Pets

All students residing in the cooperative residences are prohibited from having pets in their rooms or building, with the exception of fish that are in tanks no larger than 10 gallons. Fish are allowed provided that their presence, noise, odor, and waste do not constitute problems for other residents or University employees. Please refer to the University Pet Policy.

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If you violate this condition, the pet may be confiscated and you may be referred for departmental administrative action and/or disciplinary action by the judicial administrator.

Service dogs are permitted (as determined by the Office of Equal Opportunity) but not for training or companion purposes.

XIII. Refrigerators And Other Electrical Appliances

Halogen lamps are permitted provided that the bulb does not exceed 150 watts.

Only vibrating-compressor-type refrigerators drawing no more than three amps to start and one and half amps while running are permitted in bedrooms. During any official University recess in which the Fraternity / Sorority Residence will be closed for more than four days, you must remove all food from your refrigerator, disconnect it, and leave the door open. All other electrical devices must be turned off during any official recess.

You may use electrical devices such as radios, record players, tape recorders, typewriters, hair dryers, razors, and clocks provided they are plugged into outlets in your room and do not exceed the amperage limits of the circuits in the room.

Constructing computer connections between rooms is prohibited as is running an electrical cord from your room to a corridor outlet.

XIV. Food Preparation

Fire-safety requirements prohibit cooking anywhere in the Fraternity / Sorority Residence except in designated kitchens. Coffeepots, popcorn poppers, and automatic toasters that include self-contained thermostatically controlled heating elements are the only food-preparation appliances that may be used in your room. Any electrical cooking appliance not thermostatically controlled is prohibited anywhere in the Fraternity / Sorority Residence and will be confiscated.

Residents who store food in their rooms do so at their own risk. All food must be kept in tightly closed metal containers to help ensure effective pest control.

XV. Fire Safety

You must not store explosive or flammable substances in the cooperative. No open flames are permitted.

You must not place false alarms, interfere with the proper functioning of the fire-alarm system, or tamper with or remove smoke detectors, fire hoses, extinguishers, or fire-fighting equipment. You may not hang anything from sprinkler pipes or any part of the fire sprinkler system.

Violators are subject to prosecution under the Campus Code of Conduct or state or municipal law. Placing a false alarm is a class B misdemeanor and can result in a ninety-day jail term and/or \$500 fine for the first offense.

You and your guests must evacuate the building when the fire alarm sounds.

XVI. Exterior Aerials and Antennae

You may not place exterior aerials, antennae, flags, or other display materials on the Fraternity / Sorority Residence or extend them from the Fraternity / Sorority Residence. You may not splice internal cables and run them into a room.

XVII. Water Beds

Because of the excessive weight of water beds, they may only be used in buildings whose load-bearing capacity is adequate. Before installing a water bed, you must request approval from and register with the Office of Fraternity and Sorority Affairs. You may not use electrical devices in conjunction with water beds; such devices include heaters, vibrators, and electric blankets.

Hot tubs are not permitted.

XVIII. Weapons

Possession or use of rifles, shotguns, pistols, and other firearms or of ammunition, gunpowder, fireworks, air rifles, air pistols, and other dangerous instruments is prohibited. For further information about this regulation, refer to "Possession of Rifles, Shotguns and Firearms on Campus" in *Policy Digest for Students, Faculty and Staff*.

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XIX. Drugs And Alcoholic Beverages

You and your guests must obey federal, state, and local regulations on alcoholic beverages and illegal drugs. University policies on alcoholic beverages and other drugs are also applicable. (See *Policy Notebook and Policy Digest for Students, Faculty and Staff, Recognition Policy for Fraternities and Sororities, and the Fraternity and Sorority Social Policy*).

XX. Soliciting

Soliciting or canvassing is prohibited in Fraternity / Sorority Residences.

XXI. Abandoned Property

If you leave behind any personal property in your room or in the Fraternity / Sorority Residence after your contract ends, without prior permission, the Fraternity / Sorority Residence or the University reserves the right to sell or otherwise dispose of it without further notice.

XXII. Repossession By The University

The University reserves the right to repossess student rooms and Fraternity / Sorority Residence facilities in the event of an epidemic or other emergency.

XXIII. Liability

1. In the event of damage by fire, water, steam, or other agents that render a room unfit for occupancy, the University reserves the right to reassign you to alternate University-housing accommodations. If alternate quarters are not available, the Fraternity / Sorority Residence contract may be terminated.

2. The University shall not be liable, directly or indirectly, for loss of or damage to any article of personal property or vehicle anywhere on the premises caused by fire, water, steam, the elements, insufficient heat, loss or surges of electricity, or the actions of third persons.

XXIV. Insurance Of Personal Property (Renter's Insurance)

Your personal property is not covered by the University insurance. You should carry your own insurance protection against loss of or damage to your personal property.

XXV. Renovation And Maintenance Projects

At times, Fraternity / Sorority Residences must be refurbished or renovated while students are living in them. In some instances it may be necessary to reassign you to a new building, room, or close the residence for a period of time.

It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, sexual orientation, age, or handicap. The university is committed to the maintenance of affirmative action programs, which will assure the continuation of such equality of opportunity.