MEMORIAL CHURCH

Service Level Agreement

Campus Services: Harvard Real Estate
July 1, 2019

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I. **Purpose:**

The purpose of this agreement is to outline the level of services that are provided at the referenced property. HRE is committed to preserve and maintain the physical asset for the “President and Fellows” and to provide property management related services to the occupants of the building. The agreement will describe the type of services to be delivered as well as related occupant rules, regulations and procedures for submitting work requests for the building.

Please note that requests and work orders above and beyond the scope of services outlined in this document will result in additional charges based on time, material and administrative fees. HRE shall communicate and receive approval from the client prior to starting any work.

Disclaimer: Please note that every effort was made to identify and address most building related issues. However, as a working document, some items within this agreement may change. Should changes occur, the occupants will be notified prior to it becoming part of this agreement.

II. **Rent Setting:**

Harvard Real Estate University Portfolio is treated as a Service Center under federal cost accounting guidelines. As such, HRE sets rents according to A21 guidelines (see below) and must charge all University tenants the same rent for similar space. (The government's cost accounting standards are structured to ensure that there are no cross-subsidies that might lead to a grant paying a disproportionate amount for any service.)

Per the University budget letter:

Harvard Real Estate (HRE) manages residential, commercial, and University space for Harvard. Residential and commercial rents are set at market rates. Rent for University space is cost-based, as directed by Federal regulations (A21 guidelines), which require that internal rents be set at or below the break-even, fully loaded expense level for the space. Expenses include:

- Direct expenses, such as maintenance staff, building services & repairs, utilities, supplies, real estate taxes, insurance, etc.
- Indirect expenses such as allocated department overhead (managers and administrative staff, rent, IT & telecom, etc.)
- Interest expense for debt on acquisition, construction, or renewal of the building and building systems.

**HRE reserves the right to determine the appropriate service level/standard for the building.** Occupants that require specific service levels other than the building standard will be responsible for the resulting cost.
III. **Emergency Contact Information:**

Medical Emergency, Injury, Illness:
911

Public Safety, Violence, Threat, Theft – Harvard University Police Department:
(617) 495-1212

Fire/Smoke/Explosion, Hazardous Material, Flooding, Utility Failure – University Operations Center:
(617) 495-5560

HRE after hours on call (will connect to the University Operations Center):
(617) 384-7700
IV. General Contact Information:

<table>
<thead>
<tr>
<th>Property Management Team*</th>
<th>Sean Caron</th>
<th>Managing Director – please reach out to Sean Caron if you have any overarching questions regarding rules and regulations contained herein. Sean can be reached at <a href="mailto:Sean_Caron@Harvard.edu">Sean_Caron@Harvard.edu</a>.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacancy, TBD</td>
<td>Director of Operations – oversees day to day operational strategy and leadership for all HRE managed buildings.</td>
<td></td>
</tr>
<tr>
<td>Gail Olivier</td>
<td>Property Manager – oversees all building operations, to include budgeting and finance and major capital and operating projects.</td>
<td></td>
</tr>
<tr>
<td>Catherine Milmoe</td>
<td>Property Administrator – supports the property management team and is responsible for all tenant coordination and support and is a great contact for any questions.</td>
<td></td>
</tr>
<tr>
<td>Jim Barbas</td>
<td>Property Operations Assistant – facilities maintenance experts that complete work requests in tenant spaces and common areas directly or in coordination with contracted vendors. Please submit requests through Building Engines.</td>
<td></td>
</tr>
</tbody>
</table>

* Please note that personnel may change from time to time. Please see our web site for current information: [http://www.campusservices.harvard.edu/real-estate/meet-our-property-management-teams](http://www.campusservices.harvard.edu/real-estate/meet-our-property-management-teams)

**Contact Information**

<table>
<thead>
<tr>
<th>Web</th>
<th><a href="http://requestcom.com">requestcom.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>This web address for our work request system, Building Engines. Use of this web site for submitting a work request is required unless it is an emergency.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Telephone</th>
<th>(617) 384-7700 or internal Harvard network 4-7700</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is a 24/7 telephone number. All general business calls as well as emergencies can be made via this number.</td>
<td></td>
</tr>
</tbody>
</table>

V. Hours of Operation:

<table>
<thead>
<tr>
<th>Building Operating Hours</th>
<th>8:00 AM - 5:00 PM Monday through Friday excluding all University Holidays.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Office Hours</td>
<td>8:30 AM – 4:30 PM Monday through Friday excluding all University Holidays. Non-emergency work orders submitted after 4:30 PM will be processed the following business day.</td>
</tr>
</tbody>
</table>
VI. Building Services:

- **MECHANICAL SERVICES**
  Maintain base building heating and cooling system to provide occupants comfort per the Harvard University Temperature Policy (Please refer to Appendix B for policy details). Respond to occupant HVAC concerns within a reasonable timeframe. Provide regular preventive maintenance to the equipment per manufacturers requirements. HVAC required after normal building hours will be charged to the occupant.

- **LIFE SAFETY**
  Provide routine testing and maintenance of all life safety equipment per building codes, including and not limited to such items as egress passages.

- **GROUNDS MAINTENANCE**
  HRE shall coordinate all exterior landscaping services through a third-party vendor.

- **SNOW REMOVAL**
  HRE will ensure that all walkways/entrances are free and clear of snow and ice.

- **LOCKS**
  Suite entrance door locks will be changed by HRE and a set of 6 keys provided upon initial occupancy. HRE shall provide services to repair or change such locks whenever necessary at the occupant’s expense. Additionally, HRE is happy to assist with the coordination of lock changes and repairs for interior doors at the expense of the tenant. Please keep in mind that all doors are required to be keyed to the building Master.

- **RENOVATION/PROJECT IMPLEMENTATION**
  HRE provides capital planning and project supervision for all base building related work. Any projects above and beyond base building work and related to occupant’s programmatic function can be coordinated by HRE at occupant’s expense. Plans must comply with Harvard capital project policies and guidelines (https://wiki.harvard.edu/confluence/pages/viewpage.action?pageId=192940708), including the Harvard Green Building Standards (https://green.harvard.edu/topics/green-buildings/green-building-standards), and must be submitted to the Property Manager for approval prior to project implementation. All vendors performing work on Harvard property must submit a valid Certificate of Insurance prior to the start of any project (Please refer to Appendix A for insurance requirements). Occupant is responsible for the cost of integrating the occupant build out into the existing building systems which may include HVAC balancing or other adjustment as deemed necessary by HRE. Occupant will be responsible for code compliance triggered by the occupant build out.
- **LIGHTING**  
  HRE is responsible for all ceiling fixtures, exterior lighting, emergency exit signs, emergency lights, and timing controls of exterior lights. This excludes all occupant desk lamps or specialty lighting.

- **HOUSEKEEPING**  
  HRE provides housekeeping services through a third-party vendor in accordance with industry specifications for green cleaning services. Should occupants require additional services such as cleaning of occupant’s personal refrigerators, it shall be done at occupant’s expense. Such charges shall be based on HRE cost plus predetermined administrative fees. Cleaning specifications are tailored to each building based on the size, type and use and are available from your Property Manager.

- **PEST CONTROL**  
  HRE provides preventative pest control treatment as well as emergency service calls through third-party vendor. We appreciate our tenants support in safely storing food and other measures to reduce pests in our urban campus environment.

- **TRASH REMOVAL AND RECYCLING**  
  HRE shall coordinate trash removal and recycling services through a third-party vendor. Harvard University’s Facilities Maintenance Organization (FMO) is providing such services. Occupants are required to participate in recycling, composting, and/or other waste reduction initiatives (http://www.energyandfacilities.harvard.edu/facilities-services/recycling-waste-management). Computer equipment, furniture and other large items must be removed separately, and any cost associated with removal shall be the responsibility of the occupant.

- **ROOFS**  
  HRE shall maintain all roofs to ensure proper working condition.

- **WINDOW CLEANING**  
  HRE shall coordinate interior and exterior window washing on an as needed basis and shall coordinate scheduling of such services with the occupant.

- **INTERIOR IMPROVEMENTS**  
  All improvements such as replacing lighting, flooring, painting walls, etc. are considered occupant responsibility and expense. Plans must comply with the Harvard Green Building Standards and all work within occupant space must be approved and coordinated thru the management office. Costs to reverse unauthorized improvements shall be borne solely by the tenant as it is imperative to have prior evaluation of building systems such as life safety systems and HVAC to ensure occupant safety and comfort. Should occupant choose to use non-building standard lighting fixtures or bulbs, carpet, ceiling tiles, etc. all replacement parts will be purchased on behalf of the occupant at the occupant’s expense, which shall include an administrative fee. See Appendix A for insurance requirements.
- **BUILDING REPAIR AND CAPITAL IMPROVEMENT**: HRE must be allowed access to repair, maintain and upgrade the building. HRE will endeavor to minimize occupant inconvenience based on best industry practices. At no time will this result in a rent credit based on A21 rent setting guidelines. See Appendix A for insurance requirements.

- **GENERAL MAINTENANCE SERVICES**: HRE Property Operations Assistants are pleased to provide general maintenance/handyman services above and beyond our standard services, as their schedule permits. Additional services requiring more than 15 minutes to complete will be charged at a rate of $50/hr. A 33-digit billing code will be required prior to commencement of services.

- **CARD ACCESS SYSTEM**: HRE shall monitor and maintain the base building card access and related systems. No journal information from the system will be provided to occupants without proper consent as outlined in the Policy on Access to Electronic Information ([https://huit.harvard.edu/policy-access-electronic-information](https://huit.harvard.edu/policy-access-electronic-information)). Any programming requests (changing door schedules, unlocking/locking doors, adding or removing access from an individual card, etc.) require a minimum notice of two business days. Programming of access for ten or more individuals requires a minimum notice of 5 business days. Programming above and beyond basic access will be billed back to the tenant at a rate of $50/hr.
VII. Occupant Responsibilities (Building Rules and Regulations):

1. As members of Harvard University, the diligence of our fellow community and building occupants plays an integral role in providing a safe working environment. It is important that all building occupants proactively monitor the security of the building as well as the occupant space. All occupants are responsible for developing an internal emergency plan. In the case of emergency, occupants are responsible to follow instructions. Please refer to the Harvard University Emergency Guide.

2. The occupant space is to be used only for its intended use. Occupant must abide by local code and not over populate office space (Per MA code 100 square feet per occupant), conference rooms or other building space. In addition, computer server equipment may only serve the occupant's space that is covered by this SLA. HRE reserves the right to require occupant to separately meter its space and/or equipment at occupant's expense and occupant will be responsible for the ongoing utility cost.

3. The sidewalks, driveways, entrances, passages, courts, elevators, vestibules, stairways, corridors, halls, fire escapes, or other parts of the building not occupied by the occupant shall not be obstructed or used for any purpose other than ingress and egress to and from the occupant’s premises.

4. No awnings, signs, or other projections shall be attached to the outside walls of the building without the prior written consent of HRE. No drapes, blinds, shades, or screens shall be attached to or hung in, or used in connection with, any window or door of an occupant’s premises, without the prior written consent of HRE (which consent shall not be unreasonably withheld). Such awnings, projections, curtains, blinds, shades, screens or other fixtures must be of a quality, type, design, and color, and attached in the manner approved by HRE in its reasonable discretion. All costs associated with purchase, installation and maintenance of the previously mentioned items will be the responsibility of the occupant. Live holiday tree decorations are not permitted per fire code.

5. The water, toilets, wash closets, and other plumbing fixtures shall not be used for any purposes other than those for which they were constructed, and no sweepings, rubbish, cooking oils, grease, cleaning solvents, rags, chemicals, paints, cleaning fluids, or other substances shall be put therein. All fines, penalties, and damages resulting from any misuse of the fixtures shall be borne by the occupant who, or whose servants, employees, agents, visitors, or licensees shall have caused the same, and HRE in no case shall be responsible therefore.

6. There shall be no marking, painting, drilling into, or in any way defacing the building or any part of occupant’s premises visible from public areas of the building. Occupants shall not construct, maintain, use, or operate within the occupant’s premises any electrical device, wiring, or apparatus in connection with a loud speaker system or other sound or alarm system except as reasonably required for its communication or security system and approved by HRE before the installation thereof. The occupant shall bear all costs and pay all fines in connection with any malfunctioning system. If in the reasonable opinion of HRE, the system becomes a nuisance or creates an unreasonable disturbance, the occupant shall promptly remedy or remove same as HRE may request. No such loud speaker or sound system shall be constructed, maintained, used, or operated outside of occupant’s premises.
7. No bicycles, vehicles, or animals, birds, or pets of any kind (except for service animals) shall be brought into or kept in or about public areas, common areas of the building, or a occupant’s premises and no cooking shall be done or permitted by any occupant in the occupant’s premises, except, occupants may heat or reheat foodstuff in microwave or toaster ovens located within an occupant’s premises. Occupants shall not cause or permit any unusual or objectionable odors to be produced on or permeate from the occupant’s premises.

8. No occupant shall unreasonably disturb or interfere with occupants of the building or neighboring buildings or premises or those having business with them whether by the use of any musical instrument, radio, talking machine, unmusical noise, whistling, singing, or in any other way.

9. No flammable, combustible, radioactive, infectious, or explosive fluid, chemical, or substance shall be brought upon an occupant’s premises.

10. No additional locks or bolts of any kind shall be placed upon any of the doors or windows by any occupant, nor shall any changes be made in existing locks or the mechanism thereof without the prior written consent of HRE. All locks for doors in occupant’s premises shall be “building standard.” If an occupant desires to change the existing locks or the mechanism thereof, the occupant shall first obtain the approval of HRE and then shall provide copies of the keys to such new or changed locks to HRE immediately upon installing such new locks or changing the mechanism of existing locks. All requests for duplicate keys shall be made through HRE and charged to occupant. Each occupant shall, upon the termination of its tenancy, restore to HRE all keys of stores, offices, storage, and toilet rooms either furnished to or otherwise procured by such occupant. In the event of the loss of any keys so furnished, such occupant shall pay to HRE the cost thereof.

11. HRE reserves the right to exclude from the building at all times any person who is not known or does not give proper and satisfactory identification to building management. Occupants will comply with any reasonable measures instituted for the security of the building, which may include the signing in or out in a register in the building lobby after hours and on weekends and holidays. Each occupant shall be responsible for all persons for whom it authorizes entry into or exit out of the building, and shall be liable to HRE for all acts or omissions of such persons.

12. An occupant’s premises shall not, at any time, be used for lodging or sleeping or for illegal purpose.

13. Each occupant, before closing and leaving its premises at any time, shall see that all windows are closed and all lights are off with the exception of emergency/security lights.

14. Mats, boxes, trash, or other objects shall not be placed in the public corridors. Trash shall be stored and disposed of only in accordance with HRE’s instructions.

15. No one except HRE and its employees and agents shall be allowed on the roof of the building, in utility or janitor’s closets, or in any basement areas except those areas specifically leased to an occupant or otherwise expressly designated for the occupant’s use.

16. Movement of furniture or office equipment, or dispatch or receipt by occupants of any bulky material, merchandise, or materials that requires use of elevators or stairways, or movement through the building entrances or lobby, shall be restricted to such hours as HRE may reasonably designate, and such movement shall be subject to reasonable control of HRE.

17. HRE shall have the authority to limit the weight and prescribe the manner that safes, file cabinets, and other heavy equipment are positioned.

18. No vending or coin- or token-operated machines of any type shall be allowed in an occupant's premises (or any common area) without the prior written consent of HRE.
19. HRE shall not be responsible for lost or stolen personal property, money, or jewelry from a
occupant’s premises, the common areas, or any public areas regardless of whether such loss
occurs when area is locked against entry or not.

20. Occupants shall participate and shall ensure that the occupant’s employees participate in all
safety programs, practices, and drills, relating to emergency evacuation of the building.

21. No smoking is allowed anywhere in the Building or grounds except in areas designated from time
to time by HRE. There will be no smoking within 25’ of any building entrance.

22. Space heaters or individual heating or cooling units are not permitted in occupant’s space.

23. If the premises demised to any occupant becomes infested with vermin due to the acts or
omissions of such occupant, such occupant, at is sole cost and expense, shall cause its premises
to be exterminated from time to time, to the satisfaction of HRE, and shall employ such
exterminators therefore as shall be approved by HRE.

24. HRE shall have the right to make such further rules and regulations as it deems necessary so long
as such rules and regulations do not interfere with Occupant's use of the Premises as permitted by
this Occupancy Agreement.

25. Insurance certificates are required for all vendors working within the occupied space on behalf of
the occupant. Please see Appendix A for insurance certificate requirements.

26. Hazardous Materials shall NOT be permitted on the premises or be handled by occupant at or
about the Property without Landlord's prior written consent. "HAZARDOUS MATERIALS” are
defined as a hazardous waste, toxic and hazardous substance, including toxic, explosive,
corrosive, flammable, radioactive, carcinogenic, petroleum, asbestos, polychlorinated biphenyl,
flammable explosives; or radioactive materials.

Normal quantities and use of those Hazardous Materials customarily used in the conduct of
general office activities, such as copier fluids, cleaning supplies and any food, food additive, color
additive, prescription drugs, cosmetic materials, distilled spirits (beverage alcohols), wine, or malt
beverage intended for non-industrial are ("PERMITTED HAZARDOUS MATERIALS"), which may
be used and stored at the Premises without Landlord's prior written consent, provided that
Tenant's activities at or about the Premises and Property and the Handling by Tenant of all
Hazardous Materials shall comply at all times with all applicable Environmental, Federal Food,
Drug, and Cosmetic regulations.

For guidance and information on Harvard University Environmental Health and Safety Programs
visit http://www.uos.harvard.edu/ehs/ehs.shtml

At the end of the occupancy, Occupant shall promptly remove from the Premises and Property all
Hazardous Materials Handled by Occupant at the Premises or the Property. Occupant shall keep
Landlord fully and promptly informed of all Handling by Tenant of Hazardous Materials other than
Permitted Hazardous Materials.

COMPLIANCE
Occupant shall, at its own expense, promptly observe and comply with all laws, ordinances,
requirements, rules, and regulations of federal, state, local governments (including governmental
rules and regulations, as are or may be promulgated under the Federal Occupational Safety and
Health Act of 1970 or similar federal, state, or local requirements). Tenant shall also obtain each
and every permit, license, certificate, or other authorization required in connection with the lawful
and proper use of the Premises.
VIII. **Sustainability Guidelines**

Sustainability guidance and resources are available at: https://green.harvard.edu/programs/green-offices/green-office-resources. Included below are examples of the practices that should be followed:

1. Use of phantom load eliminating power strips as central turn-off points at individual work stations is strongly encouraged. Power strips can be acquired by contacting IT services at your school/unit.

2. All small appliances including microwaves and coffee makers should be unplugged at night or programmed to shut off through a timer.

3. All lights should be turned off when not in use during the day and at night, including in common areas such as kitchens, conference rooms, and storage closets.

4. Use of LED bulbs in desk lamps is strongly encouraged. If you have old CFL bulbs to dispose of, please enclose them in a plastic bag and deliver them to the nearest e-waste collection site, which can be located by contacting the building management office.

5. All electronic waste (computers, laptops, printers, A/V, office phones, etc.) must be brought to the IT services or the A/V provider for your area so that it may be recycled properly by Harvard Recycling (if they are your provider).

6. When disposing of office furniture and equipment, please contact Facilities/Operation to see if it can be salvaged and reused elsewhere, or donate the furniture to the Harvard Recycling & Surplus Center: https://green.harvard.edu/tools-resources/green-tip/free-furniture-supplies-equipment-harvard-recycling-and-surplus-center

7. Remove all desk-side printers and route printing to a common printer (where applicable), using Ricoh, Harvard’s preferred printing services provider.

8. All inkjet and laser printer cartridges should be recycled either through Ricoh (Harvard’s preferred printing services vendor), W.B. Mason (Harvard’s preferred office supplies vendor), or by sending them back directly to the manufacturer. Disposal options will depend on the type of printers and service providers used.

9. Shut windows tightly (including storm windows) and close blinds during cold weather.
X. Move-in / Move-out:

Occupant will endeavor to inform the Property Manager and HRE Leasing of its intention to vacate the premises as early as possible to accommodate the occupant as well as allow for advanced planning for the building and the University.

Move-in Procedures and Elevator Use:

1. In multi-tenanted buildings, moves must be scheduled between 6:00 a.m. and 8:00 a.m. or after 6:00 p.m. weekdays, or on weekends, unless otherwise approved by HRE.

2. Should an outside moving contractor be used, moving contractor must submit a copy of an insurance certificate with Harvard University as additional insured (see attached appendix A for detailed requirements). The Contractor must protect and clean all areas affected by the work after each use.

Condition of Premises after Move-out:

1. Property must be left in “broom-clean” condition.

2. Premises shall be restored to original building condition.

3. Any damages to the premises considered above and beyond normal wear and tear will be restored at occupant’s expense.

4. Furniture must be completely removed from the occupant’s space unless a written arrangement has been made with the Property Manager.
XII. Initiatives:

**Office for Sustainability:** For updated and more detailed information, visit [https://green.harvard.edu](https://green.harvard.edu).

In 2016, Harvard University achieved the goal of its first Climate Action Plan by reducing absolute greenhouse gas emissions by 30% from a 2006 baseline, inclusive of campus growth. The University's second Climate Action Plan builds on this progress and aims to use the campus to test promising new solutions that will move Harvard, and the world, away from fossil fuels. The plan outlines science-based goals to become Fossil Fuel-Free by 2050—starting with being Fossil Fuel-Neutral by 2026. Harvard also has a Sustainability Plan that serves as the University's roadmap for building and operating a healthier, more sustainable campus community. University occupants will make every effort to participate in sustainability initiatives by reducing environmental impacts through actions such as those listed below.

**During Renovation**
- Adhere to the Harvard Green Building Standards requirements for products and designs ([https://green.harvard.edu/topics/green-buildings/green-building-standards](https://green.harvard.edu/topics/green-buildings/green-building-standards)).
- When purchasing new upholstered furniture, and as allowed by code when premises are fully sprinklered, follow the TB 117-2013 flammability standard **without** chemical flame retardants, which is included in the State of Massachusetts Comprehensive Fire Safety Code 527 CMR 1.00, Section 12.6.3.
- Follow the HHI standard for all furniture, and other specific requirements for carpet, wall base, and window shades. Contact the Office for Sustainability, if assistance is needed in selecting healthier materials that comply with the Green Building Standards: sustainability@harvard.edu.
- Implement best practice waste management and indoor air quality protection during retrofit, renovation or modification.

**Green Office**
Introduce all employees to the sustainability initiatives outlined here.

**Materials/Purchasing**
- Before buying new products, evaluate surplus materials that are salvaged off-site or from Harvard’s Recycling and Surplus Center ([https://green.harvard.edu/tools-resources/green-tip/free-furniture-supplies-equipment-harvard-recycling-and-surplus-center](https://green.harvard.edu/tools-resources/green-tip/free-furniture-supplies-equipment-harvard-recycling-and-surplus-center)).
- Purchase paper and other office products that contain at least 30% recycled content.
- Purchase equipment and appliances with the ENERGY STAR label and/or EPEAT certification ([https://www.energystar.gov/products](https://www.energystar.gov/products)).
- Purchase fixtures with the WaterSense label ([https://www.epa.gov/watersense/watersense-products](https://www.epa.gov/watersense/watersense-products)).
- Instead of bottled water or plastic water jug dispensers, use plumbed/in-wall systems, or simply tap water.
- Follow Harvard’s Sustainable IT Standards ([https://green.harvard.edu/topics/it](https://green.harvard.edu/topics/it)).

**Multimodal Transportation Options**
- Participate in the Commuter Choice program ([http://commuterchoice.harvard.edu](http://commuterchoice.harvard.edu)).
Events and Meetings
- Follow the Harvard’s Sustainable and Healthful Food Standards
  [https://green.harvard.edu/sites/green.harvard.edu/files/SustainableHealthfulFoodStandards_April2019.pdf](https://green.harvard.edu/sites/green.harvard.edu/files/SustainableHealthfulFoodStandards_April2019.pdf)
- Utilize Harvard’s Sustainable Meeting and Event Guide
  [https://green.harvard.edu/campaign/sustainable-meeting-and-event-guide](https://green.harvard.edu/campaign/sustainable-meeting-and-event-guide)

Waste Management
- Participate in recycling using the Harvard Recycles receptacles provided. Recyclable materials include paper, cardboard, glass bottles, cans, plastics 1-7, as well as fluorescent light bulbs, batteries, chemicals, cartridges and electronics.
- Designate a space for employees to leave surplus or shared office supplies to reduce redundant purchases.
- Arrange for surplus furniture and other large office items to be delivered to Harvard's Recycling and Surplus Center for reuse.

Occupant Education and Engagement
- Install or enable software that powers down computers when not in use and ensure that all computer monitors have a “sleep mode” enabled.
- Provide mugs or encourage staff to bring their own reusable mugs, plates, and utensils for the kitchen area. Keep the kitchen area stocked with dish cleaning supplies if a dishwasher is not available.
- Start a physical or electronic bulletin board for “green tips”, news, and ideas.
- Ask the Property Manager for training to properly operate controls, including shades, lights, thermostats, etc.
- Advise employees to dress appropriately for the weather as building temperatures will be set at the lowest or highest end of the AHRAE standard range depending on the outside temperature.
APPENDIX A
VENDOR CERTIFICATE OF INSURANCE REQUIREMENTS

I. The Contractor shall furnish to HRE a Certificate(s) of Insurance providing the following minimum insurance coverage. Original Certificate(s) of Insurance must be provided before any contractor commences contract duties or contract duties will not be allowed to commence:

a. Commercial General Liability: Combined single limit - $2,000,000 per occurrence and annual aggregate per location. Such insurance shall be broad form and include, but not be limited to, contractual liability, independent contractor’s liability, products and completed operations liability, and personal injury liability. A combination of primary and excess policies may be utilized. Policies shall be primary and noncontributory.

b. Worker’s Compensation - Statutory Limits of the Commonwealth of Massachusetts.

c. Employer’s Liability: With minimum liability limits of $1,000,000 bodily injury by accident each accident; $1,000,000 bodily injury by disease policy limit; $1,000,000 per accident.

d. Commercial Automobile Liability: Combined Single Limit - $1,000,000 per accident. Such insurance shall cover injury (or death) and property damage arising out of the ownership, maintenance or use of any private passenger or commercial vehicles and of any other equipment required to be licensed for road use.

e. Property Insurance: All-risk, replacement cost property insurance to protect against loss of owned or rented equipment and tools brought onto and/or used on any Property by the Contractor.

II. Policies described in Section 1.a. and 1.d. above shall include the following as additional insured, including their officers, directors and employees. A GL-2010 Endorsement shall be utilized for the policy(ies) described in Section 1.a. above. Please note that the spelling of these parties must be exactly correct or the insurance is not valid and Contract Duties will not be allowed to commence.

President and Fellows of Harvard College, et. al.

III. Contractor waives any and all rights of subrogation against the parties identified above in Paragraph 2 as additional insured’s.

IV. All policies will be written by companies licensed to do business in the State of Massachusetts.

V. Contractor shall furnish to the Owner Certificate(s) of Insurance for the contractor and all sub-contractors, sub-sub-contractors, etc. evidencing the above coverage. Original Certificate(s) of Insurance must be provided before Contractor commences Contract Duties or Contract Duties shall not be allowed to commence.

VI. Certificate(s) of Insurance relating to policies under this Agreement shall contain the following words verbatim:

"It is agreed that this insurance will not be canceled, not renewed or the limits of coverage in any way reduced without at least thirty (30) days advance written notice [ten (10) days for non-payment of premium] sent by certified mail, return receipt requested to: Harvard real estate, 1350 Massachusetts Ave., Cambridge, MA 02138"
APPENDIX B
HARVARD UNIVERSITY TEMPERATURE POLICY

I. Objective:
The Harvard University Temperature Policy provides a framework to assist building managers and occupants in achieving a healthy, productive, and safe working environment while reducing energy costs and greenhouse gas emissions to the lowest practicable level.

II. Policy:

During the winter heating season (October 16 – May 14), occupied spaces will be heated to 68-71° F; each School or Department will determine their specific targets.

During the summer cooling season (May 15 – October 15), occupied spaces will be cooled to 74-76° F (where air conditioning equipment currently exists); each School or Department will determine their specific targets. Buildings with stringent humidity requirements may operate below this range.

Occupants are also reminded that personal space heaters or other heating or cooling devices may present a safety risk and are prohibited from use unless provided by the building manager.

III. Notes:
These space temperature ranges are based on established standards for human comfort, productivity and safety. Harvard building occupants will be made aware of the specific space temperature targets and feedback systems in place in their buildings. Occupants are encouraged to work with local building management staff to achieve acceptable temperature, humidity and ventilation levels. Maximum comfort and efficiency will be achieved when occupants and building managers actively adapt to building conditions through modification of air flow, sunlight, and apparel choices, among other comfort factors. Actual space temperatures may vary across Harvard’s buildings due to the wide range of space types and building control systems on campus.

Harvard will periodically evaluate this temperature policy based on improvements to building systems; advances in occupant comfort and productivity research; and feedback from occupants.

We look forward to working with building occupants to create a comfortable and energy-conserving environment.

You can also find this policy at:
https://green.harvard.edu/temperature-policy