Project Requirements PLAYBOOK

Dear Supplier,

Buildings + Design has prepared this playbook to share important information with your company in order to effectively conduct business with Cleveland Clinic in the built environment.

If you are a new Cleveland Clinic supplier, you should have already completed the registration process. As a registered supplier you can begin doing business with Cleveland Clinic in accordance with the policies and procedures contained in this playbook, including but not limited to the terms and conditions of your contract and/or purchase order.

As a supplier, your company and its representatives are subject to adhering to policies and procedures, please contact us at Buildings_Design@ccf.org if you have any questions or concerns. These policies are subject to change periodically and will be communicated to you in a timely manner.

Our mission is to create and maintain a World Class healing environment for our patients, their families and our fellow caregivers.

Thank you!

December 2024

Cleveland Clinic

SUPPLIER MANAGEMENT

Supplier Registration

How to Become a Supplier with the Cleveland Clinic

Step 1: Information Gathering
Companies who want to do business or are already doing business with Cleveland Clinic are invited to transact electronically through a supplier portal.

Step 2: Registration
To register, please visit our supplier portal

The link will take you to a web-based, supplier self-service solution that allows you to collaborate with Cleveland Clinic in a secure, online environment available 24x7.

Our online supplier registration tool will identify and register potential suppliers. This tool enables Cleveland Clinic to establish new supplier relationships and identifies potential suppliers for specific procurement requirements.

Whether you provide products or services, this is the place for you to start to be a part of Cleveland Clinic's transformation.

You will be automatically notified via e-mail upon successful completion of the registration process.

Since Cleveland Clinic buyers will have the ability to review and evaluate your company for potential business opportunities, it is important to include all of your company's capabilities and certifications. An incomplete profile may hinder capability searches. Once you have registered, you can access the portal at any time to update your profile. Note that a company will be contacted only if its capability profile matches a current procurement need.

Step 3: Bidding

Registering as a supplier does not automatically place your company on a "bidder's list", constitute approval of your firm as a Cleveland Clinic supplier, or obligate Cleveland Clinic to solicit a request for quotation. It does, however, allow us to better understand your firm's capabilities, experience, and abilities to meet Cleveland Clinic goals and objectives.

Cleveland Clinic's collaborative bidding process brings cross functional teams together to execute contracts. Prior to a contract expiration, the Supply Chain team will:

Form an evaluation team made up of Supply Chain, Finance and Clinical/Non-Clinical end users.
Compile all relevant data surrounding the expiring contract.
Develop a strategy which may extend/re-negotiate the current contract or warrant a new bid. If the rebid strategy is selected, potential suppliers are identified through an RFI process.
Develop a request for proposal and distribute it to select potential suppliers.
Evaluate, value and select supplier.
Execute the new contract.

For more information click here

NON-EMPLOYEE ONBOARDING

Non-Employee Onboarding: Contractors & Facilities Maintenance Providers

Cleveland Clinic Badge Office Locations & Hours of Operation:

- **Main Campus** – Cleveland, Ohio; M – F | 7:30 a.m. – 4 p.m.
- **CCAC Administrative Buildings** – Beachwood, Ohio; M – F | 8 a.m. – 4:30 p.m.
- **Akron** – Akron, Ohio; M – F | 7:30 a.m. – 3 p.m.
- **Mercy Hospital** – Canton, Ohio; M – F | 8 a.m. – 3 p.m.
- **Weston Hospital** – Weston, Florida; M – F | 8 a.m. – 4 p.m.
- **Indian River Hospital** – Vero Beach, Florida; M–F | 8 a.m. – 4 p.m.
- **Martin Health North** – Stuart, Florida; M–F | 8 a.m. – 4 p.m.

Onboarding is required for all contractors and facilities maintenance providers performing services in Hospitals, Family Health Centers, Ambulatory Surgery Centers, Administrative Buildings, Medical Office Buildings, and Express/Urgent Care locations (inclusive of new construction, renovations, and facilities maintenance work). The on-boarding experience is managed through RedCarpet/Silkroad.

A primary point of contact (POC) must be designated for your organization. The POC requests on-boarding in advance of the anticipated project or contract start date to allow the contractor to complete the event in the timeframe allowed.

- For all Non-employee badge requests, new or renewal, the company's assigned point of contact must submit a Buildings + Design Contractor Non-Employee Onboarding Form. A Cleveland Clinic Coordinator will initiate the onboarding process in SilkRoad.
- The following onboarding tasks will be assigned: background check, contractor compliance training and TB skin test (if applicable).
- An individual (personal/business) email address is required. Incomplete or incorrect information will delay this process.
- Individuals will receive personalized email notification, inviting them to begin the onboarding process. Upon successful completion of all assigned tasks and training, individuals will receive a final message on how to obtain a Cleveland Clinic Non-Employee ID Badge.

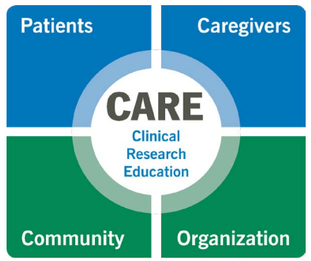
ICRA Infection Control Risk Assessment

For more information click here

CONSTRUCTION SAFETY PROGRAM

The Cleveland Clinic's goal is to be the best place to receive care anywhere and be the best place to work in healthcare. Through it all, we work as a team of teams, guided by our values and Care Priorities, everywhere there is a Cleveland Clinic.

Care Priorities Inform the Work We Do



Patients: We provide each patient a lifetime of high quality, seamless care enabled by technology.

Caregivers: We create an inclusive and supportive culture that empowers caregivers to thrive.

Organization: We steward our resources, enabling us to grow responsibly and serve as many patients as possible.

Community: We serve our communities by tailoring care to meet their unique needs and ensure better health.

Culture Defines Who We Are

Our Cleveland Clinic Values define who we are. There essential to our culture. By living our Values every day, in every interaction, we ensure the best possible care and service for all.

Quality & Safety: We ensure the highest standards and excellent outcomes through effective interactions, decision-making, and actions.

Empathy: We imagine what another person is going through, work to alleviate suffering, and create joy whenever possible.

Teamwork: We work together to ensure the best possible care, safety, and well-being of our patients and fellow caregivers.

Integrity: We adhere to high moral principles and professional standards by a commitment to honesty, confidentiality, trust, respect, and transparency.

Inclusion: We intentionally create an environment of compassionate belonging where all are valued and respected.

Innovation: We drive small and large changes to transform healthcare everywhere.

PROGRAM INTRODUCTION

The Cleveland Clinic (CC) is recognized as a "Best in Class" Patient Care provider. The Buildings + Design team consists of Developers, Maintainers, Transitioners, and everyone else in between. We focus on transforming global healthcare design by providing a healing environment for patients, caregivers, and the communities we serve. Our goal is to create and maintain a World Class healing environment for our patients, their families and our fellow caregivers Contractors, Subcontractors, Vendors, and Suppliers are to conduct themselves as partners in this commitment. To reach our goal of Zero Harm to patients and caregivers, it will take a full culture shift to become a High Reliability Organization, where all our processes, policies, and procedures are consistently followed, and potential errors are caught and corrected before harm occurs. This applies to our Construction Teams as well.

Program Overview

The Construction Safety Program consists of minimum safety requirements summarizing our expectations of our Contractors, subcontractors, vendors, suppliers, and customers performing construction/renovation projects within the CC properties. It is designed to instill and maintain a positive safety culture and safety performance by creating value through the driving of improvements in safety, quality, delivery, and cost. This Construction Contractor Safety Program provides Environmental Health and Safety compliance requirements to provide a positive framework for on property, construction, and renovation activities that provides a physically safe facility for patients, staff, public, and contractor employees. These requirements established by CC Buildings + Design are designed to assist the Contractor in the promotion of safety excellence guidelines to ensure a safe environment is maintained during construction/renovation operations that will enable the hospital to maintain normal daily operations while maintaining regulatory compliance with OSHA and The Joint Commission regulations and requirements.

Contractor activities for all construction activities and renovations conducted on CC (Main Campus OCIP Projects). This Contractor Safety Program contain CC safety policies and procedures which shall be considered as the minimum requirement for Contractors to meet or exceed in their own Site-Specific Safety Programs. When any question of which policy or procedures should be utilized, the more stringent between the two shall be implemented. All Contractor staff members, subcontractors, vendors, and suppliers shall at the minimum adhere to these policies and procedures outlined herein. It is the responsibility of all construction management professional staff members to make themselves familiar with CC's construction policies and procedures, incorporate into their Site-Specific Safety program, and enforce.

Any questions or concerns regarding the interpretation of these policies may be referred to CC Buildings + Design Department.

Program Scope

The Construction Contractor Safety Program is an Environmental Health and Safety compliance program designed to ensure that all construction, renovation, and other similar type activities are completed in accordance with all applicable CC policies and procedures, OSHA requirements, Federal, State, and Local laws.

Mission

To create and maintain a World Class healing environment for our patients, their families and our fellow caregivers

Vision

We focus on transforming global healthcare design by providing a healing environment for patients, caregivers, and the communities we serve.

Guiding Principles

Collaborate, Innovate and Question
Draw on Research
Balance Solutions with Big Picture Thinking
Ensure Good Stewardship of our Resources

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These resources are also listed on Cleveland Clinic's Supply Chain website

INSTITUTION STATEMENTS

Regulatory Agencies

- **NATIONAL FIRE PROTECTION ASSOCIATION (NFPA)**

The mission of the international nonprofit NFPA, established in 1896, is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating consensus codes and standards, research, training, and education.

- **NFPA 101, LIFE SAFETY CODE**

The Code addresses those construction, protection, and occupancy features necessary to minimize danger to life from the effects of fire, including smoke, heat, and toxic gases created during a fire. The Code establishes minimum criteria for the designs of egress facilities to allow prompt escape of occupants from buildings or, where desirable, into safe areas within buildings.

Other Fire-Related Considerations; The Code addresses other considerations that are essential to life safety in recognition of the fact that life safety is more than a matter of egress. The Code also addresses protective features and systems, building services, operating features, maintenance activities, and other provisions in recognition of the fact that achieving an acceptable degree of life safety depends on additional safeguards to provide adequate egress time or protection for people exposed to fire.

Centers for Medicare & Medicaid Services (CMS)
The Social Security Act (the Act) mandates the establishment of minimum health and safety standards that must be met by providers and suppliers of participating in the Medicare and Medicaid programs. CC participates in the Medicare and Medicaid programs. The Medicare and/or Medicaid provider must illustrate compliance with National Fire Protection Association (NFPA) 1010 Life Safety Code (LSC) requirements and includes links to applicable laws, regulations, and compliance information. National Fire protection codes become enforceable by CMS.

The Joint Commission
An independent, not-for-profit organization, The Joint Commission accredits and certifies more than 17,000 health care organizations and programs in the United States. Joint Commission accreditation and certification is recognized nationwide as a symbol of quality that reflects an organization's commitment to meeting certain performance standards.
Joint Commission standards address the hospital's performance in specific areas and specify requirements to ensure that patient care is provided in a safe manner and in a secure environment. An area of focus in this handbook will deal with how work activities will be conducted with applicable regulatory requirements.

Interim Life Safety Measures (ILSM): Maintaining a safe, functional, and effective environment for patients, staff, and visitors when life safety is diminished because of Life Safety Code (LSC) deficiencies and/or construction activities. This Standard Operating Procedure outlines the procedures form implementing ILSM, a series of administrative actions, to temporarily compensate for hazards posed by existing LSC deficiencies and/or construction activities.

Federal, State & Insurance Regulations
Environmental Protection Agency (EPA)

Occupational Safety and Health Administration (OSHA) OSHA 29 CFR 1910 and 1926

American National Standards Institute (ANSI)
A117.1-1986 Providing Accessibility and Usability for Physically Handicapped People Americans With Disabilities Act (ADA)

National Fire Protection Association (NFPA)
NFPA 241, Standard for Safeguarding Construction, Alteration, and Demolitions operations

Ohio Fire Code

Definitions

Owner: Cleveland Clinic (CC).

Agreement: Means an agreement pursuant to which Company provides services to Cleveland Clinic.

Authorized Person: Selected and approved by the employer for a specific job duty or duties.

CC Main Campus: Includes Main Campus, and all Family Health Centers, Physician practice sites, Emergency Departments, Express Care Centers, Urgent Care Centers and Ambulatory Surgical Centers reporting to this facility.

Combustible Material: A material that, in the form in which it is used and under the conditions anticipated, will ignite and burn; a material that does not meet the definition of noncombustible or limited combustible.

Company: Means a person, organization, or entity providing services to Cleveland Clinic.

Compartmentalization: The dividing of a building into compartments to limit the spread of fire and restrict the movement of smoke.

Competent Person: One who can identify existing and predictable hazards in the surroundings or working conditions which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to remediate those conditions.

Confined Space: Any space not intended for continuous employee occupancy, having a limited means of egress, which is subject to a potentially hazardous atmosphere. These spaces include, but are not limited to manholes, vaults, sewers, storage tanks, boilers, and other new construction.

Construction: Any work or project undertaken on facility property or within a segregated area and may include, but is not limited to erection, alteration, repair, dismantling, demolition, machine extraction, structural maintenance, painting, land clearing, earth moving, grading, excavation, trenching, digging, boring, drilling, facility modifications, tooling installations, and machine re-work.

Construction and Renovation Risk Assessment Sub-Committee (CRRAS): This sub-committee is responsible for providing the life-safety conditions and other regulatory work practices that will be required during the construction renovation project.

Contractor, Construction Manager (CM), General Contractor (GC): A professional construction service organization contracted to provide project management, oversight of project the planning, design, and construction of a project. A Contractor is any non- CC Facilities person, firm, or company performing construction or installation work on facility property or going into construction areas to perform such work. This would include building construction, modifications, demolition, excavation, site work, facilities equipment, tooling installations, modifications, and demolition.

Contractor Superintendent: The Contractor Superintendent is responsible for day-to-day operations on the construction site and control of the schedule.

Construction Foreman (Job Foreman): A construction Foreman (Job Foreman) is the personnel assigned to oversee a construction crew.

Employee: Person employed by Cleveland Clinic.

Employer: Firm or entity that has Non-employee working at the Cleveland Clinic.

Excavation: Any man-made cut, cavity, or depression in the earth's surface.

Fire Alarm System: The combination of devices working together to detect and warn occupants of fire-related emergencies. These systems may be activated automatically by smoke detectors, heat detectors, and sprinkler heads or by manual means such as pull stations or call points.

Hazard: Any situation, process, material, or condition that can cause a fire or explosion or that can provide a ready fuel supply to augment the spread or intensity of a fire or explosion, all of which pose a threat to life or property.

Fire Suppression System: The system installed within a building or structure used to extinguish or prevent the spread of fire.

Fire Watch: The assignment of a person or persons to an area for the express purpose of notifying the fire department, the building occupants, or both of an emergency.

Falling Object Protection: A reference to the utilization of devices, barriers, restricted zones, or procedural measures designed to prevent, intercept, or channel falling materials, whether intentional or unintentional. Falling object protection is provided in anticipation of falling objects, subsequent to pre-task planning risk assessments.

General Public: All persons not employed by the Contractors, consultants, or tenants of the CC Project(s). The general public includes CC patients, visitors, and employees not directly involved with the project, facilities, or other construction-related contracts.

Good Catch: Describe incidents where a release of energy was prevented by preplanning, following of procedures, stop work occurrence, and failsafe controls that resulted in the prevention of property damage or personal injury. Without these measures the likelihood of an uncontrolled release of energy may have occurred.

Health Acquired Infection (HAI): Health Acquired Infection where the environment or staff contributed to the contraction of the infection.

Hazard: Anything that has the potential to contribute to or cause a harmful event. A hazard can be an unsafe condition or an unsafe act.

Hazardous Material: Substances, mixtures, or materials that have the capacity of producing human injury or illness by exposure through any route, by creating an adverse effect upon the environment, and those defined and listed by any applicable (Health and Safety, Environmental, or Transportation) regulation.

Hierarchy of Controls: For each identified hazard, risk reduction actions should be developed that will utilize the following controls in the priority order listed below which are considered from most, to least effective:

- 1st Elimination or substitution,
- 2nd Engineering changes,
- 3rd Exposure reduction/isolation, 4th Administrative controls,
- 5th Work procedures,
- 6th Application of Personal Protective Equipment

Hot Work: Activities which result in the generation of open flames, sparks, or heat.

Imminent Danger: Any conditions or practices on the job site in which an immediate danger exists which could reasonably be expected to cause death or serious physical harm to any persons, property damage, or before the imminence of such danger can be eliminated. It may be a safety hazard such as an unstable trench or exposed electrical wire that could cause a serious or fatal accident immediately under present conditions, or activities that could damage other structures. It also may be a health hazard such as toxic substances or dangerous fumes, dusts, or gases that could cause death or irreversible physical harm, shorten life, or reduce physical or mental performance.

Impairment: An approved authorization to temporarily disable a building's fire detection or suppression system for specific activities such as maintenance, testing, repair, or renovation.

Incident: An "incident" is defined as any workplace injury, illness, disease, or property or environmental damage. It also includes any near miss situation where an unintended energy release event occurred that did not result in minor harm or loss to people, property, or the environment, yet, under slightly different circumstances, could have resulted in significant harm, loss, or damage.

Infection Control Risk Assessment (ICRA): This is a matrix type risk critique of the proposed construction work. Infection Prevention (IP) reviews the scope and location of activity and stipulates the conditions that must be met for the duration of the project to keep patients, employees, and visitors safe. Regional CC hospitals may have individual practices and protocols.

Incident: An "incident" is defined as any workplace injury, illness, disease, or property or environmental damage. It also includes any near miss situation where an unintended energy release event occurred that did not result in minor harm or loss to people, property, or the environment, yet, under slightly different circumstances, could have resulted in significant harm, loss, or damage.

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Interim Life Safety Measures (ILSM): Maintaining a safe, functional, and effective environment for patients, staff, and visitors when life safety is diminished because of Life Safety Code (LSC) deficiencies and/or construction activities. This policy outlines the guidelines for implementing ILSM, a series of administrative actions to temporarily compensate for hazards posed by existing LSC deficiencies and/or construction related activities.

Job Hazard Analysis (JHA): An overall job plan outlining all associated hazards and corrective measures for a specific operation on at the project level.

Job Board: All projects require a board/binder that includes applicable permits, an approved Project Drawing, a commercial grade (20lb ABC) fire extinguisher, a sprinkler shutoff tool, ILSM Handbook, and the Construction Contractor Fire Plan. A clipboard or folder is an acceptable substitute for a job board. Job board shall be located at the entrance to the work area.

Job Site: The site of contract work is to including storage, mockup, and laydown facilities on CC properties. For all work, job site is referred to as "On-Site" which means the location of the permanent work, and those areas that CC has designated or may, from time to time, designate for Contractor's use in performance of the work.

Life Safety Code: National Fire Protection Association 101. The code addresses construction, protection, and occupancy components necessary to minimize danger to life from fire, including smoke, fumes, or panic. The Code establishes minimum criteria for the design of egress facilities to allow prompt escape of occupants from buildings, or where desirable, into safe areas within buildings.

Lockout Tagout (LOTO): Locking is a method of controlling hazardous energy by preventing a switch or other electrical circuit opening device or energy restraining device from becoming accidentally altered. A tag is attached to identify the Contractor, contact information (i.e., phone number), and the date that the tag was posted.

Near Miss: Describes an unintended energy release event resulting in no harm or loss to people, property, or the environment which under different circumstances, could have resulted in significant harm or loss.

Mobile Communication Equipment (MCE): Includes, but is not limited to cellular phones, pagers, portable email devices, text messaging devices, and portable two-way radios, data transmission devices, mobile book readers, Bluetooth devices, electronic tablets. Texting includes any keyboard task e.g., email, twitter, SMS, mobile messaging. Includes: Personal Entertainment Devices include but are not limited to iPod's, MP3 players, CD players, Mini televisions, portable stereo systems, radio receivers, electronic tablets, electronic books.

Mobile Elevating Work Platforms (MEWP): A general reference to aerial lifts that includes boom-supported lifts, scissor lifts, aerial work platforms and portable work platforms.

Owner Controlled Insurance Program (OCIP): Owner's wrap-up insurance program which provides insurance coverage for eligible and enrolled Owner's Representatives and Contractors of any tier who are working on the CC Project sites. The Owner identifies program participants.

Owner Representative (OR): A CC assigned Owner Representative (OR) is responsible for oversight and knowledge of all aspects of capital improvement projects including feasibility studies, program, budget development, procurement, contracting, design, construction, safety, quality, equipment, and activation. CC OR are specifically leading construction safety, quality, cost control, schedule, and equipment coordination efforts.

Project: The entire scope of work, including the provision of labor, equipment, materials, and services, as described in the contract between CC and the Contractors.

Professional Engineer (PE): An individual who has fulfilled education and experience requirements and passed rigorous exams that, under state licensure laws, permits them to offer engineering services to the public.

Project Drawing: A detailed drawing of the proposed work area, which may need to identify areas that would need Interim Life Safety Measures implemented. When Interim Life Safety Measures are affected, the drawing must outline the temporary conditions implemented until the original Life Safety features are restored. This may include but is not limited to, exits, doors, fire alarm system and automatic sprinkler systems.

Project Manager (PM): A CC assigned Project Manager (PM) Representative is responsible for oversight and knowledge of all aspects of capital improvement projects including feasibility studies, program, budget development, procurement, contracting, design, construction, safety, quality, equipment, activation CC PM are specifically leading construction safety, quality, cost control, schedule, and

equipment coordination efforts.

Project Safety Coordinator / Manager: The Contractor individual(s) responsible for administration and oversight of the emergency planning; incident investigations; monitoring, tracking, and coordination of safe operations of Contractor's safety programs during the performance of the contract with the authority to enforce the safety program requirements. This individual(s) may be a dedicated (full time) or dual role position as established in the contract.

- Dedicated Contractor Project Safety Coordinator / Manager –A contractor individual responsible for overseeing safety compliance for its firm's employees during the performance of a contract but works only on the safety aspects of the project. Requirements for a Dedicated Contractor Project Safety Manger is included below.
- Dual Role Project Safety Coordinator - A contractor individual such as a Superintendent, Foreman, or Supervisor who has the additional responsibility to oversee safety compliance for its firm's employees during the performance of a contract. Considered only on projects of smaller size, complexity, and risk. There are set minimum Project experience/safety training/ certifications that apply for this role.

Public Area: Any area of CC accessible to the general public without requiring the issuance of a badge or escorting. Work areas within public areas need to be controlled to prevent attractive nuisances (e.g., ladders, lifts, equipment, and tools).

Qualified Person: A person designated by the employer who by possession of a recognized degree, certificate, or professional standing, or who, by extensive knowledge, training, and experience, has successfully demonstrated his or her ability to solve or resolve problems relating to the subject matter, the work, or the Project(s).

Root Cause Analysis (RCA): Root cause analysis is a tool used to aid and provide leadership the power to better understand the causes behind an event through careful analysis of all the steps, participants, nonconformity to procedures, processes, and rules to improve designs and procedures, streamline processes, anticipate, respond to emerging management issues, prevent future reoccurrence from learning, and sharing of the findings with others.

Safety Data Sheet (SDS): A document containing information and instructions on chemicals or hazardous materials present in the workplace. SDSs contain details about hazards and risks relevant to the substance, requirements for its safe handling, and actions to be taken in the event of fire, spill, or overexposure.

Site-Specific Safety Plan (SSP): The Contractor's Site-Specific Safety Plan must be prepared in accordance with the requirements of the CC Safety Program and their respective contract. The Contractor's SSP must establish how a Contractor will execute their scope of work safely at a specific job site, taking into consideration unique hazards that may be encountered.

Startup Inspection (SI): The initial inspection with the CC representative to ensure the general contractor has followed the proper procedure for obtaining permits, procuring safety equipment, and formulating a Project Drawing. It will cover specific details about the project scope and assure compliance with CC procedures.

Steel Erection: The construction, alteration, or repair of steel buildings, bridges, and other structures including the installation of structural steel, bracing, and metal decking.

Supervisor: Supervisor shall mean any person in charge of work, regardless of title or classification.

Task Hazard Analysis (THA): The immediate local task level preplanning efforts. They should address the steps of the process, the identified hazards, and the responding mediation controls with signatures of participants involved in their assigned specific tasks.

Worker: A tradesperson, leased worker, Subcontractor, independent Contractor/Consultant, volunteer, or other individual providing construction services onsite.

OWNER CONTROLLED INSURANCE PROGRAM (OCIP)

Incident Response

For an injury or illness incident to a Contractor, Subcontractor, Vendor, or Supplier employee a Contractor Safety representative immediately should handle the initial assessment and response. This could be a Contractor Safety Professional, Project Manager, or Superintendent.

The Contractor representative ensure the following emergency response procedures occur:

1. Call 911 immediately for ambulance/EMT if warranted.
2. Administer first aid as appropriate using the designated first aid/CPR provider or another qualified individual.
3. Give prompt phone or text notification to Contractor safety/leadership.
4. If care or diagnosis requires treatment beyond first aid, yet not needing of an ambulance, the individual should be transported to the prearranged occupational clinic. The transportation should be done by Safety Professional, Contractor supervisory personnel, or the employer. Injured individuals shall be accompanied by a designated representative and should not permitted to transport themselves.
5. Contractors shall provide and maintain an AED for their project.
6. All OCIP Contractors should utilize the nearest Concentra Occupational Clinic for any minor injuries. Contractor shall escort the injured to the nearest Concentra Occupational Clinic for triage and possible treatment (Monday - Friday, 8:00 AM - 5:00 PM, 5500 S Marginal Rd, Cleveland, OH 44103, Phone: 216-426-9020). For more serious injury events the CC Main Campus ER should be used for emergency treatment after hours (9500 Cedar Avenue, Cleveland, OH 44106, Phone: 216-445-4500), or a physician of their choice.
7. Contractors shall establish an emergency rally point in case of an Emergency requiring site evacuation. Contractors shall ensure all personnel are accounted for and report to CC OR. Contractor shall keep a current Project Specific Emergency Action Plan and Notification procedures for the project and ensure all personnel are informed of the plan and responsibilities.
8. During an injury/emergency event the Contractor shall prioritize making the scene safe and securing triage treatment for any injured. Notification to the CC OR, and CC Safety Program Manager shall be made as soon as possible via phone or text.
9. A preliminary description of the incident, injury, and initial root cause shall be sent to the CC OR, Safety Manager as soon as possible, (No later than 8 hours following the incident).
10. A project team incident review should occur within a reasonable period to evaluate the incident.
11. CC Leadership and Contractor will conduct an incident review follow Contractor report submittal.

Incident Reporting / Emergency Communications

All Parties involved with the Project shall report all incidents, injuries, occupational-related illnesses, public events, vehicle incidents, near misses, good catches, and other pertinent loss potential incidents to the Contractor Safety Manager immediately. Members of the CC project leadership/safety must be notified in timely manner and an Incident Investigation Report, Root Cause Analysis (RCA) and lessons learned/ corrective actions written report shall be completed in a timely manner, but no later than 24 hours after the incident or injury. In the event of a catastrophic accident involving the Project, immediate notification of appropriate personnel is necessary to minimize injury and/or structural damage. Some examples of incidents that need to be reported immediately include, but not limited to:

- Amputations
- Burns
- Direct lightning strike
- Electrical Shock
- Fall from height
- Fatalities
- Loss of consciousness
- Major bleeding
- Paralysis to any part of the body
- Toxic exposures

Media Inquiries

No statements shall be made to any media by any project personnel. Refer all questions from the media to The Cleveland Clinic's Corporate Communications Media & Public Relations office (216-444-0141). The Contractor is responsible to ensure this policy is enforced.

Investigation Assistance

Contractor and all Subcontractors will report any claim promptly to the CC Project Site Safety Manager and assist in the investigation of any accident or occurrence involving injury to persons or damage to property. Contractor and all Subcontractors will cooperate with the companies involved in adjusting any claim by securing, giving evidence, and obtaining the participation and attendance of witnesses required for the investigation and defense of any claim or suit.

Incident Management

An “incident” is defined as any workplace injury, illness, disease, property, or environmental damage. It also includes any near miss event where an unplanned release of energy occurred with no injury or damage resulted.
The Contactor project team is required to report all incidents the same day to a Contractor Safety Manager/Professional, who will in turn report them promptly to Contractor Safety leadership and CC Representatives (OR/PM, Safety Manager).
For the Abatement / Residential Demo Contract/Agreement only; any minor injury of a Contractor employee shall report to the ER for triage and possible treatment. All other contractors are to report to the designating location per the OCIP plan.

Workers’ Compensation Claims

The main responsibility for all Parties is to first see that the injured worker receives immediate medical care. For emergency treatment, the paramedics will determine the best emergency facility available for treatment.

All Parties involved with the Project shall report all injuries or occupational-related illnesses to the Project Site Safety Manager immediately. Enrolled Party personnel will follow these procedures if an employee sustains bodily injury or an occupational-related illness while working at the Project Site:

1. Injured Workers should report to the Contractor job-site offices for injury assessment. If medical treatment is required beyond the scope of First Aid that can be administered on-site, the injured Worker will be escorted to their initial medical appointment. The injured worker and accompanying supervisor should secure a Treatment Authorization Form and WC First Report of Employee Injury form (BWC 1101) from the CM Project Site Safety Manager. It is inferred that all Subcontractors onsite should have access to this form.
2. Contact the designated medical facility to advise them that an injured Worker will be arriving. Present the Treatment Authorization Form found in Section 7 of the OCIP manual along with the BWC 1101 Form to the clinic or hospital upon registration to identify the injured Worker as an OCIP participant working at a CC OCIP Project site. Contractor and Subcontractor must designate a representative at the site to escort an injured Worker to the medical facility. This individual is to remain with the injured employee at the medical facility while he/she is being treated. The treating physician will provide a Work Status Form stating whether the injured employee can return to work, a list of restrictions, if any, and the estimated length of time the injured worker must be on modified duty. Copies of the Work Status Form should be provided to the Employee, Employer, and the CM Project Site Safety Manager.
   If the Work Status Form is not submitted to the Contractor, the Contractor will request a copy from the injured Worker’s employer.
   The employee should also return the BWC1101 Form with the employee portion completed along with the portion completed by the medical provider.
3. As soon as possible, and within 24 hours of notice of injury sustained at the Project Site, the employer of an injured worker shall do the following:
   - Conduct a Supervisor’s Accident Investigation.
   - Complete the WC First Report of Employee Injury form (BWC 1101).
   - Project Site Safety Manager will work with the injured employee’s employer to report the claim to the Bureau of Workers Compensation.

Contractor Safety leadership, upon receiving notification of the incident, is responsible for the following the CC project incident notification tree which includes:
1. Notify CC OR & CC Construction Safety Program Manager.
2. Notify OSHA or the applicable state agency if required.
3. Assure that Owner notification and OCIP reporting has occurred as appropriate.
4. Once the injured individual begins to receive care or diagnosis by an off-site medical provider for a work-related illness or injury, the coordination of that care or diagnosis is managed by the following:

Return-to-Work / Modified Duty / Early Return-to-Work Policy

As required under the Contract, Contractor and all Subcontractors shall institute a Return-to-Work Program for any injured team member who is covered or entitled to coverage under the Workers’ Compensation insurance provided by the OCIP. Return-to-work programs shall include light duty work available to an injured team member to accommodate any work restrictions. Contractors and Subcontractors will not lay off an injured team member due to alleged or actual lack of available work during an active claim. Failure to provide modified duty may result in a penalty of $2,500 per week being assessed to Contractor/Subcontractor until compliance is reached.

The goal and commitment of the CC OCIP Program is the commitment to making every reasonable effort to return the injured/ill team member to work at the earliest possible time, based on medical approval. The Return-to-Work Program is designed to provide temporary transitional assignments for injured/ill team members while they continue medical treatment and/or therapy.

CC BUILDINGS + DESIGN RESPONSIBILITIES

Safety Roles & Responsibilities

The CC Buildings + Design Directors, Owner Construction Safety Program Manager, Owners Representatives, Project Managers, CC EHS, Facilities and others will be observing projects at various times throughout the project duration. CC personnel’s responsibility will include but not be limited to:

1. Having the authority to stop work if an imminent danger situation occurs.
2. As requested, review Contractor SSPs, and confirm implementation.
3. Review and approve Contractor Safety Representative Qualifications.
4. Request and review documentation of safety orientation completion.
5. Request and review documentation of employee safety training.
6. Request documentation of CCRAS required Forms
7. Request documentation of ICRA/ILSM Forms
8. Request documentation of Fire Prevention Forms
9. Request and review safety performance statistics from Contractor for CC Projects.
10. Provide reports as needed to communicate safety information to the CC Leadership and Project Teams.
11. Act as a resource to the Contractors to aid in enhancement of safety performance and sharing of best practices specific to the OCIP Project(s).
12. Verify the Contractor’s conformance to contract documents as it relates to Safety and conduct project site walks for safety observations.
13. As needed, attend safety meetings and review Contractor safety documentation.
14. Distribute written information to the Contractor Safety Representative regarding new requirements, regulations, or developments in safety.
15. Facilitate periodic project site walks for safety observations for CC Buildings + Design teams.
16. Participate in incident investigations and root cause analyses of all OSHA recordable incidents and High Potential Near Miss events.
17. Assist with providing coordination with public and regulatory agencies.

All Contractors, regardless of tier, are expected to fully cooperate with the requests of CC Buildings + Design Team Leadership and their staff.

Contractor Responsibilities & Qualifications

Each participant involved in the construction of the CC Projects is individually responsible for conducting their activities in a way that creates a safe and healthy work environment, and to ensure conformance with all applicable safety requirements of their contract.

Throughout the duration of the CC Project, the Contractor shall require each individual Subcontractors to comply with their site-specific program. The Contractor shall be responsible for administering their own site-specific safety plan. Neither this document, nor the safety services provided by individuals associated with the CC are intended to serve as a substitute for the responsibility of the Contractor or Subcontractors to provide a safe and healthy work environment for their employees and the public. Site- specific safety plans shall at a minimum contain the requirements herein.

The Contractor shall be responsible for the safety and health of its employees, any tiered subcontractors, consultants, visitors, and suppliers. Construction activities of the Contractors will be monitored for conformance with Federal, State, and local Health and Safety regulations, CC Safety Program requirements, and the Contractor’s site-specific safety plan.

The Contractor/Subcontractor shall provide a translator whenever there are non-English
speaking workers on site. Subcontractor with non-English speaking crews shall ensure that each crew has a minimum of two persons able to communicate in English. Subcontractor supervisors must be able to communicate in English.

Contractor Safety Manager Representative (CSM) Requirements / Qualifications

1. Contractor shall provide a full time Contractor Project Safety Manager Representative (CSM) to oversee the project safety for any project equal to 50M in volume or under 100 total working personnel. Additional Contractor Project Safety Manager Representatives will be required for CC projects as follows: 150 M or up to 250 total working personnel onsite = 2 Total CSM required; 250 M or up to 500 total working personnel onsite = 3 Total CSM required; each additional 250 M or additional 250 working personnel = 1 more additional CSM.
2. The Contractor's Safety Manager Representative's sole duty shall be safety management of the project and shall not have other collateral duties. This shall position shall be required to be present during any work onsite. Additional safety representatives shall be required based upon onsite conditions, hazards, and manpower.
3. The Contractor will provide a resume for each CSM candidate for review for verification of qualifications and CC Leadership/ Safety approval, before beginning work onsite.
4. Qualifications for the Contractor Safety Manager Representative positions are as follows:
    - Have a bachelor's degree in Safety Management or related safety science-based field with at least 5 years of relevant construction safety management experience of comparable project size, volume, and building type or,
    - Hold a CSP, CIH, or ASP certification with at least 5 years of construction safety management experience of comparable project size, volume, and building type, or,
    - Have at least 10+ years of relevant construction project management safety and hold a CHST or OHST certification and have construction safety management experience of comparable project size, volume, and building type; and possess a current OSHA 500 certification for construction or OSHA 30-hour Construction Outreach Training Course.
    - All designated CSM representatives are required to be current in Red Cross or approved equivalent training for Cardio-Pulmonary Resuscitation (CPR), First Aid, Automated External Defibrillation (AED), and Blood-Borne Pathogens.
5. The CC Leadership Team will review and approve all Contractor Safety Manager Representatives prior to beginning work on any CC project. The CC Owner Construction Safety Program Manager and the Buildings + Design Leadership Team reserve the right to approve the proposed Contractor CSM Representatives.
6. The CSM Representative and any onsite employee has the authority to stop work if an imminent danger situation occurs, an unsafe condition is identified, or there exists questions concerning the safety of the task at hand.
7. The Contractor shall provide their Safety Representatives and field personnel with devices capable of supporting safety observation documentation to be implemented throughout the project.
8. The approved CSM Representative shall remain on the project for the full term of the contract, or as jointly agreed to by the Contractor and CC Owner Construction Safety Program Manager.
9. The approved CSM Representative is expected to be on-site for all work shifts, including weekends, where the above worker threshold is met.
10. If the assigned/approved CSM Representative is unavailable due to vacation, illness, or is otherwise absent, the Contractor must supply an approved alternate Contractor Safety Representative, meeting the criteria mentioned above to fulfill this requirement. Any replacement safety personnel must be prior approved by the CC Owner Representative and Owner Construction Safety Program Manager. This requires advanced notification.
11. The CC Owner Construction Safety Program Manager and the CC OR reserve the right to require Contractors to add full-time, non-craft Contractor Safety Representatives when:
    A. The Construction Manager's safety performance is not meeting CC safety performance expectations.
    B. The hazards of the Contractor's work facilitate the need for additional Contractor Safety Representatives.
12. When work is performed the Contractor shall require that each Subcontractor have a minimum of one (1) supervisory safety representative on-site that has completed the OSHA 30-Hour Construction training in the past 5 years. A Subcontractor Superintendent can fill this role when the number of workers under their oversight/subcontract is below 25 personnel (staff and crew).
13. A supervisory level safety representative with OSHA 30-Hour Construction training is required on-site any time work is performed.
14. For Subcontractors with 25+ employees (includes staff and crew) each Subcontractor shall have a full time, non-craft working, dedicated safety professional on-site. This shall apply to all tiers of Subcontractors.
15. An additional, non-craft working, dedicated safety professional is required full-time for every 25 additional employees thereafter.
16. The Subcontractor site safety representative must meet the requirements of a competent person in their discipline and be experienced in the type of work being performed.

CSM Responsibilities

The Contractor's Safety Manager/Representative's responsibilities include but are not limited to:

1. Manage Contractor safety performance on CC property and enforce compliance with CC programs.
2. Keep open lines of communication, coordinate regularly, and work in tandem with the CC Owner's Representative and Owner Construction Safety Program Manager to assure safety performance expectations are achieved for the project and Contractor's oversight.
3. Have the authority to stop work when an unsafe condition is observed, or an imminent danger exists.
4. Manage the Project Safety Orientation.
5. Maintain documentation of safety orientations.
6. Maintain a documented list of employee safety training.
7. Review and approve Contractor SSP, JHA, THA, and verify implementation.
8. Review and approve Subcontractor Safety Representatives.
9. Identify Subcontractor competent persons.
10. Compile, follow-up, and maintain safety performance statistics for the Project.
11. Act as an advisor to the Contractors to enhance safety performance and best practices specific to the project.
12. Verify conformance to contract documents as it relates to Health & Safety
13. Regularly attend Subcontractor safety toolbox meetings, and review JHAs and THAs to ensure content and quality of the meetings are being achieved.
14. Conduct Weekly Contractor Safety Representative Safety Meetings to review weekly safety related issues and trends, safety stats, complete a jobsite walkthroughs and findings review with the group, and include a training session for continued team safety development and learning. Agenda and attendee list shall be documented and maintained onsite.
15. Attend periodic CC OCIP Project Safety Committee Meetings.
16. Project workers must attend at least one safety meeting (toolbox/tailboard talk) each week. Copies of meeting minutes must be submitted to the CSM upon completion.
17. Participate in and ensure Contractor/Sub Contractors participate in Stretch & Flex Programs daily.
18. Follow to ensure required permits submitted to CC OR, CC Facilities, CC EHS, or CC Construction Safety in timely manner. Follow to ensure Subcontractors in compliance with open permit requirements.
19. Maintain SDS project inventory.
20. Progress Report for the day the meeting is held. Meeting minutes must indicate the name of the Contractor/subcontractor and date of the meeting. The supervisor(s) and the attendees must sign minutes.
21. Ensure that all CC safety-related information is communicated to all Contractors.
22. Conduct and document regular project site walks for safety and hazard identification.
23. Conduct and document regular Safety Program/project safety committee meetings.
24. Conduct and document incident investigation findings.
25. Perform root cause analyses for all recordable incidents and high potential near miss events.
26. Provide Monthly Project Safety Statistics as required by Owner and AON.
27. Assist in coordinating with public and regulatory agencies.
28. Ensure Subcontractor provide appropriate interpretation for their workers whose primary language is not English.

Safety Observations

Contractors shall conduct (at a minimum) weekly, written site inspections of the job site, and document opportunities for improvement regarding any unsafe practices or unsafe conditions that require attention and document their correction of issues under their oversight responsibility. These should be done daily. Findings and action recommendations shall be reviewed and discussed with the project construction team, in a timely manner, to eliminate unsafe practices and conditions identified as opportunities for improvement.

Contractors shall establish inspection requirements that include all the project leadership team (Project Executive/Director, Project Mangers, Project Superintendents, and Project Safety) and their required observation schedule.

Contractor shall also establish requirements of Subcontractor Leadership and Subcontractor safety representatives for observation and documentation of their own safety related opportunities for improvement.

Contractor Site Specific Safety Orientation Program

Contractor shall provide all new Contractor employees and Subcontractor employees, vendors, and suppliers who will perform work onsite with a project safety orientation before they start work on site. The Contractor is responsible to ensure that anyone performing "Work" on site attends orientation prior to starting work onsite. Work includes providing service to machinery and/or equipment under contract with the subcontractor. It does not include fuel delivery or material delivery drivers.

The project specific safety orientation shall include at a minimum the following items:

1. The Cleveland Clinic Mission and Values
2. Stop Work Authority
3. Summary of Site-Specific Requirements
    A. PPE Requirements specific to the project
    B. Mobile Communication Equipment
    C. Parking
    D. Access RFID Badge
    E. Hospital Access- CC ID Badge Process
    F. Emergency Procedures (First Aid, Medical Emergency)
    G. Incident Reporting
    H. Media Policy
    I. Return To Work Program
    J. Substance Abuse
    K. Tobacco Policy
    L. Fall Protection

M. Rigging
N. Crane Use
O. Scaffolding
P. Ladder Use
Q. Confined Space
R. Excavation & Trenching
S. Equipment Operation

4. Daily Pre-Task-Planning/JHA.THA Programs
5. Stretch & Flex Program
6. Hazardous Areas
7. Hazardous Substances, Location of SDS
8. Hazards Specific to Owner's Operations
9. House Keeping – Nothing Hits the Ground
10. Safety Expectations- Applicable to Project
11. CC ICRA Program
12. CC Hot Work Procedures
13. CC CRRAS Requirements
14. Moisture Control

This orientation should provide ample information to enable a thorough understanding by the Contractor's/Subcontractor's employees of hazards specific to the project and their mitigation controls.

Attendees shall acknowledge and confirm in writing they have been provided and received the orientation information, they have read, understood and agree to follow and comply with the site specific project safety rules and requirements.

At this time, the subcontractor shall identify its competent person(s), if applicable. Subcontractors shall provide a list of contact persons, with telephone numbers, for 24-hour emergency contact. The meeting shall also include a review of safety protocol and requirements for the project.

Contractor shall manage the Means of Identification of Orientation Completion Program (RFID Hardhat Sticker). These tags will be issued upon successful completion of the Safety Orientation training.

Contractor Disciplinary Program

The Contractor shall implement a structured disciplinary program to ensure that all precautions necessary for the protection of the safety and health of its employees, the public, and others on the job site are in place and enforced. Contractor shall include in their enforcement plan means to address Subcontractors, work areas, and individuals in non-compliance with OSHA or the Contractor's Site-Specific Project Safety Plan. The Contractor has the authority to order immediately correct the non- compliant occurrence.

The focus of this program should be to immediately address any Imminent Danger conditions. Upon discovery any Imminent Danger condition scenario Contractor shall require all work in the danger area be stopped until corrections are made. A review of the cause of the condition shall be investigated and actions taken to address and prevent reoccurrence.

Any CC representative may observe the Contractor's / Subcontractor's performance and upon identification of safety non-conformances share those with the Contractor to manage and correct. Contractor shall take immediate action to alleviate the non-conformance condition and address any disciplinary process applicable. Disciplinary action should address both the employee(s) observed violating safety requirements and their supervision/employer, who is responsible for the safety oversight of their employees. Violations shall be documented and maintained by Contractor for review upon CC Representative's request.

SITE ACCESS

RFID Program (On specified projects only)

Upon successful completion of the Contractor's Orientation all craft/trade & project workers shall be issued an RFID Tag that shall be worn on the right-side of the hardhat. Turnstile entry gates will be installed at access points for each project and all personnel shall enter and exit via these locations. Contractor is responsible for RFID Onboarding.

Employees who forget or lose their hard hat with the RFID Tag will be able to use a downloadable App that will allow them to log in or the Contractor will have the ability to log the worker in and out through the system.

Identification Badges

Project and/or Cleveland Clinic (CC) ID Badges are required for all Contractor leadership (Project Executives, Managers, and Field Leadership) personnel and for any Contractor/Subcontractor personnel require access to perform any work inside any CC Hospital building/structure or who will perform work that ties into any CC Hospital building/structure.
CC ID Badge applicants will be required to complete nonemployee onboarding process (See Appendix J, Non-Employee Visitation and Onboarding Standard Operating Procedure).
Identification badges are required to prominently displayed at all times by personnel allowing for easy and proper identification of the individual within the CC buildings/structures.

Prior to project attainment of Certificate of Occupancy Issuance, Contractor and Subcontractor personnel not requiring access to CC Hospitals are not required to obtain CC ID Badge, only RFID Tag as required. Upon project being issued Certificate of Occupancy all personnel onsite will be required to have current CC ID Badge issued through the above process.

Once Contractor /Subcontractor personnel are no longer working on CC projects their identification badges must be returned to the Contractor for dispose under the direction of the CC Owners Representative/Security Department.

Contractor Substance Abuse Prevention Program

Contactor shall implement a project Substance Abuse Prevention Program that includes:

1. Pre-employment Testing
2. For Cause Testing Process for Reasonable Suspicion of Impairment
3. Post Incident Testing-This should include any person whose actions may have contributed to an incident/injury event.
4. Diversion/Possession; and Corrective actions including discipline/enforcement.

Contractor Substance Abuse Prevention Program shall address supervisor actions and documentation expectations when employee suspect of working in impaired condition. Best Practices include the following steps:

1. Record observations in writing.
2. If feasible, having a second supervisor to witness, confirm and record observable deficiencies in employee performance/behavior. Consult Contractor's Program /Human Resources.
3. Cleveland Clinic Police Department should be notified if there are concerns for the safety of the employee or others.
4. Notify employee in private of the need for immediate evaluation. Do not leave employee unattended for any reason once you begin the process. Escort employee to designated testing site. Remain with employee until evaluation is complete.
5. Arrange for safe transportation following testing.
6. Inform employee that they will be immediately suspended and removed from work without pay pending conclusion of investigation.

Any employee who refuses or fails to comply with any aspect of this procedure (to include but limited to participation in a medical evaluation and cooperation with an investigation), will be subject to removal from Cleveland Clinic premises and subject to corrective action up to and including ban from CC property.

Procedures for Drug Screen Testing of Urine specimens should be analyzed by a SAMHSA approved testing authority (or test per union bargaining agreement) using at a minimum 9-panel test.

Visitors

Any person not directly involved with the onsite construction of this Project must not be permitted to enter the site without first going to the Contractor's job project office where they shall receive a site orientation, agree to site safety requirements, and sign a visitor's release.

The Contractor shall provide and enforce the use of site required personal protective equipment and provide instruction of use (Hard Hat, Safety Glasses, High Visibility Vest/Clothing, and proper footware).

All visitors shall be briefed on the daily site conditions and specific safety rules that apply to that day's activities. Visitors will be always escorted while on property by a Contractor Representative. Visitors shall not be permitted to operate equipment. All visitors must adhere to the Contractor Project Safety Program and be 18 years of age or older.

Any request for media capture (Pictures, Video, Interviews etc.) shall be approved by The Cleveland Clinic's Corporate Communications Media & Public Relations office (216-444-0141).

The Contractor is responsible to ensure that all access points to the project are secured and or monitored to prevent unauthorized access to the site. This includes securing/locking gates during off hour work and monitoring all access points during work hours. Contractor shall periodically review condition of site fencing, barricades, and signage to ensure the protection of the public is intact and sufficient.

Contractor should utilize a project security system plan that monitors the project and equipment to aid in determent and prevention of loss to include events such as trespassing, vandalism, or theft on the project.
The security system plan shall be reviewed and approved by the CC OR and should address items such as motion-activated cameras that provide coverage of the site perimeter, the base of any Tower Crane, and are positioned in a location to detect unauthorized individuals onsite.

Contractor shall install adequate signage indicating "No Trespassing, Violators Will be Prosecuted, Monitored by Video Surveillance" on perimeter fence and near all gates.

PLANNING REQUIREMENTS

Daily Pre-Task Planning Requirements

1. Contractor/Subcontractor shall implement a system of daily pre-task planning that addresses site safety, security, and environmental hazards to prevent incidents. This should include an overall site daily pre task plan with individual contractors performing a Job Hazard Analysis (JHA) that is shared with their teams and individual team Task Hazard Analysis (THA) for specific work assignments.
2. JHA's are at a larger project scale and should be shared among Subcontractors. The THA's are the immediate local task level pre-planning efforts. Both should address the steps of the process, the identified hazards, and the responding mediation controls with signatures of participants.
3. For each task of work a Job Hazard Analysis (JHA) will be completed to identify the following:
    A. Evaluating the work area,
    B. What permits and proof of training may be required,
    C. Potential hazard checklist,
    D. Description of steps to be performed,
    E. Hazards associated with each step,
    F. Required actions to eliminate or control the hazard,
    G. All PPE requirements for the activity,
    H. Crew sign-off,
    I. Individual THA's shall be developed by each crew per task to prevent incident.
4. Contractor/Subcontractor shall coach employees concerning special procedures (e.g., lockout, excavation, confined space entry, hot work, etc.) as required by OSHA or outlined in this Safety Program and contract documents.
5. Conduct or confirm regulatory training as required, and periodically verify safety trainings of field personnel.
6. Participate in emergency evacuation training and drills. After a fire drill takes place, a CC EHS fire drill sheet will be distributed by to each Contractor, to obtain feedback, and continuously improve our emergency procedures.
7. Maintain OSHA-required safety records (incident logs, OSHA 300 postings, etc.)
8. Report Monthly Safety Statistics to Owner/OCIP as requested.
9. Lead accident investigations and conduct root cause analysis for incidents involving the Contractor being represented.
10. Provide lessons learned information.
11. Perform daily inspections of the project site for safety hazards. These inspections shall be documented.

Contractor Field Supervisors – Superintendent and Foreman

Contractor field supervisors have the responsibility for overall training, control, and conduct of personnel on their crew. As first line supervisors, their role in the Safety Program is crucial because they set the example by which their employees work.

The field supervisor shall meet the requirements of a Competent Person, as defined by OSHA, for all phases of construction. A dditionally, the field supervisor must have completed an OSHA 30-Hour Construction course within the past 5 years and have a minimum of five (5) years of construction experience.

The field supervisors' safety responsibilities include, but are not limited to:

1. Authority to stop work when employee or crew is exposed to hazardous conditions or potentially hazardous conditions.
2. Safety-focused planning of all work to protect tradesmen and employees on-site.
3. Capable of developing and leading daily Job Hazard Analysis (JHA) and Task Hazard Analysis (THA) pre-planning activities.
4. Coordination with other trades to maximize safety and control hazards associated with work being performed.
5. Conduct, at a minimum, weekly safety inspections of work areas.
6. Conduct weekly Toolbox safety meetings.
7. Participate in the accident investigation and root cause analysis process.
8. Completion of required ICRA Training.
9. Provide proof of a current Red Cross or approved equal for Cardio –Pulmonary Resuscitation (CPR), First Aid, Automated External Defibrillation (AED), and Blood-Borne Pathogens training course.
10. Completion of drug and alcohol reasonable suspicion training.

Contractor Safety Meetings
Contractor shall have regularly weekly scheduled safety meetings to review with Subcontractor Safety Representatives field observations, incident trends, best practices, site conditions, and upcoming significant project schedule events. It is a recommended “Best Practice” that these meetings occur weekly and involve a site tour to aid in the identification of potential issues, hazards, and/or safety concerns.

Emergency Planning
The contractor shall ensure adequate means available to monitor weather activities and have severe weather action plans in place to provide the monitoring, communication, and actionable response for such events. Contractor shall utilize an emergency notification signal for all onsite personnel in case of an emergency. This notification shall be included in the SSP and communicated during the orientation. Contractor shall determine the maximum wind speeds as recommended by manufacturer for operations during the project for operation of onsite aerial lifts, scissor lifts, scaffold use, buck-hoist, and crane use. This shall be shared with all onsite personnel.

Lone Worker Program
The Contractor shall address and plan for any Lone Worker Activities and develop procedures intended to promote employee awareness and employee safety when an employee is assigned to work alone on property. Contractors will ensure that there are safety plans in place for those who work alone.
Contractors will ensure, applying all reasonable measures, the protection of our employees who are performing their duties in areas or under conditions where they are required to be on their own.

It is recognized that for most tasks performed on CC property lone worker activities should be an isolated occurrence and requires specific pre-task planning and communication.

All efforts shall be made to ensure High Risk Activities are not performed alone. High risk activities include the following:
- Working from heights
- Working in confined spaces
- Lock out/tag out operations
- Working with electricity
- Working with hazardous substances or materials
- Working with material under high pressure
- Working where there is a possible threat of violence
- Working in isolation from first aid services or immediate/emergency assistance

Activities deemed Low Risk should be planned with the lone worker checking in and out of the task with a supervisor as well as reviewing the THA for the assigned task. Individually and collectively, supervisors and employees should be required to assess the conditions or circumstances under which an employee may be working alone to determine the risks, the level of risk, and prevention measures required to reduce those identified risks to acceptable levels. A critical part of the JHA is the determination of emergency assistance procedures.

SITE PERSONNEL TRAINING

Safety Training
All Contractors shall verify their employees have received required training per OSHA regulations prior to the employee being permitted to work on any CC Project. Documented proof of this training shall be maintained by the Contractor and the training documentation shall be made readily available to CC Representative.

Contractors requiring Cleveland Clinic ID badges are required to complete the ICRA 8 Hour Awareness Training.

Union Members	Union Contractor Management Staff, Bldg. Inspectors, Architects, Engineers	Non-Union Workers/Facilities Maintenance Providers/ Consultants	Non-Union Spanish Speaking Contractors
Practice 8-Hour awareness training class	Click here	Click here	Click here

All workers on-site must have completed an OSHA 10-Hour Construction Outreach Training Course (OSHA 30-Hour Construction or Instructors Card supersedes this requirement). New employees coming onto the CC Project are to provide a copy of their course completion card from their training to the Contractor and orientation administrator. The Contractors shall maintain documentation that each employee has completed this program.

Contractor shall oversee and require contractors to meet or exceed required OSHA training for specific tasks and equipment operation.

All persons onsite shall be current in basic First Aid/CPR training.

All onsite personnel must have completed an OSHA 10-Hour Construction Outreach Training Course. (An OSHA 30-Hour Construction or OSHA 500 Instructors Card supersedes this requirement.) The CSM will request at orientation copies of worker OSHA 10- or 30-Hour cards for record.

All construction personnel have a responsibility to perform work in a safe and healthy manner. This includes at a minimum the following responsibilities:

1. Attend the Project Safety Orientation prior to commencing work on the site.
2. Become familiar with and abide by requirements of this Safety Program, OSHA Standards related to their work, and the site-specific safety plan of the Contractor and their employer.
3. Participate in safety training required to perform work activities.
4. Participate in the creation and implementation of a JHA and THA.
5. Always work safely to avoid personal injury, injury to others, or damage to property.
6. Properly use PPE, tools, and other equipment required and furnished to perform assigned work tasks.
7. Promptly report all unsafe working conditions, tools, or equipment to supervisory personnel.
8. Immediately report all accidents or incidents to supervisory personnel.
9. Provide proper first aid treatment and follow-up medical attention for all work-related injuries and illnesses, no matter how minor.
10. Abide by the Contractor Substance Abuse Policy.

11. A system must be established by the Contractor to visually field verify employees have received training to operate forklifts and mechanically elevated work platforms (MEWPs). A similar visual field verification system must be established for qualified riggers on the project (i.e., hard hat bands, color-coded hard hat stickers, etc.).

Competent Person

1. Prior to the start of construction, each Contractor/Subcontractor will designate Competent Persons for the various activities performed by that Contractor or Subcontractor, which require a Competent Person per OSHA regulations. Each tiered Subcontractor will document their Competent Person to the Contractor who shall maintain a current list of Competent Persons.
2. Each Contractor is responsible to ensure that individuals identified as Competent Persons have the requisite knowledge, experience, training, and authority to fulfill their duties as Competent Persons. This includes the authority to stop work and implement corrective actions when a particular activity or condition under their control is being performed in a hazardous manner. At a minimum, any designated Competent Persons must have completed the OSHA 30- Hour training course for construction within the past 5 years.
3. Maintain and coordinate safety permitting documents (e.g., confined space entry, hot work, traffic control plans, etc.)
4. Ensure that appropriate company coaching and/or disciplinary action is taken in response to unsafe behavior.
5. Coordinate transportation of employees with minor injuries to Contractor's first aid station or OCIP designated medical facility.

Stretch & Flex

Contractors shall implement a project wide requirement for a Stretch & Flex program on CC projects with the purpose of the program being to aid in employee warm up period prior to performing their daily activities to avoid and prevent injuries such as sprains, strains, and muscle soreness.

The Stretch & Flex programs should be utilized daily prior to work activities being performed. All onsite workers are required to participate. Contractors are encouraged to incorporate professional guidance in the development of their programs to best suit their work activities. Contractors shall review their Subcontractors programs to ensure suitability to work tasks.
The Stretch & Flex Programs are encouraged to be performed as a group during discussion of pre-task plans, JHA and THA for the day's work activities and associated risks.

Stop Work Authority

Contractors are to empower and encourage All workers to stop work when they or another worker is exposed to any safety risk. The following list includes examples of when a stop work intervention can and should occur:

1. When any person has a question or misunderstanding regarding the Task being performed.
2. When any hazard that was not identified in the JHA or THA is identified when an identified hazard has not been adequately addressed by either barricades, protections, or the building of capacity into the operation.
3. Improper fall protection.
4. Improper excavation protection.
5. Working and walking under suspended loads.
6. Working in a confined space without authorization.
7. Improper body location / position.
8. Unprotected hazardous energy/LOTO.
9. Unsafe operations that may affect public or patient safety.
10. Other serious safety hazards may become present.

GENERAL CONTRACTOR
SAFETY PROGRAM EXPECTATIONS

Safety Requirements

All Contractors shall comply with:

1. All applicable Federal, State, and Local Governmental safety standards.
2. Safety rules and practices that have been communicated by CC that would be deemed applicable for any specific project or construction site.
3. Their own written established safety policy and programs.
4. Fire Department Connections (FDC) signage shall be visible/unobstructed outside the building/structure.
5. It shall be the Contractors responsibility to provide a safe and healthful work environment for their workers on-site during the performance of the contract. This shall include all Subcontractors associated with them, all trades and supervision, suppliers, CC personnel, patients, visitors, and additional parties having access to or impact from the designated construction areas.

Contractors shall have access to the most current copy this document available onsite for reference. Contractors shall maintain and post on site all required Federal, State, Local, and Governmental postings as required. Contractors shall maintain and post a list of current local emergency numbers on site: Fire, Police, Ambulance, Hospital or Occupational treatment facility, Rescue, Facilities, EHS Safety, and Security.

CC has the right to monitor the Contractor's operations for safety performance, workmanship, and security, protection of operations, work progress, housekeeping, and compliance to design specifications. The Contractor shall be responsible for assuring safe work practices and compliance with all applicable legal requirements.

Contractor shall have its health and safety program/policy readily available for review with the Owner Representative/Project Manager, EHS Representative, Contactor Safety Program Manager, or other CC personnel as requested.

At a minimum, the Contractor should establish policies, safety documents, distribution and recording procedures that include:
1. Requirement that all workers attend the site safety orientation.
2. A risk assessment process, which includes a pre-task analysis/method statement & risk assessment to determine the level of safeguards and personal protection necessary.
3. Personal Protective Equipment to ensure that all workers are adequately protected against job hazards.
4. Each facility is responsible for the oversight and monitoring of construction and renovation projects

All Contractor's working on or within the CC Healthcare Organizations must set expectations to ensure a safe, courteous, orderly, and efficient environment. During work activities at CC locations, it is extremely important to protect our caregivers, and patients while not disrupting any services or safety features. The information listed below provides resources and gives an overview for what is expected before work begins, during the life of the work activity, and how to document when work occurs.

All Contractors, Subcontractors, vendors, and suppliers and their individual representatives performing work activities at CC properties shall comply with this program and the Interim Life Safety Measure requirements, Fire Prevention, and Safety requirements contained herein.

This Contractor Safety Program contains reference excerpts of numerous regulations, codes, and standards which are not presented in their entirety. This program does not cover all EHS material that could be applicable to work on CC projects. Each employer is responsible for ensuring compliance with all applicable requirements governing their work on CC projects. If a regulation conflict arises between safety requirements, the most stringent shall be used. Nothing within this handbook relieves any Contractor of their own safety responsibilities.

All Contractor staff and employees, Subcontractor staff and employees, vendors, and suppliers who perform work on CC projects are expected to:

1. Perform their jobs in a courteous, conscientious, and caring manner in responding to patients, visitors, and fellow employees in a manner that places patients' and public needs first. This work may involve activities inside the hospital facility and all should be reminded of their responsibility for proper conduct, professionalism, courtesy, honesty, and integrity.
2. Present themselves in a professional manner commensurate with job responsibilities. All construction personnel shall conduct themselves in a manner consistent with the intended spirit of CC's policies and procedures at all levels of the organization.
3. Promote a positive company community image as a construction representative of CC.
4. Create a positive safety culture within your project teams, subcontractors, vendors, and suppliers.
5. Contribute to a quality of work-life that is free of illegal or immoral actions.
6. Contractors shall support and enforce CC's efforts to maintain a drug-free and tobacco-free work environment. Enforce a CC property wide No tobacco, No Smoking Policy.
7. Protect and preserve the confidentiality of all patient's information.
8. Carry out their duties consistent with CC Processes and Procedures as well as their Corporate EHS Compliance Program.
9. Support an organizational climate in which employees are encouraged to identify and bring to the attention of supervisor's safety issues due to human or system errors, or unacceptable behaviors without concern of retribution – a just safety reporting culture.
10. Be aware and proactive in potential hazards in your area and ensure that the appropriate personal protective equipment is provided and properly worn as required.

Personal Protective Equipment Plan

The Cleveland Clinic is committed to protecting Contractors, Subcontractors, Vendors, and Suppliers from recognized occupational hazards. The Occupational Safety and Health Act (OSHA) General Duty Clause states that employers will provide a workplace free of recognized hazards for their employees. Controlling a hazard at its source is the best way to protect employees.

When engineering, work practice and administrative controls are not feasible or do not provide sufficient protection, Contractors and Subcontractor shall provide personal protective equipment (PPE) to their employees and always ensure its use onsite. Personal protective equipment, commonly referred to as PPE, is equipment worn to minimize exposure to a variety of hazards. Examples of PPE include such items as gloves, foot and eye protection, protective hearing devices (earplugs, muffs), hard hats, face shields, and respirators.

Each Contractor shall perform the following and document as necessary to ensure all employees, Subcontractors and visitors are protected:

1. Conduct a hazard assessment of the workplace to identify and control physical and health hazards.
2. Be knowledgeable and aware of when specialized personal protective equipment (PPE) is necessary.
3. Know what kind of protective equipment is necessary and most applicable to the work task.
4. Understand and provide the required training necessary in the proper use and care of Personal-protective equipment.
5. Identify, provide, train, and ensure maintenance for appropriate PPE for employees.
6. Periodically review, update, and evaluate the effectiveness of the PPE.

The supervisor should select PPE that will provide a level of protection greater than the minimum required to protect employees from hazards. It is recommended that the workplace be periodically reassessed for any changes in conditions, equipment or operating procedures that could affect occupational hazards.

At a minimum the following PPE requirement will be required for all work on CC Property:

Eye Protection

Contractor shall always implement and enforce a 100% eye protection program on the jobsite. Safety glasses (including safety prescription eyewear) with attached side shields meeting the American National Standards Institute (ANSI) Standard Z87.1, latest issue, shall be always worn. Face shields and/or goggles shall also be required when there is possible exposure to particulate matter generated from overhead work, from hammering, chipping, welding, grinding, cutting, heating, burning, or insulation handling, or where there is possible exposure to hazardous chemicals, cryogenic fluids, acids, caustics, or dust. Dark safety glass lenses are not permitted inside of buildings, in enclosed areas, or at night.

Face shields plus safety glasses are required where employees are performing work that could potentially cause materials to become flying objects such as, but not limited to, chipping, welding, grinding, cutting, drilling, chiseling, and using powder-actuated tools.

Safety glasses and a face shield will be required when performing overhead work activities where loose debris is present or while operating pneumatic powered tools. Safety glasses and face shield requirements are included in spray applied fireproofing applications.

Chemical splash goggles and face shield shall be worn when handling or dispensing liquid chemicals. Refer to chemical product manufacturer safety data sheets for specific PPE requirements.

Personnel that wear prescription eyeglasses shall wear ANSI Z87.1 approved prescription safety glasses with side shields.

Welding screens shall be utilized to protect other job site personnel or public who do not have appropriate filtering eye protection and who could be exposed.

Only properly trained and qualified operators shall use lasers. Proof of operator training must be kept on file at the site. In areas where laser levels are being used, warning signs and barriers identifying the eye hazard shall be posted.

Head Protection

Non-metallic hard hats meeting American National Standards Institute (ANSI) Z89.1 specifications shall be always worn by all personnel at the work site. This requirement specifically includes all work completed during the finish stages of the project. Hard hats shall be worn with the brim facing forward, unless a welding shield (or other device, which prevents such) is in use.

Welding hoods, face shields, or any other hard hat attachment must attach directly to the hard hat. Hard hats must be always worn while on CC construction projects. Soft top welding is prohibited.

Foot Protection

Contractor shall require foot protection on site. Work boots shall be required for all personnel on site. In all cases all personnel onsite shall wear work boots that are commensurate with the hazards of the work and the work site area. This includes rubber boots when working in or near damaging liquids or concrete.Safety-toe footwear meeting ASTM F2413-11 (Standard Specification for Performance Requirements for Protective (Safety) Toe Cap Footwear) will be required for specific construction tasks dependent on hazard exposure. This requirement includes employees engaged in work activity creating reasonable potential for a crush injury to the foot. Examples of such hazards include but are not limited to exposure to falling or rolling objects; working near to wheel and track vehicles; jack hammering and chipping; drilling operations; material/equipment handling; when moving or rigging heavy objects; or exposure to falling objects.

Slip resistant devices shall be used when walking working conditions require.

Sneaker style shoes (even ANSI approved sneaker shoes) shall not be worn on construction projects. Tennis shoes, sandals, street shoes, high heels, open toe, and other similar shoes are not permitted onsite.

Metatarsal protection covers over the boots are required when operating jack hammers, earth compacting equipment, and/or any other operation where the top of one's foot could be injured.

Contactors may require more stringent site footwear protection requirements.

Hand & Arm Protection

Contractor shall require hand protection (Gloves) gloves are required when a risk of hand injury is present. Contractor shall perform a cut hazard assessment to determine what level of hand/arm protection is needed to protect against cuts. Contractor/Subcontractor's hazard assessment shall be used to determine applicability. Example: tasks involving sharp edges and or puncture hazards would require cut resistant gloves be worn with capacity to provide adequate protection from the hazard (cut resistance level) by those personnel performing the task. Contactors may require more stringent hand and or arm protection requirements.

The nature of the hazard and the operation involved will affect the selection of gloves and or sleeves. The variety of potential occupation hand injuries makes selecting the right pair of gloves essential in providing adequate hand protection. Employees should utilize gloves specifically designed for the hazards and tasks found in their workplace as gloves designed for one function may not provide adequate protection against a different function even though they may appear to be an appropriate protective device.
All cutting activities with hand and power tools shall be done on a supported surface. Cutting free hand or holding materials against body parts to cut shall be prohibited.

Hearing Protection

Hearing protection is required in all high noise level areas of the project. Hearing protection may also be required where excess noise exposure exists even on a temporary basis. This would include situations where equipment such as jackhammers, saws, drills, grinders, or heavy equipment are being utilized, and the 80-decibel limit is exceeded.

Contractor/Subcontractors shall implement the necessary hearing protection in response to these noise hazards.

Areas where noise levels exceed the 80-decibel standard, even on a temporary basis, shall require adequate hearing protection. This protection could include muffs, plugs, or a combination thereof. Individuals required to wear such hearing protection shall be properly fitted and trained.

Where routine exposure to noise more than the 85 TWA (Time Weighted Average, 8-hour Workday) decibel level occurs, the Contractor/Subcontractor's personnel are subject to the provisions of the OSHA Hearing Conservation Standard.

Clothing

The professional atmosphere and brand of Cleveland Clinic is exemplified in many ways including the image Contractors present to our

employees, patients, and public. The following standards are meant to ensure all necessary safety and infection control requirements are met, and to avoid an appearance that calls attention to the individual employee and distracts employees from their support service or other responsibilities, or causes patients or visitors to question the competence, confidence, professionalism, caring or quality of our employees, Contractors, or our services.

Contractor shall require all project personnel working on CC projects to always wear appropriate work attire. Personnel shall wear personal clothing that is safe and proper for the work and any jobsite exposures. At a minimum, full-length trousers, and shirts with a minimum 4-inch sleeve are required.

Prohibited attire includes, but is not limited to:

a. Attire with political endorsements.
b. Attire that is vulgar, obscene, threatening, intimidating, or harassing.
c. Attire that conveys a message contrary to Cleveland Clinic's policies against discrimination or harassment.
d. Attire that provokes a debate over social issues.

Work inside CC Hospital facilities requires employee attire to be clean to prevent risk of infections etc.

High Visibility clothing or vests (Class 3 for any work on or near traffic areas required) must be worn as the outermost layer of clothing when onsite.

Any personnel with a CC ID Badge shall wear their ID Badge above the waist and with the photo ID facing outward.

PPE Training

Contractor / Subcontractor Supervisors must provide training to teach employee who is required to use PPE. Each employee should be trained to know when PPE is necessary, required, use and adjustment of PPE, limitations of PPE, care, maintenance, and useful life of PPE.

Contractors shall post appropriate caution signs in areas requiring PPE. This includes project locations requiring eye, face, hand, hearing, or hand protection.

Respiratory Protection

Contractor/Subcontractors/suppliers shall protect personnel from exposures to dust, fumes, vapors, mists, or gases more than the Permissible Exposure Limits (PEL) or Short-Term Exposure Limits (STEL), as referenced by the Occupational Safety and Health Administration (OSHA), American Conference of Governmental and Industrial Hygienist (ACGIH).

Where exposure is unavoidable, and engineering or administrative controls such as isolation of the hazardous materials, ventilation or limiting exposure periods may not provide adequate protection, use of approved respirators shall be required.

Personnel shall wear appropriate respiratory protection when applying toxic or hazardous materials inside tanks, rooms, or other areas where adequate ventilation does not exist.

When individuals are sandblasting, cutting, or grinding concrete, or performing other work with potential exposure to silica, appropriate respiratory protection, including but not limited to air purifying respirators shall be provided. Subcontractors shall survey the work activity to determine the appropriate means of protection and shall attempt to engineer out the hazards whenever possible.
Personnel required to wear respiratory protection shall be trained, fit tested, and medically qualified to wear such devices.

Contractor/Subcontractors/suppliers shall implement a respiratory program, which includes proper maintenance and care of the respirators and any related equipment.

Heat Stress Program

CC recognizes that working in hot conditions poses many safety and health hazards workers on
CC projects. Heat related illnesses may range from acute to chronic cases all of which are preventable. This program addresses recognized ways to minimize, control, and eliminate these occupational hazards.

Contractor and Subcontractor project leadership are mutually responsible for preventing heat-related illnesses and disorders for all CC projects.

Contractor designees shall monitor the heat exposure of individual jobs and make recommendations to reduce heat stress risk.

If employees must work for extended periods (more than one continuous hour/day) outdoors during hot weather or above the Threshold Limit Value (TLV) for heat exposure, project leadership shall be trained in the prevention of heat stress.

Four environmental factors affect the amount of stress a worker experiences in a hot environment: temperature, humidity, air velocity and radiant heat.

This training includes the signs and symptoms of heat stress and preventive measures that should be taken.

Contactors shall implement a "Best Methods" plan to address the specific needs of the project through training, education, and support. This plan should be implemented based on the hazards and resources present and shall include:

1. Providing Training.
2. Providing Sources of drinking water and or electrolyte replacement drinks.
3. Provide adequate break areas and hydration stations.
4. Supporting personnel in adjusted work schedules to reduce heat exposure during heat events.
5. Ensuring workers who are working in hot environments take necessary precautions.
6. Evaluation of the work to be performed and the potential impact from hot weather on the personnel performing the work.
7. Work/rest schedule.
8. Scheduling of work to reduce heat stresses as appropriate.
9. Training of employees in the prevention and identification of heat related illnesses.

Cold Stress Program

CC recognizes that Contractor and Subcontractor employees exposed to extreme cold or cold and wet environments are at risk for cold stress. Short-term exposure to extreme cold or longer exposure to cold can lead to serious health problems including but not limited to hypothermia and frostbite.

Contractor and Subcontractor project leadership is responsible for preventing cold-related illnesses and disorders for all CC projects.

Contactors shall implement a "Best Methods" plan to address the specific needs of the project through training, education, and support. This plan should be implemented based on the hazards and resources present and shall include:

1. Monitoring cold stress conditions and make recommendations to reduce the risks of cold stress that might cause frostbite or hypothermia.
2. Project leadership shall be trained in the prevention of cold stress. Training should include identifying the signs and symptoms of cold stress and the preventative measures that must be taken.
3. Have a written plan addressing the specific needs of the project to identify work activities that put workers at risk to cold stress.
4. Ensuring workers are appropriately dressed and stay covered, including extremities.
5. Employees should never touch cold metal surfaces with bare skin.
6. Requiring additional breaks in warm break rooms or environments.
7. Monitoring and rotating employees working in cold environments.
8. Providing adequate amounts of drinking water to keep workers hydrated, instructing workers to limit caffeine intake.
9. Educating workers on how to identify and report cold-related injuries or illnesses.
10. Advising workers to maintain a change of clothes in case clothing becomes wet.
11. Allowing workers time to acclimate to site conditions.
12. Scheduling work activities to minimize extreme cold and wind.

Shutdowns

Any necessary shut-down (electrical, mechanical, plumbing, etc.) requests must be coordinated with CC. CC will require a minimum of eleven (11) days written notice prior to required shutdown or disruption. Depending on shutdown potential impacts it is recommended that as a best practice the shutdown requests be made (refer to Utility Shutdown).

Mobile Communication Equipment Use (MCE)

Use of mobile technology on project can create user distractions and negatively affect other project personnel. Contractor shall establish parameters for use on the project to eliminate distractions and hazards.

The following MCE guidance shall apply:

1. Cell phones may not be used within certain designated hospital areas. Conformance to these specific cell free zones shall be maintained.
2. Cell phones are prohibited during operation of motorized equipment, cranes, or vehicles on a job site.
3. When in active work locations, do not walk and use a mobile device. If mobile device usage must occur, ensure that it is performed in visible stationary location and/or away from work activities.
4. If setting up mobile equipment on-site (testing, surveying, video, etc.) ensure that equipment is visible. The setup should not create additional hazards for the project personnel.

Fall Protection

CC requires all work performed at or above 6 feet will be done in conjunction with positive fall protection 100% of the time, including but not limited to: steel erection, roofing, leading edge construction, scaffolding, leading edge of excavations etc.

At no time is a Safety Monitor system or Attendant to be used as a means of fall prevention on CC property for the protection of personnel.

Each contractor is responsible for protecting its own employees by using conventional means of fall protection such as standard guardrails, perimeter cables, or personal fall protection. The ongoing maintenance and daily inspection of this protection must also be

included. If a contractor's employee annot be protected by conventional methods, then adequate pre-planning must be conducted to provide for anchorage points capable of withstanding 5000 lbs. in combination with a safety harness and self- retracting lanyard.

Perimeter protection should never be used as an anchorage point unless it has been designed by a Professional Engineer (PE) to withstand such force. Horizontal Lifeline systems shall be an engineered system or designed by a licensed Professional Engineer (PE). Guardrails shall not be used as an attachment point for equipment or materials (electrical cords, welding leads, pneumatic hoses).

All cable guardrails must be a minimum ½" diameter steel cable. Cable guardrails shall be flagged in compliance with OSHA requirements. All cable guardrails must be looped connections with three cable clamps on each side of the connection. Open eye turnbuckles are not permitted. Guardrails made of 2x4's shall not have any nails protruding. Wood guardrails shall have stations not more than 8 feet between spacing and not spliced in the mid-span lengths. Guardrails cannot be made of metal studs.
Standard guardrails must consist of top rail that is at a 42-inch height plus or minus 3 inches, mid-rails at 21 inches or half the top rail height, and toe boards a minimum of 3-1/2 inches high above walking / working level. Contractor shall coordinate the installation, maintenance, and removal of perimeter guardrail safety cables installed by their Subcontractor.

Employees shall be protected from falling objects through guardrails by the installation of Toe boards around all shafts and perimeter edges. Debris netting /mesh fabric having openings of 1/2" or less and capable of withstanding 50 pounds of force without damage or displacement should be secured to all guardrails to aid in falling object protection at all perimeter and interior locations where materials could fall or blow through the guardrail system.

Warning lines may be used for roofing operations and shall be maintained at least 15 feet from the leading edge for all roofing subcontractors. 100% positive fall protection (Tie Off) is required beyond the warning line. The warning line height must be between 34" & 39" from the walking/working surface. The rope, wire or chain must have a breaking strength of 500 pounds and must be flagged every 6 feet. After erected, the stanchions must be secured from tipping due to wind, etc.

100% tie off is required when working from articulating personnel platforms.Subcontractors are required to follow the manufacturer's recommendations for fall prevention when working from a non-articulating (scissor) lift. Subcontractors must include their fall protection methods, equipment, and procedures in their daily Task Hazard Analysis (THA).

All fall protection systems in use shall not be over 5 years old of the manufacturer's issue date or in- service date by the Contractor (documentation required). All labels/inspection tags on fall protection equipment shall be legible. If the labels/inspection tags are not legible, they will be prohibited for use on a CC project.

All employees shall be protected from falling or walking through holes or openings using guardrail systems, covers, and or PFAS. Any floor opening exceeding 2 inches in diameter shall be covered, barricaded, or otherwise protected.

Covers shall be designed to withstand twice the intended weight of workers, equipment, and materials. Covers shall be secured against displacement and shall be labeled "HOLE" or "COVER" and beveled or flush to prevent trip hazards. Where there is a potential for water intrusion, damage to stored material/equipment, or work in place all floor covers must be sealed to the floor with watertight sealant. See Water Intrusion Program.

Each contractor employee exposed to fall hazards must be trained in the recognition of fall hazards, the avoidance of fall hazards, the purpose, use, and requirements of conventional fall protection methods, and the use, inspection, and care of harnesses, lanyards, and rescue devices. Any contractor requiring fall protection methods shall have details in their project specific Fall Prevention Plan, to include rescue, which describes the methods they intend to use in case of need.

Barricades & Signage

CC shall require Contractors performing installation of barricades, signs, and signals to be performed in accordance with 29 CFR 1926, Construction Industry Regulations, Subpart G, Signs, Signals and Barricades, in addition to the following:

1. All traffic control, barriers, and devices used on the project must comply with Ohio Department of Transportation and follow the most current version of the Manual on Uniform Traffic Control Devices (MUTCD).
2. The Contractor shall provide adequate visibility and protection when public use of work areas must be maintained on sidewalks, entrances to buildings, lobbies, corridors, aisles, stairways, and vehicular roadways.
3. Appropriate barriers (i.e., guardrails, barricades, temporary fences or partitions, overhead protection, shields) shall be secured against accidental displacement and maintained in place except where temporary removal is necessary to perform the work. When a barricade is temporarily removed, an attendant or gate guard shall be placed at all openings.
4. Sidewalks, building entrances, lobbies, corridors, aisles, doors, or exits in use by the public shall be clear of obstructions to always permit safe ingress and egress of the public.
5. Guardrails compliant with OSHA requirements shall be provided on both sides of vehicular and pedestrian bridges, ramps, runways, and platforms.
6. Sidewalks, canopies, catch platforms, and appropriate fencing shall be provided when it is necessary to safely maintain public or job site personnel pedestrian traffic adjacent to the erection, demolition, or structural alteration of outside walls on any structure.
7. Temporary fencing shall be provided around the perimeter of above ground operations adjacent to public areas except where a sidewalk or fencing is provided by the contract. Perimeter fencing shall be at least 6 feet high.
8. The use of caution and danger tape should be used only as a last resort for protection and be used only for temporary conditions while more significant barriers are being installed or removed to protect the area. Warning signage must include the Contractor doing the work, hazards that are being barricaded, contact name and phone number for Contractor supervision overseeing work within barricades, and estimated duration of work (start/end date). Appropriate warnings, signs and instructional safety signs shall be conspicuously posted where necessary. All caution, warning, and danger signage must be of appropriate size, bi-lingual, meet OSHA requirements for design, and be professional in appearance.
9. CC reserves the right to require the Contractor to erect hard barricades if barricade tape is not maintained to CC satisfaction.
10. Yellow caution tape is to be used to restrict access and warn other job site personnel where lower risk hazards are present and where caution must be exercised to enter barricaded area.
11. Red danger tape is to be used to restrict access where higher hazards exist that have the potential to cause a serious injury or fatality. Only authorized personnel may enter the area. No other Contractor personnel should enter area unless they have permission from the Contractor who erected the red danger tape.
12. Areas "taped" off shall have signage with contact of contractor designating area a risk.
13. Hard barricades may be required in lieu of danger tape based on type of risk(s), location, duration, and/or CC direction.
14. A properly certified flagger shall control the movement of motorized equipment in areas where the public might be endangered. This includes access gates when kept open for deliveries.

Scaffolding

Contractor shall implement scaffolding safe controls and oversight programs for the safe erection, use, inspection, and dismantling of scaffolding on the project. The following shall be included in the scaffold safety program:

Each part of the platform or scaffolding shall be capable of supporting at least 4 times its intended load. Footings shall be sound and rigid. Concrete blocks, bricks, buckets, barrels, or similar items shall not be used for supports. All planking shall be OSHA approved planking and installed with an overlap to a minimum of 6 inches, not more than 12 inches and secured to prevent movement.

Scaffolds three (3) sections or higher shall be tied to a solid support. All tube-and-coupler scaffold, tubular welded scaffold, etc. shall be secured against displacement every 26 feet vertically and every 30 feet horizontally. Where a solid support is not available, outriggers shall support the scaffold. Scaffolds more than four (4) sections high shall be guyed with rope or wire at each corner.

All manufacturers' bracings, couplings, or stacking and vertical locking pins shall be installed on metal scaffolding prior to use.

All legs shall have base plates, screw jacks or casters.

Guardrails and toe boards must be provided on all sides and ends of scaffolds 6 feet or more in height. If the scaffold platform is less than 45 inches wide, guardrails should be installed at heights of 4 feet or higher. Open-sided ends shall be guarded. Cross bracing shall not be used as handrails.

Fall protection shall be used with workers 100% tied off on any scaffold platform greater than six feet in height and not equipped with standard handrails, midrails or decking. When erecting and dismantling scaffolding, Contractor employees shall be 100% tied off.

Scaffolds shall be provided with an access ladder or equal safe access.

Scaffolds with a width less than 60 inches must have guardrails (top, mid and toe) installed when the work platform is more than 48 inches (4 feet) above the floor or lower work area. Outriggers are required when the working surface is 5 feet above the floor. This applies to "baker" style scaffolds.

Rolling scaffolds shall have their wheels locked when in use. No scaffold shall be moved while occupied, or while tools or equipment are on it.

Contractors/ Subcontractors/suppliers must have a competent person involved with the erection, dismantling, and inspection of s caffolding.

Appropriate protection shall be provided for individuals working around scaffolding or for those who are exposed to overhead hazards while working on scaffolding.

All Contractors/ Subcontractors/suppliers shall utilize a scaffold-tagging inspection program. All scaffolds shall have a scaffold tag attached, indicating the Contractor/Subcontractor's name, date of installation, duration of anticipated use, and status of scaffold safety requirements. All scaffolds shall contain a scaffold inspection tag, signed, and dated by the contractor's competent person, denoting that the scaffold has been inspected and is safe to use prior to any employee utilizing that scaffold that day. Contractors/ Subcontractors/suppliers shall inspect all elevated work platforms each day. Defects shall be corrected prior to use.

Examples of Scaffold Inspection Tag "Best Practices" include colored inspection tags to represent: Safe for Use (Green), Under Construction (Yellow), and Unsafe, Do Not Use (Red).

Stairs or stair-towers are required as the primary means to access floors, roofs, and elevated landings. Manufactured stairs, job-built wood stairs, temporary stair towers or permanent stairs shall be provided for worker access and shall be installed as soon as practical. Stairs shall be equipped with required slip resistant treads, stair rails and guardrails at intermediate landings, as well as at the slope, width, and landings, in accordance with applicable OSHA regulations and Local Building codes.

Steel Erection

Contractor shall require steel erection Subcontractor and metal decking installer Subcontractor to implement and always use 100% positive fall prevention devices when working over 6 feet. Workers engaged in steel erection activities including but not limited to connecting, decking, and bolt up, are not exempt from 100% fall protection requirements when working from elevations of six feet or greater.

Contractors have the right to impose more stringent fall protection requirements dependent upon the work to be performed and the associated risks of the work area. Contractor shall ensure steel erection contractor is at minimum in compliance with OSHA requirements (excluding the less stringent OSHA fall protection exemptions).

The Contractor's rescue plan for all elevated work shall be documented on the Contractor Site-Specific Safety Program, JHA, and THA. A rescue man-basket shall be available during overhead work by Contractor/Subcontractor.

"Controlled Access Zones", "Controlled Decking Zones", use of a "Safety Monitor" and "Warning Lines" are not permitted as primary means of fall protection.

Contractor shall provide written notice to Subcontractor a Notice to Commence Steel Erection that includes data as required by OSHA.

Guardrail Removal Program

The Contractor shall develop and implement a Guardrail Removal Program. The Guardrail Removal Program shall include a permit system where removal of guardrails is controlled and overseen by the Contractor. The CSM Representative must be notified of the guardrail removal before any fixed fall protection railings are removed.

Guardrail Removal Permit must be used to document the management from removal of the guardrail through the guardrail being put back in place.

Adequate fall prevention devices and barricading shall be used at all loading platforms prior to removing existing perimeter protection. Loading areas shall utilize a leading edge and rear guardrail system to protect other trades during load landing operations with positive fall protection for assigned workers.

Concrete & Masonry

Contractors shall ensure operations performing concrete and masonry operations be performed in accordance with 29 CFR 1926, Construction Industry Regulations, Subpart Q – Concrete and Masonry Construction, in addition to the following requirements:

Masons who are overhand brick or block laying shall use vertical lifelines or other fall protection devices to ensure compliance with fall protection requirements.

No construction loads may be placed on a concrete structure or portion of a concrete structure unless a qualified person, knowledgeable in structural design, determines that the structure can support the load.

Protruding reinforced steel, onto and into which employees could fall and be impaled shall be guarded to eliminate the hazard of impalement. Reinforced protective caps or other equally effective protection must be used.

Concrete and masonry workers shall wear appropriate personal protective equipment to prevent from getting chemical burns from concrete or mortar.

Concrete & Masonry core cutting operations must use ground penetrating radar or other suitable technology to define areas where it is safe to drill/cut in order to avoid damaging rebar, post tension cables, electrical conduit, or the like.

Engineered fall protection systems must be used to minimize fall exposures for concrete leading-edge operations.

When employees are using pneumatic hoses to pump concrete or similar materials, they must wear the appropriate PPE (e.g., face shield, safety goggles, and hardhat).

All wood/form cutting activities shall be done on sawhorse tables or supported surface. Cutting free hand in the air or using body parts to support materials to be cut is prohibited.

Employees shall not be permitted to work under concrete buckets while being elevated or lowered into position. In addition, elevated concrete buckets shall be routed in way that limits exposure to employees of a falling concrete bucket. Tag lines must be used on all

loads.

Cutting concrete or block shall performed using wet cut methods. If wet cut methods infeasible and dry cutting is the only option, dust control measures such as vacuum attachments and PPE requirements (e.g., safety goggles, face shield, dust mask according to the SDS specified PPE requirement) shall be implemented to assure OSHA compliance. It is imperative that any dry cutting activities not impact other workers, CC Facilities, or the public.

No employees (except those essential to post tensioning operations) shall be permitted behind the jack or end anchorages during post-tensioning operations. Signs and barriers shall be erected to limit employee's access to post-tensioning area during tensioning operations.

When working above six feet, a fall protection plan shall be developed as part of the initial SSP, updated on the JHA, and discussed in daily THA planning with all crew members.

Rebar mats that must be crossed by any trade with a spacing greater than 6"x 6" must have a safe walking surface installed. This could be as little as a 6'' square wire mesh for finishers or plywood for general traffic.

Bulk storage facilities such as storage bins, containers and silos shall be equipped with conical or tapered bottoms, mechanical or pneumatic means of starting the flow of material.

Masonry saws shall be provided with a semi-circular guard over the blade.

A limited access zone shall be established prior to the start of any masonry work, prior to the construction of the wall, and shall be equal to the height of the wall, plus four feet.

Contractors shall follow OSHA wall bracing requirements.

Overhand brick/block installation from a scaffold requires 100% fall protection.

Contractor's machines shall be locked and tagged out of service before employees can perform any maintenance or repair work. Powered and rotating concrete troweling machines as well as other powered tools shall have a "dead man" switch that automatically shuts off power whenever the hands of the operator are removed from the machine.

Mortar Mixers that have belt driven motors shall have covers closed after starting them due to the exposure of belt drives that are not guarded.

Concrete pumping systems that use compressed air hoses shall be provided with positive fail-safe joint connectors. Concrete pumping systems using discharge pipes shall be provided with pipe supports designed for 100% overload.

The Contractor responsible for concrete pump trucks on-site is the "controlling entity" for that operation. The Contractor must verify ground conditions are stable and that outrigger bearing pressures can safely be met. The Contractor responsible for concrete pump trucks must establish a safe travel path for the equipment, identify outrigger locations and ensure that no hazards such as overhead or underground utilities, vaults or structures exist.

Concrete buckets equipped with hydraulic or pneumatic gates shall have positive safety latches or similar safety devices installed to prevent premature or accidental dumping.

Cast-In-Place Concrete Requirements

Formwork shall be designed, fabricated, erected, supported, braced, and maintained so it can support all lateral and vertical loads anticipated to be applied.

Formwork that is installed below grade over 4 feet shall have soils sloped or benched depending on soil classification. Access shall be provided.

Metal banding shall not be used for concrete formwork. Acceptable means include poly or nylon.

All shoring equipment must be inspected prior to erection to determine if it meets the requirements specified in the formwork drawings. Shoring systems shall be designed by a professional engineer and stamped accordingly. Shoring shall not be removed until structural engineer approves removal and any reshoring necessary per engineering specifications for structural integrity installed.

Erected shoring equipment shall be inspected immediately prior to, during and after concrete placement.

Forms and shores shall not be removed until it is determined that the concrete has gained sufficient strength to be determined by contract specifications (break test).

100% fall protection shall be maintained while employees are climbing rebar and formwork. Areas where form stripping is to be performed shall be properly barricaded.

Protruding nails or other impalement hazards shall be removed immediately.

Use of Ladders

Contactors shall prohibit metal ladders on CC projects. Contractors may have a more stringent ladder program. Contractors shall implement a ladder safety program that includes the following:

1. No job-built/made ladders shall be used onsite.
2. Ladders shall not be used as platforms or scaffold planks.
3. Ladders shall be kept free of grease and oil. Personnel going up or down shall face toward the ladder and grip the side rails with both hands. Tools or other objects shall be hoisted up as necessary or carried in a tool pouch and not carried by hand up or down the ladder.
4. Extension and straight ladders shall be tied off at the top or staked at the bottom when in use. Until secured, a second person shall be used to keep the ladder from slipping. Only one person shall be allowed on a ladder at a time. Ladder access points shall have barricade or guardrail to prevent fall hazards when accessing ladder.
5. Ladders shall not block doorways, passages, etc. unless the doorway is barricaded and warning signage or a spotter is utilized for protection.
6. Extension ladders must be set at a 1 to 4 slope.
7. Stepladders shall not be used as a leaning ladder. The top step or the back braces must not be used as a step or a seat.
8. Damaged ladders shall be taken out of service. Ladders shall not be painted, except for stenciling for identification purposes. Ladders shall be inspected for defects prior to use. Ladder warning labels and rating stickers shall be readable. Ladders must be inspected by user daily prior to and during use. Documentation of these inspections should be available at the jobsite.
9. All manufactured ladders must be equipped with safety feet.
10. If employees are working from a ladder, a competent person shall determine if positive fall prevention is feasible and or necessary. Conditions of the ladder use shall be examined regarding fall hazard exposure, location, and employee task when determining need for additional fall protection need. Example: if the employee is working on the ladder and going beyond the ladder side rails or if 3 points of contact cannot be maintained, fall protection or another means to access the work safely shall be used.

Confined Space Entry

Confined spaces, including tanks, manholes, vessels, containers, pits, bins, vaults, tunnels, shafts, trenches, ventilation ducts, or other enclosures where known or potential hazards may exist, shall not be entered without strictly adhering to a confined space entry policy, which meets the requirements of 29 CFR 1910.146.

Contractor shall implement a confined space entry program that requires the following at a minimum:

1. Prior to entering the confined space, the area shall be completely isolated to prevent the entry of any unauthorized individuals, hazardous substances, or materials which threaten the safety of the entrants and the stability of the space. All energy sources, including stored or residual energy, shall be isolated and/or blanked, and locked out.
2. The atmosphere shall be monitored to determine if it is safe. Acceptable limits are:
   Oxygen: 19.5% lower – 22.0% upper.
   Flammable Gas: Not to exceed 10% of Lower Flammable Limit (LFL).
   Toxic Contaminants: Not to exceed the Permissible Exposure Level (PEL).
3. Periodic atmospheric testing shall take place throughout the entry, especially after breaks or work interruptions during the entry. Continuous monitoring is preferable and may be necessary in certain situations. Monitoring results shall be documented on the entry permit, with the initials of the individual conducting the testing.
4. Subcontractors/suppliers shall complete a confined space entry permit before permitting workers to enter the space. This document shall be reviewed and approved via a signature by the entry supervisor. The contents of the completed permit shall be reviewed with the entrants before entering the space. The permit shall be maintained at the entry location until the operation is complete, all personnel are out of the confined space and the permit has been closed. Entry shall be defined to occur when the plane to the opening is breached by any part of the worker.
5. The confined space shall have an attendant monitoring the activities within the space. This individual shall be in constant communication with the entrants inside the space. At all times, the attendant shall know who is inside the space. The attendant shall not have any other responsibilities than monitoring the space and shall always be present when the confined space is occupied. He/she may not enter the space to perform rescue unless relieved of his/her duties as an attendant.
6. Adequate ventilation shall be provided to establish and maintain a stable atmospheric environment. Ventilation systems shall be designed for use in confined spaces.
7. Any space 5 feet or more in depth shall have a mechanical retrieval system. This system shall be designed for the retrieval of humans and shall not be used for equipment purposes. Entrants inside the space shall wear full body harnesses and shall be connected to the retrieval system.
8. Rescue procedures shall be established prior to entry. The local Fire Department shall be contacted prior to entry if they will be the primary source of rescue.

9. All individuals working in confined space must maintain the appropriate certification and carry documentation of this certification during confined space activity.
10. Once the confined space work has been completed, the entry permit shall be canceled. A copy of the cancelled permit shall be given the Project Safety Representative.

Excavation & Trenching Activities

The Contractor/Subcontractor, prior to starting excavation or trenching, shall notify any public authority having jurisdiction over the project and secure any required approval/permit.

Prior to excavation, trenching or digging, a project dig permit shall be initiated by the Contractor/Subcontractor for the purposes of locating underground utilities in the vicinity of work. Contractor shall use an excavation permit program for any opening deeper than 12 inches and shall be maintained for duration that excavation is open.

Prior to opening any excavation or trench, the penetrating contractor shall notify 811 and CC OR/Facility necessary personnel to determine whether underground installations (sewer, telephone, fuel, electric lines, etc.) may be encountered and where they are located. “Daylighting” or “Pot-holing” shall be conducted prior to utilizing mechanical excavation equipment on property.

The Contractor/Subcontractor must designate a competent person trained in soil classification and the recognition of trenching and excavation hazards. The competent person shall perform daily inspections of excavations.

The competent person from the Subcontractor must be present at the worksite anytime the excavation or trench is occupied.

Inspections shall occur before the work begins, and after rain or other hazardous events that may affect the stability of the excavation. If evidence of possible cave-in or engulfment is apparent, all work in the excavation shall cease until the necessary precautions have been taken to protect the workers.

Shoring systems, sloping of the ground, or other equal measures (including trench boxes or sliding trench shields) shall be used on the walls and faces of all excavations 4 feet or more in depth when workers are exposed to the danger of moving ground. Shoring at depths less than 4 feet may be required if examination of the ground indicates the possibility of hazardous ground movement.

Trenches and excavations 4 feet and over in depth or presenting a hazard to the worker shall be sloped, benched, or shored to protect employees from cave-in. Tabulated data for shield, support or other protective systems from the manufacturer must always be available while the equipment is onsite.Protective systems as defined in 29 CFR 1926.650-652 shall be designed by a licensed Professional Engineer. Support systems for excavation more than 20 feet deep, adjacent to structures, or subject to water or vibration shall be designed by Professional Engineer.

Except in hard rock, excavations below the footings of foundations or retaining walls shall not be permitted.

Excavations 4 feet or more in depth and occupied by personnel shall be provided with ladders or other effective means of exit. These access points must be located within 25 feet of the area in which the work is being performed.

Water shall not be permitted to accumulate in a trench or excavation.

Adequate barrier protection for the excavation(s) shall be provided. Barriers shall be easily visible, day or night. Trenches and excavations 6 feet or more in depth require fall protection.

Trenches and excavations greater than 12” shall be barricaded to prevent persons from walking into them and signage must be posted.

Trenches and excavations exposed to vehicular traffic must be protected with a hard barrier. When excavating in a public road, street, or highway, a traffic control plan that meets the local jurisdiction requirements and the Manual on Uniform Traffic Control Devices (MUTCD) - Federal Highway Administration (FHWA) is required.

When an atmospheric condition may exist and/or develop in an excavation, atmospheric monitoring of the excavation shall take place before and during entry. Ventilation shall be provided when the monitoring indicates the necessity of such.

Excavated earth or other materials shall be stored more than 2 feet from the excavation.
At no time shall equipment be operated within 2 feet of any excavation. If it is necessary to operate heavy equipment on a level above and near an excavation, the sides of the excavation shall be sheet- piled, shored, and braced as necessary to resist additional pressure.

Backfilling and removal of trench supports shall progress from the bottom of the trench. Ropes shall be used to pull out the jacks after all workers have cleared the trench.

Drilled caissons will have fall protection provided both during and upon completion of the drilling by use of personal fall protection, guardrails or use of casing extending a minimum of 42 inches above the ground.

Use of Mobile / Heavy Equipment

The design capacity of any piece of equipment shall not be exceeded, nor shall the equipment be modified in any manner that alters the original safety or capacity factor.

Mobile equipment shall be fitted with suitable alarms and motion sensing devices, including backup alarms, where required.

Contractor/Subcontractors working around heavy equipment (excavators, front end loaders, haul vehicles) shall be required to wear high visibility vests while performing these operations.

Equipment shall be inspected by the subcontractor/supplier using and/or controlling such equipment prior to its use on the job, and periodically thereafter to ensure that it is in safe working order. Inspections shall be documented, and the results of such should be kept on-site. Special attention shall be given to such items as cables, hoses, guards, booms, blocks, hooks, and safety devices. Defective equipment shall be removed from service immediately, and a warning tag attached. Equipment with exposed gears, belts, couplings, etc. must be provided with proper guards.

A safety observer/spotter shall be assigned to watch the movement of heavy mobile equipment where such movement may cause a hazard to other personnel, or where equipment could hit overhead lines or structures. The Observer/Spotter shall also ensure that people are kept out of the way or path of suspended loads, and clear of the mobile equipment.

Flaggers and spotters must be provided for cranes, equipment, and vehicles in congested areas and when backing up.

Personnel assigned to this task shall be trained. A conversation between operator and flagger/spotter shall be held prior to performing task to confirm signals. Flaggers/spotters shall be equipped with a signal device to get operators attention (example: Whistle, Air horn).

Contractor shall ensure sufficient flagger/traffic control coverage at areas of entry and exit to the project during use. Traffic control shall utilize MUTCD approved signal signage during activities and be trained in traffic control processes and procedures.

Winch trucks shall not have a load suspended from the hook while traveling. The load shall be secured on the bed of the truck. The hook of a winch/boom truck must be tied down or secured in some manner, and not allowed to dangle freely when traveling.

Natural and synthetic fiber rope made of materials such as manila, nylon, polyester, or polypropylene shall not be used as slings on mobile equipment.

Only trained, qualified, and authorized personnel shall operate mobile equipment. Subcontractors shall not operate equipment owned or operated by another subcontractor unless authorization is given in writing in advance.

No riders permitted on side of equipment nor in the cab of any equipment.

Contractor shall ensure excavation Subcontractors provide onsite spill kits for use on site in the event of a hazardous material spill.

Cranes

Detailed crane lift plans shall be required and reviewed by the Contractor prior to starting any crane work on CC projects. Incomplete lift plans will not be accepted. All crane work will be coordinated and planned with other cranes on-site.

A formal pre-lift meeting will be held for all Critical Lifts. Critical Lifts include:

- Lifts that exceed 75% of the crane's net capacity
- Working near energized overhead power lines/equipment (within 20 ft.)
- Lifting of personnel with basket
- Lifts requiring crane to drive or track with a load
- Lifts involving two or more cranes or using two or more pieces of equipment to lift
- Lifts over any portion of an occupied building – a plan must be coordinated for the removal of any occupants during lifts over buildings/structures
- Lifts over occupied buildings/public streets/sidewalks

Annual inspection must be on file on site prior to operation of any crane. Each crane shall have a current annual inspection conducted by a third party and document shall be submitted to Contractor.

Each subcontractor is responsible for complying and providing documentation based on the following requirements and providing a description of the crane selection and placement procedures. All operators must possess a current national operator's certification for their assigned equipment (NCCO or OSHA recognized Operator license). Cranes are to have the following in cab areas; load charts, manufacture's crane specific operation manual, fire extinguisher and hand signal posted.
Operator shall perform documented daily inspections on the crane that they will operate to include but not limited to operating mechanical parts of the crane prior to each shift.

All cranes must use anti two blocking device.

Cranes are to be operated within the design limits specified by the manufacturer.

The rated load capacity of the crane is never to be exceeded.

Rated load capacities, recommended operating speeds and special hazard warnings or instructions, shall be posted conspicuously on all equipment.

All accessible areas within the radius of the counterweight swing must be barricaded to limit access prior to operation of the crane. No personnel are allowed within the confines of the crane swing radius barricade while the crane is in operation. Barricades shall be maintained while in operation.

Required clearance must be maintained between the crane and energized power lines. Under no circumstances, shall a crane or load come within 12 feet of any energized overhead power line, or other critical structure.

Personnel are prohibited from riding on the hook or the "headache" ball.

All OSHA requirements must be followed when using personnel baskets.

Rescue man-baskets shall be available onsite for all elevated work.

Outriggers must be fully extended and on firm ground. Outrigger pads/mats should be utilized per manufacturer's specifications.

Crane inspections must be conducted on equipment per the OSHA standards. These inspections and the competent person are the responsibility of the crane owner and the subcontractor providing the crane.

Each subcontractor is required to daily inspect rigging equipment to be used prior to placing equipment in service such as grab hooks, spreader bars, extension devises, slings, and wire ropes.

Cranes with a suspended load shall not be left unattended for any period of time.
No one should walk, stand, or work under suspended loads or equipment suspended above them.

Subcontractors/suppliers shall be required to attend any scheduled pre-construction meetings focusing on crane signaling and other specific safety issues, whenever its works involves or is associated with cranes or whenever the project safety representative deems is necessary.

Working or riding on crane loads suspended, lowered, or hoisted is prohibited except as permitted by 29 CFR 1926.550(g)(4), focusing on crane suspended personnel platforms.

Critical Care Transport (CCT) Helicopter Requirements

CC Main Campus has 3 helipads, 2 on the Building E and 1 on the Building Q.
Contactor shall Contact CCT via CCTadmin@CC.org advising of any crane on or near hospital grounds as soon as practical, no less than 7 days.

Contractor shall provide the following Crane details:

- Contactor Name
- Location of Crane
- Contactor to provide crane site location, type of Crane (mobile, crawler, tower), location of crane use on site and crane specifications for use on site (crane capacity, add ons, Jib, Luffer etc.)
- Maximum height of crane(s)
- Project location/ location of crane in relation to existing building/ location of crane on project. (Preferred use of a map location/drawing with crane position overlay.)
- Contractor Contact person making request and point of contact for day of work request. (This should include emergency contact list and specifically the crane operator contacts).
- Duration of activity, start/stop times.

All cranes at and above 200' from ground level are required to complete FAA Form 7460-1 a minimum of 30 days prior to crane use. All cranes shall follow all FAA requirements (to include highest point of crane structure flagging, FAA required lighting, and CCT communication methods).
Depending on location and height of crane, Contactor may be required by CCT to stop work when a helicopter is landing and departing. This is to be coordinated prior to installation of tower crane directly with project CC OR, Contractor, and CCT during the plan-

ning meeting. Contractor shall always ensure crane operator available for radio contact during operations.

Procedures for Tower Cranes may be required daily to log in and log out CCT for start and stop of operations. This will be determined during the planning meeting. Following notification of incoming or exiting flight, CCT may notify Contractor point of contact who shall notify Tower Crane Operator (s) to stop all work and place boom in direction determined as a safe position until released by CCT. Crane shall remain in this arrangement until cleared by CCT to resume operations. This process will be determined and developed in detail during the initial planning meeting.

Depending upon location cranes shall be stowed with boom lowered when not in operation. This shall be determined in advance in coordination with CCT, CC, and Contractor. Tower Cranes shall be stowed with trolley in tight to structure and hook raised when not in operation. Tower Cranes shall have access points secured to prevent unauthorized access.

Contractor shall coordinate crane logistics meeting at least 30 days in advance to include the following departments: CCT, CC Security, EMT, CC Facilities, CC OR, CC Safety, CM/GC, Crane Company.

Tower crane banners on tail section must be approved by CC, tower crane owner, and manufacturer. Cranes shall have a third-party inspection following assembly, any set up alteration, or event that may affect crane safe performance.

Rigging

Rigging - any Contractor/Subcontractor employee performing rigging must be a trained and qualified rigger.
The qualified rigger shall:

1. Prior to each use, rigging equipment, including its fastenings and attachments, shall be inspected by a competent person. Rigging should be inspected prior to each shift.
2. Have a safety latch on all hooks (shakeout hooks are an exception).
3. Ensure suspended loads are not left unsecured or unattended.
4. Use softeners, when possible, to obtain a “bite” on material being rigged.
5. Inspect wire rope slings for frays, kinks and worn spots before each use.
6. Do not exceed safe working capacity.
7. Ensure all rigging devices shall have attached legible rated capacity markings /tags. Wire rope slings and nylon lifting slings also shall have legible rated capacity tags.
8. Inspections shall be conducted prior to, during use, and where additional service conditions warrant. Fiber rope slings shall be inspected for broken fibers, wear and deteriorated inner and outer strands prior to use.
9. Defective or damaged slings shall be tagged and removed from service immediately upon identification.
10. Fall protection devices shall not be used for rigging and rigging devices shall not be used for fall protection.
11. The manufacturer’s safe working loads shall be followed at all times.
12. Wire rope must not be used if, in any length of eight diameters, the total number of visible broken wires exceeds 10% of the total number of wires.
13. Slings shall not be shortened with knots, bolts, or other makeshift devices.
14. Slings shall be protected from sharp edges with padding, softeners, or similar devices.
15. Shock loading of a sling is prohibited, and slings shall not be pulled from under a load when the load is resting on the sling.
16. Chains are prohibited for lifting crane loads.
17. Loose loads must be rigged specific to the load. Some loads may require to be placed in a “skip box” to ensure load is properly secured (Applies to One time use Rebar Bags) prior to lifting.
18. Loads of layers of material (examples: plywood, lumber stacks) shall be secured prior to hoisting or placed in a lifting container.
19. Free rigging of loads by direct attachment to or placement of rigging equipment (slings, shackles, rings, etc.) on to the forks/tines of a powered industrial truck, “high-low”, or fork lift type equipment is prohibited. This type of lift does not use an approved lifting attachment to distribute, center and secure the load. An engineered center pick point attachment or forklift boom attachment may be used within manufacturer’s load limits.

Electrical

Damaged extension cords may not be repaired and put back into use. This includes taped repairs and replacement plugs. Extension cords shall be routed to protect them from damage and to not create a tripping hazard. Where possible extension cords should be suspended overhead and hung with non- conductive material.

Extension cords shall be 12 gauge or larger and not used for permanent installations.
Receptacle outlets, regardless of voltage, that are not part of the permanent wiring of the building or structure and in use by employees, shall be provided with Ground Fault Circuit Interrupter (GFCI) protection either at the circuit breaker, or at the device.

If a receptacle or receptacles are installed as part of the permanent wiring of the building or structure and they are used for temporary electric power, GFCI protection shall be provided by the individual Contractors for protection of their personnel.

All energized devices, such as light switches and electrical outlets, shall have non-conductive and positively secured covers in place. The use of electrical tape as a substitute for covers is not permitted. If covers must be removed for the purpose(s) of drywall finishing, painting, wall covering installation or other types of work, all energized devices shall be de-energized and locked out/tagged out by a qualified person prior to cover removal.

The use of electrical tape as a substitute for covers is not permitted. If covers must be removed for the purpose(s) of drywall finishing, painting, wall covering installation or other types of work, all energized devices shall be de-energized and locked out/tagged out by a qualified person prior to cover removal.

Electrical panel boxes shall be marked to identify the circuit and the voltage. Temporary wiring connections with open conductors and/or utilizing wire nuts must be wrapped with electrical tape for additional protection.

Substantial covers, either manufactured metal covers, plywood, or equivalent shall be in place on any energized panel box. Dead fronts shall be installed on any energized panels.

Main disconnects and all branch circuits shall be properly identified.
Temporary lighting shall be strung a minimum of seven (7’) feet from the floor where possible. Bulb guards or shatterproof bulbs shall be used. Temporary lights shall not be suspended by their electric cord (unless designed to do so) or suspended with conductive materials (i.e., metal wire) and must be on a GFCI breaker. Temporary lighting shall not be on the same circuit as temporary outlets power supply. Temporary electrical wiring shall be covered or elevated to protect it from damage. Temporary light cords shall not be suspended from fire sprinkler lines.

The goal is to achieve 100% lockout/tag-out when working on all systems that have the potential to become energized. If it is determined that lockout/tag-out can’t be achieved, the Contractor must implement an energized work safety program and develop an Energized Electrical Work Plan prior to performing any live work. Immediate notification to the Contractor CSM representative and CC OR/ Project Manager must be made before initiating work. (See Appendix I for CC Lock-Out Tag-Out Safe Operating Procedures)

All extension cords shall be protected by GFCI protection at the source end, either by temporary GFCI receptacles, or by a portable GFCI.

Fish tapes or lines made of metal or conductive material are prohibited. Non-conductive fish tapes and lines must be used.

Power strips shall be commercial grade and not overloaded. Household power strips are not permitted.

Energized Electrical Equipment

The Contractor will provide notice to all Subcontractors working on-site when any of the buildings permanent electrical system is energized. The project team will review the status of the transfer to permanent power system at project meetings with Contractors. CC Facilities LOTO Procedures will be followed for all Active Facility LOTO operations with Facilities being the entity to lock out any Hospital power supply. Contactor shall coordinate with CC OR and CC Facilities for any group/gang lock-outs.

It is policy that no one works on live electrical circuits. If a situation arises where it is infeasible to perform a task with the circuit de-energized, a formal pre-construction meeting must occur and a formal energized work safety policy developed prior to the commencement of any work on live electric circuits.

All electric equipment, conductors, bus bars/tubes and cables, shall be considered energized, unless they have been de-energized, tagged, tested for voltage, and effectively grounded.

Operating voltages of equipment and conductors, cables, bus bar/tubes, shall be determined before working on or near energized parts.

Employees working on or near energized equipment, conductors, cables, or bus bars shall utilize appropriate protective equipment, such as rubber gloves and sleeves, arc blast clothing and helmets, or live line tools to maintain an isolated or insulated position.

All rubber gloves and other line tools or devices shall be rated above the voltage involved.

All live line tools used in hot work shall be utilized within the manufacturer’s certification and recommended test ratings.

All live line tools shall be visually inspected before use each day. Tools to be used shall be wiped clean of contaminants and shall be free of mechanical defect. Defective tools shall be removed from service and tagged.

When measuring devices are used on or near energized conductors or related equipment, they shall be non-conductive.

Contractor shall comply with CC Lock-Out Tag-Out policies (See Appendix I. Lock Out Tag Out Safe Operating Procedures)

Hot Work Program

Contractor shall implement a Hot Work Specific Program in accordance with the following CC Main Campus Hot Work specific guidelines and requirements which shall be followed for any activity that involves the use of open flames, or the generation of sparks or heat. (See Appendix B, C, D, E, F, & G.)

Fire Protection

A Hot Work Permit shall be obtained to perform hot work operations. Contractor shall issue Hot Work Permits for any work outside of CC buildings. Any work within CC buildings requires a CC issued Hot Work Permit. (See Appendix B, C, D, E, F, & G.).

Fire detection and fire suppression systems shall be fully operational during hot work operations unless an authorized impairment has been approved and documented by facilities engineering.

Portable commercial grade 20lb ABC fire extinguishers shall be present in the immediate vicinity at the hot work location and maintained in a state of readiness for instant use. All portable fire extinguishers must have a current annual inspection by a certified organization, a current monthly visual inspection performed, and be in good working condition.

The hot work area shall be free of hazards and combustible material within 35ft of the immediate hot work area shall be removed when practical. Fire blankets, fire curtains, fire covers, or welding shields approved for hot work operations must be utilized to protect nearby combustible material when it cannot be feasibly relocated. Welding screens are required to protect other trades in the area as necessary.

All equipment utilized to conduct the hot work operations must be used as intended, visually inspected, and found to be in good working condition before each use.

An active fire watch shall occur for the complete duration of the hot work activity. This will be performed by one or more designated persons whose sole responsibility is to monitor the area for potential fire risks during the hot work activity. The designated fire watch must be independent of those performing the hot work operation and be in visible sight of the hot work being performed. Fire watch shall be in visible sight of work operation during hot work activities and have no other duties.

Hot Work Procedures

Pre-Hot Work Inspection & Checklist (See Appendix B, C, D, E, F, G)
A thorough inspection and risk assessment of the area is required prior to the commencement of any hot work activity. This serves to mitigate circumstances that could increase the potential of an adverse fire event due to the hot work activity. This also assures adequate fire prevention and safety measures are in place.

A. Utilize Pre-Hot Work Checklist in the Hot Work Inspection Form to assess the hot work location.
B. Complete Hot Work Details and verify relevant items in Pre-Inspection Checklist located in the Hot Work Inspection Form.
C. Verify hot work start time.
D. Verify condition of fire detection or suppression systems with Facilities if an authorized impairment has been approved.
E. Submit Hot Work Inspection Form to designated official or department before the commencement of hot work.

Performing Hot Work

A. Responsible party conducting the hot work shall verify a fire extinguisher is present, all noted safety measures are in place, and designated fire watch is present.
B. Commence hot work and initiate active fire watch.
C. Designated fire watch actively monitors the area and completes fire watch log with documentation in 15-minute intervals for duration of hot work activity.
D. Fire watch shall be able to see the hot work during the operations.

Completion of Hot Work

A. Communicate to Facilities to restore fire detection or suppression systems if an authorized impairment has taken place.
B. Upon completion of hot work activity, the designated fire watch must conduct an additional active fire watch for 60-minutes with documentation in 15-minute intervals to verify there is no lingering risk of fire because of the hot work activity (the 60-minute time requirement is increased to 3-hours for areas with no fire detection or suppression system).
C. Complete Post-Hot Work Checklist on Hot Work Inspection Form.
D. Submit completed Hot Work Inspection Form and Fire Watch Log to designated official or department.

TOOL USE
& INSPECTION

The correct tool shall be utilized for the task. This includes cutting tools. Personal knives are not permitted onsite. Construction Knives such as box cutters and razor knives shall be reviewed by the Contractor for safety function and application. All efforts shall be taken to identify a better tool for the task that can be used for cutting of the material, stripping of wire, or other related cutting activities.
Note: it is implied that there is a better tool for the task, and if due diligence to identify a specific tool for task determines that none exists, a specific task hazard analysis (THA) plan shall be developed and signed off by the Contractor prior to use.

Tools and equipment used at elevation, at the floor edge, or near floor openings shall be tethered to prevent from dropping to a lower level. Area below overhead work shall be barricaded to prevent access with appropriate signage.

Hand & Power Tools

Contractors using hand and power tools shall follow 29 CFR 1926, Construction Industry Regulations, Subpart I – Hand and Power tools, American National Standards Institute (ANSI) standards, in addition to the following procedures and requirements:

General

A. Hand and power tools shall be used for their intended purpose, inspected, and maintained according to the manufacturer's instructions and recommendations.
B. Safety devices that come with the tool and/or are required by the manufacturer shall not be removed or altered.
C. Power tools that are designed to have a guard shall have the guard in place before use.
D. All portable grinders must have handle attachment and approved guard in place while being used. Personnel shall use approved face shield with safety glasses when using grinders.
E. Grinding wheels/discs shall not be operated beyond their rated speeds (RPM) and shall never be left running when not in use.
F. Abrasive/grinding wheels, when removed from mounting or stored, shall be Stored in a dry location to prevent damage.
G. Power tools that create sparks shall be used only in locations where there are no flammable or combustible materials in the work area. A hot work permit shall be required.
H. When work is being performed overhead, above a lower level where employees are exposed, tools shall be tethered.
I. All cutting activities with hand and power tools shall be done on a supported surface. Cutting free hand or holding materials against body parts to cut shall be prohibited. Trash cans shall be placed at all workstations.
J. All power tools shall have a "dead man" switch that automatically shuts off power whenever the hands of the operator are removed from the tool.
K. No cartridge style nail guns, nor any tool that uses a cartridge or any explosive charge, shall be permitted in public areas, unless authorized by CC OR.
L. Rotating drill equipment will require a properly adjusted clutch which will disengage device if it becomes "bound" up. Employees must be trained on how to adjust clutch to prevent injury. Tools with handles shall have handles in place and utilized when operated.

Hand Tools

A. Cheater bar extensions are prohibited on any hand tool unless manufactured for the tool.
B. When working with hand tools such as chisels, workers shall cut away from the body to prevent lacerations. All sharp tools shall be retracted when not in use and placed in a holder, not in the worker's pocket.
C. Impact tools such as chisels, wedges and drift pins shall be kept free of mushroomed heads.
D. Pneumatic power tools shall be attached to the air hose and shall be secured with a "whip-check" or similar device to prevent the tool from accidentally disconnecting.
E. All air hoses, with an inside diameter exceeding 1/2 inch, shall have a flow/ pressure reduction safety device at the source of supply or branch line to reduce pressure in case of hose damage or failure.
F. Compressed air shall not be used for cleaning purposes.

Portable Power Tools

Portable power tools must not be operated unless the employee is trained in their use.
All hand, pneumatic and power tools will be kept in good condition with regular maintenance. Pneumatic-powered tools are to be secured to the hose by positive means to prevent the tool from becoming accidentally disconnected. Air compressors shall have a pressure reducing valve to prevent hose whip in event of airline break or damage. Pneumatic hose sections must be secured (clamped or wired) together at each coupling connection.

Tools are to be operated according to manufacturer's instructions and guidelines. PPE appropriate for the hand, pneumatic or power tools will be always worn when in use. Tools must be inspected for defects prior to each use. Inspections must comply with regulatory and manufacturer requirements. All guards, handles, shields, and safety devices must be installed on all power tools prior to use and shall not be modified or removed during use.

Use of powder-actuated tools shall be reviewed and approved by CC OR and CC Facilities prior to use within hospitals. Operators of powder-actuated tools must be authorized, must possess tool specific valid credentials, and wear proper personnel protective equipment. Powder-actuate tools shall not be stored in the hospital during non-working hours. Appropriate signage must be present in the area while in use.

Chain Saw Operators shall wear full length chaps (e.g., Kevlar) or the equivalent, wire mesh face shield, leather gloves, safety goggles, steel/composite toed boots and hearing protection when operating a chain saw.

All defective tools must be taken out of service immediately and tagged defective.

Portable Generators

1. Generators shall be placed to minimize the buildup of fumes in work areas. Contractor shall ensure generator placement does not adversely impact any Hospital patient or staff areas due to air intake of fumes.
2. Portable generators shall not be placed near air compressors supplying air to respirators.
3. Must be turned off before fueling.
4. Generators shall be grounded if required by manufacturer.
5. No gas-powered generators are permitted to be used within existing occupied buildings.
6. Generators shall be equipped with GFCI outlets or GFCI outlets provided.

Compressed Gas Cylinder Safety, Storage, Use

1. Compressed gas cylinders shall be secured in an upright position. Compressed gas cylinders shall remain secured during storage and use.
2. Valve protection caps shall be in place where cylinders are not in use or are transported. When transported cylinders shall be secured in an upright position. Regulators shall be removed, and valve protection caps put in place before cylinders are lifted or moved. Cylinders shall not be stored or set up near heat producing devices or open flames. All cylinder storage or use carts shall have 5 ½ foot fire rated barrier between the two gases when in use. Cylinders shall be secured at all times.
3. When cylinders are hoisted, they shall be secured on a cradle or specific cylinder lifting device. They shall not be hoisted by means of choke slings.
4. Oxygen cylinders, cylinder caps, valve couplings, hose regulators, and apparatus shall be kept free from oil or grease. Oxygen shall not be directed at oily surfaces, greasy clothes, or within a fuel oil or other storage vessel. Combustible materials shall not be stored near cylinders.
5. Cylinders containing oxygen, acetylene, or other fueled gas shall not be taken into confined spaces.
6. Adequate ventilation of work areas shall be provided to prevent accumulation of flammable gases. Smoke capturing equipment shall be used when performing hot-work operations (welding, cutting, soldering) within the hospital buildings per the CRRAS Permit.
7. Torches shall be lit using a striker. Cigarette lighters, matches, and similar items shall not be used.
8. Permission must be obtained from EHS to store compressed gas cylinders within Hospital buildings. No Propane cylinder containers are permitted to be stored inside the building
9. Oxygen and acetylene tank cylinders that are in storage (outside of building) shall be separated at a minimum of 20 feet. All tanks shall be capped and secured in a vertical position when not in use and stored outside the building.
10. No size and/or type of compressed gas cylinders shall be stored in gang boxes.
11. Contractors shall comply with City of Cleveland Hazardous material permit requirements.

Stilts

The use of stilts is discouraged and should be used as a last resort. Contactor may choose to approve Subcontractor use of stilts and ensure the work area is free from visible trip hazards, open holes, of fall exposures. A specific JHA and THA shall be developed for all stilt use applications and be approved by Contractor.

PERSONAL CONDUCT

Workplace Violence/ Harassment

Workplace violence has become a critical safety and health hazard affecting all employers and is no longer confined to certain industries or businesses. All industries are at risk from violence of one form or another. CC has a solid commitment to prevent workplace violence and has a Zero Tolerance Policy regarding any act of violence or harassment.

Working on CC projects frequently produces interactions between patients, caregivers and construction personnel that can produce opportunities to see people at their worst, when they feel vulnerable, scared and frustrated. But enduring acts (or threats) of physical violence, harassment, intimidation, or other aggressive, disruptive behaviors are not acceptable behaviors by anyone working on CC property.

Any act of violence, threat of violence, or harassment is unacceptable whether it involves caregivers, patients, visitors, vendors, or contractors. Report any questionable act to your supervisor immediately. CC is committed to maintaining a workplace free from threats or acts of intimidation, harassment, and violence. A professional demeanor must always be maintained. Any reported incident must be thoroughly investigated. If any personnel are observed in violation of this policy, termination of employment may result.

The following acts observed by any personnel are considered in violation of this policy and may result in termination, remove from property, or referred to CC police for action:

1. Intimidation: A physical or verbal act toward another person, the result of which causes that person to reasonably fear for his or her safety or the safety of others.
2. Threat of Violence: A physical or verbal act that threatens bodily harm to another person or damage to the property of another.
3. Act of Violence: A physical act, whether it causes actual bodily harm to another person or damage to the property of another.
4. Harassment: Occurs in the form of verbal or written, physical, or visual acts of unsolicited pressure or intimidation.

All workers will be held accountable for aggressive behavior and are required to report all "threatening" behavior to his/her direct Supervisor. All reports of aggressive or potentially violent behavior will be investigated and if verified, appropriate, responsive action will be taken.

Firearms, ammunition, or other weapons are prohibited on CC Property, including CC facilities, jobsites, and parking lots.

Personal knives are not permitted on CC property. This includes for construction purposes. Contractors shall work to reduce their reliance on non-safety blade razor knife use.

CC ID badges are required for any work in active campuses. No use of CC public restrooms.

No contractors are to utilize CC's Cafeteria/Food Service.

The use of cell phones is prohibited in some areas of the CC Health Systems complex. The cell phone use onsite shall be limited to foremen/supervision. Trades may use phones on personal time. **DO NOT USE CELL PHONES ON PATIENT CARE FLOORS. NO EXCEPTIONS!!**

Contractors shall park in authorized areas as directed by the Owners Representative. Public parking areas shall not be used by contractor employees or subcontractors unless authorized.

No Pets allowed on CC Property.

Housekeeping / Cleanliness

The contractor shall provide their own containers and means of disposal of debris and make every effort to keep the construction and surrounding areas clean, sealing off construction from non-construction areas. Necessary precautions must be taken to protect patients, pedestrians, and vehicles. The contractor must ensure that dust, vapors, and noise is kept to a minimum safe level and isolated only to the work area. Construction Manager shall develop and implement a plan that details responsibilities for daily clean-up and debris

disposed. Any debris leaving the construction area shall be appropriately dust covered and immediate clean-up required following the wheelbarrow or cart route to the dumpster.
Contractors shall utilize a “nothing hits the ground” approach to workstation designs. Work areas that will produce any waste shall have a collection device for debris and scraps. Collection devices shall be regularly emptied to prevent unnecessary accumulation of waste materials. During work inside the hospital detailed debris removal procedures and plans shall be in accordance with the ILSM program. Inside Hospital waste gondolas shall have hard covers and be kept clean. Work inside functioning hospital facilities should be clean and orderly as to not contribute dirt or dust to the hospital environment.

Contractors shall take necessary precautions to prevent trip hazards onsite and maintain egress pathways free from recognized hazards.

HAZARDOUS/
TOXIC SUBSTANCES

Contractor shall implement a Hazardous Materials and Waste Management Plan designed to minimize the risk hazardous material exposures and incidents that could affect patients, employees, visitors, or property. The program shall be designed to assure compliance with applicable codes and regulations.

Contractor shall maintain a complete list of Safety Data Sheets (SDS) for all chemical onsite or have access to an online SDS repository within and able to reproduce the representative data in a reasonable time. Contractor shall require same for all Subcontractors, vendors, and suppliers onsite.

Hazardous materials must be stored and disposed of properly. No waste products of any type are permitted to be disposed in any drain or storm drain.

Silica Dust

1. Contractor shall have a formal Silica Exposure Control Plan as part of their SSP.
2. A Silica trained Competent Person shall be identified to oversee tasks that could generate airborne silica dust.
3. Contractor shall verify hazard awareness training provided prior to any personnel performing before starting a task that could generate airborne silica dust.
4. A JHA must be developed to identify engineering controls, work practices, and required respiratory protection to minimize employee and public exposure.
5. Exposure to respirable crystalline silica must be evaluated by each work crew during their daily
6. Contractor shall include coordination with other trades to properly plan and minimize potential for exposures to airborne silica dust.
7. Common tasks that could produce airborne silica dust include, but are not limited to the following:
    - Drilling rock & concrete
    - Concrete crushing/ mechanized broom
    - Saw cutting concrete
    - Milling asphalt / concrete
    - Grinding / rubbing concrete
    - Cutting masonry block
    - Jack hammering / chipping concrete
    - Demolition of concrete structures
    - Hoe-ramming / ripping rock
    - Cutting fiber cement board
    - Earthmoving / grading
    - Concrete coring
    - Blowing out joints
    - Dumping vacuum hoppers

Asbestos / Lead

All suspected asbestos and lead containing materials are to be identified prior to commencement of work. Use, handle, and store material potentially containing asbestos or lead in accordance with the applicable OSHA requirements.

All employees that work on a construction site must, at a minimum, have awareness level training on both asbestos and lead safety. If asbestos or lead is encountered or suspected during construction, work is immediately to be stopped and the CC OR/Project Manager must be notified.

Only certified abatement Contractors will be used to remove lead or asbestos.

Managing Risks

Contractor shall ensure that hazardous material and waste potential harm risks are minimized by:
1. Conducting visual inspections of labeling, usage and storage of hazardous materials and waste during area inspections and audits.

2. Providing training to Contractor personnel about applicable procedures related to their job responsibilities.
3. Maintaining spill procedures for the various hazardous materials and wastes.
4. Ensuring spill containers in place below bulk dispensary devices.
5. Fuel tanks over 500 gallons are to be double walled containers and protected from damage.
6. Providing hazardous material information and inventories to regulatory agencies as required by law.
7. Arrangements are made for the regular removal of regulated waste streams from the premises.
8. 20lb ABC Fire Extinguishers shall be located within 25 ft. of any fuel storage, flammable, or combustible storage area.

Bloodborne Pathogens

1. Contractors shall be responsible for making all reasonable efforts to protect their employees from infectious body fluids.
2. All CC Contractors (and their designated Safety Representative) shall develop and implement an Exposure Control Plan in accordance with 29 CFR 1910.1030.
3. Barricade, mark, or section off any area that contains spilled blood or body fluid until it can be cleaned and decontaminated. The spill should be cleaned up as soon as possible and before returning to regular duties.
4. If individuals assist injured persons, appropriate personal protective equipment, such as the components of a Bloodborne Pathogens kit, shall be worn. An appropriate number of Bloodborne Pathogens kits shall be readily available and part of the Contractor's first aid kit.
5. Should the Contractor be required to perform tasks that may involve contact with blood or body fluids, they shall notify the CSM to determine the appropriate course of action. If project work has the potential to involve exposure to blood, body fluids, sharps, or other materials that may be contaminated by Bloodborne pathogens, the Contractor is required to offer and provide documentation of acceptance or refusal of the Hepatitis B Vaccination.
6. All body fluids shall be considered contaminated, shall be cleaned up, and disposed of properly. The following procedures will be used for cleaning and removal of body fluids:
    A. Personal protective equipment as described above will be worn during the operation.
    B. Puncture resistant containers will be used to store the contaminated material.
    C. Containers will be labeled as contaminated and include the Biohazard symbol.
    D. Containers will be taken to a servicing facility for proper disposal.
7. When dealing with bodily fluids of any kind, it should be considered contaminated. A contaminated material is hazardous and will be labeled as such, placing the Biohazard symbol on the container containing fluid.
8. This policy should be reviewed during Orientation.

All Contractor employees who are certified in first aid and CPR should be trained in company policies and procedures related to reducing the risks of exposure related to Bloodborne pathogens.

Water Intrusion Program

Water can have damaging effects to building materials and furnishings. Sources of water include: floods, roof leaks, steam leaks, ground water infiltration, and sewer back up. If not cleaned-up swiftly, water provides a medium for mold to grow. Contractor shall maintain a moisture control program in effect for their project. The following guidelines are best practices for reference:

Cause of Mold / Fungus Growth

Mold growth can occur within 24-48 hours when excessive moisture accumulates in building or on building materials, particularly if the moisture problem remains undiscovered or unaddressed. Much of the mold found indoors comes from outside, i.e. spores entering the building through open doorways, windows, heating, ventilation, and air conditioning (HVAC) systems. When mold spores land on a damp area indoors they begin growing on, digesting and eventually, if uncontrolled, destroying whatever they originally landed on. The following are typical parameters that promote mold growth:

- Moisture (relative humidity – ideal more than 60%) (moisture level – ideal more than 12 %)
- Ideal temperature range 40 to 100 degrees
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- Nutrient base (dust, soil, leaves, organic matter, glues, etc.)

The key to mold prevention is moisture control. Since mold cannot develop without a source of moisture, it is imperative that there is immediate response to all incidents of water release.

Remediation

Remediation after water contamination should include:

1. A determination of the water source and the types of contaminants to be expected.
2. An inventory of water damage, to include areas of the building, materials, furnishings, and carpet (extent – including under cabinets and furnishings).
3. Use of a moisture meter (electronic wet test meter) to identify the extent of water damage to drywall is recommended.
4. Removal of wet materials within 24-48 hours of water damage. If unknown how long the water has been in contact, assume greater than 48 hours.
5. Decontamination by applying diluted bleach, or an approved disinfectant-detergent, followed by air-drying.
6. Even though some water damage repairs may be covered under insurance policies, a reasonable attempt should be made to contain the loss damage. Before beginning any repairs, contact OCIP Insurance. It is the intent of these guidelines to provide a standardized approach to water damage remediation and should be considered minimum standards.
7. Contractor is responsible for documenting and communicating with CC OR any significant water release or the discovery of an ongoing moisture problem which could contribute to mold growth.
8. Documentation: Significant water releases and /or the discovery of hidden moisture conditions should be documented. This documentation should include at a minimum: location of leak, date of occurrence/discovery, cause of condition, corrective actions taken, date resolved, results of re- inspection and photo documentation of the damaged areas.
9. Contractor personnel are to be trained in new hire orientation to understand the connection between water damage and subsequent mold growth. Ongoing moisture conditions that are routinely cleaned up should be reported to facilities for further investigation.
10. Re-inspect affected area following corrective action and cleanup to verify that all areas are dry and there is no evidence of mold growth.

Appendices

Appendix A: Cleveland Clinic Main Campus Emergency Situation Codes

Appendix B: Environment of Care and Interim Life Safety Measures

Appendix C: Construction Contractor Fire Plan

Appendix D: Cleveland Clinic Fire Safety Management Plan

Appendix E: The Joint Commission Survey – Daily Checklist

Appendix F: Fire Stop Penetration Tracking Form

Appendix G: Fire Watch Log

Appendix H: Confined Space Procedures

Appendix I: Lock Out Tag Out (LOTO) Safe Operating Procedures

Appendix J: Non-Employee Visitation and Onboarding Standard Operating Procedure

Appendix K: Injury Classifications

Appendix L: Facility Modifications Policy

Appendix M: Interim Life Safety Measures

These resources are also listed on Cleveland Clinic's Supply Chain website

COST
REIMBURSEMENT

The purpose of this document is to present all information to the contractor in the early stages of a project to ensure the project is efficient and effective in managing costs. This document effectively sets the expectations.

In order for a Contractor to be successful, one needs to understand how the current process works. Below are the key processes to understand.

This guide should be treated for all contracts with cost-reimbursement terms.

We feel the information provided will allow the Contractor all the tools and resources available for future successful projects.

Contract supersedes any discrepancies

PRECONSTRUCTION
KICKOFF

The purpose of the PreConstruction kickoff meeting is to communicate: 1. Expectations of the Contractor 2. Set up workflows and reoccurring meetings 3. Provide information and answer questions

All individuals involved in processing and approving of the pay applications and contractual documents. This should include the OR, CRT team member (if applicable), CM's PM & specific individual(s) who prepare cost documents and DA subs, if required.

Expectations to the Contractor: In this PreConstruction kick-off meeting we explain the expectations and details required of the CM. We share the project review tracker and explain how comments are tracked (see I. Project Review tracker for more info).
Workflows and Reoccurring meetings: We set up necessary dates for approving documents before they are executed (contractual documents - CMOC, pay application - Oracle).

- **Invoice workflow:** CM is expected to follow the pay application due date according to the contract documents. The project kickoff reinforces this date and shows the workflow (see D. Invoicing for more information).
- **Contractual docs workflow:** The project team sets up a review schedule that allows transactions to be approved prior to CMOC submission (see E. Contractual docs for more information).

Other Information: The kickoff also serves a purpose of explaining the following items:

- **Items before construction:** We explain the items needed for construction 1. Staff and Union rates approvals 2. Approve SOV's 3. Review and Approve equipment rates 4. Review Cost and Cash Flow Model Reports (see B. For more information)
- **Escalation Process:** We explain the escalation process for resolving comments or questions raised by the Contract review team.
- **Templates:** We share the following templates to be used on the project. These are referenced in Exhibit A. - E. below:

  ***Equipment Log* (Exhibit a.):** This template tracks all items purchased by the Project that does not get incorporated into the building(s). This template is used to for final collection/distribution.
  ***Allowance Log* (Exhibit b.):** This template tracks specific costs against specified contract allowances. Approved LOA's are needed to spend against the allowance with change orders making up the difference in case of over/under runs of allowance amounts.
  ***Contingency Log* (Exhibit c.):** This template tracks the activity of the contingency. All activity needs to have approved LOAs (see D. Contractual documents for more information)
  ***Equipment Rental* (exhibit d.):** This template calculates the monthly cost acceptable per contractor owned equipment. It shows the total allowable cost the equipment rental item can be charged to the project. Before renting owned equipment, template needs to be pre-approved and compared against the cost of Owner purchasing the equipment directly.

  ***Hold Log* (Exhibit e.):** This template tracks specific costs against specified contract holds. Approved LOA's are needed to spend against the holds.
  Job Cost Ledger: To be provided by contractor (needs to be in excel as shall include: Project Number, Project Name, Invoice date, vendor's name, Invoice # & amount requested)
  Discount/rebate tracker: To be provided by contractor
- **Charge backs:** If owner expectations of the Contractor are not met, the contract has established a charge back clause for additional time of Owner in resolving (see H. Charge back for more information)
- **Contract:** Answer any questions regarding contract.

Items required before construction: The PreConstruction kickoff meeting also serves as a place to set up the following expected deliverables prior to Construction below:

- **Examples:** Contractor shall provide an example of Discount/Rebate tracker, Cost Modeling report and Job cost model for preparation of PreConstruction Kickoff.
- **GMP/EMP:** Contractor shall provide estimated GMP/EMP date and expected timeline for delivering on this date. (See D. Invoicing For more information on what is required).
- **Rates:** Contractor shall provide proposed rates from subcontractors on the project. This is required prior to issuance of a LOA Award. See below on what is required:

  1. **LS:** Union rates are required (see C. For more information on what information is required for union rates)
  2. **Design Assist (DA):**Union rates are required (see C. For what is required for union rates)
  3. **Staff Rates** (see C. For more information on establishing staff rates with option to fix)
- **Design Assist (if applicable):** If applicable to project, please send RFP to CRT for approval prior to executing. Please include CRT in DA interviews.

CONSTRUCTION KICKOFF

The purpose of the kickoff meeting is to communicate: 1. Expectations of the Contractor 2. Set up workflows and reoccurring meetings 3. Provide information and answer questions

All individuals involved in processing and approving of the pay applications and contractual documents. This should include the OR, CRT team member (if applicable), CM's PM & specific individual(s) who prepare cost documents & DA representative(s) (if applicable).

Expectations to the Contractor: In this kick-off meeting we explain the expectations and details required of cost reimbursement and LS contractors. We share the project review tracker and explain how comments are tracked (see i. Project Review tracker for more info).
Workflows and Reoccurring meetings: We set up necessary dates for approving documents before they are executed (contractual documents - CMOC, pay application - Oracle).

- **Invoice workflow:** CM is expected to follow the pay application due date according to the contract documents. The project kickoff reinforces this date and shows the workflow (see D. Invoicing for more information).
- **Contractual docs workflow:** The project team sets up a review schedule that allows transactions to be approved prior to CMOC submission (see E. Contractual docs for more information).
- **Reoccurring meetings:** The project kickoff is used to establish a date for the reoccurring meetings (see F. Reoccurring Meetings for more information).

Other Information: The kickoff also serves a purpose of explaining the following items: 1. Items before Construction, 2. Escalation Process 3. Templates and 4. Charge backs

- **Items before construction:** We explain the items needed for construction 1. Staff and Union rates approvals 2. Approve SOV's 3. Review and Approve equipment rates 4. Review Cost and Cash Flow Model Reports (see B. For more information)
- **Escalation Process:** We explain the escalation process for resolving comments or questions raised by the Contract review team.
- **Templates:** We share the following templates to be used on the project. (These are referenced in Exhibit A. - E.)

  Equipment Log (Exhibit a.): This template tracks all items purchased by the Project that does not get incorporated into the building(s). This template is used to for final collection/distribution.
  Allowance Log (Exhibit b.): This template tracks specific costs against specified contract allowances. Approved LOA's are needed to spend against the allowance with change orders making up the difference in case of over/under runs of allowance amounts.
  Contingency Log (Exhibit c.): This template tracks the activity of the contingency. All activity needs to have approved LOAs (see d. Contractual documents for more information)
  Equipment Rental (exhibit d.): This template calculates the monthly cost acceptable per contractor owned equipment. It shows the total allowable cost the equipment rental item can be charged to the project. Before renting owned equipment, template needs to be pre-approved and compared against the cost of Owner purchasing the equipment directly.

  Hold Log (Exhibit e.): This template tracks specific costs against specified contract holds. Approved LOA's are needed to spend against the holds.
  Job Cost Ledger: To be provided by contractor (needs to be in excel as shall include: Project Number, Project Name, Invoice date, vendor's name, Invoice # & amount requested)
  Discount/rebate tracker: To be provided by contractor

- **Charge backs:** If owner expectations of the Contractor are not met, the contract has established a charge back clause for additional time of Owner in resolving (see h. Charge back for more information)
- **Contract:** Answer any questions regarding contract.

ITEMS BEFORE CONSTRUCTION

The purpose of the 'Items before construction' as referenced in the Project Kickoff meeting is to establish rates, pay application format & cost and cash flow models.

Rates: It is important to establish rates on the project to: 1. Set expectations on what is approved/included in labor rates 2. Saves times during the construction phase and 3. Eliminates any contract disputes

- **Staff:** CM staff rates are approved during the RFP process and incorporated into the initial PO to the Contractor (Both CM and DA subcontractors). These rates are based on actual costs in accordance with the contract terms at the time of the RFP. If proposed in a competitive environment, a fixed yearly escalation can be established that calculates updated rates in January 1 of each year. Establishing rates can be done to eliminate the need to update rates on a continuous basis. New team members of the project team (if pre-approved by owner) will need to establish rates if being added to the project. See attached staff rate template.
- **Staff changes:** The CM is responsible to ensure that CRT has all current rates and all applicable support prior to billing new rates. The CM should ensure all information is received and reviewed by the CM prior to submitting for CRT for their review. Rates should not be billed unless they are approved by the CRT and reviewed by the CM. The status of rates should be tracked using the project review tracker.
- **Union:** Union rates need to be approved prior to LOA award. Rates are established based on following: Union Base pay and related union benefits, taxes (FICA, SUTA & FUTA) and workers' compensation. See attached union template. Rates are updated 2 times a year: when the union year ends and when worker's compensation year ends.
- **Union changes:** The CM is responsible to ensure that CRT has all current rates and all applicable support prior to billing new rates. The CM should ensure all information is received and reviewed by the CM prior to submitting for CRT for their review. Rates should not be billed unless they are approved by the CRT and reviewed by the CM. The status of rates should be tracked using the project review tracker.
- **Equipment:** Equipment rates needs to be Approved by Owner. Prior to renting, the Contractor shall fill out the 'Equipment rental' schedule as referenced in exhibit d. This shows the allowable amount to charge per month and duration of the project. Also shows the estimated cost to rental and is compared against a 3rd party estimate to buy.

Pay Application Format: It is important to review the pay application formation in the early stages of the project. This allows the owner an opportunity to approve the presentation of the contract amounts for future changes. Format of AIA documents should also align with BSO's approved template.
Financial models: The Cash Flow and Cost Modeling Models should be presented to the Owner for acceptance before submitting on a reoccurring basis during the project. This presents the opportunity of the owner to ensure all financial information is complete and will be able to be shared to owner.

- **Cost Modeling in excel format:**

  1. Should show all committed and uncommitted costs incurred as of date of the report (subcontracts, purchase orders, change orders for CM and each Subcontractor and Supplier)
  2. Forecast of foreseeable and estimated costs (including proposed/anticipated change orders)
  3. Costs incurred to date
  4. CM's estimate of COW to be incurred in completing the Project
  5. CM's recommendations for corrections if expected costs to exceed contract amount

- **Cash Flow Model in excel format:**

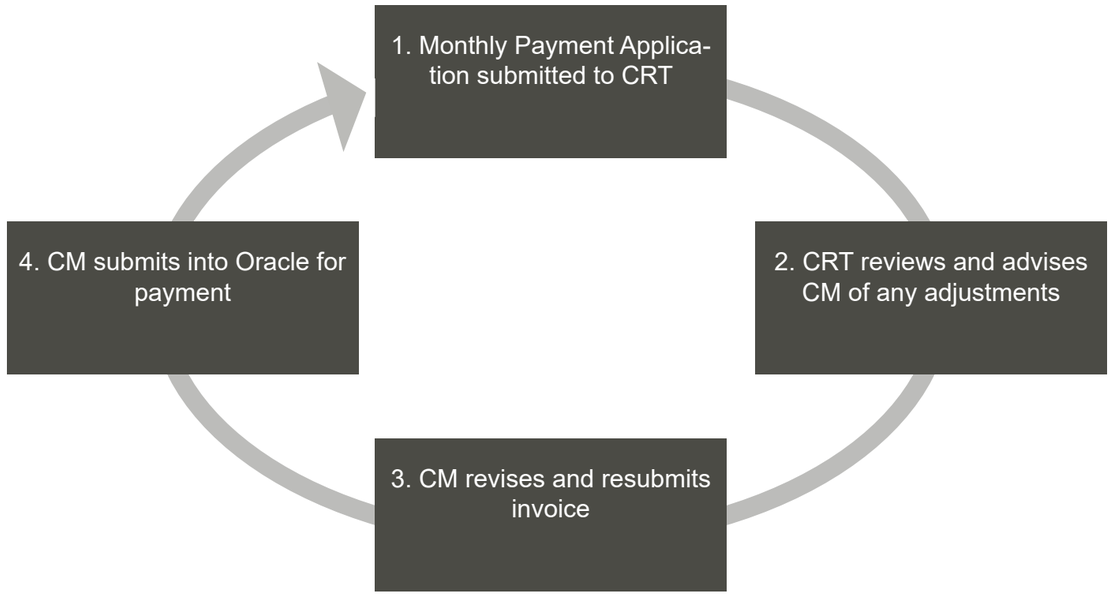
  1. Actual spent to date compared to budget
  2. CM's explanation of variances

INVOICING
PROCESS

The purpose is to set the expectation for pay applications and the workflow.

All cost reimbursement contracts (GMP, IPD & Cost-reimbursement contracts)

Expectations to the Contractor: It is the responsibility of the CM on the project to ensure that project costs are accurate, timely and complete. It is the expectation that the CM reviews all costs before submitting to the Owner. The Pay Application that is sent to the owner for approval shall be treated as 'complete' and deemed ready for uploading for payment (if no pre-approval process is in place). This does not mean a 'Pencil Copy' as that may be sent to the OR prior to our review.
Invoice Workflows: See below for the workflow process for pay applications with CRT incorporated into the project.
Each step is detailed out to the right.



1. **Monthly Payment Application submitted to CRT:** The CM shall submit the complete pay application to the CRT team member and the OR. As part of the submission, the following items needs to be included.
   - **Logs:** As part of the invoice submission, the following detailed forms need to be completed as mentioned in the kick-off meeting.
     - Equipment Log
     - Allowance Log
     - Contingency Log
     - Discount/Rebate Tracker
     - Equipment Rental
     - Hold Log
     - Job Cost Ledge
   - **Construction Manager:** As part of the invoice, the CM shall provide the following in addition to the logs mentioned above.
     AIA documents: The required G702 and G703 shall agree with the Owner's PO and should be complete and accurate.
     Summary sheet: Summary Sheet should be complete which includes detail for each line item billing on the G703
     Supporting documents:
     Staff: Summary of hours by position with associated time sheets and support. Please refer to c. Items before Construction for submitting updated rates.
     Reimbursables: Actual invoices for each item billing with prior approvals
     Fee calculations: Calculations for fees and insurances
     Union labor (if applicable): Certified Payroll required. Union should be treated as weekly amounts if system can show totals by week (Total wages + Total Liabilities). If not, a detailed summary is necessary for each tradesman followed by their hours and pre-approved rate. Please refer to c. Items before Construction for submitting updated rates.
   - **DA Contractors (if applicable):** The DA subcontractor shall provide the following as part of the payment application:
     AIA documents: Required G702 and G703 that is complete and accurate
     Summary sheet: Summary sheet should be complete and accurate and tie to the work completed in the G703.
     Included in the summary is the total for each category as shown below.
     Staff: Summary of hours by position with associated time sheets and support. Please refer to c. Items before Construction for submitting updated rates.
     Reimbursables: Actual invoices for each item billing with prior approvals
     Union Labor: Certified Payroll required. Union should be treated as weekly amounts if system can show totals by week (Total wages + Total Liabilities). If not, a detailed summary is necessary for each tradesman followed by their hours and pre-approved rate. Please refer to c. Items before Construction for submitting updated rates.
     Fee calculations: Calculations for fees and insurances
     Equipment Rental: See b. Items for before Construction for more information. Rates need to be approved ahead of billings.
     Job Cost Ledger: To be provided by contractor (needs to be in excel and shall include: Project Number, Project Name, Invoice date, vendor's name, Invoice # & amount requested).
2. **CRT reviews and advises CM of any adjustments:** CRT provides comments (if any) using a project review tracker in excel format (see i. Project Review Tracker). This tracker is used to track all comments and specifies: 1. Who the comment is addressed to 2. What the comment is 3. What amount is being questioned. The project review tracker is shared weekly (see e. Reoccurring meetings) and as open items are added.
3. **CM Revises and resubmits:** The CM corrects the pay application and resolves all the comments from the Project Review Tracker by 3 business days. The CM fills out the 'Contractor Response' column in the project review tracker for each comment. This comment should provide enough detail that makes it easier to see what was done to resolve the comment.
4. **CM submits into Oracle for payment:** If approved by CRT in writing, the pay application can be uploaded into Oracle for payment. Any remaining comments need to be resolved in subsequent payment application and/or escalated (see g. Escalation for more information).

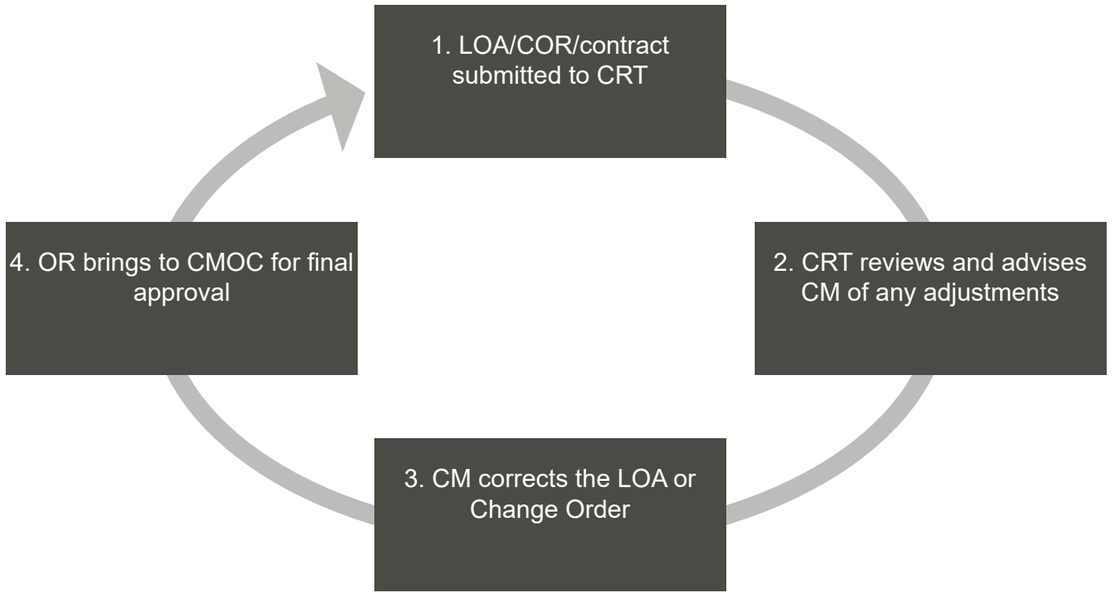
CONTRACTUAL DOCUMENTS

The purpose is to set the expectation for all contractual documents (LOA's/ COR's/contract documents)

All cost reimbursement contracts (GMP, IPD & Cost-reimbursement contracts)

Expectations to the Contractor: It is the responsibility of the CM on the project to ensure that project costs are accurate, timely and complete. It is the expectation that the CM reviews all costs before submitting to the Owner. All contractual documents sent to the owner should be previously reviewed by the CM to ensure the document is properly supported and has proper supporting documentation.

Invoice Workflows: See below for the workflow process for Contractual s with CRT incorporated into the project.
Each step is detailed out to the right.



1. **LOA or COR submitted to CRT:** The CM shall submit the contractual document to the CRT team member and the OR. As part of the submission, the following items needs to be included for each transaction type.
    - **LOA Award:** As part of the LOA award, the pre-approved rates need to be included (See c. Items before construction for more information on how to establish rates).
    - **LOA/COR:** LOA's/COR's are either LS or T&M. Please indicate in the description which type it is as it has different supporting requirements as shown below:
        LS: The Following required documentation is required for Lump Sum. Note LOA needs to be submitted prior to work starting.
        1. Detailed summary that breaks out labor into hours and pre-approved rates, and reimbursables.
        2. Quotes (or invoices) for reimbursables
        3. Analysis by CM evaluating estimates are fair and reasonable

        T&M: The Following required documentation is required for Time and Materials. An estimate needs to be prepared prior to work beginning.
        1. Detailed summary that breaks out labor into hours and pre-approved rates and reimbursables.
        2. Invoices for all materials billed
        3. Signed tickets that are: 1. Signed by the CM's superintendent 2. Complete and that shows name, date worked and classification of each individual.
        4. Signed certified payroll that covers all dates worked from the signed tickets
    - **Contract:** The following needs to be provided for GMP/EMP's
        1. Detailed summary
        2. Allowances and Holds separate from subcontractors
        3. Details on all calculations on fees/insurances
        4. Detail summary from each DA contractor that includes:
            - 1st tier LS contractors and how they were competitively bid (if >50k) with pre-approved rates
            - Staffing plan with pre-approved rates
            - Details on calculations on fees/insurances
2. **CRT reviews and advises CM of any adjustments:** CRT provides comments (if any) using a project review tracker in excel format (See I. Project Review Tracker). This tracker is used to track all comments and specifies: 1. Who the comment is addressed to 2. What the comment is 3. What amount is being questioned. The project review tracker is shared weekly (see e. Reoccurring meetings) and as open items are added.
3. **CM Revises and resubmits:** The CM corrects the pay application and resolves all the comments from the Project Review Tracker by 3 business days. The CM fills out the 'Contractor Response' column in the project review tracker for each comment. This comment should provide enough detail that makes it easier to see what was done to resolve the comment.
4. **CM submits into Oracle for payment:** If approved by CRT in writing, the pay application can be uploaded into Oracle for payment. Any remaining comments need to be resolved in subsequent payment application and/or escalated (see g. Escalation for more information).

REOCCURRING BASIS
TOUCH POINTS

The purpose of the reoccurring meetings are: 1. Provide timely feedback 2. Resolve comments timely 3. Communicate charge backs 4. Review Cost model and Cash Flow reports 5. Review constraint logs

All individuals involved in processing and approving of the pay applications and contractual documents. This should include the OR, CRT team member (if applicable), CM's representative(s) & DA representative(s) (if applicable).

1. **Provide timely feedback (weekly):** In a weekly basis CRT will communicate all closed comments from the project review tracker (see i. Project Review Tracker). This will allow the team to learn from the comments to prevent future comments related to the same issue.
2. **Resolve comments timely (Weekly):** In a weekly basis CRT will share with all participants the open comments from the Project Review tracker (see. I. Project Review Tracker). If possible, escalated parties will be included in these weekly meetings (see. G Escalation for more information).
3. **Communicate charge backs (Weekly):** In a weekly basis CRT will share all participants the status of charge backs and the different levels for each issue (see h. Charge back for more information).
4. **Review constraint logs (Weekly):** In a weekly basis the CM will share the current constraint log and answer any questions.
5. **Review Cost Model and Cash Flow reports (Monthly):** On a monthly basis the CM will share the current monthly reports (see c. Items before Construction for what is included in these reports).

ESCALATION
PROCESS

The purpose of the escalation process is to address the comments timely and properly escalated to the correct parties for resolution. Below is the current escalation process set in place.

All individuals involved in processing and approving of the pay applications and contractual documents. This should include the OR, CRT team member (if applicable), CM's representative(s) & DA representative(s) (if applicable).

Current	OR/CRT team lead/CM Project Manager (Also Core team, if IPD project)	The OR and CRT will work with the CM (and team contractors) to resolve all comments in the current workflow (see d. Invoicing and e. Contractual docs). A weekly meeting has been established to go over these comments timely (see f. Reoccurring meetings). If invoice is outstanding (3 business days late and/or response), notification will be made to project team that invoice will be escalated to the next level.
Level 1	RDC/Contract Review Manager/CM Project Executive (Also Executive Core team, if IPD project)	In the event comments are not resolved with current project team (OR/CRT team lead?CM), the issue will be presented to the RMC and Contract Review Manager. This escalation is caused by one of three issues: 1. Disagreement between the parties, 2. Item not being resolved timely (typically >30 days) and 3. Pay Application being >3 business days late. Escalation also applies when comments are not addressed by 3 business days. If invoice is outstanding (6 business days late and/or response), notification will be made to current escalated level that invoice will be escalated to the next level.
Level 2	Finance Director/Senior Director of Construction & Engineering/CM Project Executive (Also Executive Core team, if IPD project)	In the event comments are not resolved with the 1st Level (RMC/Contract Review Manager), the issue will be presented to Senior Director of Construction & Engineer and Finance Director. This escalation is caused by one of three issues: 1. Disagreement between the parties, 2. Item not being resolved timely (typically >60 days) and 3. Pay Application being >6 business days late. Escalation also applies when comments are not addressed by 6 business days. If invoice is outstanding (9 business days late and/or response), notification will be made to current escalated level that invoice will be escalated to the next level.
Level 3	CM Project Executive (Also Executive Core team, if IPD project)	In the event comments are not resolved with the 2nd Level (Senior Director of Construction & Engineering & Finance Director), the issue will be presented. This escalation is caused by one of three issues: 1. Disagreement between the parties, 2. Item not being resolved timely (typically >90 days) and 3. Pay Application being >9 business days late. Escalation also applies when comments are not addressed by 9 business days.

CHARGE BACK
EXPECTATIONS

In accordance with the contract (see below 10.2.1.1), the Owner may reduce the applicable progress payment by a reasonable amount due to repeated submissions of inaccurate, missing information, non-reimbursable costs and costs more than 60 days late. This process will explain the expectations of the CM, what the issues are, the communications associated with the issues and the cost of the charge back.

10.2.1.1 If Construction Manager repeatedly submits applications for payment, invoices or supporting costs provided in other contexts (e.g. Change Order proposals) that are inaccurate or missing required backup or request reimbursement for costs that are not reimbursable and should be accounted for as part of Construction Manager's Fee, or submits applications for payment, invoices or supporting costs more than 60 days after the end of the calendar month for which they are due, then Owner may (upon review of the circumstances) reduce the applicable progress payment (or such other payment due Construction Manager in connection with the submission) by a reasonable amount to account for the additional time and effort required of Owner in reviewing and addressing the situation. Issues uncovered in the progress payment application review process as described in this Section 10.2.1.1 shall not be considered audit findings subject to Section 3.7.12

Expectation of CM: It is the responsibility of the CM on the project to ensure that project costs are accurate, timely and complete. It is the expectation that the CM reviews all costs before submitting to the Owner. This contract clause allows the CM to learn from their errors timely and to develop controls to prevent future repeatable errors.

Issues: CRT has developed a list of all issues identified on past reviews (see below). These issues help identify what the error was and helps communicate to the project team the frequency of each issue. This is not a complete list and additional issues may be added.

Duplicated Fee	Equipment Log
Duplicated Labor	Missing support
Duplicated Reimbursable	Missing support: job cost ledge
Duplicated work in place	Missing support: Equipment rental
Incorrectly billed project	Missing support: Discount rebate tracker
Incorrectly calculated retainer - Over billed Cash	Missing support: Contingency/Allowance/Hold Log
Over billed Fee	Missing support: CPR
Over billed Labor Hours	Missing support: Tickets
Over billed Labor Hours and Labor Rates	Missing support: Invoices
Over billed Labor rates	Non-Reimbursable
Over billed Reimbursable	Not approved Labor
Over billed work in place	SDI charge
Overstated SOV	Over 60 days

Communication of charge back: For each issue as shown above, CRT will track the frequency of each issue and communicate any changes on a weekly basis as part of a reoccurring meeting. Charge back will be applicable on the 4th offense with communication given at different stages (see on page 61). The warnings are done at a project level, not by individual contractor.

Occurrences	**Escalated Level**	
1st Occurrence - Lesson learned with future errors resulting in warnings as documented in Project Review Tracker.	OR/CRT team lead/CM Project Manager	CC next escalated level
2nd Occurrence - 1st Warning - The CRT team member will issue the warning to the OR with OR coordinating the meeting with escalated individuals.	OR/CRT team lead/CM Project Manager/Core Team	CC next escalated level
3rd Occurrence - 2nd Warning - The CRT team member will issue the warning with OR coordinating the meeting with escalated individuals.	RDC/Contract Review Manager/CM Project Executive/Exec Core Team	CC next escalated level
4th Occurrence - 3rd Warning - The CRT team member will issue the warning with OR coordinating the meeting with escalated individuals. A formal letter will follow to leadership of the appropriate party that identifies the issue and gives warning that future findings of this nature will result in a charge back.	Finance Director/Senior Director of Construction & Engineering/CM Project Executive/Exec Core team	Notification to ECMOC
After 4th Occurrence - Charge back will be assessed for each issue. *Need to define communication. Box description see tracker attached for repeated items. In the cor document have rate * hours and description of charge back. Attach warning letter and detail from PRT on specific issues.		

CRT team member will track the incremental time due to the issue after it's 3rd warning. The rate used will be CM's project accountant or the individual preparing the pay applications. Issued charge backs will be communicated to the team for issuance of change order for CMOC submission. Once issued at CMOC, the charge back or COR will be applied on the subsequent pay application

Scope: All invoices, change orders and LOA's.

PROJECT REVIEW
TRACKER

Item #	OR, Invoice & Contract)	Current (C) / Subsequent (S)	Escalated Lvl	Date Received	Date Reviewed	Date to OR
1	Invoice	C		0-CRT	1/1/2022	1/2/2022

Days to Review	Days to Close	CM	Project Number	Project Name	Contractor	Document
1		ABC company	101	New Building	YZ Contracting	PA#1

Category	Issue	Comment	Amount	Contractor Mark-ups	Cm Markups	Total Projected
Labor	Over billed labor hours	Missing time sheets	2,000	200	110	2310

Final amount	Contractor response/Date of response	Result/Date of Review	Open/Closed	Date Closed	CRT Member	Owners Rep
100	118/120 supported hours	1/4/2022 CC noted rate has been corrected as indicted	Closed	1/4/2022	AA	BB

Contractor is expected to complete the tracker in a timely manner.

Completion expectation: CC completes all columns except for 'Contractor Response/Date of Response' in column 'W'. When completing, please sure there is detailed response that 1. Explains what was done to address the comment 2. Applicable page(s) where the changes were made 3. Date of response with subsequent responses with a new date. Contractor shall return complete tracker back to owner in excel format.
Timeliness expectation: Contractor is expected to complete the tracker (as detailed above) by 3 business days of receiving the comment.

What happens with the information in the Project Review Tracker?

1. Information gets tracked for frequency of issues - see h. Charge back for more information.
2. Information on adjustments gets shared with executive CMOC on a ongoing basis.

EQUIPMENT
LOG

Pay App #	Contractor Purchased	Date from Invoice	Invoice #	Vendor	Item Description
Pay App #1	ABC contracting	1/31/2017	HP12345	Hewlett-Packard	Elite Display E232
Pay App #2	ABC contracting	2/15/2017	1345675	Costco	Foldable Tables

Serial #	Issued to	Condition	Quantity	Amount per each item	Extended (including tax and shipping)
ASD F123	Brendan Walsh	Operable	1	$500	$500
N/A	N/A	Operable	3	$50	$150

ALLOWANCE
LOG

Contingency Name			$25,000 **Beginning Amount**
Subcontractor	Description	Authorization COR/LOA #	Amount

$25,000.00 **Ending Amount, agrees with AIA**

CONTINGENCY
LOG

Contingency Name			$25,000 **Beginning Amount**
Subcontractor	Description	Authorization COR/LOA #	Amount

$25,000.00 **Ending Amount, agrees with AIA**

EQUIPMENT RENTAL
SCHEDULE

Equipment Rental Schedule	
Project Name	
Project Number	

Step 1: Rental Rate Support

1. Provide the Fair Market Value (FMV) of the equipment on first day used on the Worksite and provide support WW
2. Percentage of market price that can be charged to project is agreed upon by the Owner
3. Blue Book monthly rate (CM, affiliates, subsidiaries or related parties)
4. AED Green Book monthly rate (other parties)
5. Monthly rent charged to project is agreed upon by the Owner (80% - 3a, 75% - 3b)
6. Quote form 3rd party to show cost for purchase
7. Amount available to bill - (Can not be less than zero).

			1	2	3	4	5	Estimated		6	7
Item #	Equip-ment #	Piece of Equip-ment	FMV	90% of FMV that can be Charged to Project	Monthly Market Blue Book monthly rate	Monthly Market AED Green Book monthly rate	Monthly Rent Charged to Project	Num-ber of months Antici-pated on Project	Total Es-timated Cost	Total Es-timated Cost to Purchase	90% of Market Price Remain-ing To Be Billed
1-Exam-ple	HQ3	Sample piece	$9,000.00	$8,100.00	$475.00	-	$380.00	50.00	$19,000.00	$10,000.00	$6,960.00
1-Exam-ple	HQ3	Sample piece	$5,000.00	$4,500.00	-	$150.00	$112.50	19.00	$2,137.50	$1,500.00	$4,162.50

Step 2: Billing Schedule

	Jan-18	Feb-19	Mar-18	Apr-18	May-18	Jun-18	Total
	$380.00	$380.00	$380.00				$1,140.00
				$112.50	$112.50	$112.50	$337.50
Monthly Amount to be Billed	$380.00	$380.00	$380.00	$112.50	$112.50	$112.50	$1,477.50

Pay Application 1	$380.00	$380.00					$760.00
Pay Application 2			$380.00				$380.00
Pay Application 3				$112.50			$112.50.00
Pay Application 4					$112.50		$112.50.00
Pay Application 5						$112.50	$112.50.00
Amount billed on Pay App	$380.00	$380.00	$380.00	$112.50	$112.50	$112.50	$1,477.50

HOLD
LOG

Hold Name			$25,000 **Beginning Amount**
Subcontractor	Description	Authorization COR/LOA #	Amount

$25,000.00 **Ending Amount, agrees with AIA**

UTILITY
SHUTDOWN

1. At the start of a project, Contractors will need to identify all the shutdowns required for the project (to the best of your knowledge) for facilities planning purposes.
    - Include a “Shutdown” section of known required shutdowns in your kickoff meeting agenda (review with the subs before the job starts).
    - Shutdown dates can be further clarified in the weekly progress meetings - include an agenda item for shutdowns and also include in the 3 week look ahead of all work.
2. All shut downs require a 10 day notification (working days)
    - Contractors are required to complete the attached form in its entirety and submit by email to assigned Owner’s Rep(OR).
        - When submitting shutdown email request, Project number, project name, and utility request must be in the subject line. Example: 5619858 – FV Cath Lab Renovation – Fire Alarm Shutdown
    - Shutdowns must be specific and have detailed information for each required shutdown. ONE shutdown request will be required for each utility being impacted. Following are examples:
        - Hot water heating loop shutdown - Tie in of new VAV boxes
        - Electrical Shutdown -addition of 6circuits in panel ANP-EDI
        - HW/CW/Sanitary Shutdown–sink install in room 341
        - Etc.
    - The OR will then distribute to Facilities Team (FEDS) and copy requesting contractor.
    - Any requests submitted directly to FEDS management or trades will be rejected. FEDS will also reject any verbal requests. FEDS will forward any direct requests to OR’s to address.
    - If the shutdowns are required within the 10 day window, OR will review with FEDS on a case by case basis.
    - Contractors to confirm CRRAS is current before submission.
    - FEDS will do their best to respond with approval/non-approval within 4 days before requested shutdown. Note–this step could take longer if the shutdown is large scale. Again goal is to plan and communicate in the construction kickoff and weekly meetings.
3. At the conclusion of the requested shutdown,a confirmation email will need to be sent by contractor. Attached in the email must be the original shutdown request with the date and time completed along with signature. This needs to be sent to the following:
    - FEDS
    - Copy the Owners Rep/PM
    - Copy Regional Manager

ASSET MANAGEMENT

1. New construction projects

   As part of a new build, adding assets to maintenance database and scheduling required preventive mainenance is facilitated by our team. The following information will be required:

   - Model
   - Manufacturer
   - Equipment description
   - Architectural location (physical room or corridor number)
   - Serial number
   - Life expectancy
   - List Price
   - Acquisition cost
   - Current Book value
   - End of Life expectancy
   - Copy of Verification Report for Medical Gas
   - Commissioning of fire dampers. CC needs to record and document the commissioning
   - Time dampers are being commissioned per code requirement.

   Please send this information in the template that will be provided by CC team member after install or in stages as the project progresses. CC needs time to asset tag the equipment, add the new assets to our data base, and schedule them for maintenance before the building is open to patients and staff.

2. Existing building renovation projects

   Maintenance Planners/Facilities Managers will need to be notified of the start date for all projects. CC staff will need a list of all asset numbers of the equipment being discarded, so they can be removed from the database. Once the new equipment is installed, CC staff will need the same information as stated above, so the assets can be entered into the system and scheduled for maintenance.

TEXTURA PAYMENT MANAGEMENT

Process A: General Contractors

Process B: Direct Vendors