

# **FACILITY SERVICE OFFICE POLICY AND PROCEDURES**

STANDARD OPERATING PROCEDURES FOR

## **HUB REPAIR AND ALTERATIONS**

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# DOCUMENT HISTORY

## Revision History

Revision number	Revision date	Summary of changes	Author
1	1/2/2014	Final Draft	Ballard/Caldwell
2			
3			
4			

### Revision 1 - Summary

The following changes have been made to the Repair & Alterations Product Line HUB Teams processes since the 2013 Facilities Re-alignment:

1. The dollar limit on HUB Repairs and Alterations projects is \$25,000.
2. The HUB can perform Unplanned Capital projects \$10,000 and \$25,000.
3. The HUB can use eFMS as necessary.
4. The HUB can use Job Order Contractors (JOC); these contracts include line items for minor engineering services as required.

## 5. Approvals

This document has been approved by:

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# 1. Introduction

## 1.1 PURPOSE

The purpose of this document is to define the best practice processes for all Repair and Alterations Product Line HUB Team members. The goal is for all R&A HUB members to adopt these best practices to ensure efficiency and effectiveness of the staff.

## 1.2 SCOPE

This process covers the accomplishment of repair work on facilities routinely costing less than \$25,000 per repair. The functions within an R&A HUB team that are responsible for implementing this process are as follows:

- ◆ Manager, R&A HUB Teams
- ◆ Team Leader, R&A HUB Teams
- ◆ Project Managers, R&A HUB Teams (A/E or FE)

## 1.3 DEFINITIONS

*Article 32.* Labor contract article that stipulates maintenance must evaluate and complete a review when a determination is made to contract out the repairs in lieu of having postal service maintenance staff accomplish the repairs.

*Call Record.* Notes section of FSSP call sheet to be updated whenever action occurs. See also HUB Model Notes and Critical Milestones.

*Contract Vehicle.* Method used to hire contractor. HUB utilizes EMCOR; CREDIT CARD; JOC

- ◆ *EMCOR.* HUB project manager calls or emails project into EMCOR; they create work order and assign to vendor.
- ◆ *Credit Card.* Credit card used to hire contractors (\$2K - \$10K requires one-page contract).
- ◆ *Job Order Contractor.* Requires eBuy funding authorization; eFMS project; and Progen / eGordian interface.

*Contracting Officer (CO).* This individual is approved by the Manager, Supply Management Facilities Portfolio for an appropriate level of contracting authority determined by the individual's education, experience and training. A CO has the authority to enter into, administer, and terminate contracts and to make related decisions. COs must ensure sufficient funding is available before taking a contractual action requiring additional funds.

*Emergency Repair.* Classification of the item or situation reported which has put people, property or the security of the mail and facility at risk and corrective action must begin immediately. When a project is classified as an emergency, the expectation is that there will be a contractor on site within 4 hours of the call being received by Facilities and the first step is to abate the immediate problem or secure the facility.

*EMCOR Daily Status Report.* Tool used to identify dates of completions by vendors. (currently under development with EMCOR for future deployment)

*Facilities Single Source Provider (FSSP).* Whereby all repair work is centralized and tracked through the respective R&A HUB Project Manager regardless of the dollar amount or the responsibility.

*Field Maintenance Office (FMO).* USPS maintenance managers for postal facilities who determine if local postal maintenance can accomplish the repairs which are the responsibility of the US Postal Service with internal staff. This Article 32 determination is made on all repair work before Facilities contracts out to a construction vendor.

*Full Time Equivalent (FTE)* – the annual work hours postal employees or contractors dedicate to a process.

*HUB Project Manager.* Project Managers that are specifically assigned to accomplish HUB repair and alterations work.

*HUB Repairs and Alterations.* Method used by HUB to contract for facility small dollar facility repair work. Under \$25,000 total project cost. This work is defined as a project that is an Expense project or Unplanned Capital project, Single Trade repair or replacement requires no approval documents other than bulk funding for work under \$10,000 in value and requires no design or engineering work. Work between \$10,000 and \$25,000 requires a project specific eBuy approval of funding.

*Invoice.* Paperwork received that shows amount to be paid to vendor for services rendered.

*Maintenance Planned (MP).* Routine calls that are deferred or projects that are received through open season and are categorized and budgeted for development of future budget and workload.

*Put on hold.* To put project on hold for the future planning and budget cycle.

*Quote.* Breakdown of costs associated with repairs from vendor. If project exceeds \$2K—quote must be obtained with a breakdown of labor and material.

*Reconcile.* Process for checks and balances for Credit Card usage.

*Response Line / Call Center.* Facilities Customer Service Representative (CSR) team that answers repair calls placed on a 1-855 from postal facilities, inputs requests, determines responsibility and routes the data to the appropriate parties.

*Site Signature.* Signature of authorized Postal official indicating work has been completed, usually Postmaster, Station Manager, OIC or supervisor. It must be someone with authority within the building and not a letter carrier.

*Vendor.* Contractor assigned or contracted to make the required repairs to a facility.

*ZIP Code Look Up.* Excel Data Base designed to use as reference for responsibility of reassignment.

## 1.4 ACRONYMS

CO—Contracting Officer

CSR—Customer Service Representative

CMT—Category Management Team (Supply Management)

EMCOR—Facilities Single Source Provider - vender

FMO—Field Maintenance Office

FSSP—Facilities Single Source Provider

FTE—Full Time Equivalent

MP—Maintenance Planning

NTE—Not To Exceed

## 2. Procedures

### 2.1 DEFINING THE PROCESS

SEE STANDARD OPERATING PROCEDURE | PROJECT WORK FLOW CHARTS

0500 Project Funding

1400 Cost Estimate

2200 Work Order - Job Order Contract - 1 of 2

Work Order - Job Order Contract - 2 of 2

2500 Work Order - Roof Asset Management Supplier

3200 Payment - EMCOR

6000 Local Buying Authority Evaluation

6100 Local Buying Authority - EMCOR

6300 Local Buying Authority - Credit Card

6700 Local Buying Authority - Local Purchase Agreement

6800 EMCOR Over \$10,000

### 2.2 IDENTIFYING RESPONSIBILITY FOR KEY TASKS

Organization	Task	Required Inputs	Outputs
Customer Service Representative	Receives and processes call. Directs call to either Lessor Maintenance or Field Maintenance. Determines work priority.	Phone, FSSP	Email / phone assignment
HUB Project Manager	Assess value and complexity of project.	Problem description from caller	Decision on project assignment
	Identify appropriate contract vehicle	Vendors and their capabilities	Decision on contracting vehicle
	Contract work, monitor work & approve invoice	Create Work Order	Authorize vendor to proceed with repairs



Organization	Task	Required Inputs	Outputs
Field Maintenance	Receives and processes call. Determine if work is to be accepted and completed or declined.	Phone, FSSP	Email / phone assignment
Environmental Specialist	Receives and processes call. Determine if work is to be accepted and completed or re-assigned.	Phone, FSSP	Email / phone assignment

## 2.3 MEASURING PROCESS PERFORMANCE

Table 2.3.1. Performance Metrics

Objective	Target to be Measured	Trackable System	Target Outcome
Adhere to Budget Plan for R&A	Each budget line (3B Expense) managed to plan	FSSP, eFMS, and CBS. EDW report: "Financial Summary report" / % Plan.	95%-100% of budget plan for each line
Complete <\$10K Problems Timely	Time from Maintenance decline of FSSP problems <\$10K, to completion	FSSP. EDW report: "Projects < \$10K Summary Report" / % of Total Complete & Closeout Pending.	80% within 30 days
Complete Special Programs construction on schedule	Completion of Special Programs projects	eFMS	80% within 45 days of assignment
Project Manager understanding of SOP's and financial responsibilities	Project Manager audits	Audit score sheet	90% minimum score
Timely FSSP project status updates	FSSP project status updates	Audit score sheet	95% current FSSP status on active projects

## 2.4 RESOURCES

- ◆ Computer software and training: FSSP, eFMS, Micro Soft (MS) Word, MS Excel, (ZIP Look-up), MS Outlook
- ◆ Computer
- ◆ Phone (office and cell)

### 3. Reference Documents

- [1] HUB Project Manager Best Practices—Exhibit 1
- [2] HUB Model Notes and Critical Milestones—Exhibit 2
- [3] HUB Filing System—Exhibit 3
- [4] HUB Audit Process—Exhibit 4
- [5] EMCOR Daily Status Report—Exhibit 5

Exhibit 1

## HUB Project Manager Best Practices (Time management, organizational skills, bench marking)

### Best Practices:

- 1) Develop a good contractor base for the area you work in. This pool should be true and trusted contractors that can be your “eyes and ears” on site. Have these contractors sign up with EMCOR so they are available through that vehicle. Medium sized contractors are best because the work is important to them.
- 2) Assign work based on “territory” and “type” of work because many contractors specialize in certain types of work.
- 3) Stay focused on your work while in the office and don’t leave your desk / computer. Always have your cell phone on during evenings, weekends, and AWS days.
- 4) Organizational skills are extremely important. In addition to FSSP, recommend a rotating hard copy file system for “active” projects. Also, a parallel spreadsheet to track problems is recommended. (See example)
- 5) Communications with both the contractor and the site is vitally important. Establish the project expectations up front with the contractor and the installation head. Send a form email to contractor and site. (See example). Send follow up emails to EMCOR if a project is slipping.
- 6) Add many notes in the FSSP call / problem when project is complex, contentious, or going south.
- 7) Build a good relationship with the Customer Service Reps. in the Call Center and the Maintenance Managers in the territory you work in.

### Sample form email to contractor and site.

#### Contractor Responsibilities:

- Please initiate contact with the site to schedule your service. If the call is an EMERGENCY, please make contact ASAP.
- You have a notice to proceed with a not to exceed of \$2000.00. Repairs exceeding \$2,000 must be submitted to me with a detailed scope of work and cost estimate.

- If subsequent visits will be needed to complete the service call, please coordinate with the site and keep them apprised on the progress of the repairs.
- No deviation from the work specified in the FSSP problem work sheet is permitted. Any additional work needed shall be called in by the site to the FSSP Line @ (855) 444-6375.
- Contractor shall fully comply with all prevailing wage and benefit requirements of The Davis-Bacon Act when charges exceed \$2,000.
- It is prohibited to run my credit card without my express authorization.
- Fixing the problem twice is one time too many.

US Postal Service Site Responsibilities:

- The contractor referenced above has been contacted to visit your site and investigate the problem.
- No deviation from the work specified in the FSSP problem work sheet is permitted. Any additional work needed shall be called in by the site to the FSSP Line @ (855) 444-6375.
- Ensure the contractor is fully aware of what needs to be done.

Exhibit 2

## HUB Model Notes & Critical Milestones

### General:

- 8) Provide **informative** information in the FSSP Call/Problem notes on every problem. (the words “will, might, may, waiting, transferring, etc., have no place in the notes section as they do not provide definitive information to the reader.)
- 9) On the date of assignment, clarify the scope of work and repair needed based on your conversation with the site. (what the caller believes needs to be corrected...)
- 10) Confirm the scope of work with the site and contractor after the vendor visits the site. Also, state “when” the vendor was dispatched to the site. Indicate the name and phone number of the vendor in the notes.
- 11) State the expected completion date of the defined scope of work. Make use of the “Suspense Button” in the FSSP Call/Problem . Currently, this feature creates a listing of actions by date. If pending actions are entered on a regular basis and the HUB PM checks the Suspense Listing daily, it provides a good follow up action list.
- 12) Add notes when the repair has been confirmed as complete. State the on-site Postal contact with which you confirmed the work completion.

### Critical Milestone notes:

Add Notes at these Critical Milestones:

- 1) When site is contracted on the problem activation date.
- 2) When a vendor/contractor has been dispatched.
- 3) When expected work completion date is known.
- 4) When major progress is made on the work (optional dependent on scale of project).
- 5) When any changes occur to the scope of work. (optional)
- 6) When work is completed.

(All milestone input is mandatory unless stated as optional.)

Exhibit 3

## HUB Filing System – HUB Work

Hard Copy Files or Electronic Files (consisting of PDF files and IF electronic files are selected then they must be backed up on a weekly basis to avoid possible data loss until a central server file depository can be established)

### **\$0 to \$2,000 Credit Card**

Print of detailed problem sheet from FSSP showing all notes and fair/reasonable determination. Copy of credit card receipt/Verification of Payment

### **\$0 to \$10,000 Roth Roof Repairs**

Print of detailed problem sheet from FSSP showing all notes and fair/reasonable determination. Copy of Verification of Payment.

### **\$2,000 to \$10,000 Credit Card**

Print of detailed problem sheet from FSSP showing all notes and fair/reasonable determination.

Cost Estimate

DOL wage rate determination

Proposal from Contractor

One page contract

Contractor's release

Certified Payrolls

Invoice

Copy of credit card receipt/Verification of Payment

### **\$10,000 to \$25,000 EMCOR and Roth**

Print of detailed problem sheet from FSSP showing all notes and fair/reasonable determination. Cost Estimate

eBuy funding document

Copy of Work Order

Verification of Payment

### **\$10,000 to \$25,000 JOC**

Print of detailed problem sheet from FSSP showing all notes and fair/reasonable determination. Cost Estimate

eBuy funding document

JOC Work Order documents as required by CMT check list. JOC

Payment documents as required by CMT check list Contractor

Evaluation Form

Note: (Files can contain more documents than listed above, but those listed are mandatory for each project file.)

Reference <http://facilities.blueshare.usps.gov/sites/ffo/hub/default.aspx> for sample documents.

**HUB Project Manager Scorecard**

Project Specific							
		Pass = 1 Fail = 0	Weighted Score (x)	Total Points	Total Points Possible	Percentage Score	Comments
<b>Contracting procedure compliance</b>							
1	Project meets criteria of safety, security, or serviceability	1	3	3	3	100.00%	
2	Scope verification - documented in FSSP notes section	1	3	3	3	100.00%	
3	Following ground rules for credit card vs. EMCOR (For exceptions; is the logic documented?)	1	2	2	2	100.00%	
4	Adherence to defined Scope of Work	1	3	3	3	100.00%	
5	Was the appropriate Standard Operating Procedure flowchart used.	1	2	2	2	100.00%	
6	No evidence of project spitting.	1	2	2	2	100.00%	
<b>Financial compliance</b>							
7	Price justified by USPS Cost Estimate / Determination of Value for projects under \$2k	1	2	2	2	100.00%	
8	Over \$2k were DOL Wage Determinations included with package.	1	1	1	1	100.00%	
<b>HUB Flowchart process</b>							
9	For the Standard Operating Procedure flowchart used; was the process followed in sequence.	1	1	1	1	100.00%	
<b>General Practices</b>							
		Pass = 1 Fail = 0	Weighted Score (x)	Total Points	Total Points Possible	Percentage Score	Comments
<b>Contracting procedure compliance</b>							
10	Evidence of inappropriate contractor selection.	1	3	3	3	100.00%	
<b>Financial compliance</b>							
11	Were funding authorization procedures followed?	1	3	3	3	100.00%	
12	Declining balance current in FSSP and corresponds with credit card reconciliation?	1	2	2	2	100.00%	
13	Credit card monthly reconciliation (SOX) Credit card payment coincides with invoice submittal	1	3	3	3	100.00%	
<b>HUB Flowchart process (questions on SOP's by Team Leaders)</b>							
14	0500 Project Funding - Level I	1	1	1	1	100.00%	
15	1400 Cost Estimate - Construction	1	1	1	1	100.00%	
16	6000 Local Buying Authority Evaluation	1	1	1	1	100.00%	
17	6100 Local Buying Authority - EMCOR	1	1	1	1	100.00%	
18	6300 Local Buying Authority - Credit Card	1	1	1	1	100.00%	
19	6500 Local Buying Authority - PS Form 8230	1	1	1	1	100.00%	
20	6700 Local Buying Authority - Local Purchase Agreement	1	1	1	1	100.00%	
21	6800 EMCOR Over \$10,000	1	1	1	1	100.00%	
<b>HUB Scorecard Total</b>				<b>38</b>	<b>38</b>	<b>100.00%</b>	

<b>Adjective rating</b>		
•Excellent / Mastered	100%	HUB Project Manager
•Proficient	90% or better	Team Leader
•Needs improvement (Individual Development Plan)	less than 90%	Data

Exhibit 5

United States Postal Service (500847) Open Work Order Report for 12/10/201

WMF - PW	WMF - Date	WMF - Contact	WMF - Address	WMF - City	WMF - State	WMF - Zip	WMF - Phone	WMF - Email	WMF - Problem	WMF - Status	WMF - Assigned To	WMF - Description	WMF - Work Order	WMF - Location	WMF - Contractor	WMF - Assigned To	WMF - Date	WMF - Reported	WMF - Class	WMF - Priority	WMF - Status	WMF - Assigned To	WMF - Description	WMF - Work Order	WMF - Location	WMF - Contractor	
28917862	03/31/2000	Shirley Waters	03311600	Legacy PD	Legacy PD	Legacy PD	03311600	Shirley Waters	Shirley Waters	03311600	Shirley Waters	03311600	Shirley Waters	03311600	Shirley Waters	Shirley Waters	03311600	03/31/2000	03/31/2000	03311600	03311600	Shirley Waters	03311600	Shirley Waters	03311600	Shirley Waters	03311600
28517854	04/02/2001	Hubert Roche	04022001	Hubert Roche	Hubert Roche	Hubert Roche	04022001	Hubert Roche	Hubert Roche	04022001	Hubert Roche	04022001	Hubert Roche	04022001	Hubert Roche	Hubert Roche	04022001	04/02/2001	04/02/2001	04022001	04022001	Hubert Roche	04022001	Hubert Roche	04022001	Hubert Roche	04022001
29159951	05/24/2000	John Pitzum	05242000	John Pitzum	John Pitzum	John Pitzum	05242000	John Pitzum	John Pitzum	05242000	John Pitzum	05242000	John Pitzum	05242000	John Pitzum	John Pitzum	05242000	05/24/2000	05/24/2000	05242000	05242000	John Pitzum	05242000	John Pitzum	05242000	John Pitzum	05242000