

## Appendix B

### SERVICE LEVEL AGREEMENT FACILITIES AND CONSTRUCTION MANAGEMENT and OAKVILLE PUBLIC LIBRARY

Version 1.0 – November 2012

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#### 1.1 Purpose

This Agreement represents a Service Level Agreement (“SLA” or “Agreement”) between the Facilities and Construction Management (FCM) department and the Oakville Public Library department (OPL). The town facilities that form part of this agreement are listed in *Appendix A – Oakville Public Library Town Facilities*.

The Agreement outlines the accountability and responsibility of Oakville Public Library and Facilities and Construction Management with respect to building operations, preventative maintenance and capital projects for the Libraries facilities and will remain valid until superseded by a revised Agreement mutually endorsed by the Parties.

The objectives of this Agreement are to:

- Define ownership, accountability, roles and/or responsibilities for each Party with respect to maintenance, repair and replacement of building systems;
- Present a clear, concise and measurable description of service provision by Facilities and Construction Management;
  - Identify service levels that are considered acceptable by each Party and which are attainable and achievable;
  - Establish an agreed standard against which service level performance by FCM will be measured;
- Establish an agreed standard against which *Client* performance with respect to Preventative Maintenance will be measured;

The Agreement does not include any tasks related to the delivery of *Client services or Client programs* to the public.

#### 1.2 Definitions

*Building systems* – Architectural (building envelope), structural, mechanical and electrical building components with the exception of life safety equipment and systems.

*Client* – for the purposes of this Agreement, the Oakville Public Library will be named as the *Client*.

*Client services* – any service and or program provided to the public by the *Client* and not directly related to building operations and construction.

*Emergency* – A serious interruption or problem with the building or building systems that could significantly affect day to day operations and includes any risk to life safety of the public or town staff.

*Facility Operations program* – Managed by Facilities Operations, Facilities and Construction Management department. Tasks associated with ensuring the continued and day to day operations of the facility including all preventive maintenance, janitorial, fire safety, security, hotel services, etc.

*FCM* – For the purposes of this agreement, the Corporation of the Town of Oakville is represented by the Facilities and Construction Management department, identified herein as “FCM”.

*JD Edwards CAM Building module (JD Edwards)* – Corporate wide asset management program using JD Edwards software.

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*Landscaping* – all planting and associated hard landscaping (planters, boarders, etc) including paths, trails, play structures and other landscaping features adjacent to a building but not including those considered under *Site Work*.

*Minor Renovation* – Repairs or replacement of building systems / components such that there is no change to the structure, layout or to the use of the space.

*New Construction* – New building or structure that will be occupied by the public or staff, that is not a temporary structure and that includes architectural (building envelope), structural, mechanical and electrical building components.

*New Construction Program* – Managed by the New Construction division, Facilities and Construction Management. Program includes the design and construction of all new facilities, additions and all *renovations* to existing facilities and decommissioning of all town owned sites.

*Preventative Maintenance Program* – Managed by Facilities Operations, Facilities and Construction Management. Maintenance and repair of facility equipment and building systems to ensure that building equipment and systems are in satisfactory operating condition and to optimize life cycle through the systematic inspection, detection, and correction of failures. Does not include *process equipment*.

*Process equipment* - any equipment directly associated with the provision of *Client services* by the *Client* department and that is not part of the *building systems*.

*Project Management services* – Provided by FCM and includes the management of construction projects (of varying size and scope) including pre-design, design, tender, construction and commissioning.

*Renovation* - work conducted to building systems / building components that involves structural changes or changes to the use of the space (repurposing space)

*Replacements* – Based on inspection and condition assessment, the planned replacement of building components and systems at end of life cycle and defined by Schedule 2 – Replacement Responsibility Table.

*State of Good Repair Program* – Managed by the Facilities Maintenance and Repairs division, Facilities and Construction Management. Program includes planned *replacements* (identified as FCM in Schedule 2 – Replacement Responsibility Table), planned barrier removals projects, and energy management projects.

*Site Work* – Exterior site components directly related to driveways and parking lots including adjacent sidewalks and structural retaining walls.

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#### 1.3 Roles and Responsibilities

##### Oakville Public Library

Role	Responsibility
Chief Executive Officer	Accountable for the delivery of <i>library services</i> programs. Provides support to library staff by assisting with major issues, problems, and policy conflicts.
Director of Corporate Services	First level of escalation for any issues / concerns with building maintenance and capital projects.  Approves scope and scope changes to capital projects.  Responsible for achieving consensus from library staff on project issues and outputs.  Signs off on approval to proceed to each succeeding project phase.
Manager , Library Branch	Accountable for <i>library services</i> delivery at library branch.

##### Facilities and Construction Management

Role	Responsibility
Director	Accountable for the delivery of department programs. Provides support to department staff by assisting with major issues, problems, and policy conflicts.
Manager, Facilities Operations	Develops and maintains preventative maintenance standards and guidelines.  First level of escalation for any issues / concerns with the corporate preventative maintenance program and facilities operations.
Manager, Facilities Maintenance and Repairs	Primary contact for Facilities Supervisor (FCM) with respect to initiation of a State of Good Repair project.  First level of escalation for any issues/ concerns during any phase of construction.
Manager, New Construction	Primary contact for Facilities Supervisor (FCM) with respect to initiation of a New Construction and Major Renovations project.  First level of escalation for any issues/ concerns during any phase of construction
Facilities Supervisor, Facilities Operations	Responsible to deliver the Preventative Maintenance and Facility Operations program to all Oakville Public Library facilities.  First point of contact for all Oakville Public Library staff with respect to all building related issues or concerns.  First point of contact (representing Oakville Public Library) with respect to State of Good Repair and New Construction projects.
Project Leader, Facilities Maintenance and Repairs	Primary contact for Facilities Supervisor (FCM) with respect to Capital State of Good Repair projects.  Responsible for coordinating all aspects of work to ensure the successful completion of the project. Typical for all replacements and minor renovations.  Town representative for project and only contact with contractor and consultant for all aspects of construction project.

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Role	Responsibility
Project Leader / Project Manager, New Construction	Primary contact for Facilities Supervisor (FCM) with respect to New Construction and Major Renovations project.  Responsible for coordinating all aspects of work to ensure the successful completion of the project.  Town representative for project and only contact with contractor and consultant for all aspects of construction project.

#### 1.4 Assumptions

Assumptions
All Parties will act in good faith with consideration to the betterment of the town's programs and services.
Project work is subject to budget approval and work will be managed to ensure that approved Capital and Operating budgets are not exceeded.
For any work done at existing facilities, FCM will try to minimize the impact on facility operations, programming and the end-user as much as possible.
The FCM department is not responsible for the maintenance and replacement of any landscape features at facilities including planting, trails, paths, play structures, etc.
Constraints
All work associated with Facilities and Construction Management programs are subject to approval through the annual budget process.
All work associated with Facilities and Construction Management programs must be conducted within the constraints of applicable laws such as the Ontario Building Code, the Planning Act, all federal and provincial legislation and municipal by-laws.
All work associated with town facilities with respect to building components and systems must meet the town's guidelines for accessibility (GDAF) and for sustainable construction (SDG).

#### 1.5 Periodic Review

This Agreement should be reviewed after 6 months for the first two years, and then once a year at the end of the 4<sup>th</sup> quarter. However, in lieu of a review during any period specified, the current Agreement will remain in effect. The Director, Facilities and Construction Management is responsible for facilitating regular reviews of this document during which time the contents of this document may be amended as required, provided mutual agreement is obtained from the primary Parties and communicated to all affected Parties.

This Agreement will be posted on FCM's department page on Portico and made accessible to all Parties.

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#### 1.6 Description of Service

- .1 The general accountability and responsibilities for each Party are outlined in Schedule 1C – Accountability Framework and Schedule 2A – Replacement Responsibility Table for Buildings Managed by FCM. Sentences .2 to .9 define responsibilities further.
- .2 The *Client* is accountable and responsible for the following areas for the Oakville Library buildings:
  - a) The Replacement of *process* (program) equipment associated with *Client services and* as shown in Schedule 2A. The *Client* is responsible for Policy and Standards Development, Advance Planning (and Budgeting), Needs Identification, Response Planning, Execution and Validation of this work. *Client* to consult with FCM if replacement of *process* equipment affects building systems in any way.
  - b) Advance Planning (and Budgeting) and Needs Identification for *Renovations and New Construction projects*.
  - c) The annual and forecast Operating budget submission related to *Client* facilities.
  - d) The annual and forecast Capital budget for any *renovations, additions and new construction* to Library facilities. FCM to validate the budget prior to submission.
  - e) The submission of the capital budget for all capital replacement projects to be managed by the *Client* (process equipment).
  - f) Ensuring that all work executed by the *Client*, meets the town's standards and guidelines for accessibility and sustainability. Verification of this will be part of the close out of all projects through the JD Edwards work order process.
- .3 The Facilities and Construction Management department is accountable and responsible for:
  - a) The maintenance, repair and replacement of all building components related to the *building systems* and excluding *process equipment*.
  - b) Preventative Maintenance program – Managed by Facilities Operations, Facilities and Construction Managed. All preventative maintenance as per the JD Edwards CAM Building module. Includes all corrective action (repair of building system / component part) and emergency repairs regardless of dollar value.
  - c) All capital *replacements* for building components and systems that are not process equipment and as per Schedule 2A (indicated as FAC OPS FCM and FCM). FCM is responsible for Advance Planning (and Budgeting), Needs Identification, Response Planning, Execution and Validation of the work. Project is to be coordinated with *Client* during all phases of the work.
  - d) Ensuring that all building emergencies that result in risk to facility programming and / or health and safety of staff or the public are mitigated immediately by taking all reasonable and necessary action to minimize risk to the public and town staff
  - e) For the following programs: barrier removals programs, energy management program and hazardous materials program. FCM is responsible for Advance Planning (and

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- Budgeting), Needs Identification, Response Planning, Execution and Validation of the work.
- f) *New Construction Program*: FCM is responsible for Response Planning, Work Execution and Validation of the project. In addition, FCM to provide verification of Advance Planning and Needs Identification (done by *Client*) as part of the annual capital budget submission process.
  - g) The submission of the capital budget for all capital *replacement* projects to be managed by FCM.
  - h) For the coordination of all furniture supply and installation throughout town facilities.
  - i) For the development and management of standards and guidelines governing all work associated with building operations, maintenance and construction in all town owned facilities.
- .4 The Facilities and Construction Management department will assist the *Client* with the strategic planning of capital projects through the annual capital budget process including the development of project scope, schedule and budget.
- .5 The Facilities Maintenance and Repair division will provide project management services for *State of Good Repair* projects including replacement of architectural, site works, structural, mechanical and electrical building components, renovations and projects associated with the removal of barriers to accessibility, energy management and the management of hazardous materials.
- .6 The New Construction division will provide project management services for all *new construction* projects. A Project Management services fees will be included in capital budgets for all work to be done by the New Construction division as per the town's financial policy.
- .7 The Facilities Supervisor, Facilities Operations will be on call 24/7 for building related emergencies at Oakville Library facilities.
- .8 The Facilities Supervisor, Facilities Operations with joint responsibility with the Library Chief Executive Officer, is responsible and accountable for managing the operating budget for all facility related accounts and object codes. A list of the object codes are attached as Schedule 3 – Operating Budget Object Codes. Expenses against the operating budget will be reviewed between the Facilities Supervisor and the Library Chief Executive Officer on a monthly basis.

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#### 1.7 Roles and Responsibilities – Deficiencies and Warrantee Period

In general, FCM is accountable for all communication and coordination with the contractor during construction and the warranty period for all State of Good Repair projects and all New Construction projects.

.1 Protocol for contractor questions and deficiencies during construction:

- a) FCM Project Leader/Project Manager is responsible for coordination with the contractor regarding all deficiencies including all communication and approval of satisfactory completion.
- b) Based on agreement between Facility Manager and FCM Project Leader/Project Manager, the contractor may coordinate access to the facility directly with the Facility Manager. In all cases, FCM Project Leader/Project Manager should be copied and be aware of the work schedule.
- c) The Project Leader/Project Manager will attend the site as required to coordinate, monitor and approve deficiency clean – up. This will be determined on an as needed basis and is dependent on individual project needs.
- d) On an as-needed basis and towards the end of the project, bi weekly meetings will be held between project manager/project leader and facility manager regarding the status of deficiencies.

.2 Protocol for deficiencies during warranty period:

- a) FCM Project Leader/Project Manager is responsible for coordination with the contractor regarding all deficiencies including all communication and approval of satisfactory completion.
- b) Based on agreement between Facility Manager and FCM Project Leader/Project Manager, the contractor may coordinate access to the facility directly with the Facility Manager. In all cases, FCM Project Leader/Project Manager should be copied and be aware of the work schedule.
- c) The Project Leader/Project Manager will attend the site as required to coordinate, monitor and approve deficiency clean – up. This will be determined on an as needed basis and is dependent on individual project needs.
- d) On an as-needed basis and towards the end of the project, bi weekly meetings will be held between project manager/project leader and facility manager regarding the status of deficiencies.
- e) **For New Construction projects:**  
All building equipment or building systems issues noted during the warranty period will be tracked using a Warranty Tracking Form. Facility manager to forward the Warranty Tracking Form directly to the contractor and to copy the FCM project leader/project manager. Contractor will coordinate directly with facility manager regarding schedule and access. All approval of work will be by FCM project leader/project manager.
- f) **For State of Good Repair projects:**

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All building equipment or building systems issues noted during the warranty period will be tracked using a Warranty Tracking Form. Based on agreement between facility manager and FCM project leader/project manager, the contractor may coordinate access to the facility directly with the Facility Manager. All approval of the work will be by FCM project leader/project manager.

- .3 Protocol for additional scope of work during warranty period:
  - a) FCM Project Leader/Project Manager is responsible for the coordination of additional work directly related to the project scope.
- .4 Protocol for building emergencies related to project scope during construction at an occupied facility:
  - a) FCM Project Leader/Project Manager to coordinate contractor response within 24 hrs.
- .5 Protocol for building emergencies related to project scope during warranty period:
  - a) Project Leader/Project Manager to coordinate contractor response within 24 hrs. If FCM Project Leader/Project Manager is not readily available, Client to contact the contractor directly and to copy FCM project manager/project leader.

## 1.8 Communication

In general, the following communications protocols will be in place:

1. The FCM Facilities Supervisor will represent Client for all facility or construction related requests or issues with respect to the *State of Good Repair* program and act as primary contact for the FCM Project Leader.
2. The Director of Corporate Services will represent the Client for all New Construction projects and will be the primary point of contact for the Project Leader / Project Manager.

### For all State of Good Repair projects and New Construction projects:

- .1 The FCM Project Leader / Project Manager acts as the representative of the town. As such, he/she is responsible for:
  - a) All construction related communication pertinent to project scope, schedule and budget.
  - b) All communication with the consultant and the contractor.
  - c) All construction related communication with the public from start of construction to completion of deficiencies and during the 1 year warranty period.
  - d) All program related questions as a result of construction. Response will be developed in coordination with Recreation and Culture.
- .2 Client staff will coordinate all site visits with Project Leader/Project Manager with FCM representative to accompany Client staff during construction site visits.



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- .3 The Client is responsible for all communication with the public prior to construction start including the following stages: Advance Planning & Provisioning, Needs Identification, and Response Planning / Design.
- .4 Depending on the complexity of the construction project, there may be a detailed Communication Plan developed by Facilities and Construction Management.
- .5 Depending on the project, there may be the need for a joint communication plan from both FCM and Recreation and Culture at the discretion of the two directors.

#### 1.9 Problem Resolution

- .1 Building related issues / concerns to be communicated to Facilities Supervisor, Facilities Operations from all Oakville Library staff.
- .2 Facilities Supervisor, Facilities Operations to resolve with Project Leader / Project Manager.
- .3 If not possible to resolve, then it should be escalated to division Manager(s), Facilities and Construction Management.
- .4 If not possible to resolve, consensus to be reached between the CEO, Oakville Library and the Director, Facilities and Construction Management

#### 1.9 Service Measurement

Table indicates service level measurements to be achieved by both Parties. Service Levels will be evaluated annually.

CUSTOMER BENEFITS/IMPACTS	INDICATORS	TARGET	METRIC
<b>Facilities and Construction Management</b>			
Effective project management services	Building equipment or building system or building area or new facility functioning as intended and/or as per Project Charter	90%	Customer Survey
	New Construction / Capital Replacement projects completed on time	100%	Project Schedule
	Number of Capital Replacement projects completed for the year	80%	FCM Project Tracker
	Projects completed on budget	100%	JD Edwards
Effective Facilities Operations	Facilities operations is within approved operating budget.	100%	Approved budget
	Completion of preventative maintenance work orders	100%	JD Edwards
	80% of projects are planned repairs/replacement and 20% are unplanned		JD Edwards
Effective and timely response to project issues / building	Average number of days to attend on site / respond to Client regarding issue	1 business day	JD Edwards

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system issues / warranty issues	Average number of days to initiate corrective action (3)	3 business days	JD Edwards
Effective and timely response to building related emergencies (1)	Average number of days to respond to emergency and put into place means to mitigate issue (2)	24 hours	JD Edwards

- (1) A building emergency is defined as a serious interruption or problem with the building or building systems that will affect day to day operations and includes any possible risk to life safety of the public or town staff.
- (2) Emergency remediation can be temporary or permanent depending on the circumstances.
- (3) Corrective action to be defined as issue of RFP for consultant services or issue of informal tender to contractor. Project completion is dependent upon the type of remediation required and will be measured as part of project management KPI.

## 2.0 Appendix and Schedules

Appendix A – Oakville Public Library Town Facilities

Schedule 1C – Accountability Framework for Buildings Managed by FCM

Schedule 2A – Replacement Responsibility Table for Buildings Managed by FCM

Schedule 3 – Operating Budget Object Codes

## 3.0 Approvals

The undersigned acknowledge that they have reviewed the Service Level Agreement and agree with the information presented within this document. Changes to this Service Level Agreement will be coordinated with, and approved by, the undersigned, or their designated representatives.

### Signatures:

\_\_\_\_\_  
Shelly Switzer, P.Eng.  
Director  
Facilities and Construction Management

\_\_\_\_\_  
Charlotte Meissner  
Chief Executive Officer  
Oakville Public Library

Date: \_\_\_\_\_

Date: \_\_\_\_\_