



Service Level Agreement

Shared Services: Office of the Associate Vice-Principal (Facilities)

Effective Date: May 1, 2020 to April 30, 2021

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1.0 Scope

The purpose of this Service Level Agreement (“SLA”) is to inform the university community of the range of services the Facilities portfolio provides, a description of ‘core’ and ‘internally charged’ services; how to access these services, expected response times for these services (where applicable) and the responsibilities of both the Facilities portfolio and the building occupants.

Each year, through the university’s budget allocation process, the Facilities portfolio receives funding to provide selected operational and maintenance services to the university community. Such services are referred to as ‘core’ services.

Work identified as the Facilities portfolio’s responsibility will be prioritized and programmed within funding levels and available resources. Activities performed within each area are prioritized using the following elements to inform decision making:

- statutory compliance;
- workplace health and safety;
- impact on learning, teaching and research;
- risk management/business continuity;
- asset life cycles;
- public appearance; and
- property loss/damage.

The tasks performed by the portfolio are condensed into five key activities:

1. Facilities Operations, Maintenance and Grounds
2. Facilities Operations, Custodial
3. Energy and Sustainability
4. Deferred Maintenance Management
5. Design and Construction Project Management
6. Parking Services

Service Level Agreement Exclusions

Please note that the following are not applicable to this SLA:

- facilities not owned by the university;
- facilities excluded by formal lease arrangements.

2.0 Service Consumers

Facilities Portfolio Responsibilities

The Facilities portfolio is the university’s authority in regards to the operation, maintenance, design and construction project management of the university’s facilities. As such, the portfolio is accountable for:

- acting as ‘building owner’ in respect of asset management and compliance with statutory and regulatory building requirements;
- acting as the ‘consent authority’ in respect of alterations, additions, change of functionality, operations and maintenance;
- identifying broad initiatives that will benefit the university mandate;
- acting as the maintenance service provider of choice in relation to the built environment; and
- ensuring alignment of the built environment with the institution’s mission.

Client/Building Occupant Responsibilities

The client/building occupant is accountable for:

- reporting all maintenance requests through the preferred notification process in a timely and accurate manner;
- ensuring that their use of the facilities does not negatively impact on the appearance, condition or life of building;
- ensuring the amenity of the campus is not adversely impacted by its use;
- ensuring staff, students, faculty and visitors comply with university policy in relation to authorized access and safe use of the campus facilities;
- funding facility related costs that fall outside the scope of this SLA; and,
- coordinate any repair, renovation, alteration, and maintenance work through Queen’s Facilities.

3.0 Activities

The services of the portfolio can be summarized under five activities:

Name of Activity	3.1 Facilities Operations, Maintenance and Grounds
Description of Activity	<p>Maintenance activities include routine, preventative, and regulatory/life safety compliance maintenance routines for all campus facilities, grounds, infrastructure, and equipment.</p> <p>Core services are listed in the chart below and are defined by regulatory/life safety requirements and industry norms/best practices. In addition to planned maintenance work, the team provides a 24/7 response to emergency and unplanned facilities failures and problems.</p>

Performance Standards	The standard for service of this activity is assessed by FIXIT staff and initial response is based on the priority levels below (see definitions and scope sections for more details on responses).		
	Priority	Response	Nature of Request
	1	<24 h	Resolve immediate risk to <ul style="list-style-type: none"> personal safety or security; business continuity major asset integrity the environment
	2	<5 days	Response required to <ul style="list-style-type: none"> Prevent critical asset failure Address thermal comfort issues
	3	<15 days	Resolution of: <ul style="list-style-type: none"> Impeding risk to teaching and learning or research Non-urgent workplace health and safety issues
4	<45 days	<ul style="list-style-type: none"> Resolution of issues with no discernible impact on teaching and learning or research work within specified time Preventative Maintenance 	
Internally Charged Service	See Table 4.1 below.		

Name of Activity	3.2 Facilities Operations, Custodial
Description of Activity	<p>Custodial activities are carried out to clean the campus facilities on a scheduled basis. A cleaning team is specifically trained to clean and maintain all areas of the campus including base building routine cleaning and planned annual/seasonal project work activities. The services also include event set ups, extra customer requested cleaning, flood/spill response and various event cleaning support.</p> <p>View the Custodial Care Plan Overview and Service Level Standards.</p> <p>A list of core services is provided in Table 4.2 below.</p>

<p>Performance Standards</p>	<p>The APPA cleaning standards are used in assessing the standards of service delivery for this activity. In arriving at the service standard, the Facilities portfolio has determined that high-use areas (i.e. bathrooms) receive a higher APPA level, whereas areas of lower usage or with lower hygiene requirements have a lower APPA level. The goal is to maintain an average APPA Level 2 for washrooms and Level 3 cleaning standard for all other spaces across campus.</p> <p>Cleaning priorities fall into four levels. Our custodians follow these priorities as listed below in the time allowed before moving to the next priority.</p> <p>Level 1: Areas of Liability and Safety Concerns (spillages, trip hazards, floods, etc.)</p> <p>Note: Our custodians maintain all entrances to academic buildings with the exception of snow removal.</p> <p>Level 2: Public and Student Use Areas Generally, these are areas which are used by the general public and/or affect the learning process at Queen's, such as entrances, corridors, stairwells, washrooms, and classrooms.</p> <p>Level 3: General and Departmental Areas (general offices, research labs)</p> <p>Level 4: Work Areas and Individual Occupancies (offices, workshops)</p> <p>For more information on area types and frequencies, please review our Custodial Care Plan Overview.</p> <p>Current budget allocation allows the planning for an overall APPA Level 2 for washrooms and Level 3 cleaning standard for all other areas to be delivered across the university.</p>
<p>Internally Charged Service</p>	<p>See Table 4.2 below</p>

Name of Activity	3.3 Energy and Sustainability
Description of Activity	<p>Utilities Management includes the accounting, planning and management of the university's utilities budget and the support of operations and maintenance of the Central Heating Plant, which provides power backup to Kingston Health Sciences Centre and parts of the campus, as well as providing steam heat to local hospital.</p> <p>Waste management provides guidance, programs, resources, infrastructure and advice to students and staff in relation to sustainability best practices and implements a range of initiatives that contribute this same objective.</p>
Performance Standards	https://www.queensu.ca/sustainability/sites/webpublish.queensu.ca.susww/files/files/SustainabilityFramework.pdf
Internally Charged Service	See chart below. Additionally, metering and upgrades in relation to recoverable accounts will be billed to ancillary clients as needed, not only as requested.

Name of Activity	3.4 Deferred Maintenance Management
Description of Activity	The Deferred Maintenance (DM) Program manages the campus backlog in DM. The program allocates an annual centrally-funded university budget and a provincially-funded budget toward prioritized campus deferred maintenance issues. The challenge has become prioritizing this amount of money towards an ever-increasing DM backlog.
Performance Standards	Managing within 10% of approved budget; reporting to DM Steering Committee, Senior Leadership, Capital Assets and Finance Committee; Campus audit of 20% of facilities annually; strategic alignment with capital and faculty projects; third-party data management.
Internally Charged Service	None

Name of Activity	3.5 Design and Construction Project Management
Description of Activity	<p>The Design and Project Management Team provides services in two key areas:</p> <p>The Design team is responsible for maintaining and updating space management database and generating the annual Space Budget Report and the tri-annual Council of Ontario Universities (COU) Report. The Design Team is also responsible for the development and updates to the Queen’s Building Design Guidelines, and provides guidance on the incorporation of the Queens Facility Accessibility Design Standards (QFADS) in facility designs. The Design team assists faculties and other shared services with preliminary design floor plans, room layouts and signage. The Design team coordinates furniture purchase and installation, and supports Strategic Procurement Services with the Furniture Vendor or Record (VOR) contract. The Design team also manages the various VOR contracts for architects, envelope, mechanical and electrical engineers, as well as general contractors and mechanical and electrical contractors. This includes regular updating of the list, managing the vendor selection process and performance reporting process.</p> <p>The Project Management team manages all capital construction, renovation, and deferred maintenance facility projects, in support of all the university’s activities. The Project Managers work with stakeholders to determine user requirements and project scope, and deliver the projects on time and on budget.</p> <p>Larger capital projects (\$2,500,000 and higher) are initiated according to the Capital Project Approval Process.</p> <p>Larger projects require greater lead times to plan; however even minor relocations need to be planned alongside other important work for which Facilities is responsible. To facilitate the smaller projects, all work requested must be submitted in writing through the Planning and Renovation Request Form:</p> <p>https://www.queensu.ca/planningandbudget/university-planning/planning-renovation-request-form</p> <p>The need for external consultants will be discussed with the stakeholders at the start of a project. Cost estimates for the consultant’s services will be provided, along with the Design and Construction Project Management services will be provided at the project initiation stage.</p>
Performance Standards	Delivery of projects in alignment with approved project scope, schedule and budget, and in compliance with Queen’s Building Design Guidelines, Mission and any external regulatory requirements.
Internally Charged Service	See Table 4.4 below.

Name of Activity	3.6 Parking Services
Description of Activity	<p>The Parking Services unit is responsible for all administrative functions relating to the maintenance and planning of campus parking; the issuance of parking permits; the enforcement of the parking regulations; and the acceptance of all appeals from parking violations.</p> <p>The Parking Department is committed to providing excellent customer service and continues to review our parking regulations on a regular basis. Any feedback is welcome.</p> <p>For information regarding city street parking, please see the City of Kingston website. To learn about available public transportation, visit the Kingston Transit website.</p>
Performance Standards	Prompt issuance and cancellation of permits; continual enforcement of parking regulations.
Internally Charged Service	Guest parking passes.

4.0 Access to Service

The services identified in this SLA are provided to ensure a clean and well-functioning campus and are delivered in accordance with professional standards for frequency and quality. However, they are also organized and managed to handle unforeseen conditions, emergency situations, and the additional effort required of special events.

The Facilities team is committed to maintaining a high level of customer service and encourages feedback. Service comments should, in the ***first instance***, be directed to FIXIT.

Point of Contact

For Custodial, Operations, and Maintenance services – The computerized maintenance management system (CMMS) is the recommended method of registering a request for the variety of services contained in this SLA.

To report a flood, a power outage or any other emergency situation please telephone Fixit during normal hours or Campus Security and Emergency Services outside of normal hours. Emergency service requests should not be made using voicemail, CMMS work requests or email.

For Design and Construction Project Management services – the [Planning and Renovation Request](#) Form should be used.

For Parking Services – email parking@queensu.ca

For other services – FIXIT is the portfolio's central communication hub for general information and administrative enquiries. FIXIT has trained staff ready to offer a client-focused response to any facilities management issue.

We encourage routine requests to be submitted through the CMMS. FIXIT will readily accept requests from clients who may be unfamiliar with our processes.

FIXIT Contact Details

FIXIT operates during normal business hours from 8:00 am to 4:00 pm, Monday to Friday. A work order number will be assigned for tracking and follow-up purposes for those matters that cannot be addressed immediately. Reach them at 613-533-6757 (internal 77301) or by [email](#).

After-hours contacts

Outside normal working hours the university's security staff will receive phone requests and, if required, access an emergency on-call service provider to facilitate an appropriate outcome for our clients. Please call 613-533-6080.

How to Register a Service Request

There is a comprehensive network of facilities representatives located on all campuses that are authorized

to access the Service Request System and you are encouraged to filter all service requests through this valuable resource in your building. If you are unsure who your facilities representative is please contact the FIXIT desk: <http://www.queensu.ca/pps/service-requests>.

Follow-up

FIXIT is available to receive calls enquiring on progress associated with your service request. To allow our staff to provide a quick response to your enquiry please quote the 'Work Order Number' from the CMMS summary screen when you call.

SERVICES AND FUNDING SOURCES

*THIS LIST IS NOT MEANT TO BE EXHAUSTIVE AND WILL BE REVIEWED ON A YEARLY BASIS

<i>4.1 Facilities Operations, Maintenance and Grounds</i>	
<i>Core Services (Discretionary Base Funded Responsibilities)</i>	
1	Maintenance and repair of plumbing systems, HVAC systems, electrical and lighting systems
2	Maintenance and repair of building automation controls, energy management systems, elevators
3	Air balancing
4	Repair and replacement of radiant heat system components, fan coil units, and unit ventilators
5	Repair, replacement, inspection and certification of life-safety systems: fire alarm systems, fire sprinkler and suppression systems, , standby emergency power and lighting
6	Maintenance and repair of building common area walls and ceilings (patching and painting), acoustical ceiling tile, light fixtures, lamps, flooring, and carpet
7	Graffiti removal
8	Animal and bird control
9	Repair and replacement of directories, way-finding signage, and message board kiosks
10	Repair and replacement of loading dock levelers, roll-up doors, and vehicle restraint
12	Disaster recovery (e.g., power outage, fire, flood)
14	Flood/storm damage preparation and response
15	Repairs due to leaks from roof or plumbing/mechanical systems
16	Maintenance and repair of other building common area items such as toilet partitions, fixtures, and accessories; doors, door hardware, and locks; and water fountains
17	Campus-wide snow and ice removal, including plowing of snow, salting of steps and walkways, and concentrated service in all entrance areas
18	Lawn maintenance and recycling of landscape debris
20	Trimming of trees, pruning of bushes, hedges, ivy, etc., planting of seasonal flowers and trees
21	Removal of exterior trash and debris across campus, including emptying of outdoor campus trash and recycling collectors
22	Street and sidewalk sweeping as required
23	Pressure washing of hardscape, and interior and exterior graffiti removal
<i>Internally Charged Services</i>	
1	Mechanical, electrical, or plumbing system modifications due to program changes
2	Maintenance, repair and replacement of emergency electrical power for departmental lab equipment, uninterruptible power supplies, and processed chilled water systems
3	Maintenance, repair and replacement of back-up air conditioning units, and computer room air conditioning units
4	Maintenance, repair, and replacement of department refrigerators, freezers, and autoclaves
5	Maintenance, repair and replacement of specialty fire alarm systems (e.g., in kitchens and computer rooms)
6	Assembling furniture, and hanging pictures, boards, signs and banners
7	Demolition and removal of student/research projects and department equipment
8	Sign replacement and support of security initiatives due to program changes
9	Special event support (e.g., temporary electric and plumbing, and standby technicians)
10	Key cutting
11	Authorized dedication tree planting
12	Window treatment replacement requested in private offices
13	Special event related pressure washing, if beyond normal services

4.2 Facilities Operations, Custodial

Core Services (Discretionary Base Funded Responsibilities)

1	Ongoing monitoring of all public areas during building business hours
2	Monitoring of restrooms, and replenishing of paper products during building business hours
3	Cleaning of spills throughout campus buildings during business hours
4	Routine cleaning of offices: vacuuming of carpets, mopping of hard floor surfaces, dusting and wiping of accessible horizontal surfaces
5	Scheduled removal and cleaning of general and recycling waste from receptacles within buildings
6	Nightly cleaning of all public areas: hallways, lounges, lobbies, and accessible horizontal surfaces
7	Nightly cleaning of classrooms, auditoriums and teaching labs; includes floor-care, washing of whiteboards or chalk boards, removal of spills and graffiti from furniture, and rearrangement of classroom seating
8	Nightly detailed cleaning of all restrooms/locker rooms and replenishing of all products
9	Hard floor maintenance in public areas, classrooms, locker rooms, restrooms
10	Scheduled vacuuming and shampooing of carpet in public spaces
11	Spot cleaning of walls, and interior and exterior graffiti removal
12	Periodic cleaning of vents and lights
13	Cleaning of elevators and stairs
14	Cleaning of indoor sports facilities and swimming pools
15	Bulk recycling and clean-outs in buildings, including disposal of large amounts of delivery boxes, which are picked up by special request
16	N/A Managed by EH&S
17	Daily cleaning of entrance door glass
18	Window cleaning at all buildings, inside and out, once per year

Internally Charged Services

1	Special cleaning requests of an area above and beyond normal scheduled cleaning (e.g., athletic recruitment weekends)
2	Carpet extraction and shampooing of private office furniture
3	Window cleaning requests, in addition to scheduled cleaning of same
4	Cleaning of departmental microwaves and refrigerators
5	Special request: research / non-research lab and event hall/space cleaning

4.3 Energy and Sustainability

Core Services (Discretionary Base Funded Responsibilities)

1	Procurement, metering, and strategic management of: electricity, domestic water, sewage/wastewater, storm water management, natural gas, heating oil, steam, chilled water
2	Demand management services and energy efficiency upgrades
3	Oversight of campus utility infrastructure, including distribution systems and utility plants
4	Solid waste and recycling materials management; waste diversion initiatives
5	Engagement, education, and Subject Matter Expert (SME) support to units and departments

Internally Charged Services

1	Office relocations and moves
2	Surplus property removal or delivery from warehouse
3	Special event support, including set-ups and breakdowns, and delivery/set-up of waste removal equipment

**4.4 Design and
Construction Project
Management**

Core Services (Discretionary Base Funded Responsibilities)

1	Initial development of capital project scope and vision with client teams, sufficient to gain go-ahead for pre-design services to be conducted
2	Pre-design services: development of preliminary space needs/program, and preliminary planning and design concepts
3	Development of preliminary cost estimates for renovation of existing building space and for new construction prior to any external costs being incurred
4	Space planning and allocation studies conducted to increase efficiency of space utilization, as requested

Internally Charged Services

1	Coordinating the process related to Capital Approvals Process for capital projects over \$2.5 million, including client consultations, assistance with project descriptions, plans, estimates and Business Case input sufficient for SLT, CMPAC and/or Capital Assets and Finance and Board of Trustees approval
2	<p>Upon project approval and funding being secured, , management and development of all aspects of design and construction(for renovations or new construction. This includes, but is not limited to the following:</p> <ul style="list-style-type: none"> • Management of design process, including development of complete design drawings, coordination with consultants, and development of construction documents required for permitting, estimating and bidding • Working with Strategic Procurement Services, coordination of procurement of any required external consultants, including preparation of Request for Proposal documents, evaluation and contract preparation and execution • Management of outside design professionals in all phases of project development, including project design, contract document development, permit applications processes, tendering, construction coordination, commissioning and warranty period, and project close-out and financial reconciliation.
	<ul style="list-style-type: none"> • Development of project budgets and estimates from preliminary planning (Class ‘D’) through design to pre-tender (Class “A”)
	<ul style="list-style-type: none"> • Establishment and maintenance of the project schedule.
	<ul style="list-style-type: none"> • Preparing project reporting as required, subject to the approval level, and any other client/funding requirements.
	<ul style="list-style-type: none"> • Ensuring the project is compliant with any regulatory and Queen’s design requirements (i.e. Ontario Building Code, Ministry of Environment, Ministry of Labour, Construction Act, City of Kingston, QFADS, Queen’s Design Guidelines, etc.)
3	<p>Design related services:</p> <ul style="list-style-type: none"> • Preliminary/concept design for scope definition and estimating purposes • Selection and procurement of furniture and fixtures • Signage design and procurement

- Design reviewing against Queen’s Building Design Standards (architectural/interior design sections)
- QFADS review
- Space Management updates: drawings and departmental ownership.

FISCAL YEAR 2021 RATE SCHEDULE

Labor Charges (Hourly rates)	
Facilities Operations, Maintenance and Custodial* (effective July 2020)	Regular hourly rate
Trade mechanic (e.g., electrician, plumber, locksmith)	\$65.92
Grounds worker	\$49.24
Custodian/caretaker	\$36.86
Design and Construction Management**	Percentage
Projects with external consultants	5% on total actual costs
Projects with no external consultants	10% on total actual costs
Projects over \$1M	\$50,000 on first million and 2% on total actual costs over \$1M

*The labour rate for maintenance and operations staff is intended to recover actual direct costs and allocated indirect costs, including fringe benefits. A methodology has been developed and used for the labour rate calculation and annually the impact of rate adjustments is taken into consideration during the review by PACB of the budget submission for the Facilities portfolio. The cost of inventory materials and purchased goods are passed through with no mark-up.

**The cost of design and construction management will appear as a percentage of project costs as part of the project estimate; however, customers only pay the percentage reflected above based on actual costs on the project. Any funds within the estimated amount not needed for design or construction management will be returned to the client upon completion of the project.

5.0 Definitions

Core Services – Core services are the minimum services that are provided by the Facilities portfolio. Core services are provided to the university community identified in this document at no direct charge or billable work hours are applicable. Core services are the responsibility of the Facilities portfolio and receive base funding through the annual budget allocation process.

Internally Charged Services – In addition to the core services provided to faculties and shared services, the Facilities portfolio, as the university’s facilities authority, has responsibility to provide similar services to the university community. Under the prevailing university funding model, the portfolio is not funded to provide these services and is compelled to recover the cost of these additional services through an internal cost recovery process.

For example, special requests from faculties or portfolios for services not considered as core services, or a request outside the normal schedule for routine maintenance, are generally billable to those cost centres.

Statutory compliance - Statutory compliance are requirements of law and are provided to ensure the campus infrastructure and equipment is properly maintained to current code for the welfare and safety of students, staff, faculty and visitors. Records are maintained on campus in accordance with provincial, federal and municipal requirements.

Maintenance - All regular and routine actions necessary for retaining an item or asset in, or restoring it to, its original condition.

Deferred maintenance - Maintenance which is due to be carried out in the current financial year but which will not be carried out because of a shortage of funds or availability of parts. Deferred maintenance adds to the maintenance backlog awaiting attention.

Service Standards - All service requests are assigned a priority rating, which is determined by Operational Services staff based on the information received from the requestor and knowledge of the other work at hand.

Response Time - The passage of time from the point at which the task was accepted by the portfolio to the point at which the first 'quality' attempt is made at resolving the issue. This response is made by staff with the skills and/or authority to initiate the service and is not a response from a call centre staff member. Work priorities are categorized from Critical to Planned and allocated a response and completion time.

Preventative Maintenance - The portfolio inspects, cleans, lubricates and prepares building equipment for seasonal use. Planned maintenance activities are typically completed at times when it has minimal impact on the university's use of the facilities.

Maintenance Requests

Repairs to keep Queen's University facilities and services in proper working condition are considered maintenance.

Billable Work Requests

Required for upgrades and additions to Queen's University owned buildings, grounds, equipment and furniture. This request is generated because of the client's desire for changes or improvements. This type of request is considered billable and will require the input of PeopleSoft account values after the Billable Request check-box selection is made by Facilities.