I. OVERVIEW: This Service Level Agreement represents the relationship between Facilities Services and the Unit Facilities Staff in the three Campus Zones for purposes of services and/or support as defined below. The Agreement is intended to be a foundation to define roles, responsibilities and accountabilities; promote effective communications; and resolve service problems that may arise, particularly within the framework of the new Facilities Zone Management structure.

A. The purpose of organization at the zone level is to aggregate work such that it can be done by full time, professional facilities staff, and to dedicate staff to specific areas of campus to foster partnerships and improve familiarity with facilities. Zone Management is an organizational structure for Cornell’s facilities function that is based on zones rather than departments or technical function. Each Zone Trade Crew will provide single point accountability for all shops working in the zone.

B. The principle goal of the zone structure is to create stronger partnerships between central and unit staff performing the facilities function at Cornell. The partnerships are based on clearer definition of roles and accountabilities. We expect Zone Management will improve the efficiency of delivery of facilities services campus wide. Zone Management in the units also presents an opportunity to broaden the skills of staff that perform facilities work by aggregating position responsibilities and assignments across zones such that they become full-time assignments.

C. This Agreement specifically identifies and addresses:
   1. Service being provided by Facilities Services to the Units within the Campus Zones
   2. Division of responsibilities between these Facilities Services entities and the Unit Facilities Staff in the Zones
   3. Problem resolution
   4. Periodic and annual reviews
   5. Measurements

II. SERVICES

A. This agreement pertains to the following services provided by Facilities Services to the Unit Facilities groups in the Campus Zones.
   1. Services provided by the three Campus Zone Crews (Endowed, Contract and SAS) and the Central Zone to the Units.
      a) Conduct Corrective, Preventive and Emergency Maintenance
      b) Provide 24/7 facility monitoring and emergency response
      c) Building care services
      d) See Appendix A for details
   2. Maintenance Management
      a) Administer Corrective and Preventive Maintenance
      b) Conduct Annual Facility Assessments
      c) Maintain Facilities Physical Needs Management System (FPNMS)
      d) Administer the ADA Program
      e) Train Staff
      f) Regulatory reporting and compliance
      g) Develop standards for all zones
      h) See Appendix B for details
   3. Project Management Services
      a) Project Management
b) Construction Management  
c) Contracts Services  
d) Job Order Contracting  
e) See Appendix C for details  

4. Grounds Care  
a) See Appendix D for details  

III. RESPONSIBILITIES and ACCOUNTABILITIES

A. Facilities Services and Unit Facilities Representatives will adhere to university policies and procedures at all times.

B. Unit Facilities Directors have dashed line reporting to the VP of Facilities Services, and it is expected that they will promote and facilitate the Zone Management principals with their staff in partnership with the Zone Trades Crews.

1. The college/unit facilities function should be organized and report at the unit level, not at the department level. However, there are some units, such as OVPR, that have more complex reporting structures and shared use facilities – these specifics will be addressed with addendums to this SLA.

2. The intention is to ensure unit facilities staff are trained facilities professionals with at least the minimal skill sets required for the given facilities role.

3. Unit Facilities Staff are expected to develop strong working relationships with the Zone Facilities Directors and Zone Assistant Superintendents, Maintenance Planners and Associate Director for Building Care and will play a significant daily operational role in the zone structure.

4. Each campus unit should have a facilities office/organization that provides facilities support in the building (or group of buildings) for functions including:

a) Building Access and Security  
b) Space Management Support  
c) Facilities Projects Coordination  
d) Maintenance and Repair Coordination  
e) Safety and Environmental Compliance Programs  
f) Event Support  
g) Material Handling  

C. The VP of Facilities Services has assigned a Campus Manager (a direct-report on his staff) to serve in a leadership role for facilities services provided within the assigned zone.

1. It is expected that Campus Manager will promote and facilitate the Zone Management principals and ensure there is clear communication and objectives set for the Zone Facility Directors, Zone Trades Crews and Unit Facilities Directors within their zone.

2. The Zone Facility Directors and Zone Assistant Superintendents will work closely with the Unit Facilities staff to ensure efficient and timely delivery of facilities services.

D. Appendices F and G provide a description of the Zone Management structure and position responsibilities within this structure.

E. Communication

1. The following link on the Facilities Services website provides a summary of the Zone structure and contact information for key support providers:

a) http://www.fs.cornell.edu/fs/zone_mgmt
IV. SERVICE AVAILABILITY
A. The standard hours of operation for Facilities Services are generally 8:00 am to 4:30 pm. However, Facilities Customer Service can always be reached at 255-5322, with after-hours support provided by Energy Management and Control System (EMCS).
B. Service availability varies widely among the different departments within Facilities Services and special cases are delineated in Appendices A-F where applicable.

V. PROBLEM RESOLUTION
A. Service issues should first be addressed with the front line supervisors, which will typically be the Assistant Zone Superintendent or Zone Facility Director for most issues.
B. If the issue cannot be resolved at the lowest level, it should be taken to subsequently higher levels until all parties are satisfied that the issue is resolved.
C. If problems are not resolved satisfactorily, key issues should then be raised to the senior level within Facilities Services.
D. Unless exceptions are specifically communicated, it will be assumed that each entity is meeting its expected performance.

VI. PERIODIC REVIEW AND ANNUAL RENEWAL
A. Periodic meetings will be held to collaboratively discuss service performance, communicate updates or changes to processes.
B. An annual renewal meeting for this agreement will be conducted by the Governance & Accountability Review Committee with input from the Zone Leadership Council, and it will be a collaborative effort between Service Providers and Service Recipients to specifically cover the following items:
   · Service Level Agreements
   · Current service performance
   · Adequacy of current service standards
   · Issues that may affect the delivery of future services
   · Confirmation of/concerns regarding this agreement as currently stated
   · Review of prior year performance metrics

VII. MEASUREMENT
A. See individual appendices as well as http://www.fs.cornell.edu/fs/metrics/

VIII. CONCLUSION and SIGNATURES
- Service Provider encourages Service Recipient to use this Agreement in the spirit of cooperation.
- Effective date for this annual Agreement is 7/1/2013
- Signatures below indicate acceptance of this Agreement. The signatories will include:
  - VP of Facilities Services
  - Dean (or delegate to Assoc. Dean) of respective units
  - Campus Manager
  - Facility Directors of respective units
- Please return signed original to the Office of the Vice President of Facilities Services for filing and distribution.
IX. SCHEDULE OF ATTACHMENTS

Attachments will pertain to the specifics of a service contract not addressed in this document.

A. Appendix A: Campus Zone and Central Zone Services
B. Appendix B: Maintenance Management Services
C. Appendix C: Project Management Services
D. Appendix D: Grounds Care Services
E. Appendix E: Zone Organization
F. Appendix F: Zone Roles & Responsibilities