

3.1.1. Key Individuals and Organizational Structure

a) Describe the proposed management structure for Plant Maintenance including an organization chart identifying:

Integrated Site Presence

The basis of our management approach will be one of the integration of our site presence with status, coordination, review and planning meetings – both internal and external. Communication being the integral part of any organization that drives success will be supported and led by the management team from day one. Informal meetings will be held with the staff at each site on a regular basis, as well as meetings with Helpdesk personnel and site staff as a group to ensure understanding of compliance and encourage a level of service excellence. Black and McDonald will establish a site administrative system based on our experience at similar sites that is effective and flexible to the specific Kelowna and Vernon Hospitals requirements.

i) Proposed organizational structure including site level management/supervision indicating Key Individuals and key positions.

Under the direction of the FM General Manager the Plant Services at Kelowna and Vernon Hospitals will be managed by the Site Manager, a Chief Power Engineer, overseeing a staff of Power engineers, and Building site specific operators. This operation will have the added support of a site specific administration assistant and the dual site Help Desk. Plant Services will have the added support of Black and McDonald's Kelowna office which employs a staff of truck based HVAC technicians, Plumbers, Electricians, and Carpenters as well as administration staff. The local office in Kelowna will also provide back up 24/7 emergency call out services. The plant services at the KGH and VJH sites will also have the added support of pre-selected sub contractors. An organization chart showing these relationships is included below.

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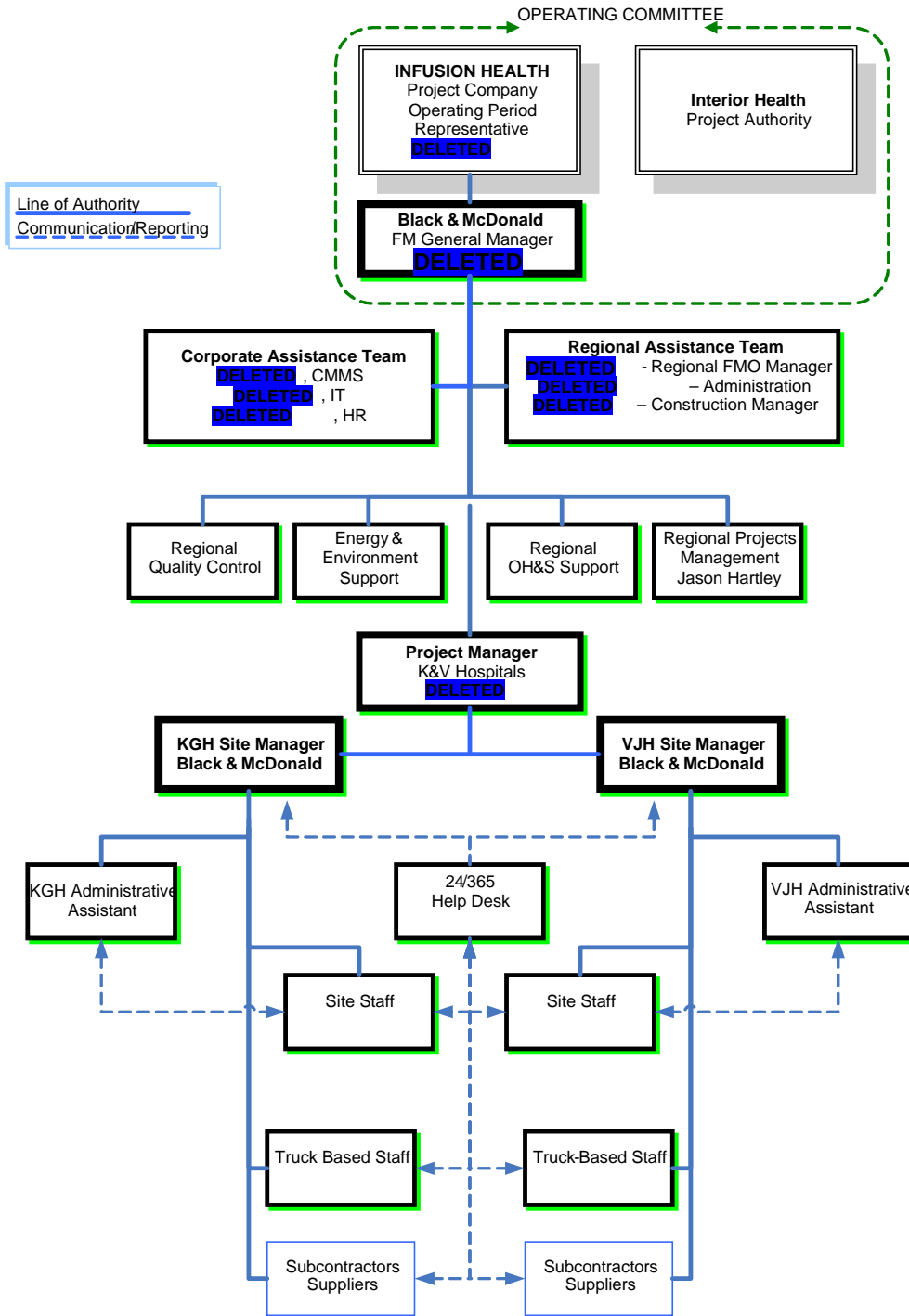


Figure 1: Plant Services Organization Chart

ii) Describe the strategy for proactive management of sub-contractors and their customer groups

The proposed team for Kelowna and Vernon Hospitals includes the efforts of several sub contractors. After carefully reviewing potential subcontractors, their past performance and the level of their clients satisfaction, as well as past performance with Black and McDonald we have identified several sub contractors to support our organization for many of the outsourced service requirements. The process of selecting the right sub contractors begins at the design build stage of the new building; we believe strongly that carrying a relationship with suppliers past the construction stage and into the service and planned maintenance period benefits our clients and facilities. The expertise and product knowledge of the supplier or installer of equipment is key to the overall life cycle and performance of equipment and technology. Our key subcontractors have extensive experience and an excellent service oriented reputation in their fields of expertise. They are a key part of our team approach and share our commitment to providing quality services in a responsive and cost effective manner. This team commitment and record of success will enable us to provide the highest quality, most responsive and most cost effective services to Kelowna and Vernon Hospitals.

All repair work will be reviewed for warranty consideration. Following any warranty periods all approved subcontracted repair work will be reviewed and notarized for payment. Where relevant, B&M will work with the client to prepare and submit annually a budget for maintenance materials and repairs to the equipment and systems.

The B&M Facilities General Manager, along with the building maintenance staff, ensure that quality and performance levels are maintained at the high level that B&M and IHA expect. Quality control inspections and audits, as described in our Quality Control Plan, will be performed routinely on all subcontractors assigned to our control. If a problem is found, follow-up inspections and monitoring will be performed to ensure that the problem has been solved and there are no recurrences. Subcontracted activities will be treated the same as integral company functions. All subcontractors under our supervision will be required to perform all activities in accordance with the established safety, health, property administration, contingency, and other plans.

Once work is completed, by a subcontractor, it will be inspected by our Lead Hand and/or technical staff members to ensure acceptable standards for the job have been

met. Each subcontractor must submit detailed reports of services provided in an acceptable format as a condition of payment of services.

b) Details regarding the lines of authority and relationship between the proposed on-site Services organization and the Proponent parent organization, including a description of the business and technical support to be provided to the deployed resources.

Members of the Operations Implementation team will represent Infusion health on the Operating Period Joint Committee and meet all specifications as set forth in schedule 2.2 of Schedule 4 of the RFP.

The mandate of the Operations Implementation Team will be to implement and coordinate the following plans as described in all sections of Schedule 4: Operating Period Plans; Annual Service Plans; Five Year Maintenance Plan; Life Cycle Plan; and, Environmental Management Plan.

The Operations Implementation Team will develop HR transition plans including the identification of existing employees at KVH and VJH who could be instrumental in the management team at each site under the employment of Black and McDonald.

Key Management Personnel

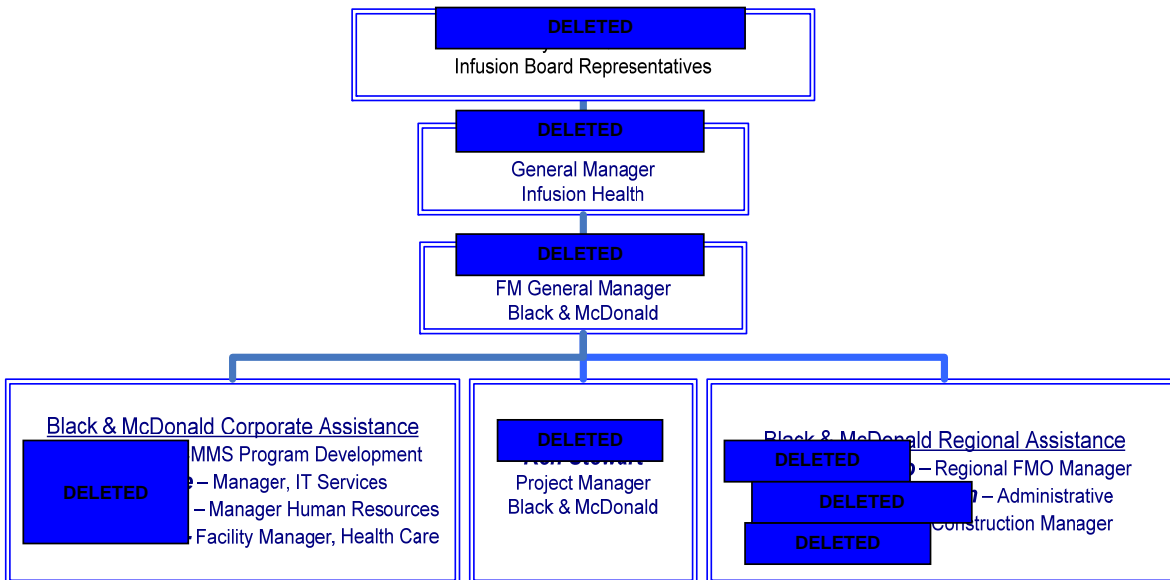


Figure 2: Key Management Personnel

c) Organizational structure from pre commissioning to operational phase

In addition to those mentioned above, Black & McDonald will assign a Construction Liaison Manager upon becoming preferred proponent for both sites. This individual will monitor all stages of construction and design which will affect operations, as well as work closely with all aspects of the commissioning process to ensure that the project is successful. The Construction Liaison Manager will establish a team of specialists to advise on the technical elements of the design development and construction processes. The Construction Liaison Manager will act much like an owner's representative during the time leading up to commissioning and become the Project Manager in the operational phase of the project.

d) Staffing plan

Kelowna General Hospital

Black and McDonald will to support all Plant Services needs at Kelowna General Hospital through the following organizational structure:

Management

DELETED

Maintenance Staff

DELETED

Dual Site Help Desk call centre

DELETED

Vernon Jubilee Hospital

Black and McDonald will to support all Plant Services needs at Vernon Jubilee Hospital through the following organizational structure:

Management

DELETED

Maintenance Staff

DELETED

Black and McDonald truck based technicians

DELETED

Pre-Qualified Service subcontractors

DELETED

i) See templates provided in the Data Room “Services Staffing Plan for KGH.xls” and “Services Staffing Plan for VJH”.xls

Black and McDonald uses a variety of scheduling models at sites across Canada in order to provide 24/7 coverage. For the Kelowna General and Vernon Jubilee we will be scheduling based on 24/7 shift schedules

ii) Provide job descriptions including description of role qualifications

The relevant Job Descriptions are included in *Appendices 3.1.1. C: Job Description FMO General Manager, 3.1.1. D: Job Description FMO Site Manager, 3.1.1. E: Job Description FMO Operating Engineer, 3.1.1. F: Job Description FMO Chief Stationary Engineer, 3.1.1. G: Job Description Administrative Assistant I, 3.1.1. H: Job Description FMO Electrician I, 3.1.1. I: Job Description FMO Class II Stationary Engineer, 3.1.1. J: Job Description FMO Mechanic, 3.1.1. K: Job Description FMO Helper, 3.1.1. L: Job Description FMO Zone Mechanic, 3.1.1. M: Job Description Maintenance Mechanic, 3.1.1. N: Job Description FMO Zone Technician, 3.1.1. O: Job Description FMO Administrative Assistant II, 3.1.1. P: Job Description Project Administrator, 3.1.1. Q: FM Call Centre Help Desk Staffing, and 3.1.1. R: Job Description Service Project Manager.*

iii) Describe how you will deliver the services in as much detail as possible.

Fully integrated dual site project management team and model

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Black and McDonald will operate the Facilities Maintenance of the whole site at Kelowna General Hospital and Vernon Jubilee Hospital through a fully integrated dual site project management model. Each site will also have the added support of Black and McDonald's Kelowna office, which employs a full staff of truck based HVAC technicians, electricians, building operators, carpenters, facilities managers, and administrative staff. The local office in Kelowna will also provide 24/7 emergency call out services as back up to the onsite staff at both hospitals.

Site based staff will be the principle service providers for both sites

Routine tasks will be planned for the year and the Maintenance management System will automatically issue the relevant work orders to site staff, truck based staff or contractors as appropriate. Responsive calls will be dealt with via the 24/7 Helpdesk. The Helpdesk will automatically date and time stamp each work request as it is entered and will also record the completion time for the work. Where the time allowed is exceeded, the system will provide the appropriate data for use in the calculation of payment deductions. The system will be accessible by the IHA monitoring staff on a real time basis so that service performance can be routinely monitored. The system will also be used to produce the monthly performance reports for review in the Contract Review meetings.

The Helpdesk number will be common to both sites but calls will be attended by site based staff who will be known to clinical staff and fully aware of the activities and criticalities for the relevant site. Specialist staff and contractors will be used on site where appropriate and necessary. They will be managed by staff based on the relevant site.

The principle responsibilities of the staff and, particularly, contractors will be to complete routine maintenance. Site staff will provide the responsive service and will be supported for out of hours services by the truck based staff as necessary.

Routine maintenance will be planned to minimise disruption to clinical services and responsive calls will generally take priority (if necessary) for staff allocation. Where major maintenance is planned, we will plan all relevant routine maintenance to take place at the same time.

Prior to mobilization on site, Black and McDonald's Regional Support Team will begin transitioning using our corporate guidelines as detailed in *Appendix 3.1.1. S: Start Up Plan*.

Black and McDonald's management will follow these guidelines enabling them to establish all schedules and demand maintenance procedures. Our FMO implementation manual will be followed and customized to meet the demands and contract specifications required at Kelowna General Hospital and Vernon General Hospital. The services will be delivered as outlined in the output specifications through detailed schedules, coordination of the Help Desk and Plant Services administration utilizing the CMMS and all services as described in section 3.1.2.

3.1.2. Strategies and Methodologies

a) Describe methodologies and strategies for the provision of Plant Maintenance.

Fully integrated dual site project management team and model

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Site based staff will be the principle service providers for both sites.

Routine tasks will be planned for the year and the Computerized Maintenance Management System (CMMS) will automatically issue the relevant work orders to site staff, truck based staff or contractors as appropriate. Responsive calls will be dealt with via the 24/7 Helpdesk. The Helpdesk will automatically date and time stamp each work request as it is entered and will also record the completion time for the work. Where the

time allowed is exceeded, the system will provide the appropriate data for use in the calculation of payment deductions. The system will be accessible by the IHA monitoring staff on a real time basis so that service performance can be routinely monitored. The system will also be used to produce the monthly performance reports for review in the Contract Review meetings.

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Routine maintenance will be planned to minimise disruption to clinical services and responsive calls will generally take priority (if necessary) for staff allocation. Where major maintenance is planned, we will plan all relevant routine maintenance to take place at the same time.

State of the Art Facilities Management Tools

Black and McDonald will utilize the most effective and up to date systems and technical management tools appropriate and available through Computerized Maintenance Management Systems and Building Management Systems at Kelowna and Vernon Hospitals.

Describe the plan to meet or exceed objectives detailed in the Plant Maintenance Output Specifications. Describe provision for:

i) Statutory Testing and Permission to Work

In order to establish and maintain the highest possible level of functionality of equipment and systems at Kelowna General Hospital and Vernon Jubilee Hospitals Black and McDonald will develop and implement policies and procedures regarding all statutory

testing including procedures to be followed with respect to gaining permission to work prior to commencement of any work or inspection as per the specifications outlined in section 2.3 in Appendix 4E and 4D of the RFP documents. All routine and regular testing will be managed through the CMMS and follow the guidelines of manufacturer recommendations, industry good practice and applicable law. An annual inspection schedule will be submitted to the authority at the beginning of every year with a follow up reminder 90 days prior to work followed by an application to the authority with at least 10 days advance notice for permission to work.

Testing will include but not be limited to the following:

- Emergency generators, Standby domestic pumps, emergency lighting systems and exit signs, electrical distribution systems, medical gas systems, demineralised water system for heating plant, Legionella testing, Fire alarms, Fire suppression systems and hand fire applications as detailed in section 3.1.2 subsection vi) of this document.
- Testing labelling and recording of all portable appliances as required under applicable law will be conducted and documented in the CMMS these reports will be available to the authority upon request.
- Testing and certifying all portable, pressure gauges and recording equipment, fixed instrumentation including the repair, replacement and adjustment as required.
- All testing equipment will be tested and certified as required.
- Black and McDonald will commission all new plant operations, systems and equipment it replaces under the Life Cycle requirements.
- All maintenance manuals will be updated annually and changes documented and reported to the authority.
- The inspection and testing of all equipment will be scheduled and monitored through the CMMS reports and summaries will be available to IHA at all times.

ii) Building and Equipment Maintenance (site specification)

The equipment materials and components proposed for the completion of the New Building project is being selected in cooperation with the building contractor and design team to provide the best value and extended operating life, with a desire to incorporate

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devices which will operate cost effectively and have the least environmental impact. Part of the selection process is dictated by the intent to achieve a LEED Standard as outlined in the RFP, while keeping in mind that the experience gained from other projects will play a major role in selection. The services of providing ongoing planned maintenance will be a combination of on-site staff as well as incorporating the use of manufacturer trained representatives or subcontractors with specialized training. The monitoring of all new equipment will be driven by our desire to achieve optimal operation of the equipment during the warranty periods. Deficiencies will be managed to ensure specifications of the building are met. Issues of interconnectivity between systems are paramount to achieving the smooth operation of the facility and will be dealt with throughout the design period. The inclusion of a well thought out life cycle program for the new equipment will also form part of our proposal.

Whilst the specified services for the existing buildings relate to planned and unplanned maintenance, Black and McDonald will also develop fully the options to incorporate a life cycle program for the equipment in the existing facilities. With consideration for cost analysis and the availability of budget dollars by fiscal year, we intend to work closely with Interior Health to achieve the best operation to satisfy the needs of all users involved.

Black and McDonald will develop and implement operational policies and practices related to the building maintenance, mechanical and electrical services through effective planned maintenance schedules and practices.

These practices will include repair and updating the equipment and systems of the site with the priority levels as set forth in schedule 4E subsection 2.4 of the RFP document.

The planned maintenance program will be managed through the CMMS including all details of each piece of all building elements under scope of responsibility.

Black and McDonald will record and tag all equipment under the building envelope utilizing the CMMS asset management component for purposes of inventory management and records of maintenance and repair.

Black & McDonald Ltd. will make certain reports available online to IHA so that these reports can be run remotely and at any time. We will also offer IHA the ability to send tab delimited text files so that IHA can transfer the information into their database. Only in this manner, can we be sure that we can send information to IHA systems and software in a manner that is compliant with the requirements

The system will manage the PM schedules of all new and existing systems. From the point of hand over records will be established and schedules followed as per the requirements of this equipment and systems. Black and McDonald will integrate any information available regarding existing equipment in order to have some history available for this equipment.

iii) Life Cycle Replacement and Refurbishment.

Describe standards used to determine Life Cycle activities/refurbishments.

The Life Cycle activities are driven by Interiors Health's requirements as stated in the Output Specifications and life expectancies for all selected elements have been assessed based on the Output Specification requirements. In addition Infusion Health have referenced published data concerning typical life expectancies of specified elements which include:

- Manufacturers' literature, warranties and guarantees.
- Building Maintenance Information (BMI) Life Expectancy of Building Components.
- ASHRAE/CIBSE publications regarding economic life of building service components.
- Advice from specialists in connection with mechanical and electrical services

In addition to the data from the foregoing, Infusion Health's professional judgment based on experience from other healthcare projects has been applied to calculate the typical life expectancies that can be anticipated for the use of the assets in this project. As part of the this process a review of product selection is carried out with the design team to ensure that

the most suitable building components are incorporated into the scheme which enable the optimum whole life solution to be achieved.

During design development and the construction period, operations and maintenance objectives will build upon the standards employed and will continue to influence building configuration and equipment selection to achieve optimum whole of life outcomes.

When considering the Life Cycle activities Infusion Health has held to the principle that we are not only responsible for the long term integrity and ongoing operational serviceability of the facilities but that the facilities satisfy the Handback Requirements. Given that Infusion Health is responsible for the facility being fully functional at the end of the concession period we have a committed interest in ensuring a fulsome programme of Life Cycle maintenance. From a practical perspective and to ensure commercial competitiveness our Life Cycle activities have been developed on the basis that we require a smoothed expenditure of the fund over the concession. Infusion Health intends to fully satisfy the Handback Requirements without the requirement of extensive expenditure towards the end of the concession period. It is in Infusion Health's long-term interest to ensure that the design criteria on which our proposal is based is preserved throughout the life of the concession.

Describe lifecycle building management approach including decision making processes, business case analysis and technology tools.

Infusion Health's management approach with regard to lifecycle will ensure operational serviceability and will operate within the mechanisms and structure required by Interior Health. As required under 4.4 - Life Cycle Plan in Schedule 4, Infusion will produce the Life Cycle Report which will detail the replacement and refurbishment expectations for facility elements based on the final construction, equipment and system, selection and installation. The final Life Cycle Plan will be based on this Life Cycle Report.

The Life Cycle Report and the subsequent Life Cycle Plan will be based on:

- Final design of the facilities
- Final quality of build
- Equipment selection

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- Maintenance strategy for the facility.
- Anticipated duty and equipment load

Each of the above activities will be finalised up to 6 months prior to the Service Commencement Date. At this stage Infusion Health’s design team will also have a further developed understanding of operational expectations through working with Interior Health and its User Groups throughout the design development and construction phases.

The Life Cycle Plan is a significant aspect of the total Asset Management Plan for the facilities and we will develop an initial outline plan for review by Interior Health based. Once the outline plan has gained acceptance, a detailed Life Cycle Plan will be developed not less than three months before the Service Commencement Date. The Life Cycle Plan will be the fundamental basis for the Asset Management Plan.

After each 12 month period of operation, the Asset Management Plan will be reviewed and updated based on life cycle, risk and condition analysis, and a review of historical and predicted reactive maintenance patterns based on various Preventive Planned Maintenance scenarios. The Asset Management plan will then be used to develop and update the Planned Preventive Maintenance Program, the rolling Five Year and Annual Works Plans.

A diagrammatic representation of this approach and the relationship between the Asset Management Plan and the Five Year, Annual and Monthly Maintenance Plans is shown in the following diagram:

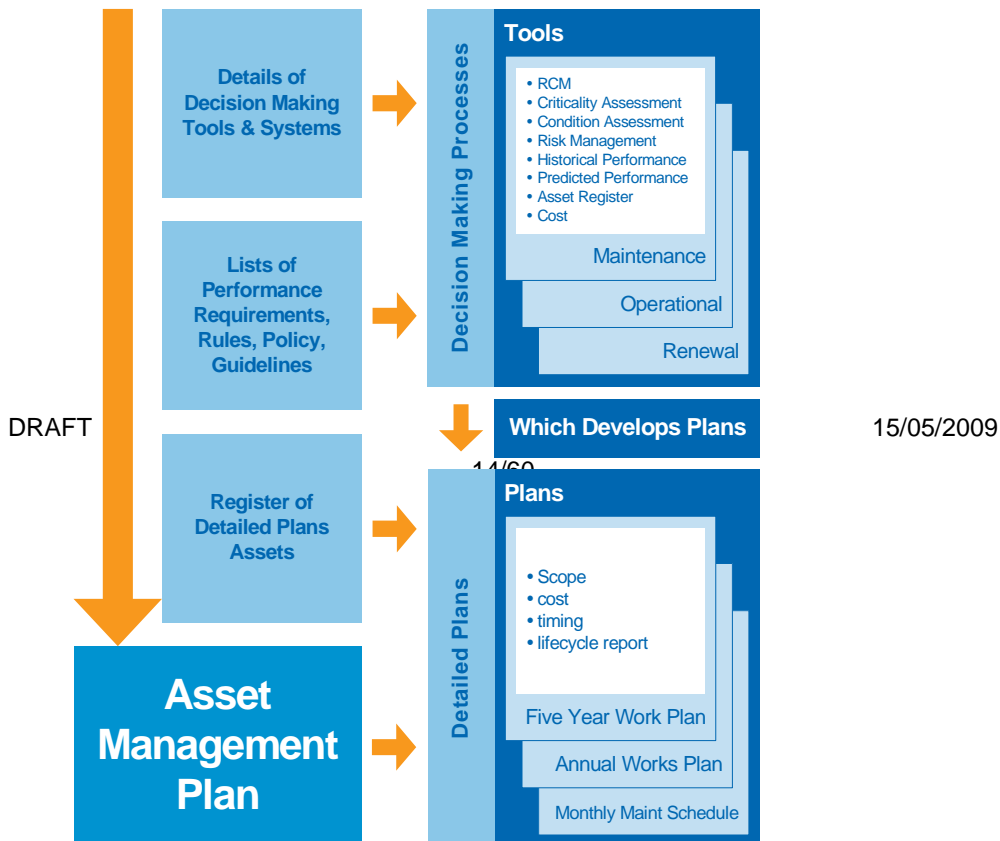


Figure 3: Asset Management Plan

A focused, rigorous planning and analysis process will be undertaken to develop a transparent Asset Management Plan which will meet the requirements of Interior Health and ensure the long term integrity and operational serviceability of the facilities.

The proposed structure of the Asset Management Plan is as follows:

Introduction

The introduction will include the background to the requirements of the Asset Management Plan (AMP) and the final construction outcomes of the project. It will also include the rationale behind the break-up and listing of the assets as well as the asset register.

Levels of Service

The levels of service section will include a list of the Interior Health asset performance outcomes, the required and current service levels of each item and any known gaps in servicing the asset. This section would also include any known future service demands on the assets.

Review Framework

A review of the systems, frequencies, formats and requirements of the Asset Management Plan as well as an analysis of performance requirements.

Trends

Review of the external environment, forecasts for any service enhancements, new lifecycle management systems and techniques, best practice from overseas and locally and a review of potential future service demand and management.

Measurement

Re-articulation and review of the service measures, including Key Performance Indicators and the monitoring systems used to measure performance.

Improvements

Identification of any maintenance gaps, and subsequent analysis including identified improvement strategies, measurements and potential Interior Health Authority involvement and review.

Asset Management

This section would review the planned and unscheduled works and maintenance management systems and their interaction with the site management plans including quality, environmental and safety systems and internal policies and standards.

Lifecycle Management

The asset register would be updated in this section along with any performance, reliability condition and other historical data needed to review and where necessary update the previous Asset Management Plan. The previous maintenance plans would also be reviewed, along with any potential risk management issues.

Plans

As an output from the Asset Management Plan process we would evolve the various plans required for the efficient and effective lifecycle management for the assets. These would include:

- Asset Management Plan (Creation, Disposal, Replacement) in tabular format.
- 5 Year Work Plan
- 1 Year Work Plan
- Planned Preventative Maintenance Program

All hospital elements including those in the existing facilities will be registered in the Computerised Maintenance Management System (CMMS). The actual condition and operational performance of elements will be monitored and recorded through the CMMS and the data will be reviewed annually as part of the condition appraisal to assess the life cycle status of hospital elements and refine the Life Cycle Plan.

Predictive maintenance process will be used to identify emerging issues with major plant to minimise unexpected failure and risk management planning will identify contingencies and establish equipment suppliers to provide necessary response to unexpected failure. Projected life cycle works will be identified in the Five Year Plan and the delivery of those works will be planned and co-ordinated with hospital management to minimise disruption to hospital operations.

Performance Management

The effectiveness of the Life Cycle Plan will be assessed annually through the conditional appraisal and review of the operational performance of the facilities. This condition appraisal exercise is a comprehensive review of the whole of life management of the facility and will focus on:

Confirming that the maintenance and the Life Cycle Plan are achieving the performance outcomes of the Output Specifications Identifying improvements in:

- Maintenance strategy and planning
- Life cycle planning
- Operational use of the facility

Describe lifecycle obligations for New Facility systems or equipment that function across the whole site (i.e. including the Other Site Facilities), such as nurse call or fire systems.

Infusion Health will ensure that any new systems installed, that will function across the whole site will be compatible and interface with the relevant existing systems. As part of our responsibilities in reviewing the assets of the existing facilities and developing a Life Cycle Plan we will recommend to Interior Health any potential upgrades/modifications/replacements that should be considered to the existing systems. At the time of issuing the Five Year Plan we would also issue an outline scope of any

upgrades that we are proposing to carry out and also suggest any potential effects that our planned upgrades may have on the existing systems.

We would then request that Interior Health review the proposals and carry out a review of their systems in relation to these proposed works and confirm any works that will be required to the existing systems as a result.

We would suggest that following this review period and one year prior to the intended upgrade that an implementation scheme is developed together by both parties, which will agree the final scope of works, produce a detailed design and a programme of activities. The One Year Plan would then be produced to reflect these works.

iv) Internal and External Facility Environment

At the forefront of our service delivery the following standards will be met:

- 1) deliver the Plant Services to the standard identified in this RFP Appendix having regard to the Site and the internal and external environment of the Facility including, with respect to the sections that follow;
- 2) maintain the Site and Facility;
- 3) ensure that the heating, air conditioning, humidity and mechanical ventilation systems (including fume cupboards and other local ventilation systems) function as required by Schedule 3 (Design and Construction Specifications) with the correct circulation rates and air filters installed and maintained as set out in Schedule 3;
- 4) comply with, or exceed, the baseline measurements for the number of air exchanges required to be maintained in specific rooms as per Schedule 3;
- 5) keep the Functional Units in Schedule 8 (Payments) Appendix 8A at the temperatures as per Schedule 3;
- 6) not exceed the maximum sound levels as per Schedule 3 of the background noise level in each Functional Unit;
- 7) comply with or exceed the baseline measurements for the acoustic performance of the Facility as per Schedule 3;

- 8) comply with or exceeding the baseline measurements for the vibration level performance as per Schedule 3;
- 9) ensure all lighting systems remain fully functional, safe, and are maintained to provide illumination levels as per Schedule 3;
- 10) ensure the public address system operates as designed; and
- 11) ensure all Construction and Renovation is carried out in compliance with the latest revision of CSA Standard 317.13 titled "Infection Control during Construction or Renovation of Health Facilities", work with Infection Control Practitioners to ensure notification of Construction and Renovation areas and that the area is contained correctly, and sign off the Construction documents for all Level 1 and 2 work according to the CSA standards.

v) Building Management System Reporting Requirements

Infusion Health is selecting an advanced but proven system for the new buildings at Kelowna General and Vernon Jubilee, which will interface with the BMS currently in operation within the existing facility as specified in schedule 3 of the RFP. The BMS selected will have Internet protocols and IT standards built in to enable access to building information & management tools from a desktop PC or laptop with a standard Web browser. Web-based user interface will allow the Help Desk and the Authority to coordinate information from multiple network devices for easy navigation.

The BMS both new and existing will be monitored by the Help Desk as first line of communication to all mechanical and electrical equipment change or failure within the hospital including but not limited to the following:

- 1) changes in the temperature of a blood fridge, morgue, pharmacy fridge
- 2) changes in the morgue cabinet status;
- 3) where the morgue cabinet failure alarm is triggered;
- 4) where an alarm is triggered in accordance with an event covered by the fire system;
- 5) other installed alarms as notified by the Authority from time-to-time including food freezers/fridges, IMIT server rooms, medical gases; and

- 6) where hardware is in place, provide alarms as notified by the Authority including generators and generator rooms.

The Help Desk will follow the practices as outlined in the Plant Services policies and procedures developed by the Operational Implementation Team which will ensure that upon the occurrence of any event alerted by the BMS all details including response time and results will be recorded by the help desk within the CMMS as nominated by the authority certain alarms triggered by the BMS will be interfaced with the internal paging system reported immediately to designated authority staff.

The Authority will have direct access to the following BMS reports on a continual basis:

- critical incident failures;
- daily, weekly, periodic status reports;
- exception report by element status;
- time of occurrence, time for Response and time for Rectification; and
- any other requirement of Infusion or the Authority to ensure that all systems are functioning effectively.

Black and McDonald will provide the Authority with system “read only” access on a 24/7 basis.

Black and McDonald will ensure constant function of the BMS with a PM program including but not limited to the regular review of system performance and active review of site log and reports, verification of the operations of supervisory controller, review and manage alarm database, verification of the database archive and stable operation of Sub-LAN communications. The specialist subcontractor will perform calibration and verification of all systems controlled by the BMS and calibrate all critical control points, verify sequences, verify and record critical redundant operation parameters and test redundant system operations. The BMS contractor will have the ability to view and adjust or repair malfunctions remotely adding to the response and protection of systems within the hospital.

vi) Fire Management

Black and McDonald recognizes the need for Kelowna General and Vernon Jubilee Hospitals to have a single, cohesive fire management program for each site. We will develop and implement a comprehensive Fire Management program, including operational policies, procedures and practices under the guidelines as set forth by IHA, and all Provincial and Federal Authorities which will integrate seamlessly with the existing system throughout the hospital.

The Site Manager will act as the fire officer who will liaise with the Authority in respect of procedures for the evacuation of buildings in the event of fire. Black and McDonald will ensure that fire drills are carried out as agreed with the Fire Authority and as detailed in Schedule 4 Section 2.9.

The Site Manager will receive administrative assignments, related to Black and McDonald's Quality Program, from the FM General Manager. The Site Manager will generally be responsible for co-ordination and the day to day management of Quality Control, Fire Safety and Fire Prevention, Health and Safety and Environmental related activities, with complete authority to act on all related matters. The Site Manager will recommend practices that will ensure maximum quality for project performance which automatically includes the health and safety of all employees. The Site Manager will provide assistance in formulation of effective quality control procedures at the functional level and provide guidance and assistance in resolution of quality oriented problems.

Fire Management Responsibilities

Implementation and co-ordination of ongoing training program

Fire Equipment and Systems

Fire Alarm Systems – Monthly Inspection and Test

Fire Alarm Systems – Annual Inspection and Test

Tests and Inspections

- 1) Test sprinkler alarms - wet systems through inspectors' test connection, paddle flow systems through bypass

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- 2) Test water supply through sprinkler drain and record normal and flowing pressure
- 3) Test operation of excess pressure pumps and air compressors
- 4) Test supervisory alarm devices (tamper switches, low pressure switches)
- 5) Inspect to ensure control valves are open and sealed
- 6) Test antifreeze solution, if applicable
- 7) Trip test of dry pipe sprinkler systems (dry trip only)
- 8) Inspect priming water level in dry pipe valves
- 9) Remove plugs from Fire Department connection and inspect thread for wear, rust or obstruction, and lubricate
- 10) Re-secure plugs - wrench tight
- 11) Check Fire Department pumper connection for accessibility
- 12) Clean strainer in alarm line to mechanical sprinkler alarm
- 13) Lubricate water motor gong
- 14) Inspect exposed sprinkler piping & hangers for good repair
- 15) Inspect sprinkler heads where visible from floor, that they appear free from damage; corrosion, grease, dust, paint or whitewash and recommend replacement where necessary
- 16) Check if any sprinkler heads need guards to protect against possibility of mechanical damage
- 17) Inspect premises for obstruction to or omission of sprinklers
- 18) Check supply of spare sprinklers and wrench and ambient temperature in valve enclosures
- 19) Supply complete inspection reports and comments

vii) Elevators and Vertical Transportation Services

The operational policies, procedures and practices compiled by the OIT prior to mobilization will include procedures and practices relative to elevators and vertical transportation as outlined in section 2.9 of schedule 4 in the RFP including all:

- passenger and service elevators;
- associated elevators motor rooms;
- dumbwaiters; and
- escalators.

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Through these procedures Black and McDonald's Plant Services staff will maintain each elevator so as to comply with the requirements of Appendix 4 including availability and will comply with all other requirements of the Agreement, including Schedule 3 (Design and Construction Specifications)

Black and McDonald staff will ensure that elevators are operational, adequate ventilation, licensed, and safe. This will be achieved through site staff attending to all elevator alarms, calls from elevators and minor faults within the response times and rectification times as defined by IHA. Site staff will initiate the required action to rectify faults and release occupants within the timelines as outlined in section 2.9 of schedule 4.

Black and McDonald will contract the regular planned maintenance and servicing of all elevators and vertical transport services through a specialist service provider. All servicing and testing of elevators and vertical transportation equipment will be managed and recorded through the CMMS. Servicing of the elevators will be performed on a regular and systematic basis.

The selected elevator contractor will regularly examine, clean, adjust, lubricate, and if conditions warrants it, repair or replace all electrical and mechanical components of the elevators and vertical transportation equipment whenever necessitated by the wear and tear of normal usage.

Through effective scheduled servicing Black and McDonald will be able to maintain the functionality of all elevator equipment to meet the specifications as set out in section 2.9 sub section (f) of the RFP.

viii) Subcontractor Management

The proposed team for Kelowna General and Vernon Jubilee includes the appointment of several specialist subcontractors. After carefully selection, including reviewing potential subcontractors, their past performance, the level of their clients' satisfaction and performance standards with Black and McDonald, we have identified several subcontractors to support our organization for many of the outsourced service requirements. The process of selecting the right subcontractors begins at the design

build stage of the new building; we believe strongly that carrying a relationship with suppliers through the construction stage and into the service and planned maintenance period benefits our clients and facilities. The expertise and product knowledge of the supplier or installer of equipment is key to the overall life cycle and performance of equipment and technology. Our key subcontractors have extensive experience and an excellent service oriented reputation in their fields of expertise. They are a key part of our team approach and share our commitment to providing quality services in a responsive and cost effective manner. This team commitment and record of success will enable us to provide the highest quality, most responsive and most cost effective services to Kelowna General Hospital and Vernon Jubilee Hospitals.

The selection and Management of all subcontractors will meet all requirements of the Black and McDonald subcontractor management Policies and Procedures as detailed in *Appendix 3.1.2. A: Suppliers and Subcontractors*.

ix) Plant Service Information Management

At Kelowna General and Vernon Jubilee Hospitals Black and McDonald will develop and implement operational policies, procedures and practices relative to Plant Services Information Management. The computerized Plant Services Information Management system (PSIMS) will interface with the CMMS The Life Cycle Plan is a significant aspect of the total Asset Management Plan for the facilities and we will develop an initial outline plan for review by Interior Health based. Once the outline plan has gained acceptance, a detailed Life Cycle Plan will be developed not less than three months before the Service Commencement Date. The Life Cycle Plan will be the fundamental basis for the Asset Management Plan.

As a practical guide, the proposed asset plan structure will be based on maintaining all records and information required by authorized persons or Government Authorities. Black and McDonald will provide all hardware and software required to run relevant systems to meet the Authority's interface standards. Black and McDonald will provide any upgrade of software to ensure that the system is compatible with the Authority's systems and, if not, pay for the upgrade of the Authority's systems to meet the requirements. Equally, the Authority will be required to pay for the upgrade of Black and

McDonald's systems should the Authority upgrade or change systems and create incompatibilities with Black and McDonald's software or systems.

Black and McDonald will ensure that all users of the software are trained and competent to meet the requirements to use all software and systems. Black and McDonald will ensure back up, storage and security of all documents these processes and procedures will be made available for review by the Authority.

The PSIMS will record all physical characteristics of the plant and equipment in order to meet the specifications as outlined in Schedule 4 section 2.12 subsection (c).

Black and McDonald site staff will ensure that all CAD and As Built Drawings are kept up to date and a new set of drawings is to be provided to the Authority in the format requested semi-annually, where changes have occurred. Otherwise Black and McDonald will advise the Authority that no changes have occurred and that the drawings remain current for the forthcoming period. Black and McDonald will maintain records and details of legal or equitable interests in or rights over the Facility and, keep safe all original documentation relating to any such rights or interests, as well as maintain records and details of specific license requirements where Black and McDonald is responsible for obtaining any licenses. Where the Authority is responsible for obtaining such licenses, Black and McDonald will maintain records that have been provided to them by the Authority.

Through the CMMS and information management systems Black and McDonald will meet all specifications as outlined in schedule 4 section 2.12 subsections (d) through (k).

x) Project Services (up to \$100,000)

xi) Grounds and Gardens

Black and McDonald's operational policies, procedures and practices will contain sections relative to grounds and gardens maintenance, including scheduled and demand maintenance for the grounds and gardens based on a periodic maintenance program. Black and McDonald will provide the periodic maintenance program to the Authority for

review, including the schedule for all planned work, the nature of the work and the affected area(s) all in a format agreed with the Authority. The program will also highlight areas where the Authority’s cooperation is required before work can be started. The policies and procedures will comply with the current British Columbia Landscape Standard, as published by the B.C. Society of Landscape Architects and Nursery Trades as outlined in Schedule 4 Section 2.14.

Black and McDonald will develop, document and maintain procedures required for the effective operation of roads and paths to ensure availability of access to all essential areas for all of the Services and for all Authority Activities.

xii) Quality Monitoring

In support of the IHA project, we have identified the following key standards of practice along with their representative performance and quality indicators:

Table 1: Standards of Practice

| Standards of Practice | Performance Indicators | Quality Indicators |
|------------------------|---|---|
| Complete work requests | <ul style="list-style-type: none"> • Average # of days outstanding • Average time to respond • Average # of days to complete | <ul style="list-style-type: none"> • Computerized Maintenance Management software • Comparison to other similar client facilities • Customer / client survey |
| Equipment downtime | <ul style="list-style-type: none"> • Average # of days / hours of equipment not available • Completed PM tasks • # of “breakdown” repairs | <ul style="list-style-type: none"> • Computerized Maintenance Management software • Manufacturer’s specifications and operating procedures |
| Energy utilization | <ul style="list-style-type: none"> • Cost per sq. ft. • Consumption trending including kWh, load factor, degree days etc. • Target initiatives for savings – e.g. load shedding, BAS, lighting retrofit etc. | <ul style="list-style-type: none"> • Industry comparison and benchmarks • Computerized modelling |
| Materials | <ul style="list-style-type: none"> • Inventory min./max. levels • Stock turnover | <ul style="list-style-type: none"> • Equipment downtime versus delays due to parts shortage |

Appendix 4A Proposal Extracts (Services)

| | | |
|---------------------|--|--|
| management | <ul style="list-style-type: none"> • Cost of inventory • Shrinkage | <ul style="list-style-type: none"> • Budget reports |
| Temperature limits | <ul style="list-style-type: none"> • # of days were temperature set points (+/- 2°C) not maintained • Equipment downtime | <ul style="list-style-type: none"> • Building Automation System monitoring & reports • Customer / client survey |
| Safety program | <ul style="list-style-type: none"> • # of incidents • # of safety non compliance issues • Goal of zero lost time hours | <ul style="list-style-type: none"> • Actual lost time hours • Safety committee • Safety inspection program • Safety review board |
| Planned maintenance | <ul style="list-style-type: none"> • Average # of PM work orders outstanding • Average # of days to complete • Established PM schedule • Computerized approach | <ul style="list-style-type: none"> • Computerized Maintenance Management software • Comparison to other similar client facilities |
| Budget | <ul style="list-style-type: none"> • Monthly review of variances | <ul style="list-style-type: none"> • Financial software |

Process Analysis

The first step in our Quality Assurance program is the formation of Quality Improvement Teams (QIT), to review our current process as applied to the work we are performing. The goal is to establish continuous improvement initiatives to be implemented through all operations, and to help identify means of improving quality, safety, environmental programs and operations, while reducing costs. This phase of our quality control program focuses on identifying process areas where improvement is possible. Then, we focus on establishing procedures for which revision or restructuring offers the potential for lowered cost of accomplishment and/or a reduction in materials costs. Then, we can modify work processes that can be streamlined or rearranged to achieve a lower cost of performance.

Customer Comment

The second major element of our Quality Assurance program is a customer survey that is used to gain feedback on our processes and to define areas in need of improvement. This stage consists of several steps, as follows:

Appendix 4A Proposal Extracts (Services)

- Customer comment cards which are issued randomly at completion of a work order.
- Annual customer surveys with a random sampling of customers within the facility.
- Annual face-to-face detailed interviews of key client personnel using a questionnaire form as the basis for the interview. Results are then tabulated and sent back to the project for making corrective actions.

b) Describe in detail the proposed computerized maintenance software program report system including:

Black and McDonald is committed to the successful implementation of a CMMS solution in support of the overall IHA goals, while realizing improved operational efficiencies in Plant Services. In this manner Plant Services will be supported with a solution that works across both hospitals including new and existing buildings.

State of the art technology

WEB Enable Work Request/Status

i) Sample forms/screen

The system architecture will support the following key features within the selected CMMS application:

- on-line data input of work orders (DM)
- centralized management of scheduled work orders (PM)
- remote access to reports and schedules
- centralized purchasing and inventory control
- local help desk administration
- Black and McDonald support and training

The selected system will be an NT Terminal Server based solution, and supports any Windows OS client. This solution will provide IHA a centralized management of whatever CMMS solution is selected, using current technology along with the existing IT infrastructure that is in place at Kelowna and Vernon Hospitals. The software will

provide accurate information on electrical and mechanical systems, equipment history, preventive maintenance schedules, repair and subcontractor work orders and performance indicator tracking.

ii) Training Plan

During the transition period Black and McDonald's Corporate assistance Team will conduct training workshops with all Plant Services staff as well as Hospital staff in order to ensure total understanding and functionality of the system by all users. This training will be backed up by the added support of our IT services for remote assistance once implemented.

iii) Example of successful use in a prior healthcare application

CMMS as described in this document are used at health care facilities successfully all over the world. The system selected for the Kelowna and Vernon Hospitals will meet all requirements of this project.

iv) Sample reports, including Life Cycle and CMMS

v) Sample customer satisfaction survey

Amendment 3.1

Clarification Request Response IN 01

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3.2 Help Desk

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a) Describe how you will meet or exceed requirements of the Help Desk Output Specification with respect to flow of information, software and staff training.

Black and McDonald will develop and manage the transition, to a fully integrated support services Help Desk for both facilities. We intend to develop, with the Authority, an innovative help desk and resource centre that will effectively integrate our support services managing performance standards while enhancing patient / customer services.

Once standard procedures are in place, the site managers can explore opportunities for sharing resources and multi-skilling, which can be implemented across both locations. Black and McDonald management will work with the Authority collaboratively in developing these plans and moving forward on approved initiatives.

From a centralized location, the "Help Desk" staff will manage and operate all functions of the "Help Desk" for both hospitals as described in Schedule 4 Appendix 4F of the RFP specifications. In addition to responding and dispatching all plant services requirements, the "Help Desk" will monitor and report any incidents indicated by the BMS, Fire and Security systems alarms, etc., and provide notifications for both sites to the appropriate internal or external response teams.

The "Help Desk" will operate 24/7/365 under the direction of the Facilities General Manager and will ensure a single point of contact for receipt of all essential and non-essential work requirements and alarm notifications for both sites. All calls will be answered within 4 rings. The "Help Desk" will also accept Demand Requisitions via e-mail or directly through our web enabled CMMS.

The different types of work processed and responsibilities of our Help Desk personnel will include but not be limited to the following:

- Preparing and/or receiving, logging and processing essential and non-essential work requests and work orders and other related documents.
- Ensuring the maintenance staff receives essential work orders immediately to assure response within the time constraints as outlined in the RFP documents.

Appendix 4A Proposal Extracts (Services)

- Receiving, processing and filing completed essential and non-essential work order forms and posting work performance information to the CMMS history file.
- Responding to all inquiries concerning work status of essential and non-essential work requests.
- Continuously monitoring the status of all demand maintenance requests and orders.
- Updating the CMMS systems databases on an on-going basis beginning with the initial logging in of the work request to closing out the work order upon receipt of the completed paper work.
- Log and report notification of events, complaints and compliments from any of the customers relating to the Services.
- Maintain a current list of personnel authorized by the Authority to request work.
- Verify and document that all categories of work are responded to and completed within the time constraints established in the RFP.
- Schedule the accomplishment of recurring planned maintenance work tasks to assure conformance to the requirements.
- Schedule Sub contractors Planned Maintenance and follow up according to CMMS schedules
- Issue standing work orders and maintenance work orders to authorize and document the accomplishment of the recurring and nonrecurring work functions.
- Maintain backlog and work order flow information for manpower and materials requirements planning and long term schedule development.
- Track work requests and record all costs incurred from the initial request to final project completion, providing a streamlined performance reporting method.

The "Help Desk" will maintain a daily log, of all Demand Requisitions and call reporting events within the CMMS. The report will include date, time, location, caller, incident, classification (priority) individuals responding, sequence of events, time resolved and if further action required. This data will form part of the monthly performance report and will be used as part of the payment calculation.

In addition, the CMMS software will be used to schedule all of the established preventive maintenance work. In this manner, we will be able to effectively control and monitor the work performed by the on-site personnel or on a fixed scope maintenance contract basis. External suppliers will also be tracked in the CMMS to ensure they are used with optimal efficiency.

Finally, as part of our overall project management, Black and McDonald will provide accurate and detailed reporting. This would typically include work requests, completed versus outstanding, length of time to respond and outstanding preventive maintenance work backlog. For additional details, please refer to section 3.1.2.b. of this document for a complete description of the capabilities of the CMMS software and *Appendix 3.1.1. Q: FM Call Centre Help Desk Staffing*.

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3.3 Utility Management

a) Describe the plan to manage and administrate utilities services as part of a fully integrated and coordinated facilities management solution.

Utilizing software and service solutions, which will provide the base of tools for our managers to track site performance, implement conservation programs, and acknowledge the savings that the efforts are realizing, we will see integration to the Building Management Systems (BMS) and specific metering criteria identified as to potentials for savings.

b) Describe the plan to meet Annual Energy Targets, including examples of policies to set utilities consumption reduction targets.

The plan would provide a comprehensive assessment, including a complete energy audit of the facility. The intent would be to conserve energy by introducing building and process improvements to energy efficient lighting, pumps and fans. The work would

entail the involvement of the users and suppliers to review the energy saving opportunities. The following list of items would be our principle focus:

Energy Efficient Pumps and Fans

Energy Efficient Compressors

High Efficiency Motors

Lighting

Heating, Ventilation, and Air Conditioning

Building Envelope

Domestic Hot Water

Overall

c) Describe the model used to provide Energy Analysis and Energy Reports.

The model employs both graphical and statistical representations to demonstrate the minimum/maximum actual, average actual, peak demand, and average consumption per day. All forms of consumption as described in the RFP documents are monitored and usage compiled. The compilation of information is compared across departments, buildings, and against the usage information of other Healthcare facilities.

d) Describe previous experience managing utility services in a healthcare

Amendment 3.3

IN 01: Clarification Request Response

- 3. With regard to Proposal Section 3.3 please clarify;**
a. what is a commitment by Project Co and what is conceptual;

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In order to increase utility consumption efficiencies actions will be taken as described in section 3.3 to the operation of the existing facilities. The new buildings are being designed and built to include many of these best practice approaches.

The “key points” of 3.3 Utility Management are our commitments to

- Capture cost and usage data
- Identify trends
- Measure the affect of capital projects
- Measure and verify conservation programs
- Forecast and budget and make accurate projection

These are commitments of the Utility Management program which Project Co. will introduce. Our plan to manage and administrate utilities and a plan to meet Annual Energy Targets are addressed in a, b, &c of 3.3 Utility Management. The Appendix 3.3. A: Energy Management Manual is an example of the Black & McDonald Ltd approach to achieving the goals stated. It is a draft of our corporate template for dealing with “Energy Management” in a variety of facilities. This document will serve as our guideline to establishing with Interior Health Authority the goals as outlined in Appendix 4G.

b. please distinguish clearly what applies to the new facility; and

c. please cross-reference to the specifications.

Our cross reference is to Appendix 4G Utility Management Services and Performance Indicators (Kelowna and Vernon Hospitals Project, SCHED 4 – APPX 4G – Utility management Services Specification, Final Draft Project Agreement Revision 0, which states in [*Note: This Appendix 4G applies to the whole site, that is to both the New Facility and the Other Site Facilities, except for the interface with Appendix 8C [Energy], which applies only to the New Facility. The drafting relating to the post-Service Commencement Energy commitments in Sections 2.4 and 2.5 is subject to review after receipt of Proposals and for consistency with Appendix 8C [Energy].]

Our commitment is to Sections 2.4, Annual Energy Targets and 2.5, Energy Analysis and Energy Report, and the Performance Indicators identified in Section 3 of Appendix 4G. There will be additional capabilities to monitor and record usages in the New

Facility due to the requirements for a variety of metering, as identified in H25 of the specifications.

3.4 General Management

a) Provide specific examples (2 healthcare examples) of your experience with implementing and utilizing a Performance Monitoring plan and indicate how that plan adheres to industry best practices with respect to:

i) Performance Monitoring

ii) Management Continuity

iii) Contingency and Disaster Response Planning

b) Describe how industry lessons learned will be incorporated in practices to benefit the Authority.

Our quality assurance systems require us to undertake continuing review of our services to ensure that they are provided to the highest possible standard. As industry standards are generally improved, these improvements will be incorporated into our operational procedures. These improvements will routinely be reported at the monthly Contract Review meetings and no changes to practice that may impact on clinical services will be implemented without the express agreement of the Authority.

The benefits of this approach are improved service standards, reduced downtime for maintenance and replacement of building components and minimal impact on the continuation of clinical services by the adoption of enhanced maintenance techniques.

This will enable the Authority to maximise clinical activity on the sites and to gain maximum cost benefit for its investment in this project on a developing basis.

Amendment 3.4

IN 01: Clarification Request Response

18. With regard to Section 3.4, please clarify the Proposals intent with regard to meeting the specification on general management.

Infusion will satisfy the Authority's requirements in respect of the elements of the General management Specification as detailed below. For ease of reference, the numbering scheme is that used in Section 2.2 (d) of Appendix 4H to the RFP (General Management Services And Performance Indicators).

Management and Administration

Infusion will carry out all management, coordination, communication and liaison functions necessary to effectively deliver the services. This will include the active management of all interfaces with the Authority, its staff and any sub-contractors to either Infusion or the Authority.

The management duties will include the preparation and maintenance of all appropriate policies, procedures, plans and records necessary to effectively manage the delivery of services in accordance with the requirements of the Authority and good industry practice.

These responsibilities will be managed by the Site Managers and the FM General Manager with the senior management team, assisted as necessary by the relevant support staff.

Performance Monitoring

Infusion will continuously monitor and audit the performance of the Services against the criteria set by the Authority and also its own management reporting systems.

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All responsive activity will be logged at the Helpdesk and the helpdesk systems will automatically record the time that the call is logged, issued and completed. This will confirm response and rectification times and identify all service failures. Programmed activity, such as planned maintenance, will be monitored by self-measurement by the Service Provider.

Each of the monitoring systems will be audited by the Service Provider in accordance its QA policies. In addition, Infusion will audit the monitoring and audit programme of the Service Provider, including the Helpdesk Service, on both a regular and ad-hoc basis and some of this audit will be undertaken with the Authority.

A comprehensive report of all monitoring and audit activity will be included in the relevant period performance report.

Periodic Reporting

The periodic Performance Report will include reference to performance against all of the KPIs relevant to the reporting period, together with all information ancillary to the delivery and monitoring of the Services, in accordance with the requirements of the Authority.

In addition, Infusion will prepare on demand any ad-hoc reports required by the Authority in relation to the Services or in support of relevant reporting not already specifically required within the service Specifications.

Human Resource Matters

All staff will be health screened before appointment in accordance with the requirements of the Authority and good industry practice. Infusion will develop all necessary Policies and Procedures to ensure that staff are appropriately qualified and trained and this will include regular update training.

All staff will receive a comprehensive Orientation Briefing at the commencement of employment and this briefing will be supported by regular communication and review between staff and managers.

Operational procedures and method statements will be developed for all tasks undertaken in the delivery of the Services and staff will be fully briefed on these. Regular "Tool Box Talks" will be used to ensure that staff awareness is maintained at the highest possible level.

All staff will be kept fully conversant with operational, emergency and contingency plans for the sites.

Training and Ongoing Knowledge and Skills Development

Infusion will adopt and enhance the Staff Development and Training policies and procedures used by the Service provider in its wider business. These will be enhanced to ensure that all necessary specialist training necessary to ensure effective delivery of the Services is undertaken by staff.

Occupational Health & Safety/Risk Management

Infusion will comply with the Workers Compensation Act in all respects. Infusion will adopt and enhance the comprehensive Occupational Health and Safety and Risk Management policies and procedures used by the Service provider in its wider business. These will be enhanced to fully reflect the particular requirements of the Services and to fully coordinate with the Authority's policies and procedures to ensure a seamless process.

Health Services Accreditation

Infusion will pro-actively cooperate with the Authority to ensure that the delivery of the Services meets and, where possible, exceeds the standards required to ensure accreditation in respect of the Services.

Contingency Planning

Infusion will develop Contingency Plans for each of the Services to address all anticipated issues that may impeded or interrupt the delivery of the Services. The Plans will be developed in co-operation with the Authority to ensure that they deliver seamless management arrangements as part of the Authority's Risk Management arrangements.

Once drafted, the Plans will be shared with the Authority for review at the earliest possible time.

In addition, Infusion will pro-actively cooperate with the Authority in the development and implementation of all relevant Contingency plans for the sites.

All Contingency Plans will be the subject of periodic review and test.

Communications

Infusion will ensure that it undertakes all of the activities contemplated in Schedule 16 (Communication Roles), in consultation with the Authority. All Communication Plans and Procedures will be developed in co-operation with the Authority and the relevant key individuals will receive regular training in respect of the required activities.

Joint Technical Review

Infusion will co-operate fully with the Authority in the preparation, completion and recording of the Joint Technical Review. Infusion will, in consultation with the Authority, develop the necessary records structure to support the Review, so as to ensure that all relevant information is available at the time of the Review.

Infusion will promptly and effectively undertake any remedial work identified in the consequent Facility Condition Report, taking into account the need to complete this work with minimum impact upon the delivery of clinical services.

3.5 Human Resources

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Amendment 3.5

IN 01: Clarification Request Response

4. Please clarify references to start-up planning in the Proposal. There is apparent conflict between Section 3.1 page 7 of 21, Section 3.5 tab (i) and Section 3.11 tab(s).

As specified on page 20 of 21 in section 3.1.1 Black and McDonald will begin transitioning using our corporate guidelines as detailed in Appendix 3.1.1 S. This plan is a corporate template for the start up of FM services. Prior to transitioning this plan will be customized for the Kelowna and Vernon Hospitals project with the project specific start up plan in section 3.5 appendix i.

3.5. Parking

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3.6. a) Describe how you will meet or exceed the requirements of the output specifications for KGH and VJH respectively.

Black and McDonald will develop detailed policies and procedures to be followed at all times in order to meet and exceed the requirements and performance indicators as outlined in Schedule 4 Appendix J of the RFP. We will ensure that all employees and sub contractors involved in the provision of these services are equipped with the skills necessary to perform the services. Black and McDonald will ensure that requirements of applicable Law, Building Code, applicable collective agreement(s) and Authority policies, rules and regulations are met at all times.

Plant services management will manage matters and marshal resources as required to participate in emergency responses and to provide a high level of customer care and assistance.

The responsibilities of these services will be in effect 24/7/365 days per year. The FM General Manager will cooperate with and assist the Authority in the interface and coordination of the services identified to be delivered by the Authority and/or its contractors with Project Co and the Service Providers.

Plant services staff will provide traffic management across the car parking areas when required to ensure the free flow of traffic, thus ensuring access to the facility at all times, as well as maintaining the Authority's equipment.

Provision of Parking and Traffic Management

Black & McDonald will:

- ensure that the entry to any Car Parking Area is restricted to authorized persons;
- ensure equipment and machinery are commissioned, operated and maintained in good safe working order (at all times) and in accordance with manufacturer's instructions and requirements;
- in conjunction with the Authority, indicate a mechanism to handle lot full or capacity problems (i.e., overflow access, perpetual stall counter system etc.);
- regularly inspect the parking areas and internal roadways and report any damage as defined in Schedule 4 Appendix J section 2.3 subsection (7) to the Help Desk promptly to ensure appropriate repairs are made.

Black and McDonald Plant service staff will keep all entrances, exits and internal roadways within the Car Parking Areas clear from vehicular and other obstructions as outlined in Schedule 4 section 2.3 subsection (8) in order to maintain free flow of traffic at all times.

Black and McDonald will work with the Authority to develop, maintain and implement a system for recording and acting on customer feedback and satisfaction with respect to the Parking Services through the conduct of a customer user satisfaction survey/questionnaire to be carried out annually.

3.7. Environmental and Sustainability Services

Black and McDonald will provide comprehensive Environmental and Sustainability Services which will include all services as set out in Appendix 4 I of the RFP unless otherwise indicated in Appendix 4A. These services will include the maintenance of a safe, compliant working environment through the use of processes and practices that

minimize the production of pollutants and waste and reduce the overall impact to human health systems, building component Life Cycle and the environment as outlined in this document.

Black and McDonald will incorporate an annual performance metrics report in order to measure the overall Environmental and Sustainability Services at KGH and VJH.

3.7. Provide a description of your overall approach to environmental and sustainability issues and the development of an Environmental Management System specific to the Services to be provided to the Facility.

It is to the benefit of Black and McDonald to operate and maintain the building energy systems in the most efficient manner, to maximize both environmental and economical savings. Building systems include heat, ventilation, air conditioning, electrical, office equipment (computers, copiers, etc), special equipment (shop, manufacture, etc), and all shall be operated in an environmentally responsible manner. The operation and maintenance of building energy systems are at present not viewed as being tightly regulated by government legislation, except for that relating to Ozone. Ozone Depletion is handled separately in this document.

The systems noted for buildings, will be operated and maintained with energy conservation in mind. All systems will be operated within the optimal range suggested by manufacturer, for maximum energy efficiency. The maintenance of these systems will follow programs which meet or exceed all manufacturers' requirements, and regulatory requirements, where applicable. We will, identify and incorporate the most efficient systems (energy vs. cost) necessary for the time frame involved. The program for operation and maintenance of the facilities will strive to exceed the expectations of IHA for energy savings. Staying at the forefront of current trends and new technology enables Black and McDonald to recognize efficiencies on behalf of the Authority. Plant Service will follow guidelines as set out in this document with respect to Environmental Sustainability as well as monitor and hold all subcontractors to the same standards

Water Quality/Quantity

The quantity and quality of water has an important impact on every day life. Black and McDonald's work activities will be planned in such a way as to ensure that there is a

reduced risk to the environment, specifically the water table as the result of the construction work we perform.

Standards of Performance

The scope of water quality and quality management includes, but is not limited to, back-flow protection within the facility, runoff control, contamination testing etc.

Black and McDonald site Managers will be required to complete an environmental risk assessment for each job prior to commencement of work.

Black and McDonald must ensure that all construction projects be in compliance with applicable regulations at the Municipal, Regional and Federal Levels.

Project Planning must include:

- What water resources will be consumed to complete the work?
- What pollutants could be introduced into the water table?
- Will excavation activities affect the natural water flow/drainage?
- Type and location of on site storage of construction waste.
- The location of portable toilet facilities.
- Emergency preparedness and procedures for spills.

Noise Control

Excessive noise can be a serious hazard to the health and welfare of our employees, clients, and the public. Exposure to certain levels of noise can result in physiological, psychological and economic damage. There is an increasing bombardment of noise in both urban and rural areas.

Noise control is constantly being monitored by governmental agencies. It is essential to become familiar with the noise control regulations for project sites and incorporate proper controls into the project plans. The key to controlling noise pollution is standardization of equipment, proper protection and restricted access to work areas where noise is above acceptable levels.

Standards of Performance

The operation of all company owned equipment shall follow the manufacturers' recommendations of operations. Noise reducing equipment shall be in place, and

employees shall not remove or modify the noise reducing components. Maintenance of noise reducing equipment shall include replacement with like parts should they be found inoperable or defective.

Employee exposure to excessive noise shall be identified and addressed as referenced in the Black and McDonald Safety Handbook, 6.29.5 Hearing Protection. In addition, Black and McDonald site managers are required to complete an environmental risk assessment for each job prior to commencement of work.

Solid Waste Management

Waste generation and waste management are critical to the environment which sustains us. As we become aware of the effects industry and society has on the environment, we must use that awareness to adjust our practices and attitudes.

By now, all are familiar with the environmental 3R's – Reduce, Reuse, Recycle, in order of priority. The optimum means of improving the impact on the environment is to reduce the amount of material produced, followed by reusing what has been produced, and finally recycling, which requires some facet of reproduction.

Waste refers to any material for which the owner/generator can no longer use in its original capacity, and which is to be recovered, recycled, reused or discarded.

Hazardous waste refers to wastes which, due to their nature and quantity, are potentially hazardous to human health and / or environment. These wastes require special treatment, handling or disposal techniques to eliminate or control the hazard.

Standards of Performance

Black and McDonald staff will make themselves aware of all recycling programs, and ensure staff abide by there requirements. Most communities also now have ICI (Industrial /Commercial /Institutional) Debris Disposal Sites and Black and Macdonald will ensure awareness of ICI Debris Disposal Site locations, ensuring correct disposal of all waste and minimising disposal fees.

Waste refers to any material for which the owner/generator can no longer use in its original capacity, and which is to be recovered, recycled, reused or discarded.

Hazardous waste refers to wastes which, due to their nature and quantity, are potentially

hazardous to human health and / or environment. These wastes require special treatment, handling or disposal techniques to eliminate or control the hazard. Black and McDonald subcontracts the majority of its waste disposal to third parties. When subcontracting waste disposal activities to third parties, Black and McDonald will act responsibly by:

- Obtaining proof that subcontractors are properly licensed and certified. Maintain a copy of subcontractors credentials on file.
- Requesting a receipt from subcontractors demonstrating that waste is going to a properly licensed hazardous waste site.
- Obtaining proof of insurance from subcontractors.
- Waste varies throughout our operations, but can be categorized into office and shop / site.

Gas Emissions

- Ensure climate control system is operating efficiently.
- Any combustion equipment operating within building envelope to be properly vented.
- Incineration of waste materials should not be performed.

Liquids

- Cleaners paint, and any other chemical pollutants must be properly disposed of. Non-toxic products should be used wherever possible. Where services are subcontracted, review of products proposed and disposal required must be carried out.
- Care must be exercised in the transfer of petroleum products and spill kits readily available in all cases.
- Storage of petroleum products must be in accordance with local regulations.

Solids

- Separate recyclables in accordance with material types – paper, cardboard, cans, bottles, ink / toner cartridges.
- Batteries to be collected and properly disposed of. Encourage employees to use this system for disposal of batteries from home use as well.

Appendix 4A Proposal Extracts (Services)

- Organics collected in accordance with local regulations.
- ICI waste to be collected and disposed of in accordance with local regulations
- Black and McDonald site managers are required to complete an environmental risk assessment for each job prior to commencement of work.

Pesticides

- Pesticides can be grouped into two major groups, interior and exterior. Both are governed by Provincial ministries and legislation, and may be supplemented by municipal legislation (which is never “less” than the provincial standards).
- The use and misuse of pesticides are more than a question of being an environmentally sensitive “good corporate citizen”. Failure to comply can lead to fines, lost contracts, damaged reputation, and even prosecution.

Standards of Performance

Black and McDonald will ensure that all sub-contractors are qualified and have the proper credentials and certifications.

An understanding of the provincial and municipal regulations are critical to assure compliance to all legislation.

As well as the identification of products the manager of a site is responsible for:

- The proper storage and display of pesticides.
- Notification of the local fire department of pesticides stored on site.
- Given the above, it is strongly recommended to not let suppliers of pest control to store products on site.
- When having any pesticide work done on site (both exterior and interior) a written explanation of the service and products to be used are to be submitted to B&M before any work is done. The responsible manager must insure that all appropriate WHIMS documents are delivered and posted before the start of the work.

The building manager will ensure that all pesticide use is posted at the conclusion of the service as laid out in the act.

PCB Management

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The management of PCB is controlled by the federal, provincial, and municipal laws and regulations. The federal government regulates PCB-related commerce (manufacture, use, sale, import, and export), management, and disposal on federal land. The provinces regulate PCB management and disposal within their jurisdictions. This is typically done by issuing permits. Transportation guidelines are dictated in the Transportation of Dangerous Goods Regulations.

The Canadian Council of Ministers of the Environment (CCME) provides scientific and technical guidance on PCB management in Canada. The Environmental Protection Agency (EPA) provides similar guidance on PCB management in the United States.

Standards of Performance

The Standards of Performance required by Black and McDonald are defined in Section 10 of our National Project Management Manual.

Risk Management at Bid

During tender preparation, a definitive list of PCB containing equipment at the site must be prepared together with the maintenance histories.

The role of Black and McDonald as an agent for the owner of the PCB or PCB containing equipment must clearly be defined.

If responsibility for disposal of PCB material or PCB containing equipment is accepted by Black and McDonald, the procedure must be defined and Project managers must be aware of provincial regulations and sources for PCB transportation, storage, and disposal.

Maintenance records for PCB containing equipment must meet record keeping requirements.

Where Black and McDonald owns a piece of PCB containing equipment, provincial or municipal guidelines must be followed.

Ozone Depletion

The production, importation, and use of ozone-depleting substances (ODS) are strictly regulated by the federal, provincial, and municipal governments. Canadian federal

legislation coincides with the Montreal Protocol, an international treaty designed to control the use of ozone-depleting substances.

Black and McDonald requires regional managers to become familiar with legislative requirements, and then apply those to operational proceedings.

Standards of Performance

During tender preparation, a definitive list of ODS containing equipment at the site, including the type of ODS in use, must be prepared together with the maintenance histories.

The handling, maintenance and record keeping for ODS containing equipment is explained in this document under CEPA Compliance, which must be applied.

In order to limit liability, fire equipment and vehicle air conditioning maintenance should be subcontracted. This is also to help reduce training needs. All employees responsible for the maintenance of halogen containing equipment must receive appropriate training. Black and McDonald site managers and technicians are to be constantly aware of non-CFC alternatives to the CFCs in use and to recommend replacement to the owner.

Liquid Effluent

Liquid effluent can have a devastating effect on our people, work, job costs and reputation if we don't have proper plans in place to deal with the movement/flow of liquid effluent to adjacent land or watercourses. If controlled effectively, we reduce the risk to the environment and meet our corporate responsibilities.

Standards of Performance

The transportation and disposal of sewage would most likely be limited to jobsite toilets and damage to underground sewage lines during excavation. Black and McDonald must ensure that all construction projects and field operations comply with the applicable regulations at the Municipal, Regional and Federal level.

Planning should include:

- Associated risks of liquid effluent that could effect our people, material, environment, and public
- Ensuring locates are in place prior to any excavations near sewage lines

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- Scheduled up-keep/maintenance & disposal of liquid effluent
- Resources to effectively control liquid effluent (spill kits, etc.)
- How to store/contain liquid effluent on site
- Emergency response plan for unplanned release
- Agencies to contact if a release occurs
- What possible areas could be affected by a release of liquid effluent (ponds, water courses, soil, air, ditches, wildlife etc.)

Hazardous Waste / Material Management

Government regulations require that Black and McDonald Limited has a program in place to manage the hazardous waste/material that is being used, stored, transported or disposed. In addition, we abide by the federally regulated program "Workplace Hazardous Material Information system" (WHMIS).

WHMIS is an established regulation in regards to container labels, MSDS's and employee education & training. In order to protect workers, WHMIS describes the danger of material and details the protection needed when handling or storing hazardous materials.

Standard of Performance

The Standards of Performance define the protocol that Black and McDonald requires of its employees in the execution of work. In order to comply with Transportation of Dangerous Goods Regulations these general requirements must be met. These requirements may differ depending on the country or region you are located in.

General Requirements

- Only workers who are trained or are under the direct supervision of a trained person may handle or transport any dangerous goods relative to their assigned duties.
- All trained workers must be issued a certificate of training.
- Certificate of training must be renewed every three years and a record must be kept for five years by the trainer.
- The shipper must ensure that the shipping document contains all the required information.

Appendix 4A Proposal Extracts (Services)

- The carrier must ensure that the document accompanies the consignment.
- The driver must ensure that one copy of the dangerous goods document is kept in a pocket mounted on the driver's door.
- Dangerous goods transported in a van or pick-up truck must be accompanied by the proper documents as required under the Transportation of Dangerous Goods Act.
- No person may transport dangerous goods that are contained in a cylinder unless the cylinder is securely stored in, on or on, that means of transport.
- Transportation of large quantities of hazardous goods must be done by an approved carrier (i.e. have the supplier deliver to site).

Classes of Dangerous Goods, as well as proper methods for handling hazardous waste, are catalogued in Section 6.32 of the Black and McDonald Safety Handbook.

Black and McDonald subcontracts the majority of its hazardous waste disposal to third parties. When subcontracting waste disposal activities to third parties, Black and McDonald must act responsibly by:

- Obtaining proof that subcontractors are properly licensed and certified. Maintain a copy of subcontractors credentials on file.
- Requesting a receipt from subcontractors demonstrating that waste is going to a properly licensed hazardous waste site.
- Obtaining proof of insurance from subcontractors.

Emergency Preparedness

Black and McDonald is committed to minimizing emergencies and crisis situations. In the event that either occur, it is necessary that everyone involved knows their role to help deal with emergency or crisis. Crisis can be defined as an event which represents a Financial or Social threat to the well-being of society and the company. It is absolutely necessary that any information given to the public, press, employees and their relatives be accurate. No information is to be released by any person other than those so designated in the Emergency Preparedness Plan.

Standard of Performance

Proper training is provided to all supervisors for emergency preparedness and crisis management. Once crisis occurs, the company will not diminish the situation and will act to contain the after-effects with most positive focus on solving the associated problems.

In the event of an emergency, the following guidelines are provided:

- Insure that any injured persons(s) receive proper medical attention. Make sure that all necessary Accident/Incident Investigation Reports and other forms are completed in timely manner.
- At Corporate level, a Crisis Committee will be created and will assess implications and risks. The Committee will develop and implement the response strategy and communications plan.
- The Corporate Crisis Committee will also be responsible for appointing a company spokesman, seeking legal or other assistance and reviewing the crisis response.

Contaminated Land Management

Contaminated Land arises from two primary sources: (1) existing conditions encountered by employees on a job site, and (2) new contamination caused by the actions or inactions of employees.

Standards of Performance

The Standards of Performance define the protocol that Black and McDonald requires of its employees in the execution of work.

a. Existing Conditions - Contaminated:

Black and McDonald site managers will be required to complete an environmental risk assessment for each job prior to commencement of work.

The processes for testing and disposing of contaminated land are governed by federal, provincial and local legislation.

b. New Contamination:

Black and McDonald is committed to taking every precaution in order to avoid spills and leakage of hazardous materials. In the unlikely event that a spill or leakage occurs, the

Black & McDonald has established procedures to expeditiously and effectively control the situation.

Black and McDonald subcontracts the majority of its contaminated material handling to third parties. When subcontracting these activities, Black and McDonald must act responsibly by:

- Obtaining proof that subcontractors are properly licensed and certified. Maintain a copy of subcontractors credentials on file.
- Requesting a receipt from subcontractors demonstrating that waste is going to a properly licensed site.
- Obtaining proof of insurance from subcontractors.

Bio-hazardous Waste

- Non-incineration technologies for treatment of biomedical waste (protocols for microbiological testing).
- The management of biomedical waste in British Columbia
- Combustion, air pollution control and monitoring requirements for biomedical waste incinerators in British Columbia

Standards of Performance

Presently, the handling of bio hazardous waste is handled under general legislation for waste products. The new legislation will change this condition with very specific controls on the generation, handling, and disposal of bio hazardous waste.

Black and McDonald project managers are required to complete an environmental risk assessment for each job prior to commencement of work. In addition, employees must attempt to identify downstream systems that may be compromised by the generation of bio hazardous waste

There are three key elements for dealing with bio hazardous waste:

- Identification – the environmental assessment provides a tool for identifying all bio hazardous wastes on a job site.
- Storage - No bio hazardous waste is to be stored on a job site.
- Handling – The handling of bio hazardous waste is to be performed by certified companies, and the disposal of said waste is to be properly documented.

Asbestos Management

Black and McDonald project managers are required to complete an environmental risk assessment for each job prior to commencement of work. The procedures and forms for completing the assessment are located in Section 10.3, Appendices 10.1, 10.2, and 10.3, of the National Project Management Manual.

Wherever Black & MacDonald encounters asbestos in the existing facilities during repairs & emergency service we will make the Authority aware that an asbestos abatement contractor needs to be called out before the repair can proceed. We have not carried any costs in our proposal to deal with asbestos abatement and all costs will be the Authority's responsibility. The costs of abatement, as well as disposal, are too difficult to quantify in the future as are the possible breakdowns that would lead to a need for abatement.

The processes for testing and disposing of contaminated land are governed by federal, provincial and local legislation. Reference documents are listed in Section 10.7 of the National Project Management Manual.

Black and McDonald subcontracts its asbestos handling to third parties. When subcontracting these activities, Black and McDonald must act responsibly by:

- Obtaining proof that subcontractors are properly licensed and certified. Maintain a copy of subcontractors credentials on file.
- Requesting a receipt from subcontractors demonstrating that all waste is going to a properly licensed site.
- Obtaining proof of insurance from subcontractors.

Standards of Performance

The Standards of Performance define the protocol that Black and McDonald requires of its employees in the execution of work.

Risk Management

If, during the preparation to commence work there appears to be a potential risk factor associated with asbestos, for the purpose of applicable legislation, the Authority must be deemed to have control and management of the place of the work with respect to

existing conditions. Prior to Black and McDonald commencing the work, the Authority must:

- Take all reasonable steps to determine whether asbestos is present at the place of work,
- Unless the contract expressly provides otherwise, be responsible for taking all necessary steps, in accordance with legal requirements, to dispose of, store, or otherwise render harmless any asbestos which was present at the place of the work
- identify and hold harmless Black and McDonald, their agents, and employees from and against claims, demands, losses, costs, damages, actions, suits, or proceedings arising out of, or resulting from the exposure to asbestos which was at the place of the work, prior to Black and McDonald commencing the work.

Should Black and McDonald encounter asbestos at the place of the work, or has reasonable grounds to believe that asbestos is present at the place of the work, which was not disclosed by the owner, Black and McDonald will stop the work, and immediately report the circumstances to the Authority in writing.

Hazard Management on Site

Site managers are required to complete an environmental risk assessment for each job prior to commencement of work

The processes for testing and disposing of contaminated land are governed by federal, provincial and local legislation.

Black and McDonald subcontracts the majority of its hazard management to third parties. When subcontracting these activities, Black and McDonald must act responsibly by:

- Obtaining proof that subcontractors are properly licensed and certified. Maintain a copy of subcontractors credentials on file.
- Requesting a receipt from subcontractors demonstrating that all waste is going to a properly licensed site.
- Obtaining proof of insurance from subcontractors.

Air Emissions

Government regulations requires Black and McDonald to report any discharge of air emissions when they exceed the legislative requirements set out by Canadian Environmental Protection Act, 1999 (CEPA 1999) sites are to be maintained and managed to meet or exceed legislative requirements for any discharge of air emissions associated with Black and McDonald work activities.

Standards of Performance

The Standards of Performance define the protocol that Black and McDonald requires of its employee in the execution of work.

In Canada owners or operators of facilities that meet the reporting criteria of the National Pollutant Release Inventory (NPRI) survey are legally obligated to file a report annually on the release and disposal of toxic substances under CEPA. The NPRI is not a voluntary survey.

Air emissions can be detected at a job site or facilities where production or equipment is being used. Based on material being used either on site or in production areas, we need to ensure that proper filtering of the releases are being maintained or additional steps will have to be taken to prevent release of toxic substances that exceed the allowable air emission release limits.

Equipment Producing Air Emissions within Black and McDonald

Whenever gas or diesel powered equipment is being operated, there will be a potential for emission release from the exhaust of the following equipment:

- Forklifts - propane
- Scissor lifts - propane
- Zoom Booms
- Cranes
- Diesel powered equipment
- Generators
- Front end loaders
- Trucks, Vans, Cars - exhaust emissions
- Gas fired equipment
- Chain Saws
- Generators
- RBD's exhaust emission

Other sources of potential air emission are as follows:

- Ventilation equipment - Welding/Cutting/Grinding – process equipment/materials
- Air conditioner additives - ammonia, freon, halocarbons

Appendix 4A Proposal Extracts (Services)

- Process exhaust systems – paint booths, etc.
- Heating systems

Assessment Criteria

Black and McDonald site managers are required to complete an environmental risk assessment for each job prior to commencement of work.

To assist in reducing the air emissions staff will follow these steps in an effort to minimize air emissions:

- Reduce use of personal vehicles
- Use alternative methods of transportation
- Recycle/compost/waste disposal
- Cleaner source and use of energy/alternative heating
- Educate/change mindset
- Reduce use of solvents, paint thinners
- Reduce use of air conditioning

Amendment 3.7

IN 01: Clarification Request Response

15. With reference to Section 3.7 please clarify the proposed approach to potable water quality system and proactive mould growth prevention.

Black and McDonald Plant Services staff will conduct regular inspections of potable water as indicated on the following chart:

| Service | Task | Frequency |
|--------------------|--|-----------|
| Hot water Services | Arrange for samples to be taken from hot water calorifiers, in order to note condition of drain water. | Annually |
| | Check temperature in flow and return at calorifier. | Monthly |
| | Check water temperature up to one minute to see if it has reached 50°C in the sentinel taps. | Monthly |
| | Visual check on internal surfaces of calorifiers for scale and sludge. Check representative taps for temperature as above on a rotational basis. | Annually |

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|--------------------|---|---------------|
| Cold Water Service | Check tank water treatment remote from ball valve and mains temperature at ball valve. Note maximum temperatures recorded by fixed max/min thermometers where fitted. | Semi Annually |
| | Check that temperature is below 20°C after running the water for up to two minutes in the sentinel taps. | Monthly |
| | Visually inspect cold-water storage tanks and carry out remedial work where necessary. Check representative taps for temperature as above on a rotational basis. | Annually |

Proactive Mould growth prevention starts with the proper maintenance of HVAC systems and climate control with the facilities as well as reporting of water leaks or excessive dampness which could be hazardous.

Black and McDonald's plant services staff will implement inspection schedules in order to identify risk areas for mould growth within the facilities including revolving air quality and humidity testing on a monthly basis. Plant services staff will also work with janitorial and other IHA staff in order to implement a reporting system for water leaks and other risk factors throughout the facilities. Should mould growth be discovered Black and McDonald staff follows the guidelines in the attached file Mould Prevention and Remediation.

3.8. Facilities Management Principles

3.8. a) Describe how the planned provision of FM Services supports the Project's Vision and Guiding Principles.

Black and McDonald's planned provision of FM Services support at Kelowna General and Vernon Jubilee Hospitals will be achieved through the development of consistent operational policies, procedures and practices application consisting of existing Authority Policies specific policies developed by Black and Macdonald with the Authority and amalgamated "Best Practices". The Plant Services Policies and Procedures will be designed and implemented in order to meet or exceed the Services output specifications

as outlined in the RFP and will continue to be developed enhanced throughout the life of the project. This process will be supported by a fully integrated support system consisting of efficient, innovative and flexible management, an innovative “Help Desk” and project administrations state of the art CMMS software, a highly skilled and competent work force of site staff with varied skills and expertise as well as core competence specific technical support through sub contractors.

- In addition to the Plant Services Policies and Procedures, Black and McDonald will support the services of Kelowna General and Vernon Jubilee Hospitals initially delivering a service commencement and start-up plan developed by the Operations Implementation team.

b) Describe the plan for relationship management and interaction with Authority staff.

Summary of Clarifications and Assumptions

Capital Upgrades to Realize Operational Savings

At this point in time, the Infusion proposal for Kelowna General and Vernon Jubilee Hospitals has reliance on the existing mechanical equipment. The capital, lifecycle and operations proposals assume connection to existing boiler facilities. Under the BC boiler code, connecting to the existing boilers, as reviewed by our engineers at Stantec, will require the existing mechanical boiler plant to have appropriate staff attendance in accordance with regulations set out under the code. There is an opportunity to significantly reduce the staff requirement in correlation to the generation of steam as set by the BC boiler code for the existing boiler plants.

Demand Maintenance to Other Site Facilities

We note that the Authority has not defined any limitation of the frequency that Project Co may be required to repair existing equipment and facilities which have exceeded their economically viable lifespan, or the magnitude of such repairs, although it has established the principle that the Authority shall be responsible for lifecycle renewals and refurbishments. .

CMMS Reporting

Given the lack of information available in the Authority's computerized Plant Services Information Management system, we have not been able to confirm the ability to define interfaces with other file formats. At this point we propose to provide web reports and tab delimited text files to the Authority, however, once additional information on the numbers and types of reports needed, along with definition of acceptable file formats, has been established, we can provide a more complete response to this requirement.

Authority Owned Equipment

Infusion's FM contractor will be subcontracting the snow removal as well as the landscaping maintenance of both the KGH and VJH sites. Therefore we will not undertake the responsibility for maintaining and storing the Authority's tractors, snow removal & other grounds keeping equipment.

Drawings

Infusion's FM contractor will maintain all drawings of the Other Site Facilities in their current formats until such time as changes to the facilities take place that require the drawings to be revised. At that time the affected drawings will be updated to the current CAD format.

Elevators

We have based our proposals on the assumption that the 98.5% uptime requirement for elevators is not achievable during lifecycle repairs, retrofits or cab interior upgrades.

Temporary Security Service

We have not allowed for the provision of any temporary security service at the relocated emergency department entrance at KGH-ACC. We have assumed that this will be covered by the Authority's site-wide responsibility for security. We will be pleased to liaise with the Authority to ensure the security staff are aware of the construction schedule and the operations proceeding in the area.

Asbestos

Due to the unknown locations and nature of maintenance work to the Other Site Facilities, we have made no allowance for the handling and removal of asbestos due to any demand maintenance or lifecycle work necessary. The costs of all asbestos surveys and remediation needed to be done in connection with providing the Services will be met by the Authority.