Enterprise Asset Management OPERATIONS PROGRAM SERVICE LEVEL AGREEMENT (SLA)

Approved by:

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Date	*Draft Version*	*DAS Staff Representatives*	*EAM CUB Representatives*	*Description of changes*

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1. Introduction.

1.1. Background.

The Department of Administrative Services has four Service Enterprises, each governed by a Customer Utility Board (CUB). Each CUB acts as a governing board for the services provided by the associated Service Enterprise that have been designated as utility services.

The CUB's have four primary responsibilities:

a) Approving general service level agreements.

b) Approving rate-setting methodologies and resulting rates.

c) Reviewing business plans and annual financial statements.

d) Settling unresolved service complaints.

One of the key responsibilities assigned to CUB's is the approval of Service Level Agreement (SLA) documents. CUB's are responsible for reviewing and approving the content of these documents, ensuring the defined service levels are commensurate with the rates charged for each service.

CUB's are also responsible for approving the process to be followed for the development, approval and amendment of SLA documents. They assign members to specific workgroups created to conduct and oversee this work, and ensure participating representatives from customer agencies can clearly articulate the needs of the customers.

1.2. Objectives and purpose of SLA.

The objective of this Service Level Agreement document is to ensure Operations customers and employees understand and agree how the services delivered by the Program will be performed and the responsibilities and expectations of each party.

The SLA will:

a) Describe the services provided by Operations.

b) Identify service level objectives and performance targets for the services, agreed upon between Operations and customers.

c) Identify responsibilities of each party.

d) Document the following service management processes agreed upon between DAS and customer representatives from all four CUB's:

    1. Performance tracking and reporting to customers.

    2. Review and amendment of the SLA document.

    3. Service-related dispute resolution.

This SLA document is not meant to be static, but a working document that will reflect the continuous change in services delivered by DAS, service delivery operating processes, and service level expectations agreed between Operations and its customers.

1.3. Identification of DAS Operations.

1.3.1 Short description of DAS Operations mission and Program.

The DAS Operations Program is part of the Enterprise Asset Management Division and provides service to agencies occupying any of the DAS owned buildings and to other agencies that enter into service agreements with DAS for the provision of custodial or landscaping services at agency-owned buildings.

Currently, DAS Operations provides services to 53 DAS owned buildings and additional agency-owned buildings, which add up to approximately 3.1million square feet of rentable space. These buildings are located across Oregon in the following cities: Salem, Portland, Eugene, Pendleton, Central Point, and Burns.

DAS Operations provides custodial and landscaping services that maintain safe, clean, sanitary and visually pleasing environments for our tenants and the public. The Program also provides administrative, purchasing and inventory support for the Operations and the Maintenance programs.

1.3.2 Applicable statutes and legal underpinnings.

Statute, Rule or Policy	Summary
Governor's Executive Order 12-05	"Fostering Environmentally-Friendly Purchasing and Product Design". The purpose of this Executive Order is to effectively reduce toxic chemicals of concern in products procured by Agencies and realize the economic, environmental and public health benefits of Green Chemistry principles. A DAS "Policy" titled "Green Chemistry Procurement" is in development...It does not yet have a number assigned. http://www.oregon.gov/gov/docs/executive_orders/eo_12-05.pdf
HB3364 [2013] Legislative Session	Integrated Pest Management Act – (ORS 634.650, 634.660 and 634.665). Requires adoption of practices and the active participation of a DAS landscaping employee on the IPM Coordinating Committee to develop approaches to improve IPM programs and report to the Legislative Assembly. https://olis.leg.state.or.us/liz/2013R1/Measures/Text/HB3

	364/Enrolled
Oregon Revised Statute 270.155	Agreements for management of state real property; reimbursement for costs. http://www.oregonlegislature.gov/bills_laws/lawsstatutes/2011ors270.html
Oregon Revised Statute 276.004	Utilization of buildings and grounds other than State Capitol, Supreme Court Building and State Capitol State Park.
Oregon Revised Statute 276.285	Maintenance, preservation and development of state-owned property; dedicated accounts; rental program.
Oregon Revised Statute 276.385	Rentals for buildings.
Oregon Revised Statute 276.431 (1)	Rentals and leases for commercial, cultural, educational or recreational activities. DAS is custodian of the capitol area and state office buildings with the advice of the occupying agency.
Oregon Revised Statute 283.110	State Agency Services – Authority for DAS to furnish to any other state agency such services (including labor), facilities and materials as are requisitioned by the head of another agency.
Policy 107-011-010	Resource Conservation Management Policy **http://www.oregon.gov/DAS/OP/docs/policy/state/107-011-010.pdf**
Policy 104-011-140	Sustainable Procurement and Internal Operations 125-6-003 – DAS EAM Division Services **http://www.oregon.gov/DAS/OP/docs/Sustainable%20Procurement%20and%20Internal%20Operations.pdf**
Policy 125-6-003	DAS EAM Division Services **http://www.oregon.gov/DAS/EAM/docs/1256003.pdf**
Policy 125-6-010	Sustainable Facility Standards and Guidelines **http://www.oregon.gov/DAS/EAM/docs/1256010.pdf**
Policy 125-6-120	Uniform Rent Program **http://www.oregon.gov/DAS/EAM/docs/1256120.pdf**
Policy 125-6-320	Public Use of State Buildings Premises **http://www.oregon.gov/DAS/EAM/docs/1256320.pdf**

Policy 125-6-360	Operations and maintenance Services for State Office Bldgs Under the Uniform Rent Program **http://www.oregon.gov/DAS/EAM/docs/1256360.pdf**

2. Service Catalog.

The Service Catalog lists and describes the main services Operations provides to its customers. The following criteria were considered in order to identify and describe the services included in the Service Catalog:

- The intent of the Service Catalog is to identify and describe services **from the customer's point of view.** This helps to emphasize and explain the **benefits, outcomes and deliverables that the customers receive** when purchasing a service, as opposed to describing the whole set of internal support processes and activities executed by Custodial and Landscape staff in order to deliver these services. As a result, business support processes and functions, such as account management or help desk functions, are not meant to be systematically captured or thoroughly explained in this catalog.
- The services included in this Service Catalog are those **available to Operations customers today**. Service descriptions reflect the different features and options currently available to Operations customers, enabling customers and Operations staff to know what to expect and not expect from a service. Clearly defined services inform customers about service offerings, including what each service does and does not include, service boundaries, how to request services, and how to get help, as well as other factors influencing the extent to which they can be currently enjoyed by Operations customers. Consequently, all narrative about future service features and offerings has been purposefully removed from the description of services included in this Catalog.
- In order to identify and describe services with the right level of detail, consideration has been given to describing **services or offerings that can be purchased in stand-alone mode**. If a given service needs to be purchased as part of a packaged offering, the package will be described in its own service sheet and the individual service will be described in the "What's included" section of the packaged offering Service Sheet.
- The purpose of the Service Catalog is to describe the **standard services and terms of service delivery**, not the exceptional services or service terms that can be offered to a given customer under special circumstances.

2.1. List of services offered by Custodial and Landscape Sections.

A brief description of each service is included in the section below. For detailed descriptions about the services available to Operations customers, consult the Service Catalog sheets in appendix 8.1 of this SLA document.

Service	Summary
1. Custodial Services	Our Custodial program provides safe, clean, and sanitary building environments in state owned buildings. Our services include daily cleaning and sanitation using environmentally friendly "green" products as well as 24/7 emergency services.
2. Landscaping Services	Our Landscape program provides safe, clean and visually pleasing grounds for state owned buildings. Our services include the standard seasonal maintenance and irrigation, as well as 24/7 emergency services.

3. Service Level Expectations.

3.1. Performance metrics.

This subsection identifies the metrics used to track quality of service delivery including cost, timeliness, and other service related attributes.

Performance metrics for DAS Operations services:

1. **Custodial inspections**– Percent of custodial inspections with a rating or 3 or better (in a 1 -5 scale, with 5 being best).
2. **Timely resolution of emergency custodial incidents** – Percent of emergency custodial incidents resolved in less than an hour.
3. **Customer satisfaction with custodial services**- Average rating to question on quarterly building coordinators' survey, asking coordinators to rate their satisfaction with Operations' regular/scheduled cleaning services.
4. **Hours worked** - Ratio (%) of actual custodial hours worked vs. planned work hours.
5. **Timely resolution of emergency landscaping incidents**- Percent of emergency landscaping incidents resolved in less than an hour.
6. **Landscaping safety hazards**- Percent of landscaping safety items inspected with safety hazards detected.

For detailed description about these performance metrics, consult the SLA measure dictionary sheets in appendix 8.2 of this SLA document

3.2. Service levels/ performance targets.

The following metric targets are agreed upon between DAS and customer representatives, and approved by the EAM Customer Utility Board.

Metric Number	Metric	Metric description	Target
1	**Custodial Inspections**	Percent of custodial inspections with a rating of 3 or better (in a 1 -5 rating scale, with 5 being best)	95%
2	**Timely resolution of emergency service requests**	Percent of emergency custodial incidents resolved in less than an hour	95%
3	**Customer satisfaction with regular/ scheduled cleaning services**	Average rating to question on quarterly building coordinators' survey, asking coordinators to rate their satisfaction with Operations' regular/scheduled cleaning services.	Agreement to measure and set target at CUB when 6 -9 months worth of data are available
4	**Hours worked**	Ratio (%) of actual custodial hours worked compared with what was billed	Agreement to measure and set target at CUB when 6 -9 months worth of data are available
5	**Timely resolution of emergency landscape service requests**	Percent of emergency landscaping incidents resolved in less than an hour	90%
6	**Landscaping safety hazards**	Percent of landscaping safety items inspected with safety hazards detected.	Agreement to measure and set target at CUB when 6 -9 months worth of data are available

4. Financial Processes.

4.1. Billing.

Operations' services are billed in two ways; monthly for standard services included within the rent, and quarterly for exceptional services where the agency is billed separately and in addition to their monthly rent.

4.2. Billing disputes.

Any dispute in billing should first be directed to the appropriate manager:

- Dean Freeze/Lee Bell for Salem Custodial
- Carole Paulson for Portland Custodial
- Tom Barrows for Landscape

If the dispute is not resolved to the satisfaction of the customer, the Operations Manager will review the dispute and make the final determination.

4.3. Payment.

Payment of invoices is net 30 Days.

5. Service Management Processes.

5.1. Performance measurement and reporting.

DAS Operations will be responsible for measuring service performance, as well as for reporting on compliance within the agreed SLE's or performance targets.

At a minimum, DAS Operations will develop and publish quarterly and annual performance reports as described below:

5.1.1. Quarterly reports

Quarterly reports will track the performance target and the actual performance for each measure identified in this SLA document. They will be posted electronically on DAS Operations website for all customers to review.

At a minimum, these reports will include the following information:

1. **A comparison of actual performance results versus performance targets for the current period and at least the two previous periods.**

   Quarterly reports can include other tables or graphs with additional views or analysis of performance along other dimensions relevant to DAS Operations. This may include a breakdown of performance results per geographic area, per customer group or per type or subtype of triggering event.

2. **A proposed action plan for each measure not in compliance with the agreed service level expectations or performance targets.**

   An action plan will include:
   a. An analysis / statement of the **root causes/reasons** for not meeting the service level target(s).
   b. A description of **corrective actions identified and recommended** by DAS Operations in order to meet the agreed service level(s).
   c. A **timeframe** for the implementation of the corrective actions.

   A measure will be considered not in compliance with the agreed performance target if either one of the following scenarios applies:
   a. If the SLE is measured monthly, when the performance is below target level for two consecutive months.
   b. If the SLE is measured quarterly, when the performance below target level in any given quarter.

3. **A report on customer-specific formal performance complaints received by DAS Operations over the previous quarter.** This report will:
   a. Identify number of complaints received by type.
   b. Describe each complaint and performance incident and the affected customer(s).

In addition to being posted on the DAS Operations website, quarterly performance reports will be delivered to the members of the CUB governing the Program. DAS Operations will be

present at the Customer Utility Board meeting every quarter to present the report for CUB members to review the last quarter's performance report and to present and receive feedback on the corrective action plans for the measures where performance is not in compliance with the agreed targets.

5.1.2. Annual performance reports

DAS Operations will develop and deliver a draft annual performance report, analyzing actual performance results achieved and corrective actions implemented during the previous year for each measure identified in the SLA document.

Based on the information shown on the draft annual performance report, members of the CUB governing the DAS Operations Program will have an option to review and provide feedback to any corrective actions recommended by DAS Operations to address non-compliance with performance targets, as well as to **monitor the implementation of the action plans agreed upon** with DAS Operations throughout the previous twelve months for the measures that did not show compliance with the established performance targets.

The annual performance report will include:

1. The same information as the quarterly performance reports for the performance of each measure identified in the SLA document over the last quarter of the year.
2. An additional section with follow up information about the corrective actions implemented and the results achieved for the measures where performance was not in compliance with the agreed SLE's in any given quarter within the year.

CUB members will use this Annual Report to conduct a yearly performance review, which will be deeper and broader than the regular performance reviews conducted every quarter between the CUB and DAS Operations. The recommendations and feedback provided by the CUB will be incorporated by DAS Operations into a final version of the annual performance report. The annual performance review process could lead to a review and/or amendment of the SLA document agreed between DAS Operations and its customers. The final report will be posted electronically on our website.

5.2. SLA review and amendment.

This Service Level Agreement is a living document, capable of being updated and amended over time with the agreement of both parties.

5.2.1. Ongoing SLA review.

SLA document reviews or amendments will be considered as a result of any of the following:

1. A new service or a service enhancement is incorporated into the service catalog, allowing for new associated SLE´s to be developed and added to the SLA document
2. Changes in DAS Operations' ability to perform as a result of:
    a. Significant and sustained change in workload demands.
    b. A significant and sustained increase or reduction in service provider resources.
    c. A need to conform to other unforeseen organizational constraints within DAS or within state government.
3. When customers' expectations and/or performance service level needs have changed.

4. Evolution in DAS Operations tools and processes, which allow for better metrics and/or evolved performance level targets.
5. Missing performance targets by 15% (whether actual performance is over or under the target) in more than 2 consecutive quarters.
6. When DAS Operations' corrective action recommends a reassessment in the performance targets agreed for a service.

The **SLA amendment process** will be as follows:

1. The request to review and modify the SLA document can be initiated by DAS Operations or any customer represented at the CUB.
2. Based on the nature or scope of the SLA modification request, the CUB and DAS Operations may undertake the modification and approval of the amended SLA document in the course of a regular CUB meeting or choose to create a SLA review team/workgroup for this purpose.
3. If an SLA review team is created, the workgroup will review and draft the recommended changes/updates to the content of the SLA document.
4. The draft amended SLA document will be submitted to the CUB for review and approval.

5.2.2. Biennial SLA review.

The Service Level Agreement will be reviewed at least **once per biennium** to ensure service levels are adjusted and remain both appropriate for the services the provider delivers and commensurate with the rates charged for each service.

The **biennial SLA review** will be as follows:

1. The CUB and DAS Operations will designate a SLA review team consisting of customer and Program representatives. Customer representation will include at a minimum a member from the CUB.
2. The SLA review team will conduct an analysis and evaluation of the SLA agreement and identify any potential amendments to the SLA document. To do so, the SLA review team will:
    a. Conduct an analysis of the SLE´s against the actual performance results achieved in the last two years, identifying opportunities and/or needs to readjust service level expectations or performance targets.
    b. Conduct a review of previous and potential performance issues that may affect services.
    c. Conduct an evaluation of the success in the adoption, acceptance and commitment to the SLA by both parties:
        i. How successful has the SLA been - has it made a difference?
        ii. Has it been used by DAS Operations staff, and if not, why?
        iii. Have customers used it or adhered to it, and if not, why?
        iv. Has it helped manage customers' expectations?
        v. What barriers/problems have there been and what other feedback has DAS Operations received?
3. The SLA team will review and make recommended changes/updates to the content of the SLA document.
4. The draft amended SLA document will be submitted to the CUB for review and approval.

5.3. Incident management.

The staff at the DAS Operations & Maintenance helpdesk provides assistance to building tenants, agency employees, the public, and others. The helpdesk staff responds to DAS Operations customer needs and requests which include scheduled service requests as well as urgent incident and emergency services through cell phone dispatch, e-mail, phone, and in person.

The DAS Operations & Maintenance helpdesk team not only responds to tenant requests and completes routine internal work processes, but acts as a liaison to communicate information about Capitol Mall event activities through memos or project reports to the Facilities Coordinators and Building Contacts. The memos or project reports alert the building tenants of activities, street closures, and parking instructions that could impact them during a Capitol Mall event.

In addition, the DAS Operations & Maintenance helpdesk staff issues "Incident Reports" and "Project Alerts" to keep building tenants aware of "urgent/or unscheduled" happenings, repair timelines, and their possible impact on the tenants and their building.

5.3.1. Reporting an incident

Customers have four options for reporting incidents:

- A phone call to the DAS Operations & Maintenance helpdesk at (503) 378-3664 between 7:00am and 5:00pm Monday through Friday.
- An email to the DAS Operations & Maintenance helpdesk at Facilities.helpdesk@das.state.or.us
- Authorized building contacts can report incidents through the Tririga portal.
- Walking in person to the DAS Operations & Maintenance helpdesk located at 1240 Ferry Street, Salem, OR.

When reporting an incident customers will need to supply a detailed description of incident, location (which building, building floor, floor area), contact name and phone number. **For emergencies (please see the table below for a description of emergencies) please call the DAS Operations & Maintenance helpdesk at (503) 378-3664.** Follow-up with an e-mail but the quickest response will come from the phone call.

Once an incident is communicated through any of the methods described above, the DAS Operations & Maintenance helpdesk staff will assess the incident, categorize it into one of four incident priorities described below and inform DAS Operations supervisors/ management accordingly:

- The Custodial Manager assigned to the building or the Landscaping Manager will be notified about all custodial or landscaping incidents categorized as High priority.
- The Operations Program Manager will be notified about all incidents categorized as Emergency.

DAS CUSTODIAL SERVICES
INCIDENT AND SERVICE REQUEST CATEGORIZATION

Task Priority	Definition	Response Time (Business days)	Resolution Time	Examples of Incidents	Examples of Service Requests
Emergency	Health and safety items which demand immediate response as they pose a serious risk to life, health and safety of building occupants or to business continuity. Management can authorize overtime to complete the work, at management discretion.	Immediately (typically within 15 minutes) to alleviate the situation	Within one hour	• Toilets/urinals that have overflowed. • Vomit/feces/blood in public areas and cubicles. • Broken glass in high traffic areas. • Unlock doors where people are locked out and waiting. • Floor/wet spots that create slip hazards in a high traffic area. • Initial response to abandoned objects / bomb threats found or reported to custodial staff.	
High	Urgent work that needs to be completed quickly. If not rectified promptly, hazard may give rise to an emergency, to an immediate material disruption of business activities; or a security/safety risk. This is important work, but overtime may not be authorized if work can wait until the next day.	Four business hours or less	Within one hour once on site	• Replace empty paper products in restrooms. • Unlock doors that are non-emergency • Flickering lights (tenant is experiencing physical effects). • Remove obstructions or abandoned items from lobbies, stairwells, etc. (Objects that clearly or evidently don't represent bomb threats). • Bad odors caused by trash or composting inside a building. • Floor/wet spots that create slip hazards in low-traffic areas.	

Medium	Normal service incidents or service requests that do not pose an immediate risk to facilities, systems, equipment, or building occupants. Work will be performed during normal work hours.	One to two business days, depending on workload.	One to two business days, depending on workload.	• Replace burnt out bulbs (inadequate lighting exists).	• Set up or tear down of rooms. • Special Vacuum requests. • Empty recycle barrel; special request because it is full.
Low	Other work that can be completed on a planned and scheduled basis These work requests can be aggregated and scheduled with other similar work requests to benefit from economies of scale (e.g. single lights out, etc.).	Two or more business days as scheduled by tenant. Some services provided by contractors.	Two or more business days as scheduled by tenant.	• Replace burnt out bulbs (where adequate lighting exists). • Bad odors caused from trash or composting outside of building.	• Chair cleaning • Floor cleaning • Window washing • Power washing

Response time: time elapsed between time incident is reported and time DAS staff begins work on site.
Resolution time: time elapsed between a) time the incident is reported and b) time first repair / intervention to alleviate the situation is finished (permanent solution may take longer).

DAS LANDSCAPING SERVICES
INCIDENT AND SERVICE REQUEST CATEGORIZATION

Task Priority	Definition	Response Time (Business days)	Resolution Time	Examples of Incidents	Examples of Service Requests
Emergency	Health and safety items which demand immediate response as they pose a serious risk to life, health and safety of building occupants or to business continuity. Management can authorize overtime to complete the work, at management discretion.	Within 15 minutes to alleviate the situation: permanent repairs may take longer	Within one hour (*)	• Foreign objects blocking walkways. • Hanging /broken tree limbs over walkways/parking areas posing hazard to pedestrians. • Irrigation main line leaks; water shooting out continuously. • Isolated slipping hazard on walkway. • Stinging insects in building such as wasps, bees, hornets, etc. that cause the need for an evacuation. • Loose debris covering drains during heavy rains that need to be removed to avoid risk of flooding of customer premises. • Bio-hazard in high traffic walkways / areas (needles, feces, etc.). • Slippery surfaces / slipping hazards caused by an isolated source (i.e: broken pipe leaking causing ice, water or liquid spill, etc.). • (*) Emergency response to safety hazards caused by inclement weather conditions such as widespread ice / snow causing slipping hazards to building tenants. • (*) Response to widespread snow/ ice hazards will be initiated within the stated response time standards. Actual resolution time of safety hazards cannot be guaranteed for all buildings in the Capitol Mall area.	

High	Urgent work that needs to be completed quickly. If not rectified promptly, hazard may give rise to an emergency, to an immediate material disruption of business activities; or a security/safety risk. This is important work, but OT may not be authorized if work can wait until the next day.	Four business hours or less	Within one hour once on site	• Rodents in building. • Non-stinging insects in building such as fleas, spiders, ladybugs, etc. where evacuation is not required. • Hanging / broken tree limbs that do not pose a hazard to pedestrians. • Bio-hazard in low traffic walkways / areas (needles, feces, etc.).	
Medium	Normal service incidents or service requests that do not pose an immediate risk to facilities, systems, equipment, or building occupants. Work will be performed during normal work hours.	One to two business days, depending on workload	One to two business days, depending on workload	• Broken tree limbs in non-pedestrian areas • Irrigation line/sprinkler head broken; water shooting out for a limited time. • Abandoned items such as homeless persons belongings that need to be removed (bottles, coats, etc.).	
Low	Other work that can be completed on a planned and scheduled basis.	Two or more business days	Two or more business days		• Trash/debris in general area needs removed.

Response time: time elapsed between time incident is reported and time DAS staff begins work on site.
Resolution time: time elapsed between a) time the incident is reported and b) time first repair / intervention to alleviate the situation is finished (permanent solution may take longer).

5.4. Complaint Resolution and Remediation.

5.4.1. Principles

Performance complaints should be addressed and resolved at the lowest common level, collaboratively between the customer and representatives of DAS Operations.

If performance is below customer's expectations, an informal approach often offers the quickest solution. If circumstances permit, customers should talk with the DAS employee or unit involved in the situation to seek resolution to any performance dispute—explain the problem and ask for assistance. If this informal approach does not resolve the issue, or if at any given time DAS Operations customers are not satisfied with the levels of utility services received, they may submit a formal performance complaint to DAS Operations via the formal complaint intake process described below.

Resolution of formal performance complaints raised by individual customers will be done in accordance with the following principles:

1. All complaints submitted using the process outlined below in 5.4.b) will be considered formal, and they will be logged, documented and published by DAS Operations.
2. Formal performance complaints shall only be considered resolved when:
    a. DAS Operations and the affected customer (s) **have agreed on an action plan to solve/ correct the problem;** and
    b. **Applicable remedies** to compensate and/or exact reparation to the affected customer (s) **have been agreed** to the satisfaction of both parties.
3. In the event a customer is not satisfied with either the action plan or the remedies offered by DAS Operations, complaints can be escalated by the customer to the next level in the escalation path within DAS for resolution.

5.4.2. Raising and recording formal complaints

Performance complaints can be submitted to DAS Operations via the following complaint intake email inbox specifically established for this purpose:
CustomerComplaints.Operations.EAM@das.state.or.us

All complaints submitted via this process will be considered formal complaints.

Formal complaints should include:
1. A summary description of the complaint. This description may include a customer's desired resolution of the matter.
2. Identification of affected customer (s).
3. If applicable, a description of aggravating circumstances (incident severity, repeated problems, estimated financial loss incurred or savings not materialized by the customer as a result of the performance incident, etc.)

All formal complaints received will be documented in Operations' complaints log file, and responsibility will be assigned to staff within DAS Operations to follow up and seek resolution.

The information in the complaints log file will be used to develop the customer-specific formal performance complaints report that will be published as part of DAS Operations' quarterly performance report.

5.4.3. Complaint escalation process

In the first instance complaints will be assigned to a supervisor of the functional unit affected by the complaint. After investigation and consultation with the staff involved, the supervisor will seek resolution by offering to the complainant both:

1. **An action plan to solve/ correct the problem,** which at a minimum will consist of:
    a. A description of corrective actions identified and recommended by DAS Operations to solve/ correct the problem.
    b. A timeframe for the implementation of the corrective actions.
2. **Applicable remedies** to compensate and/ or exact reparation to the affected customer.

A customer who has not obtained satisfactory resolution to their formal complaint can escalate the dispute to the next level in the escalation path within DAS, until an action plan and appropriate remedial measures to solve the performance issue are agreed to the satisfaction of both customer and DAS representatives. At each step in the escalation process, the customer needs to describe why the prior proposal by DAS was not satisfactory. The steps in the escalation path after seeking resolution with the unit directly involved in the problem are the following:

- DAS Operations Program Manager. If unresolved, escalate to
- EAM Service Enterprise administrator. If unresolved, escalate to
- Deputy Director of DAS. If unresolved, escalate to
- EAM CUB.

At the end of the escalation process, the CUB will provide a last resort resolution forum to discuss and settle unresolved performance complaints.

5.4.4. Remedies

As part of resolving performance complaints, the following remedial actions can be offered to the complainant by DAS Operations:

1. A clear explanation for the performance incident will be offered in all instances to any customer raising a complaint.
2. A credit / discount on the service charges corresponding to the period when the performance incident occurred may be awarded in appropriate circumstances (based on aggravating factors such as incident severity, financial losses incurred by the customer as a result of the performance issue, etc.).
3. A customer may be granted the ability to change providers for a specific service. This remedial measure will be reserved for exceptional circumstances in which resolution of a customer-specific performance issue has proved historically elusive, combining severe incompliance with agreed SLE's or performance targets and repeated failure to implement corrective actions agreed between service provider and customer to fix the underlying performance problem.

6. Glossary: Acronyms & Definitions.

6.1. Acronyms.

- **CJIS:** Criminal Justice Information System.
- **CRC:** Criminal Records Check.
- **CUB:** Customer Utility Board.
- **DAS:** Department of Administrative Services.
- **EAM:** Enterprise Asset Management.
- **EM:** Entrepreneurial Management.
- **FAQ:** Frequently Asked Questions.
- **FTE:** Full-Time Equivalent.
- **IPM:** Integrated Pest Management.
- **SA**: Service Agreement.
- **SFMA:** Statewide Financial Management Application.
- **SLA:** Service Level Agreement.
- **SLE:** Service Level Expectation.

6.2. Definitions.

- **Billing Dispute:** A customer billing dispute is any alleged inaccuracy, omission or error in relation to a service charge or reflected on a service bill.

- **Complaint (a.k.a. Performance or Service Complaint)**: A formal expression of dissatisfaction with the quality of service received by a customer.

  Formal complaints will be those raised by customers using a complaint intake email inbox or through other electronic means. Each service provider within DAS will set up a dedicated email inbox or other electronic means (web forms, etc.) specifically established for this purpose.

  A formal complaint can be motivated by one or many unresolved service incidents, an unresolved billing dispute or, generally speaking, by any perceived lack in the quality of operations or in the quality of services received by a customer.

- **Criminal Justice Information System:** Computer data system used by law enforcement officer's nationwide. When this data system is present in a building, it requires the tenants of the building to secure the room. Any person having access to this room must have a "CJIS" back ground check performed prior to obtaining access. If a person is arrested after having the CJIS, the employer is notified immediately

- **Criminal Records Check:** Back ground check performed through the Law Enforcement Data base system that lists any registered crime a person was convicted of in Oregon. All Operations staff get the CRC during the hiring process.

- **Disinfect:** Using commercial grade chemicals to remove all harmful microorganisms. Requires the chemical to remain on the surface for 10 minutes.

- **Entrepreneurial Management:** Innovative public management model that uses customer choice, competition, and policy/service separation to increase service satisfaction.

- **Hard Surface Floors:** All non-carpeted floors that have a finished surface that Custodial maintains; such as ceramic tile, sheet vinyl, Marmoleum, VCT, terrazzo, sealed concrete, etc.

- **Incident (a.k.a. Performance or Service incident):** Any event which is not part of the standard operation of a service which causes, or may cause, an interruption to, or a reduction in, the quality of that service. A service incident can be communicated by a customer or can be detected by DAS Operations.

- **Incident Management:** Process for dealing with service incidents and restoring normal service operation as quickly as possible, minimizing the adverse impact on business operations.

- **Rate (Service rate)**: A price that incorporates the costs of delivering the service at the service levels agreed to by both parties.

- **Remediation (a.k.a. Remedies or Remedial actions/ measures):** In the event of a formal complaint raised by a customer, remediation refers to the list of actions/ measures DAS or any of its service delivery units can take or offer to compensate and/or exact reparation to the affected customer(s) above and beyond agreeing on an action plan to correct the underlying service problem.

- **Sanitize**: Using commercial grade chemicals to remove the majority (approx. 99.9%) of harmful microorganisms. Sanitizes on contact.

- **Service**: A bundle of activities and resources (equipment, processes and people resources) combined to provide a clear business outcome or output/ deliverable received by the customer.

- **Service Agreement:** A document, signed by service provider and a single customer, reflecting customer-specific information such as choice of services from service catalog, specific operational procedures between the parties, or contact information for critical information systems or processes, etc.

- **Service Catalog:** A description of the services and service offerings provided by a service provider. This can be a multi-level set of information with linked and discrete hierarchies of services, child services and specific 'offerings' (specific tasks) available for these services, and will typically describe service terms, standards, packages (if available), exclusions (if applicable), etc.

- **Service Level Agreement (SLA):** A document, specific per service provider, which includes the following core elements: (1) A service catalog; (2) A set of agreed SLE's (performance targets); (3) A statement of responsibilities of service provider and

customers; and (4) A description of key service management processes. All of these elements help improve service delivery, manage expectations, clarify responsibilities and facilitate communication between DAS Operations and its customer base.

- **Service Level Expectation (SLE):** Written, measureable target for a service or a process performance agreed between service provider and customers.
    a. For any given service with an SLE, service performance targets will be common to all customers (concept of utility services).
    b. If a service offering includes different packages/ levels of service, different packages of the same service can have different performance targets but these will be common to all customers of the same package/ level of service.

- **Tririga:** A computerized work order data base system that tracks are reports all hours worked by Operations staff in buildings and records all other costs associated with services rendered to buildings.

- **Utility Service**: DAS Utility services are those most efficiently provided through DAS in order to maximize efficiency or capture economies of scale—where it makes economic sense to have a single supplier for all users for any of the following reasons: economies of scale; policy reasons; the need for one integrated system; or a strong need for uniformity.

  Customers of utility services are local government entities, individual state agencies and other public entities that may choose how much to purchase, but for any of the reasons cited above the choice of supplier is limited to a single designated source.

7. **Contact Data.**

- **DAS EAM Maintenance office.**
  1240 Ferry Street South East
  Salem, Oregon 97301

- **DAS Operations & Maintenance Helpdesk.**
    - Phone number: 503-378-3664
    - Email: Facilities.Helpdesk@das.state.or.us

- **Randy Gengler, Operations Program Manager.**
    - Office: (503) 378-2381
    - Cell: (503) 932-9762
    - Email: randy.gengler@das.state.or.us

- **Dean Freeze, Salem Custodial Manager.**
    - Office: (503) 378-4457
    - Cell: (503) 932-4139
    - Email: dean.freeze@das.state.or.us

- **Lee Bell, Salem Custodial Manager.**
    - Office: (503) 373-7022
    - Cell: (503) 932-4140

- Email: lee.j.bell@das.state.or.us

- **Carole Paulson, Portland Custodial Manager.**
  - Office: (971) 673-0619
  - Cell: (503) 932-3961
  - Email: carole.paulson@das.state.or.us

- **Tom Barrows, Landscape Manager.**
  - Office: (503) 373-7019
  - Cell: (503) 932-4249
  - Email: tom.e.barrows@das.state.or.us

8. Appendixes.

8.1. Service Catalog Sheets.

1- Custodial Services	
1. What is the service?	**Description**
a. Service Summary	Our Custodial program provides safe, clean, and sanitary building environments in state owned buildings. Our services include daily cleaning and sanitation using environmentally friendly "green" products as well as 24/7 emergency services.
b. What is included?	1. **Scheduled Custodial services** are provided Monday through Friday. A regular cleaning schedule is developed jointly with our customers and agreed upon for each building. Services include: a) **Break rooms/kitchenettes** Daily: • Wipe down and sanitize sinks, countertops, tables, appliances, and other touch points. • Visually inspect chairs and couches for recent stains and clean if needed. • Organize chairs neatly under tables and in an orderly fashion. • Neatly stack newspapers and magazines, and recycle as necessary. b) **Conference rooms** Daily: • Wipe down and sanitize tables. • Visually inspect chairs and clean as needed. • Organize chairs neatly under tables and in an orderly fashion. Monthly (or more often if needed): • Clean white boards.

c) **Dusting/Wiping**

Daily

- Wipe elevator push button panel with disinfectant
- Clean and sanitize drinking fountains.

Weekly

- Wipe stair hand rails with disinfectant

Monthly (or more often if needed):

- Dust all common area horizontal surfaces, such as tops of cubicle walls, file cabinets, window ledges, chair rails, and work surfaces in common areas.
- Dust vertical surfaces (as needed).
- Dust air vents.
- Remove cobwebs.

d) **Exterior**

Weekly (or more often if needed):

- Sweep and pick up debris at building entrances.

Quarterly (or more often if needed):

- Remove cobwebs from light fixtures.
- Remove cobwebs from window sills and soffits within reach from ground level.

Bi-Annually:

- Wash exterior windows.

e) **Floor care**

Daily:

- Vacuum high traffic areas, such as lobbies and hallways.
- Spot clean carpets or hard floors (as needed).

Weekly (or more often if needed)

- Vacuum all areas of the building.
- Sweep and wet mop hard surface floors, such as lobbies, hallways, kitchenettes, stairs and break rooms (as needed).

Annually (or more often if needed):

- Clean all carpeted areas.
- Scrub or strip hard floors and refinish.
- Deep scrub restroom tiles.
- Deep scrub vinyl floors and refinish.

f) **Lights**

- Swap, change, or replace light bulb fixtures as needed or requested.
- Clean light bulb fixtures if needed or requested.

g) **Recycling**

Daily:

- Empty the comingled containers and remove broken down cardboard boxes left in centralized collection areas and other common areas where trash, such as paper,

cardboard, cans and plastics, is collected.

- Remove styrofoam from centralized locations.
- Empty glass, metal and plastic collection containers in break rooms/kitchenettes.
- Visually inspect, wipe down and sanitize recycling containers and walls behind containers (as needed).

h) Restrooms

Daily:

- Clean and disinfect toilets, urinals and sinks.
- Wipe down and disinfect counters.
- Clean mirrors.
- Wipe down and disinfect partition panels.
- Sanitize door handles and other touch points.
- Sweep, wet mop, and sanitize floors.
- Empty and clean trash containers (as needed).
- Restock toilet paper, paper towel, and toilet seat cover dispensers.
- Fill soap dispensers.
- Clean and sanitize showers.
- Clean walls as needed.

Weekly:

- Dust tops of partitions.
- Detail scrub around sinks and faucets to remove hard water deposits.

Monthly:

- Dust vents.
- Restock feminine product machines.
- De-scale showers.

Annually:

- Scrub floors and refinish (if applicable).

i) Trash

Daily:

- Empty the trash receptacles in the following areas: centralized trash collection areas, restrooms, break rooms/kitchenettes, copy areas, conference rooms, lobbies, outside of building by entrances, and parking lots near building.
- Visually inspect, wipe down and sanitize trash containers, and walls behind containers (as needed).
- Replace trash liner if soiled; however, if not soiled, remove trash and reuse the liner.

Weekly:

- Sweep and pick up trash dumpster area (as needed).

Annually:

- Pressure wash trash dumpster area to remove built up grim (as needed).

	j) Window covering cleaning • Clean blinds ultrasonically approximately every 5 years or as needed. • Clean other window coverings as needed. (e.g. curtains, draperies) **k) Window washing** Daily: • Clean glass doors and other touch points to remove finger prints. Bi-annually: • Wash all exterior glass doors and interior windows (standard cleaning, not removal of hard water deposits). **2. Emergency response services** As needed or requested: • Clean spills or other messes. • Clean and disinfect work areas from bodily fluid spills. • Extract water from floors. • Respond to notices of odor concerns. • Unlock building/offices for authorized users or personnel that are locked out. • Provide fire watch at night if fire alarm systems are not working. • Escort contractors after hours or in high security areas. • Remove graffiti from state owned buildings. • Report mechanical failures or broken items to DAS Maintenance or the appropriate vendors (as needed). (e.g. contacting Coca-Cola if the vending machine breaks down). For a full list of emergency and other custodial incidents / service requests categorized by priority, and an explanation of the response and resolution time standards offered by DAS Operations to manage emergency incidents/service requests, visit section 5.3 (Incident Management) of this SLA document. **3. Quality assurance** • Monthly inspections are conducted to assure building environments are maintained to these standards.
c. What is not included in the service?	• Acting as security support or escorts for building tenants' guests or contractors. • Cleaning work surfaces or dusting in private offices or cubicles. • Cleaning any personal items or electronic devices. • Removing or transporting shred document containers. • Emptying of sharps containers or removal of hazardous waste. • Removing trash or recycling in personal cubicles or offices. • Separating recyclables from trash. • Cleaning microwaves, refrigerators, toasters, and coffee makers. • Performing CJIS security clearance for contractors' employees

	who work in buildings that: 1) do not have CJIS terminals; or 2) they do not have access to the room containing the terminal; or 3) if it is the only building they are working in (in this case the tenant would be required to perform the security clearance).
d. Offerings and options	The following may be negotiated by the tenant based on priority of services. If these services are requested, then other services in the regular cleaning schedule per building may need to be reduced to balance the allotted custodian's time. If additional custodial personnel are required to accomplish the request, then the service will be billable at our standard hourly rate. • Performing any task more often than scheduled. • Cleaning of upholstery, chairs, or cubicle partitions. • Sanitizing cubicle work stations. • Cleaning areas during or after furniture moves. • Cleaning up after contractors, events, or activities. • Setting up or rearranging conference room tables and chairs. • Changing the cleaning chemicals used in the building. • Supplying additional trash or recycling barrels for events, gatherings, refrigerator clean-outs, etc.
e. Service prerequisites	Must be a tenant in a state occupied building.
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • Notify Custodial Services of issues as they occur. Tenants can notify the Custodian directly for Scheduled Service issues, or notify the EAM Help Desk for all others. When notifying the Help Desk, Tenants within each building need to channel their requests through their building manager/point of contact to reduce the number of repeat requests. • Turn off all lights. • For the protection and integrity of both the Custodians and the building tenants, use alternate restrooms while the current one is being cleaned and adhere to the "Caution Wet Floor" signs by avoiding the area or using extreme caution. • Separate personal trash from recycling and dispose in the centralized containers. • Avoid placing sharp edged objects, extremely heavy or too many items in the trash causing the liner to tear or the container to be too heavy to empty. Tenants should request additional containers for these objects. • Contact Custodial Services to request changes to services. • Perform CJIS Security Clearance to contractors' employees where the contractor is only working in their building. **EAM Custodial Program responsibilities:** • Notify customers if a requested service is "billable" prior to starting the request. • Provide an estimate for all billable work requests.

	• Provide all tools, equipment, machines, and supplies (such as, but not limited, to cleaning products, mops, brooms, rags, and similar items) necessary for the performance of services provided by the custodians. • Issue a project alert to each Agency and building coordinator to keep building tenants aware of upcoming projects. Alerts will inform about the project dates and the expected impact to building tenants. Upon completion, DAS Operations will notify each Agency and building coordinator that the project has been completed. • Ensure Custodians are properly trained for their duties. • Perform Criminal Records Checks (CRC) for all DAS Custodial employees and contractors' employees. • Perform CJIS Security Clearance to all DAS Custodial employees. • Perform CJIS Security Clearance to all contractors' employees that will be working in multiple DAS owned buildings where one or more buildings have a CJIS terminal. • Check in with the tenant's front desk/receptionist when DAS Custodian's unexpectedly enter a building or are escorting a contractor in the building.
2. How is the service requested?	**Description**
a. How is this service requested?	**To establish a new service or modify existing services** (e.g., to modify the regular cleaning schedule in a building), contact the Custodial Manager(s). • Dean Freeze, Salem Custodial Manager (503) 932-4139, dean.freeze@das.state.or.us • Lee Bell, Salem Custodial Manager (503) 932-4140, lee.j.bell@das.state.or.us • Carole Paulson, Portland Custodial Manager (503) 932-3961, carole.paulson@das.state.or.us **For all non-emergency requests**, contact the DAS Operations & Maintenance helpdesk by the following methods (help desk hours are M-F, 7 am to 5 pm): • Tririga – Must be an authorized user • Email – facilities.helpdesk@das.state.or.us • Phone – (503) 378-3664 • In person – 1240 Ferry St SE, Salem OR **For all emergencies during business hours**, call the DAS Operations & Maintenance helpdesk at (503) 378-3664. **For all emergencies after hours**, call: • Dean Freeze, Salem Custodial Manager (503) 932-4139 • Lee Bell, Salem Custodial Manager (503) 932-4140 • Carole Paulson, Portland Custodial Manager (503) 932-3961 • Randy Gengler, Operations Manager (503) 932-9762

	• Phil Teague, Maintenance Manager (503) 932-8723 • Randy Morris, Electrical/Building Security Manager (503) 932-8721 • Oregon State Police Capital Mall Security (503) 375-3555
b. How to request support	• Tririga – https://eamfacilities.state.or.us/index.html • Email – facilities.helpdesk@das.state.or.us
c. When can you expect to have your service request fulfilled?	• Response to emergency incidents / service requests (such as overflowed toilets/urinals, or spills that create slip hazards in high traffic areas) will be dispatched immediately. These include items that pose serious risk to the health and safety of building occupants. • High priority service calls (such as response to bad odors caused by trash or composting inside a building) will typically be met in 4 hours or less. • Medium priority service calls will typically be responded in 1 to 2 business days, while low priority work (work that can be completed on a planned / scheduled basis) is typically responded to in 2 or more business days, usually within a timeframe agreed with the customer. • Response to requests for projects requiring an authorization form will be typically provided within a week. • For a full list of custodial incidents / service requests categorized by priority, and an explanation of the response and resolution time standards offered by DAS Operations to manage incidents/service requests, visit section 5.3 (Incident Management) of this SLA document. For a list of service levels agreed with DAS Operations customers, visit section 3.2 (Service levels/ performance targets) of this SLA document.
3. How do I get help? How does DAS Operations provide support to customers?	**Description**
a. Self-service support	• To consult the Safety Data Sheets (SDS) of cleaning materials used for each building, please visit DAS Operations Program website at http://www.oregon.gov/DAS/EAM/Pages/om/Contact.aspx • For Custodial FAQ's, including FAQ's on Custodial services, visit: http://www.oregon.gov/DAS/EAM/pages/om/om_faqs.aspx • To see a custodial service schedule, visit: http://www.oregon.gov/DAS/EAM/docs/landscape.pdf
b. How to request support	Contact the Custodial manager(s): • Dean Freeze, Salem Custodial Manager (503) 932-4139, dean.freeze@das.state.or.us • Lee Bell, Salem Custodial Manager (503) 932-4140,

	lee.j.bell@das.state.or.us • Carole Paulson, Portland Custodial Manager (503) 932-3961, carole.paulson@das.state.or.us
c. When can you expect to get a response?	Phone call or email response within 24 hours.

Landscaping Services	
1. What is the service?	**Description**
a. Service Summary	Our Landscape program provides safe, clean and visually pleasing grounds for state owned buildings. Our services include the standard seasonal maintenance and irrigation, as well as 24/7 emergency services.
b. What is included?	**1. Consultant/advisory services** available for tenant projects providing technical information and locating underground obstacles in the area. **2. Scheduled Landscape services** are provided Monday through Friday and are conducted with our own supply of tools, machinery, and chemicals. These services include: • Inspect grounds, sidewalks, building entrances, and stairs three to five days a week to remove trash and debris. • Mow lawns to maintain grass at 2 to 3 inches during the growing season. The lawns will be uniform in height and maintained around objects such as sign posts, hydrants, etc. • Edge lawn along sidewalks every other week during the growing season or when grass grows over the edge by 1". Edge lawn around tree circles and bed edges four times a year. • Apply annual fall fertilizer. • Remove weeds in lawns as needed to maintain 5 or less for every 100 square feet and not noticeable to the casual eye (as needed). • Maintain hedges within established boundaries to appear uniform in shape and texture. Shearing done 1 to 2 times during summer and as needed. • Maintain shrubs in height and width for the size of the bed they are in as needed. • Remove weeds, leaves, and debris from beds to maintain a clean and neat look. • Remove leaves regularly so they do not damage the lawn. • Install and maintain irrigation to keep the lawns green and moist with only small corners/areas dryer, but not brown. • Control pests for plants so they are not visually infested to the casual eye. "Green label" products are used first to control the pests. • Provide monthly treatments as needed to prevent building

	pests. • Inspect and maintain trees free of dangerous limbs or branches and trimmed to allow safe passage along sidewalks and building entrances. Tree risk assessment conducted every 5 years. • Apply bark dust annually to control weeds and maintain esthetically pleasing grounds. **3. Emergency response services** are provided as needed or upon request. • Spraying of deicer and snow and ice removal from sidewalks, stairs, and building entrances. Graveling of drive ramps as needed. • Sandbagging for flood prevention. • Removal/treatment of building pests. • Cleaning of city storm drains during heavy rains to prevent flooding of customer premises. For a full list of emergency and other landscaping incidents / service requests categorized by priority, and an explanation of the response and resolution time standards offered by DAS Operations to manage emergency incidents/service requests, visit section 5.3 (Incident Management) of this SLA document. **4. Quality assurance** inspections are conducted quarterly to assure grounds are maintained to these standards.
c. What is not included in the service?	• Maintenance of non-State owned property (bridges, streets, trees, etc.). • Maintenance of artwork, sculptures, memorials, and fountains.
d. Offerings and options	The following are offered as a billable service on a time and material basis: • Requested improvements, such as special plantings or flower beds. • Outside event preparation or clean up. • Replanting of dead vegetation if cause is outside of DAS Operations control.
e. Service prerequisites	Must be a state agency in a state owned building.
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • Notify Landscape Service of issues as they occur. Tenants can notify the Grounds keeper directly for minor Scheduled Service issues, or notify the Help Desk for all others. Tenants within each building need to channel their requests through their building manager/point of contact to reduce the number of repeat requests when contacting the Help Desk. • Report any irrigation malfunctions or other grounds emergencies to the DAS Operations & Maintenance helpdesk.

	• Report building pest issues as they are noticed. • Refrain from entering project work areas that are cordoned off. • Dispose of cigarette butts and other debris appropriately. **EAM Landscape Program responsibilities:** • Notify the customer if a requested service is "billable" prior to starting the request. • Provide an estimate for all billable work requests. • Use sustainable "green" practices that are within the Integrated Pest Management best practices first before using any stronger chemicals. • Issue a project alert to each Agency or building coordinator to keep building tenants aware of upcoming projects. Alerts will inform about the project dates and the expected impact to building tenants. Upon completion, DAS Operations will notify each Agency and building coordinator that the project has been completed.
2. How is the service requested?	**Description**
a. How is this service requested?	**To establish a new service or modify existing services** (e.g., to modify the regular landscaping work schedule for a building), contact Tom Barrows, Landscape Manager at: • Phone: (503) 932-4249, • Email: tom.e.barrows@das.state.or.us **For all non-emergency requests**, contact the Grounds keeper directly or contact the DAS Operations & Maintenance helpdesk by the following methods (help desk hours are M-F, 7 am to 5 pm): • Tririga – Must be an authorized user • Email – facilities.helpdesk@das.state.or.us • Phone – (503) 378-3664 • In person – 1240 Ferry St SE, Salem OR **For all emergencies during business hours**, call the DAS Operations & Maintenance helpdesk at (503) 378-3664. **For all emergencies after hours**, call: • Tom Barrows, Landscape Manager (503) 932-4249 • Randy Gengler, Operations Manager (503) 932-9762 • Phil Teague, Maintenance Manager (503) 932-8723 • Randy Morris, Electrical/Building Security Manager (503) 932-8721 • Oregon State Police Capital Mall Security (503) 375-3555
b. What forms are used/ needed to request this service?	• Tririga – https://eamfacilities.state.or.us/index.html • Email – facilities.helpdesk@das.state.or.us

c. When can you expect to have your service request fulfilled?	• Response to emergency incidents / service requests (such as hanging /broken tree limbs over walkways/parking areas posing hazard to pedestrians) will be dispatched immediately. These include items that pose serious risk to the health and safety of building occupants. • High priority service calls (such as notifications of rodents in a building) will typically be met in 4 hours or less. • Medium priority service calls will typically be responded in 1 to 2 business days, while low priority work is typically completed in 2 or more business days. • Response to requests for projects requiring an authorization form will be typically provided within a week. • For a full list of landscaping incidents / service requests categorized by priority, and an explanation of the response and resolution time standards offered by DAS Operations to manage incidents/service requests, visit section 5.3 (Incident Management) of this SLA document. For a list of service levels agreed with DAS Operations customers, visit section 3.2 (Service levels/ performance targets) of this SLA document.
3. How do I get help? How does DAS Operations provide support to customers?	**Description**
a. Self-service support	• To consult the Safety Data Sheets for Landscape products, visit: http://www.oregon.gov/DAS/EAM/docs/landscape.pdf • For Landscape FAQ's, including FAQ's on Landscape services, visit: http://www.oregon.gov/DAS/EAM/pages/om/om_faqs.aspx • Landscape Services Schedule: http://www.oregon.gov/DAS/EAM/docs/landscape.pdf
b. How to request support	Contact the Landscape manager: • Phone: (503) 932-4249 • Email: tom.e.barrows@das.state.or.us
c. When can you expect to get a response?	Phone call or email response within 24 hours.

8.2. SLA performance measure dictionary sheets.

This section includes a description of the performance metrics and the associated service levels expectations/ performance targets agreed between customers and DAS Operations.

SLA Metric # 1: **Custodial inspections**

- **Description:** Percent of custodial inspections with a rating of 3 or better (in a 1 -5 rating scale, with 5 being best).

- **Purpose:** To measure the quality of scheduled cleaning services provided by DAS Operations' custodians.

  Tracking and reporting this measure will assist DAS, Operations management, and customer members of the EAM Customer Board to understand and make data-driven decisions regarding:

  - Workflow and process improvement.
  - Management of customer expectations.
  - Resource/workload balancing.

- **Comparability:** None known at this point.

- **Measure calculation formula:**
  - **A=(B/ C)*100**
    - **Numerator (B) =** Number of custodial inspections with a passing rating (3 or better in a 1-5 scale, with 5 being the best) during the measurement period.
    - **Denominator (C) =** Total number of custodial inspections conducted in the measurement period.

- **Detailed metric definition / calculation formula:**
  - **Inspections based on 1-5 rating**, with 5 being the highest possible rating and 1 the lowest. Inspections will typically be conducted by DAS Operations supervisory staff, although DAS may invite others, such as building coordinators or other building tenants / customer representatives, to conduct inspections.
  - **There are 7 possible types of inspections per floor:** 1) Break room/kitchenette, 2) Conference rooms, 3) Office/ work areas, 4) Exterior/ loading docks, 5) Common areas, 6) Restrooms and 7) Custodial closets/storage areas. Note: There can be fewer than 7 inspections on a floor if that floor doesn't have any of the space types listed above (e.g., if it's not a street level floor it won't have and exterior/loading dock inspection.)
  - Each inspection has a number of items, typically 10-20, for inspection. Each item will receive either a pass or fail rating. The aggregate of each inspections pass fail ratio determines the numeric rating for that inspection.
  - The general rating rubric is as follows:
    - 5 – Outstanding: 100% Passing
    - 4 – Good: 85 to 99% Passing
    - 3 – Acceptable: 70 to 84% Passing
    - 2 – Unacceptable: 50 to 69% Passing
    - 1 – Needs Immediate Attention: Less than 50% Passing
  - The general rating rubric described above will be superseded and an inspection will receive a grade of "1" if the inspector finds any evidence of **unkempt neglect or extreme gross negligence in cleaning/sanitizing any item** that warrants the entire area failing and needing immediate attention. Examples of unkempt neglect / gross negligence include but are not limited to the following:
    - Toilets are not clean and have bodily waste on the seat or flush handle.
    - Restroom partitions are not clean and have bodily waste on them.

        - Feminine trash receptacles are not clean and have not been emptied
        - Trash containers overflow; they are stained and marked, and they smell sour.
        - Gross mop bucket; mop is not hung to allow to dry, instead it is stored in bucket with dirty water, odor is present.
        - Having miss-diluted or un-marked chemicals / spray bottles in the Custodial Closet that can represent a safety hazard.
        - Break-room/kitchenette or meeting room tables look very dirty, they have conspicuous buildup of smudges, dirt and/or residue (e.g. food stains, etc.) that are difficult to remove.
    - Data for this measure will be collected by handheld devices managed by the DAS Operations program.

- **Baseline:** Not available.

- **Service Level Expectation (Quantitative performance target):** 95%.

- **Frequency of reporting / measurement:** Quarterly.

- **Attachments:** None.

SLA Metric # 2: Timely resolution of emergency custodial incidents.

- **Description:** Percent of emergency custodial incidents resolved in less than an hour.

- **Purpose:** This metric was selected in an attempt to measure timeliness of end-to end (beginning to end) resolution of custodial emergency incidents, which was identified by DAS Operations customers as one of the most critical quality attributes associated with the delivery of custodial services.

  It is expected that tracking and reporting this measure will assist DAS, Operations management, and customer members of the EAM Customer Board to understand and make data-driven decisions regarding:

        - Workflow and process improvement.
        - Management of customer expectations.
        - Resource/workload balancing.

- **Comparability:** See measure # 5 (timeliness of resolution of landscaping emergency incidents) on this Service Level Agreement document.

- **Measure calculation formula:**
    - **A=(B/C)*100**
    - **B (numerator) =** Number of custodial service incidents reported to the DAS EAM helpdesk in the measurement period that are categorized as emergency incidents and are resolved within an hour.
    - **C (denominator) =** Total number of service incidents reported to the DAS EAM helpdesk in the measurement period that are categorized as emergency custodial incidents.

- **Detailed metric definition / calculation formula:**
  - Data for this measure will be tracked manually with the aid of an Excel log populated by the DAS Operations & Maintenance helpdesk staff.
  - Emergency incidents/ service requests are defined as health and safety items which demand immediate response as they pose a serious risk to life, health and safety of building occupants or to business continuity. For a list of all incidents considered emergency incidents, consult section 5.3 of this SLA document.
  - Standard for resolution time (less than 60 minutes) is the maximum time elapsed between the time the incident is reported (and categorized as an emergency) and the time first repair / intervention to alleviate the situation is finished (permanent solution may take longer).

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** 95%.

- **Frequency of reporting / measurement:** Quarterly.

- **Attachments:** None.

SLA Metric # 3: Customer satisfaction with regular/ scheduled cleaning services

- **Description:** Average rating to question on quarterly building coordinators' survey, asking coordinators to rate their satisfaction with Operations' regular/scheduled cleaning services.

- **Purpose:** This metric is selected in an attempt to measure DAS Operations' ability to meet the regular cleaning schedule agreed upon with the tenants of each building (re-stocking properly, tidying up meeting rooms, common areas, restrooms, etc.).

  It is expected that tracking and reporting this measure will assist DAS, Operations management, and customer members of the EAM Customer Board to understand and make data-driven decisions regarding:

  - Workflow and process improvement.
  - Management of customer expectations
  - Resource/workload balancing.

- **Comparability:** None known at this point.

- **Measure calculation formula:**
  - **A = ∑B/ N (number of surveys).**
    - **B=** Customer satisfaction rating (in a scale of 1 -5, with 5 being the best), as per specific question on "overall satisfaction with regular/ scheduled cleaning services" in quarterly electronic survey sent to Building Coordinators.
    - **N=** Number of Building coordinator surveys received in the measurement period.
  - Results (ratings to "satisfaction with regular/ scheduled cleaning services received" question on survey) from all surveys received in the measurement

period will be added up and divided by the total number of surveys received to calculate the average rating for customer satisfaction.

- **Detailed metric definition / calculation formula:**
  - This measure will be tracked quarterly using an electronic survey tool.

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / measurement:** Quarterly.

- **Attachments:** None.

SLA Metric # 4: Hours worked

- **Description:** Ratio (%) of actual custodial hours worked vs. planned work hours.

- **Purpose:** This metric is selected in an attempt to assess whether the custodial Program of DAS Operations is staffed at the right level. Having appropriate staffing levels was considered by DAS Operations' customers as an important quality factor in order to guarantee availability/ dependability and minimal service interruptions, identified by DAS Operations customers as one of the most critical quality attributes associated with the delivery of this service.

  It is expected that tracking and reporting this measure will assist DAS, Operations management, and customer members of the EAM Customer Board to understand and make data-driven decisions regarding:

  - Resource/workload balancing.
  - Workflow and process improvement.
  - Management of customer expectations.

- **Comparability:** None known at this point.

- **Measure calculation formula:**
  - **A =(B/C)*100**
    - **B (numerator) =** Number of hours actually worked by Operations custodians in the measurement period.
    - **C (denominator) =** Number of hours planned (billed) in the measurement period.

- **Detailed metric definition / calculation formula:**
  - Number of hours worked are calculated using five time entries codes into Tririga:
    - 1) Standard Duties
    - 2) Day Porter Duties (e.g. special cleaning requests, cleaning up glass, etc.)

        - 3) Indirect Time (attending safety training, meetings with supervisors, entering time into Tririga)
        - 4) Floater time.
        - 5) Hours spent on tenant-requested work tasks
    - Number of hours actually worked (A) = 1 + 2 + 3 + 4 + 5
    - Overtime codes will be excluded from total hours work calculation
    - Excludes buildings not managed by DAS Operations custodians

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / measurement:** Quarterly.

- **Attachments:** None.

SLA Metric # 5: Timely resolution of emergency landscaping incidents

- **Description:** Percentage of emergency landscape incidents / service calls resolved in less than an hour.

- **Purpose:** This metric was selected in an attempt to measure timeliness of end-to end (beginning to end) resolution of landscaping emergency service incidents, which was identified by DAS Operations customers as one of the most critical quality attributes associated with the delivery of landscaping services.

  It is expected that tracking and reporting this measure will assist DAS, Operations management, and customer members of the EAM Customer Board to understand and make data-driven decisions regarding:

    - Workflow and process improvement.
    - Management of customer expectations.
    - Resource/workload balancing.

- **Comparability:** See measure # 2 (timeliness of resolution of custodial emergency incidents) on this Service Level Agreement document.

- **Measure calculation formula:**
    - **A=(B/C)*100**
        - **B (numerator)** = Number of landscaping service incidents reported to the DAS EAM helpdesk in the measurement period that are categorized as emergency incidents and are resolved within an hour.
        - **C (denominator)** = Total number of service incidents reported to the DAS EAM helpdesk that are categorized as emergency landscaping incidents.

- **Detailed metric definition / calculation formula:**
    - Emergency landscaping incidents are defined as:
        - Foreign objects blocking walkways or presenting tripping hazard.

        - Hanging broken tree limbs over walkways/parking areas posing hazard to pedestrians.
        - Irrigation main line leaks; water shooting out continuously.
        - Isolated slipping hazard on walkway (e.g: ice or other slipping hazards as a result of isolated source (i.e: broken pipe, water or other liquid spill, etc.)
        - Stinging insects in building such as wasps, bees, hornets, etc. that cause the need for an evacuation.
    - Resolution of incidents means:
        - For slippage or tripping hazards, resolution means removing / cleaning objects causing the tripping/ slippage risk or at least an intervention to reduce safety risk by cordoning off risk area.
        - For hanging broken limbs, resolution means removing limb or at least an intervention to reduce safety risk by signaling/ cordoning off risk area.

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** 90%.

- **Frequency of reporting / measurement:** Quarterly.

- **Attachments:** None.

SLA Metric # 6: Landscaping safety hazards

- **Description:** Percentage of landscaping safety items inspected with safety hazards detected.

- **Purpose:** This metric was selected in an attempt to measure DAS Operations' ability / effectiveness in providing a safe landscaping environment, which was identified by DAS Operations customers as one of the most critical quality attributes associated with the delivery of this service.

  It is expected that tracking and reporting this measure will assist DAS, Operations management, and customer members of the EAM Customer Board to understand and make data-driven decisions regarding:

    - Workflow and process improvement.
    - Management of customer expectations.
    - Resource/workload balancing.

- **Comparability:** None known at this point.

- **Measure calculation formula:**
    - **A= (B/C)*100**
        - **B (numerator) =** Number of **landscaping safety items** inspected during safety inspections conducted in the measuring period that received a rating of 2 (hazard was known before the inspection and it is being managed / mitigated) or 3 (new safety hazard that hadn't been reported or a hazard that is not being properly managed / mitigated).

        - **C (denominator)** = Total number of landscaping safety items inspected in the measuring period.

- **Detailed metric definition / calculation formula:**
    - **Safety hazards** are defined as follows:
        - **1) Foot and vehicle traffic line of sight hazards**- Trees and shrubs that are not pruned appropriately for foot and vehicle traffic clearance and visibility/ lines of sight.
        - **2) Tree health hazards** - Trees that have elements or limbs in poor / dangerous health that could break and collapse causing damage to people or property in the near term (within the next 6 months).
        - **3) Tripping or slipping hazards** on building exterior surfaces where pedestrian use is expected- Any exterior paved or unpaved surface where pedestrian use is expected that is found to have a tripping or slipping hazards to building tenants or pedestrians <u>as a result of negligent maintenance or evident failure /lack of diligence to perform regular cleaning</u>.
            - Examples of tripping hazards are:1) A sprinkler head sticking out of the ground on a surface where pedestrian use is expected (ie adjacent to a walkway), or 2) A buildup of branches, sticks or other debris that may cause a pedestrian to trip and/or fall. Note that in order to be captured on a Safety Inspection, a tripping hazard should not be the result of an isolated object (e.g. a single branch has fallen on the ground, which could be treated as an incident) but rather the result of negligence or evident failure /lack of diligence to perform regular/ scheduled maintenance or cleaning of walkways and patios.
            - Examples of slippage hazards are: 1) An isolated ice hazard (not as a result of widespread ice/snow event) 2) A build-up of moss, or 3) A build-up of leaves. Note that in order to be captured on a Safety Inspection, a slipping hazard should not be the result of a widespread ice/snow event or of an isolated spill (which are treated as service incidents), but rather the result of negligence or evident failure /lack of diligence to perform regular / scheduled maintenance / cleaning of walkways and patios or to follow landscaping procedures.
        - **4) Elevated sidewalk hazards**- A sidewalk elevated to a degree that can cause a tripping hazard to building tenants or pedestrians can be found around building.
        - **5) Stinging insect hazard**- Large / grown nests of stinging insects (wasps, bees, hornets, etc.) in the building landscaping grounds.
    - **Exclusions:**
        - Safety hazards that can be reported as emergencies are excluded (e.g. slippage hazard as a result of a spill on a walkway).
    - The value for "A" (Numerator) in the measure calculation includes safety items that have received a rating of 2 or 3. All safety items that get inspected will be rated with a 1, 2, or 3 in accordance with the following rubric:
        - **1- No safety hazard.**
        - **2- Safety hazard which was known before the inspection and is being managed / mitigated.** A safety hazard that is being managed means:

- 1) A decision has been made and activity is underway / planned to either remove or keep but mitigate the hazard (e.g., a plan to cut a tree or a branch exists, a plan for extermination of a bee nest has been made), AND
- 2) Mitigation methods have been implemented: At least one (preferable two) of the following hazard mitigation methods should have been implemented to alert building tenants, pedestrians or drivers:
    - a) Hazard area has been segregated/ cordoned off.
    - b) A warning sign has been posted.
    - c) Hazard has been marked / highlighted (e.g. elevated sidewalk painted with chalk).
    - d) An email has been sent alerting building tenants.

- **3- New safety hazard that hasn't been reported or a hazard that is not being properly managed / mitigated.**

- Results for this performance measure will be broken out to show the percent of safety items inspected that receive a rating of 1, 2, or 3.

- **Baseline:** None

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / measurement:** Quarterly.

- **Attachments:** None.

8.3. Rate methodologies.

DAS Operations Services is self funded through user fees that are designed to recover the operational cost incurred for the delivery of the services offered by the Program, as well as depreciation costs, utilities, debt service, and overhead / management costs.

- **Uniform Rent Rate:** Uniform Rent recovers all building costs in Department of Administrative Services (DAS) Uniform Rent office buildings. Those costs include building maintenance, custodial services, depreciation (to pay for construction and improvement), normal utilities, debt service, building security, recycling, landscaping, and administrative overhead.

- **Service Agreements and Self Support Rent Rates:** DAS Operations provides custodial and landscaping services to non-uniform rent buildings occupied by state agencies, called self-support buildings. These services are delivered in accordance with terms and conditions captured in agency-specific Service Agreements. The charges for the custodial and landscaping services are estimates based on the actual cost of services provided to these buildings in previous biennia, using the historical costs of maintaining and operating these buildings at current service levels. They do not include the costs of special or emergency projects or changes in service levels not anticipated or known at the time of publication of the price list. At the conclusion of each biennium, a statement of actual costs is provided to each agency.

- **Hourly Charges Fulfilling Special Requests:** Billed on an hourly time and materials basis. Includes special projects outside of standard services.

  The list of self support buildings and current charges can be found on the most current price list of EAM goods and services below.

  Link to the published price list for updated rate information:
  http://www.oregon.gov/DAS/CUB/docs/eam/pricelist.pdf