

# **DAS Enterprise Asset Management**

## **Real Estate Services Program**

### **Service Level Agreement (SLA)**

# Name of document:

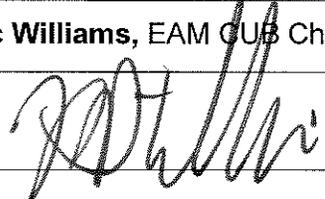
*DAS Real Estate Services -Service Level Agreement*

## Approved by:

**DAS Representative**

Shannon Ryan, Real Estate Services Program Manager	Date
	01.13.14

## EAM Customer Utility Board

Marc Williams, EAM CUB Chair	Date
	1-13-16

## Document Changes:

Date of approval	SLA Version	DAS Representative	EAM CUB Representative	Description of changes
9/10/2014	1.0	Shannon Ryan, Real Estate Services Program Manager	Marc Williams, EAM CUB Chair	<ul style="list-style-type: none"> <li>• First version of SLA document approved by the EAM CUB.</li> </ul>
1/13/2016	1.1	Shannon Ryan, Real Estate Services Program Manager	Marc Williams, EAM Cub Chair	<ul style="list-style-type: none"> <li>• Emails and Hyperlinks updated</li> <li>• Regions updated for measure #1, #3, and #4</li> <li>• Edit Measure #5</li> <li>• Change methodology for measure #6</li> <li>• Replace Measure #7</li> </ul>

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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 both Real Estate Services (RES) Program staff and customers 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 Real Estate Services (RES).
- b) Identify service level objectives and performance targets for the services, agreed upon between RES 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 RES and customers.

### 1.3. Identification of Real Estate Services Program.

#### 1.3.1. Short description of Real Estate Services Program mission.

The Real Estate Services Program provides professional services including real estate leasing, planning, acquisition, disposition and portfolio management strategy consulting, commercial brokerage and transaction management services. The Program handles lease property transactions for state agencies by searching for space, negotiating and preparing contracts. This Program also provides services for real property sales and acquisitions including transaction review, appraisal, title, due diligence, and administration of the 30-day Clearinghouse Process to notify agencies and political sub-divisions of surplus real property.

#### 1.3.2. Applicable statutes, rules and policies.

Statute, Rule or Policy	Summary
ORS 182.375 to 182.400	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors182.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors182.html</a></li> <li>• State Productivity Improvement Programs to increase efficiency resulting in a budget savings.</li> </ul>
ORS 184.305	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors184.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors184.html</a></li> <li>• DAS Authority generally</li> </ul>
ORS 184.477	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors184.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors184.html</a></li> <li>• Enterprise management</li> </ul>
ORS 270.005 to 270.180	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors270.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors270.html</a></li> <li>• Public Lands- Management of state real property; Reimbursement for costs</li> </ul>
ORS 270.155	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors270.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors270.html</a></li> <li>• Agreements for management of state real property; reimbursement for costs</li> </ul>
ORS 271.005 to 271.070	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors271.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors271.html</a></li> <li>• Use and Disposition of Public lands.</li> </ul>
ORS 271.300 to 271.445	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors271.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors271.html</a></li> <li>• Transfer, Lease Donation or Use of public lands.</li> </ul>
ORS 271.510 to 271.540	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors271.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors271.html</a></li> <li>• Acquisition and Disposition of Industrial Facilities</li> </ul>
ORS 261.001 to 276.990	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html</a></li> <li>• Public Facilities, Contracting &amp; insurance; Utilization of buildings and grounds other than State Capitol, Supreme Court Building and State Capitol Park.</li> </ul>
ORS 276.004	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html</a></li> <li>• Utilization and grounds other than, State Capitol, Supreme Court Building and State Capitol Park.</li> </ul>

Statute, Rule or Policy	Summary
ORS 276.285	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html</a></li> <li>• Maintenance, Preservation and development of state-owner property; dedicated accounts; rental program.</li> </ul>
ORS 276.385	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html</a></li> <li>• Rentals for Buildings</li> </ul>
ORS 276.431	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors276.html</a></li> <li>• Rentals and leases for commercial, cultural, educational or recreational activities. DAS is custodian of the capitol area and the State office building with the advice of the occupying agency.</li> </ul>
ORS 283.110	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors283.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors283.html</a></li> <li>• State Agency (interagency) 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.</li> </ul>
ORS 283.010 to 283.990	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors283.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors283.html</a></li> <li>• Public Facilities, Interagency Services</li> </ul>
ORS 291.045 to 291.049	<ul style="list-style-type: none"> <li>• <a href="https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors291.html">https://www.oregonlegislature.gov/bills_laws/lawsstatutes/2013ors291.html</a></li> <li>• Public contract legal sufficiency approval by Attorney General of all personal services contracts, architectural and engineering services and leases</li> </ul>
Executive Order 94-07	<ul style="list-style-type: none"> <li>• <a href="http://www.oregon.gov/DAS/EAM/docs/1256115_execorder_94_07.pdf">http://www.oregon.gov/DAS/EAM/docs/1256115_execorder_94_07.pdf</a></li> <li>• Siting State Offices in Oregon's Community Centers.</li> </ul>
HB 4111 (2014)	<ul style="list-style-type: none"> <li>• <a href="https://olis.leg.state.or.us/liz/2014R1/Downloads/MeasureDocument/HB4111_1">https://olis.leg.state.or.us/liz/2014R1/Downloads/MeasureDocument/HB4111_1</a></li> <li>• Resulting from Governor's Executive order 12-17 relating to Infrastructure Planning and Investment to create sustainable asset management over the life-cycle of investments and to leverage each investment with public, private and community partners in the main streets of Oregon.</li> </ul>
Administrative Rules 125-120-0000 to 0180	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_120.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_120.html</a></li> <li>• Renting or Leasing Office Quarters</li> </ul>
Administrative Rules 125-045-0200 to 0270	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_045.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_045.html</a></li> <li>• Disposition and Acquisition of Real Property interests.</li> </ul>
Administrative Rules 125-070-0000	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_070.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_070.html</a></li> <li>• Gifts and Donations for the Benefit of the Programs of the Real Property Division.</li> </ul>
Administrative Rules 125-075-0000 to 0015	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_075.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_075.html</a></li> <li>• Use of Buildings, Parks and Grounds Under Department Control.</li> </ul>
Administrative Rules 125-080-0000 to 0010	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_080.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_080.html</a></li> <li>• Sales or Solicitation</li> </ul>

Statute, Rule or Policy	Summary
Administrative Rules 125-110-0001	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_110.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_110.html</a></li> <li>• Land Use Coordination</li> </ul>
Administrative Rules 125-125-0048 to 0700	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_125.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_125.html</a></li> <li>• Statewide Facility Planning Process</li> </ul>
Administrative Rules 125-246-0333 to 0353	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_246.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_246.html</a></li> <li>• General Provisions for Public Contracting "Personal Services Contracts".</li> </ul>
Administrative Rules 125-248-0100 to 0340	<ul style="list-style-type: none"> <li>• <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_248.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_248.html</a></li> <li>• Consultant Selection: Architectural, Engineering, Land Surveying Services and Related Services Contracts.</li> </ul>
Policy 104-011-010	<ul style="list-style-type: none"> <li>• <a href="http://www.oregon.gov/DAS/OP/docs/policy/state/107-011-010.pdf">http://www.oregon.gov/DAS/OP/docs/policy/state/107-011-010.pdf</a></li> <li>• Consultant Selection: Architectural, Engineering, Land Surveying Services and Related Services Contracts.</li> </ul>
Policy 125-6-003	<ul style="list-style-type: none"> <li>• <a href="http://www.oregon.gov/DAS/EAM/docs/1256003.pdf">http://www.oregon.gov/DAS/EAM/docs/1256003.pdf</a></li> <li>• DAS EAM Division Services</li> </ul>
Policy 125-6-010	<ul style="list-style-type: none"> <li>• <a href="http://www.oregon.gov/DAS/EAM/docs/1256010.pdf">http://www.oregon.gov/DAS/EAM/docs/1256010.pdf</a></li> <li>• Sustainable Facility Standards and Guidelines</li> </ul>
Policy 125-6-320	<ul style="list-style-type: none"> <li>• <a href="http://www.oregon.gov/DAS/EAM/docs/1256320.pdf">http://www.oregon.gov/DAS/EAM/docs/1256320.pdf</a></li> <li>• Public Use of State Buildings Premises</li> </ul>

## 2. Service Catalog

The Service Catalog lists and describes the main services RES 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 RES staff in order to deliver these services. As a result, business support processes and functions, such as database management to maintain inventories of leases and state-owned properties are not captured or thoroughly explained in this Service Catalog.
- The services included in this Service Catalog are those available to RES customers today. Service descriptions reflect the different features and options currently available to RES customers, enabling customers and RES staff to know what to expect and not to 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 RES 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 Catalog sheet and the individual service will be described in the “What’s included” section of the packaged offering’ Service Catalog 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 provided by DAS RES Program

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

Service	Summary
<b>1. Leasing Services</b>	Leasing services are commercial brokering and lease administration services available to all state agency tenants. Our tenant representation experts assist agencies in finding leased space that aligns strategic business, financial and operational objectives with real estate requirements. Our real estate professionals advise our clients on how to best leverage the market to achieve maximum value and flexibility, use creative market search approaches to evaluate opportunities and then leverage industry relationships with the objective of reducing overall transaction cost. Our leasing agents also manage the leases for agency tenants in DAS-owned buildings.
<b>2. Land Management</b>	This services provides consulting and management services expertise to state agencies for real estate transactions such as acquisitions, dispositions, portfolio analysis, and management of state-owned real estate assets and interests. RES customers may rely on RES’s in-house experts to handle occasional real estate matters instead of hiring and training specialized staff.
<b>3. Clearinghouse Services</b>	This service provides notifications offering surplus real properties to other state agencies, then to political subdivisions to determine whether acquisition of the real property would be advantageous before offering to the public. This notification process informs the State Lands Inventory.
<b>4. Interior Design-Planning and Feasibility</b>	Planning and feasibility within Interior Design provides the interior project planning and design services. This includes the review and approval of the work of any consultants and contractors hired in this Phase. The project goals and scope and finalized and documented. An initial feasibility study can be done in order for the client to determine the projects viability. A project budget is also developed as part of this service. Another important

	service that can be provided is to develop a presentation packet for project and project funding approval. Floor plan design documents are also developed and provided.
<b>5. Interior Design-Execution</b>	Execution within Interior Design provides the management and oversight of the interior design project including the coordination of all contractors, oversight of all contracts and managing and coordination any other RES, Enterprise Asset Management, or trade staff assigned to the project. RES Interior Design provides a hassle free, turnkey interior design project.

### 3. Service Level Expectations

#### 3.1. Performance metrics

This subsection identifies the metrics that will be used to track quality of service delivery including timeliness and other service related attributes.

These metrics and targets are agreed upon by RES and customer representatives and approved by the EAM Customer Utility Board.

- 1) **DAS negotiated lease rate vs. average market rate per square foot:** Comparison of DAS RES negotiated lease rate per square foot vs the average geographical market lease rate per square foot.
- 2) **Percent of lease contracts below or at applicable market rates:** Percent of lease contracts signed in the measurement period with rates below or at applicable geographic market rates.
- 3) **Full Service Cost per FTE:** Fully loaded cost of DAS RES leased office space per FTE, including negotiated office space rates and property operating expenses.
- 4) **Full Service Cost per Square Foot:** Fully loaded average monthly cost of DAS RES leased office space per square foot, including negotiated office space rates and property operating expenses.
- 5) **Critical lease dates missed:** Number of critical lease contract dates missed by DAS Real Estate Services interacting with private landlords as verified by email notification.
- 6) **Percent of contracts with terms of 5 years or more:** Percent of contracts of the overall lease portfolio with lease terms of 5 years or more.
- 7) **Quality of completed projects that meet the customer needs:** Average rating of question "How well did the completed project meet your needs?" on a scale of 1 of 5.

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 RES and customer representatives, and approved by the EAM Customer Utility Board.

<b>Measure Number</b>	<b>Metric</b>	<b>Service or Process Measure Applies to</b>	<b>Metric Explanation</b>	<b>Target</b>
1	DAS negotiated private lease rate vs Average Market Rate per Square Foot.	Leasing Services	Comparison of DAS RES negotiated lease rate per square foot vs the average geographical market lease rate per square foot. This comparison is made for Oregon's top eight leasing markets.	100%
2	Percent of lease contracts that have rates below or at applicable market rates.	Leasing Services	Percent of lease contracts signed in the measurement period with rates below or at applicable market rates.	TBD
3	Full Service lease cost per FTE	Leasing Services	Fully loaded cost of DAS RES leased office space per FTE, including negotiated office space rates and property operating expenses.	Tracked as monitoring metric
4	Full Service lease cost per square foot	Leasing Services	Fully loaded cost of DAS RES leased office space per square foot, including negotiated office space rates and property operating expenses.	Tracked as monitoring metric
5	Critical lease dates missed.	Leasing Services	Number of critical lease dates missed by RES interacting with landlords.	Zero
6	Percent of contracts with contract terms of 5 years or more.	Leasing Services	Percent of contracts on the lease portfolio with contract terms of 5 years or more.	TBD

7	Quality of completed projects that meet the customer needs.	Interior Design	Average rating of question "How well did the completed project meet your needs?" on a scale of 1 of 5.	TBD
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For detailed description about these performance metrics and targets, consult the SLA measure dictionary sheets in appendix 8.2 of this SLA document.

#### 4. Financial Processes

##### 4.1. Billing

Agency will be billed according to the Price List of Goods & Services.

- **Private leasing** charges are billed as a percentage of the lease value following lease or renewal execution.
- **Interagency Service Agreements** for Land Transaction services are billed on a quarterly basis or may be reimbursed out of sale proceeds depending on the agreement terms. Billings do not include the costs of special or emergency projects or changes in service levels not anticipated or known at the time of publication. At the conclusion of the biennium, a statement of the actual costs will be provided to agency and any additional costs billed to each agency.
- **Land Management** services are billed according to Project Management Hourly rates shown in the DAS Price List of Goods & Services on a quarterly basis or if transaction is a land sale, costs may be reimbursed out of sale proceeds. Customer pays vendor directly for any contracted services. Vendor invoices are sent directly to customer. In future biennia starting in 2015-2017, land management services will be billed according to an assessment model based on agency FTE for land-owning agencies.
- **Clearinghouse** services are billed annually as an FTE assessment.

##### 4.2. Billing disputes

Customers must notify the RES Manager, in writing, by email at [RES.info@oregon.gov](mailto:RES.info@oregon.gov) of the disputed billing amount and the reason for the dispute within 30 days of the dated invoice.

Any amounts disputed in good faith, may be deducted from the invoice, as long as the written notice has been sent as required above.

The remaining undisputed amount must be paid by the original due date. Within 30 days after final resolution of the disputed charges, all resolved disputed amounts must be paid by the customer or credit will be provided in the next billing.

### 4.3. Payment

Service charges are due and payable thirty (30) days from receipt of invoice.

## 5. Service Management Processes

### 5.1. Performance measurement and reporting

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

At a minimum, RES 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 the SLA document. They will be posted electronically on RES 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 RES. 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 the service provider 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 RES over the previous quarter.** This report will:
  - a. Identify number of complaints received by type.
  - b. Describe each complaint/performance incident and the affected customer(s).

In addition to being posted on RES website, quarterly performance reports will be delivered to the members of the EAM CUB. RES 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**

RES 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 EAM will have an option to review and provide feedback on any corrective actions recommended by RES to address non-compliance with performance targets, as well as to **monitor the implementation of the action plans agreed upon** with RES 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 RES. The recommendations and feedback provided by the CUB will be incorporated by RES 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 RES and its customers. The final report will be posted electronically on RES 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 RES's Service Catalog, allowing for new associated SLE's to be developed and added to the SLA document
2. Changes in RES's ability to perform as a result of:
  - a. Significant and sustained change in workload demands.
  - b. A significant and sustained increase or reduction in RES resources.
  - c. A need to conform to other unforeseen organizational constraints within DAS or within state government.
3. When customer's expectations and/or performance service level needs have changed.

4. Evolution in RES 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 RES's 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 RES or any customer represented at the CUB.
2. Based on the nature or scope of the SLA modification request, the CUB and RES 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 RES delivers and commensurate with the rates charged for each service.

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

1. The CUB and RES will designate a SLA review team consisting of customer and RES 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:
  - 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.
  - Conduct a review of previous and potential performance issues that may affect services.
  - 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 RES 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 the service provider 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.

- In the event of a service disruption, failure to meet commitments, or if a customer has concerns with the level of service received, the customer agency may contact RES by email, phone, and in person.
  - Phone: RES at 503-428.3362 between 8:00 a.m. and 5:00 p.m. Monday through Friday or
  - Email: [RES.info@oregon.gov](mailto:RES.info@oregon.gov)
- When reporting an incident, the customer agency will need to provide a brief description of the problem, informing about the urgency of the issue, lease location, contact name and phone number.
- RES will categorize all reported incidents, prioritize and forward to the appropriate staff member for resolution.
- The assigned staff member will contact the customer within one business day from receipt of the incident.
- If the incident is not resolved or the staff member is not available, the customer will be contacted by the RES Program Manager for resolution.
- If necessary, the incident will be escalated to the Division Administrator.

### 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 RES.

If performance is below customer's expectations, an informal approach often offers the quickest solution. If circumstances permit, DAS 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 customers are not satisfied with the levels of utility services received, they may submit a formal performance complaint to RES 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 5.3.b) will be considered formal, and they will be logged, documented and published by the service provider.
2. Formal performance complaints shall only be considered resolved when:
  - a. RES 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 RES, 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 will be submitted to the following email inbox established for this purpose: [RES.complaints@oregon.gov](mailto:RES.complaints@oregon.gov). 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 a complaints log file specific to RES, and responsibility will be assigned to staff within RES 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 RES's 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 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 the service provider 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:

- RES Program manager. If unresolved, escalate to
- Enterprise Asset Management 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 RES:

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 noncompliance with agreed SLE's or performance targets and repeated failure to implement corrective actions agreed between RES and customer to fix the underlying performance problem.

## 6. Glossary: Acronyms & Definitions

### 6.1. Acronyms

- **CAM:** Common Area Maintenance (see definitions).
- **CBD:** Central Business District.
- **CFO:** Chief Financial Office
- **CPAB:** Capitol Projects Advisory Board
- **CPC:** Capitol Planning Commission
- **CUB:** Customer Utility Board.
- **DAS:** Department of Administrative Services.
- **DOJ:** Department of Justice
- **EAM:** Enterprise Asset Management.
- **EM:** Entrepreneurial Management.
- **FS:** Full Service Lease cost. Also known as Gross or Full Service Gross
- **FTE:** Full-Time Equivalent. This is the number of working hours that represents one full-time employee during a fixed time period, such as one month or one year.
- **IAA:** Interagency Agreement.
- **MG:** Modified Gross Lease (see definitions)
- **NNN:** Triple Net Lease (see definitions).
- **PA:** Project Authorization
- **POC:** Point of Contact
- **RES:** Real Estate Services (a Program within DAS/EAM)
- **RFI:** Request for information
- **RFP:** Request for Proposal
- **SA:** Service Agreement.
- **SF:** Square feet
- **SFMA:** Statewide Financial Management Application.
- **SLA:** Service Level Agreement.
- **SLE:** Service Level Expectation.
- **TI:** Tenant Improvement.

## 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.
- **Building Classifications:** Building classifications are used to differentiate buildings and help the reporting of market data in a manner that differentiates between building types. Generally speaking, no formal international standard exists for classifying a building, but one of the most important things to consider about building classifications is that buildings should be viewed in context and relative to other buildings within the sub-market; a Class A building in one market may not be a Class A building in another. The difference between each of these classifications varies by market and class B and C buildings are generally classified relative to Class A buildings.
- **Class A Buildings:** These buildings represent the highest quality buildings in their market. They are generally the buildings featuring modern architecture, are generally new(er), constructed of steel frames and glass, possess high quality building infrastructure/technology, and are mid or high rises if in denser urban cores. Class A buildings also are well-located, have good access, and are professionally managed. As a result of this, they attract the highest quality tenants and also command the highest rents. The State of Oregon rarely sites in Class A buildings.
- **Class B Buildings:** Class B buildings are generally a little older than Class A, but still have good quality management and tenants. Often times, value-added investors target these buildings as investments since well-located Class B buildings can be returned to their Class A standards through renovation such as facade and common area improvements. Class B buildings should generally not be functionally obsolete and should be well maintained. The State of Oregon typically sites in Class B buildings.
- **Class C Buildings:** The lowest classification of office building and space is Class C. These are older buildings (usually more than 20), and are located in less desirable areas and are in need of extensive renovation. Architecturally, these buildings are the least desirable and building infrastructure and technology are outdated. As a result, Class C buildings have the lowest rental rates and are often targeted as re-development opportunities. The State of Oregon avoids siting in Class C buildings.
- **Commercial real estate leases** can be broken into three types or models:
  - **Triple Net Lease** (referred to as NNN).
  - **Modified Gross Lease** (referred to as MG).
  - **Full Service Lease** (referred to as FS, a.k.a. Gross or Full Service Gross).

For definitions of each type of lease see below.

- **Common Area Maintenance:** A potential lease expense, in addition to contractual rent, passed on to the tenant(s) for cleaning and/or maintenance of the building's common areas.
- **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.

- **Critical lease dates** are dates included in the lease contract that DAS RES needs to observe in order to give notice to the landlord about lease renewal/ expiration decisions or to exert other options available to the tenant (requests for rent reviews, requests for tenancy hold-over, etc.). Sometimes lease contracts require that notice be properly addressed through specific means, such as personal delivery, overnight courier, etc. The following are considered examples of critical lease dates:
  - Last day to give notice about options to renew,
  - Last day to give notice about contract termination,
  - Last day to give notice for tenancy hold-over,
  - Lease expiration date.
  - Lease audit or CAM charge reconciliation review completion date (if requested by customer).
  
- **Entrepreneurial Management:** Innovative public management model that uses customer choice, competition, and policy/service separation to increase service satisfaction.
  
- **Full Service Lease** (referred to as FS, a.k.a. Gross or Full Service Gross): A commercial real estate type of lease in which the rental rate includes normal building standard services which are provided and paid by the landlord.
  
- **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 the service provider.
  
- **Incident Management:** Process for dealing with service incidents and restoring normal service operation as quickly as possible, minimizing the adverse impact on business operations.
  
- **Modified Gross Lease (Referred to as MG):** A commercial real estate type of lease in which, unlike a **triple net lease**, typically the tenant will be responsible for a proportional share of one or more of the net expenses (1) taxes, 2) insurance, and 3) maintenance) as part of the base rent. The Lessor (landlord) will pay the remaining expenses. Typically a modified gross lease will include all the nets in the base rent but not electric or janitorial. For example: Plus Electric means the tenant pays rent plus their own electric expense, or Plus Janitorial means the tenant pays the rent plus their own janitorial expense. Both of these are types of Modified Gross Leases, which may vary from tenant to tenant.

- **Operating Expenses:** Cash outlays necessary to operate and maintain a property. Examples of operating expenses include real estate taxes, property insurance, property management and maintenance expenses, utilities, and legal or accounting expenses. Operating expenses do not include capital expenditures, debt service, or cost recovery.
- **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.
- **Service:** A bundle of activities and resources (processes, people and IT 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 the provider's 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 the service provider and its customer base.
- **Statewide Financial Management Application:** This is the accounting IT system in use by most state agencies of Oregon State Government.
- **Service Level Expectation (SLE):** Written, measurable target for a service or a process performance agreed between service provider and customers.
  - For any given service with an SLE, service performance targets will be common to all customers (concept of utility services).
  - 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.
- **Tenant Improvement (TI) :** The real estate definition of Leasehold improvements, also known as tenant improvements (TI), are the customized alterations a building owner

makes to rental space as part of a lease agreement, in order to configure the space for the needs of that particular tenant. These include changes to walls, floors, ceilings, and lighting, among others. In actual practice, these customized tenant improvements usually have a useful economic life of 5 to 10 years, which spans the average commercial lease term.

- **Triple Net Lease** (referred to as NNN): A commercial real estate type of lease in which the tenant is responsible for all of the net expenses (1) taxes, 2) insurance, and 3) maintenance expenses) associated with their proportional share of occupancy of the building in addition to the base rent fee applied under the lease.
- **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

Focus Area	Contact Name	Contact Information
RES Program Manager	Shannon Ryan	<a href="mailto:shannon.ryan@oregon.gov">shannon.ryan@oregon.gov</a> (503) 428-3362
Leasing Information	Brenda Schnee	<a href="mailto:brenda.e.schnee@oregon.gov">brenda.e.schnee@oregon.gov</a> 503-373-7114
Land Transactions	Eric Grindy	<a href="mailto:eric.grindy@oregon.gov">eric.grindy@oregon.gov</a> (503) 428-3808
Interior Project Manager	DeeDee Knutson	<a href="mailto:deedee.a.knutson@oregon.gov">deedee.a.knutson@oregon.gov</a> (505)373-7148

- Address: 1225 Ferry Street SE, U11, Salem, Oregon 97301 (2<sup>nd</sup> Floor)
- Hours of Operation: Monday through Friday 8:00 a.m. until 5:00 p.m.



## 8. Appendixes

### 8.1. Service Catalog sheets

<b>1- Leasing Services</b>	
1. What is the service?	Description
a. Service Summary	<p>Leasing services are commercial brokering and lease administration services available to all state agencies' tenants. Our tenant representation experts assist agencies in finding leased space that align strategic business, financial and operational objectives with real estate requirements. Our real estate professionals advise our clients on how to best leverage the market to achieve maximum value and flexibility, use creative market search approaches to evaluate opportunities and then leverage industry relationships with the objective of reducing overall transaction cost to agencies. Our leasing agents also manage the leases for agency-tenants in DAS-owned buildings.</p> <p>Clients receive the benefit of professional real estate services from a team of professionals who understand the commercial real estate industry tailored to the uniqueness of state government.</p>
b. What is included?	<ul style="list-style-type: none"> <li>• Provide needs assessment and assistance in planning, including but not limited to: timing, square footage, functionality needs, forecasted costs, strategy and best options.</li> <li>• Conduct market research to identify real estate leasing opportunities available in the market, both independently and in partnership with client agency staff.               <ul style="list-style-type: none"> <li>○ Conduct market review, both independently and with client agency staff, either related to the contemplated transaction or on an ad hoc basis to inform the client of market conditions.</li> <li>○ Site searches and issuance of "Requests for Information" utilizing a market outreach tool, seeking properties tailored to the agency's needs and goals.</li> </ul> </li> <li>• Issue political notifications on behalf of the client agency when needed to comply with statutes.</li> <li>• Perform standard financial analyses that enable thorough comparison of space options under consideration. Clients benefit from an accurate budget for transactions and annual occupancy costs.</li> <li>• Provide facilitation and personal tours of prospective properties so the agency is represented, receives advice and gets questions answered on-site.</li> <li>• Provide comparison of optimal properties for the client's review, informed by the broker's base knowledge as well as the client's specific needs.</li> <li>• Draft and solicit Landlord's "Requests for Proposal" so clients receive comprehensive information around lease terms, not just the rate.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide comparison of Landlords' proposals for a lease presented in a way that is easy for the client to use as a guide or decision document.</li> <li>• Advise agencies around strategy and best options given the proposals, market conditions and the agency goals with a goal of driving maximum value from the market to the agency.</li> <li>• Negotiate lease terms and contracts with the Landlord(s) so that agencies only need to make their business decisions around the lease. Provide subsequent drafting of the lease agreement, liaising with the Department of Justice if necessary, so the client gets a solid contract.</li> <li>• Work with the landlord at any time during the lease for contract enforcement, to discuss emergent tenant needs or to modify the space, ensuring the agency is well represented</li> <li>• Provide lease administration services such as lease audit or operating expense reconciliation for any lease negotiated by DAS, upon request of customer.</li> <li>• Provide advice, personal tours, lease agreement, and up to 12 hours of space planning services for DAS-owned properties. Our real estate professionals represent both the Landlord and the tenants needs and will facilitate space modifications through DAS Construction and Project Management.</li> <li>• Send reminders and conduct outreach ahead of lease expiration dates so DAS and its clients have ample time to work together thereby strengthening DAS' ability to negotiate the best deal for the agency.</li> <li>• Provide access to third-party brokers and work with the client agency to determine best options for external brokerage. Incorporation of brokerage service will be at DAS RES discretion and with the consent of the client agency, except those transactions involved with Enterprise-level initiatives.</li> </ul>
<p>c. What is not included in the service?</p>	<ul style="list-style-type: none"> <li>• Brokering services for purchase or sales of real estate. To learn more about these services consult Service Sheet #2 (Land Management Services)</li> <li>• Moving assistance</li> <li>• Making lease payments or other expenditures associated with the contract</li> <li>• Interior space planning services for private sector leases, although this can frequently be facilitated as part of the deal with Landlords.</li> <li>• Planning for IT/communication infrastructure unless otherwise specified in the lease.</li> </ul>
<p>d. Offerings and options</p>	<p>The leasing team can customize its approach, engagement and processes to best fit client agency needs. Any service customization is offered in conjunction with the basic services described in section 1.b ("What is included") above. Customization is typically accomplished through:</p> <ul style="list-style-type: none"> <li>• Tailored outreach/public communication around an agency's lease activity.</li> <li>• Frequency of scheduled one-on-one meetings with the agency to</li> </ul>

	<p>discuss its leased portfolio.</p> <ul style="list-style-type: none"> <li>• Participating in specific agency group meetings to speak to a specific agency leasing portfolio or to provide education on any number of real estate-related topics.</li> <li>• Customized reports or analysis on an ongoing or ad hoc basis.</li> </ul> <p><u>Additional options available to client agencies are:</u></p> <ul style="list-style-type: none"> <li>• Access to specialized third party brokering services provided by the two (2) current brokers of record for the State.</li> <li>• Client agencies can request DAS RES to issue political notifications of leasing needs even when if it's not needed by statute.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Must be a State of Oregon agency or the Oregon State Fair Council.</li> <li>• The person with budget authority and/or representing the program needs to facilitate the service on behalf of the agency.</li> </ul>
f. (Service-specific) Client and provider responsibilities	<p><b>DAS Real Estate Services responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Respond within three business days of initial contact by the client.</li> <li>• Assign transaction to a leasing agent and begin working with the client within 7 days of initial contact.</li> <li>• Ensure both DAS and the client agencies are both clear as to roles, responsibilities and expected outcomes at the outset of each transaction.</li> <li>• Communicate timely and clearly with the agency, keeping it informed of developments and progress with transactions.</li> <li>• Reach out and coordination with local governments and other pivotal state offices and serve as ombudsman for the state's interests.</li> <li>• Identify best practices and economies of scale to the client (e.g. co-location opportunities).</li> <li>• Work with client to determine if outside brokerage services would benefit the State, determined on a transaction-by-transaction basis.</li> <li>• Notify the Capital Projects Advisory Board (CPAB) Coordinator when DAS RES has received a request that will require CPAB review and facilitate the scheduling of the review.</li> <li>• Email Lease Renewal Inquiry between 18-24 months ahead of expiration to agency client.</li> </ul> <p><b>Client agency responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Respond to DAS space or lease inquiries or any correspondence around lease renewals within 30 days of receipt.</li> <li>• Provide business case (or other justification) for any new request over 5,000 square feet. This can be presented in any format.</li> <li>• Refer all brokers, agents or Landlords to DAS RES.</li> <li>• Do not engage the Landlord or its representation at any time regarding any facets of an existing lease including but not limited to rates, terms, future needs, intent or space modifications.</li> <li>• Do not engage in property tours with brokers, agents or land</li> </ul>

	<p>owners (including county and municipal governments) for potential space without DAS RES.</p> <ul style="list-style-type: none"> <li>Do not engage brokers, agents or land owners (including county and municipal governments) regarding new space needs and/or potential future transactions.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	Email: <a href="mailto:RES.info@state.or.us">RES.info@state.or.us</a> with a short description of your need or call 503.428.3362.
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>DAS Office Space Request Form: <a href="http://www.oregon.gov/DAS/EAM/leasing/docs/spacereq.xls">http://www.oregon.gov/DAS/EAM/leasing/docs/spacereq.xls</a></li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>To exercise an existing option (assumes no change to the current transaction) typically an average of 1 to 2 months.</li> <li>A new requirement or a renegotiation of terms may take 2 months to several years depending upon the need and circumstance.</li> <li>All transaction times are greatly affected by myriad external influences including but not limited to: market conditions, stakeholder's action(s), enterprise policy implications, local policies, ever-changing municipal and land use goals.</li> </ul>
<b>3. How do I get help? How does DAS Real Estate Services provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>State-owned properties available for leases can be found at: <a href="http://www.oregon.gov/DAS/EAM/pages/leasing/vacancy_das.aspx">http://www.oregon.gov/DAS/EAM/pages/leasing/vacancy_das.aspx</a></li> <li>Other non DAS-owned buildings available for lease: <a href="http://www.oregon.gov/DAS/EAM/pages/leasing/vacancy_nondas.aspx">http://www.oregon.gov/DAS/EAM/pages/leasing/vacancy_nondas.aspx</a></li> <li>Office relocation planning guide: <a href="http://www.oregon.gov/DAS/EAM/pcm/docs/officerelocationplanningguide.pdf">http://www.oregon.gov/DAS/EAM/pcm/docs/officerelocationplanningguide.pdf</a></li> <li>Oregon Administrative Rules on leasing: <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_120.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_120.html</a></li> </ul>
b. How to request support	Call 503-428-3362 or Email: <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a>

c. When can you expect to get a response?	Response within one (1) business day.
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<b>2- Land Management</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	<p>The DAS Real Estate Services Program provides state agencies with transaction consulting and management services around state acquisitions, dispositions, portfolio analysis, and management of state-owned real estate assets and interests.</p> <p>By using DAS RES's in-house experts, client agencies do not have to hire and train specialized staff to handle occasional real estate matters.</p>
b. What is included?	<ul style="list-style-type: none"> <li>• Consultation, assistance, and education on transactions structure, possible funding models/sources, statutes, rules, and processes regarding transfer of real estate and transaction strategy. Client also receives customized detailed financial analyses and market/location studies. DAS RES will coordinate with CFO's office and other oversight bodies if the transaction involves the use of capital funds. <ul style="list-style-type: none"> <li>○ Client will understand how to best accomplish objectives within the state legal framework.</li> </ul> </li> <li>• Project management of acquisition and disposition transactions, from project planning through property searches, due diligence, consultant contract administration, and closing. DAS RES administers any needed procurement processes. <ul style="list-style-type: none"> <li>○ Client benefits from DAS RES knowledge and experience to move transaction from beginning to end, focused on maximizing return on tax payer investment unless otherwise directed by the Legislature or DAS Director.</li> </ul> </li> <li>• Drafting of easements, permits of entry, and similar documents. <ul style="list-style-type: none"> <li>○ Client receives documents already "approved for form" by Department of Justice (DOJ) and DAS Risk Management, significantly reducing cost and time compared to drafting new documents.</li> </ul> </li> <li>• Research and project management of due diligence or other real estate activities not related to a pending transaction ("understanding your property"). <ul style="list-style-type: none"> <li>○ Client gains full documentation of property, either to clarify records or in preparation for possible future transactions.</li> </ul> </li> <li>• Feasibility studies (in-house) and comparisons between multiple scenarios. <ul style="list-style-type: none"> <li>○ Client gets a quick look at multiple options to facilitate further analysis of the best option.</li> </ul> </li> <li>• Assistance with rezoning, comprehensive plan amendments, and</li> </ul>

	<p>other land use applications.</p> <ul style="list-style-type: none"> <li>○ Client receives advice on options from a state perspective, and completion of applications if desired.</li> </ul> <ul style="list-style-type: none"> <li>• Coordination and facilitation of any needed third-party services to complete the transaction/service. On a project-by-project basis, DAS RES and client agency may enter into an Interagency Agreement for a specific scope of work that involves the use of third-party vendor services. Under the terms of agreement, DAS RES will facilitate these services, which may include but are not limited to the following: <ul style="list-style-type: none"> <li>○ DOJ consultation and review of documents</li> <li>○ Detailed feasibility studies, conducted by external consultants</li> <li>○ Boundary land surveys ((American Land Title Association)</li> <li>○ Issuance of title reports</li> <li>○ Property inspections</li> <li>○ Appraisals</li> <li>○ Broker opinions of value</li> <li>○ Physical site work of any sort</li> <li>○ Land use or other permit fees and any consultant preparation of documentation, site plans, etc.</li> </ul> </li> </ul>
c. What is not included in the service?	N/A
d. Offerings and options	<p>Basic services may be requested on an as-needed basis in any combination that suits the project.</p> <p>Other options available to client agencies are:</p> <ul style="list-style-type: none"> <li>• Advocate to acquire real property on behalf of an agency not authorized to own real estate, and lease that property to the agency.</li> <li>• Property Management services.</li> <li>• Sale Leaseback transactions.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Must be a State of Oregon agency or the Oregon State Fair Council.</li> <li>• The person with budget authority and/or representing the program needs to facilitate the service on behalf of the agency.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>DAS Real Estate Services responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Conduct assessment of needs and develop draft scope of services, timetable, and budget. <ul style="list-style-type: none"> <li>○ If necessary, draft interagency agreement with client agency for any work that involves the use of third-party vendor services and work with client agency to complete the agreement before engaging any third party into the transaction.</li> </ul> </li> <li>• Adhere to agreed timetable and budget.</li> <li>• Manage procurement of any outside services (consultants, contractors) needed to complete the project.</li> <li>• Administer any contracts with consultants and contractors that are</li> </ul>

	<p>part of the project.</p> <ul style="list-style-type: none"> <li>• Discuss with client agency any anticipated deviation from agreed timetable and budget before delay or unanticipated expense occurs.</li> </ul> <p><b>Client agency responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Provide all requested data, access, or other resources as agreed.</li> <li>• Approve scope, budget, and timetable.</li> <li>• Sign agreements (interagency agreements, etc.) and other documents (deeds, easements, etc.) in a timely manner.</li> <li>• Pay any external consultant/contractor invoices/fees as agreed on the Interagency Agreement such as: <ul style="list-style-type: none"> <li>○ Broker commissions.</li> <li>○ Appraisals.</li> <li>○ Broker opinion of value.</li> <li>○ Closing costs.</li> <li>○ Rent payments.</li> <li>○ Land use or other permit fees and any consultant time and materials costs i.e. site plans, etc.</li> </ul> </li> </ul>
<p><b>2. How is the service requested?</b></p>	<p style="text-align: center;"><b>Description</b></p>
<p>a. How is this service requested?</p>	<ul style="list-style-type: none"> <li>• Basic consultations—simple questions, for example—may be initiated by sending an email request to <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a>.</li> <li>• Transactions and projects requiring more than a basic consultation, whether consisting of services delivered by DAS RES or a combination of services delivered by DAS RES and contracted out, may also be initiated by sending an email request to <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a>. DAS RES staff will work with client agency to determine a scope of services and timetable agreed upon by all parties.</li> </ul>
<p>b. What forms are used/ needed to request this service?</p>	<p>No forms are required to request service. DAS RES will develop a draft scope of services or draft interagency agreement, as appropriate.</p> <ul style="list-style-type: none"> <li>• If client agency wants to do the real estate transaction in conjunction with a RFI (Request for Information) or RFP (Request for Proposal), client agency will need to fill out the following form: <a href="http://www.oregon.gov/DAS/EAM/Real_Property/docs/Forms/SiteDataSummaryForm.doc">http://www.oregon.gov/DAS/EAM/Real_Property/docs/Forms/SiteDataSummaryForm.doc</a></li> </ul>
<p>c. When can you expect to have your service request fulfilled?</p>	<ul style="list-style-type: none"> <li>• An initial response should be received within one business day.</li> <li>• Agreement on next steps should be reached during the course of the initial contact.</li> <li>• A timetable for the project will be developed in consultation with client agency as part of scoping.</li> </ul>

3. How do I get help? How does DAS Real Estate Services provide support to customers?	Description
a. Self-service support	<ul style="list-style-type: none"> <li>Oregon Administrative Rules on disposition and acquisition of real property interests:  <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_045.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_045.html</a></li> </ul>
b. How to request support	Call (503) 373-7065 or Email: <a href="mailto:Darrin.w.brightman@oregon.gov">Darrin.w.brightman@oregon.gov</a> or Email: <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a> or
c. When can you expect to get a response?	Response within one business day.

3- Clearing House Services	
1. What is the service?	Description
a. Service Summary	<p>Before acquiring or disposing of any surplus real property or interest owned by the state, DAS is required to offer the property to other state agencies, then to political subdivisions to determine whether acquisition of the real property would be advantageous before offering to the public. This notification process is carried out by the clearinghouse function and informs the State Lands Inventory system housed at the Department of State Lands.</p> <p><b>Core Benefits:</b></p> <ul style="list-style-type: none"> <li>State agencies are informed of surplus real property controlled by one agency that might be put to use by another agency. The property remains in state ownership, maximizing tax-payer investment by re-purposing assets already within the portfolio.</li> <li>Consistency in notice process.</li> <li>Land transactions are aligned with statewide planning goals.</li> </ul>
b. What is included?	<ul style="list-style-type: none"> <li>Consultation and assistance with transaction strategy and advisory committee review.</li> <li>Review of transaction requests to determine type of transaction (1) Surplus; (2) Trade; (3) Exchange requiring 30-day notice or (4) Futile Act)</li> <li>Evaluate alignment of requests with statewide planning goals and policy.</li> </ul>

	<ul style="list-style-type: none"> <li>• Distribution of transaction notice to agencies, political subdivisions, regional solutions center, Indian tribe and any other stakeholders. <ul style="list-style-type: none"> <li>○ Any letters of interest received by DAS are forwarded to the selling agency for follow-up and sale negotiation.</li> <li>○ Disposition letter to agency after 30 days informing agency of any interest in the property by agencies or political subdivisions.</li> </ul> </li> <li>• Posting of transaction notices to central web location.</li> <li>• Distribution and posting of Quarterly and Annual Reports of real properties for sale to the public.</li> <li>• Registration of transaction notice data in a Clearinghouse database to meet legislative reporting requirements.</li> <li>• Coordination of transaction with State Lands Inventory System housed at Department of State Lands.</li> </ul>
c. What is not included in the service?	<ul style="list-style-type: none"> <li>• Negotiations of any real property transaction with an interested third party. Any inquiries received will be referred to the owning agency.</li> <li>• Execution of any pre-purchase agreement or memorandum of understanding with an interested party.</li> <li>• Site inspection of the subject property.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• N/ A</li> </ul>
e. Service prerequisites	Must be a State of Oregon Agency with statutory authority to own real property.
f. (Service-specific) Customer and provider responsibilities	<p><b>DAS Real Estate Services responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Distribution of notices to state agencies and political subdivisions within a 7 day period after DAS receives complete information from the client.</li> <li>• Notify client agencies of any deviation from the notice schedule expected.</li> <li>• Notify owning agency if DAS-RES receives contact from another agency or political information indicating interest in the subject property available for sale.</li> <li>• Compile reports of property for sale to be posted to the public website,</li> <li>• Compile reports for legislative assembly as required in ORS 270.180.</li> <li>• Share information with Department of State Lands to inform the update of the State Lands Inventory System.</li> <li>• Coordinate review of transaction by advisory committees such as PLAC (Public Lands Advisory Committee) for transactions valued at \$100,000 or more, Capitol Planning Commission (CPC), CPAB (Capital Projects Advisory Board) or other, if needed.</li> </ul> <p><b>Client agency responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Make sure notice form is completed accurately and submitted with appropriate map and justification narrative if a Futile Act request.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide date of sale, sale price and appraised value of any properties sold.</li> <li>• Respond to requests to review accuracy of reports and provide edits.</li> <li>• Obtain certified appraisal of property value if needed.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete appropriate online form and attach a map, a narrative and a justification of any Futile Act requests and email to any of the following email addresses: <ul style="list-style-type: none"> <li>○ <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a></li> <li>○ <a href="mailto:Elaine.g.schacher@oregon.gov">Elaine.g.schacher@oregon.gov</a> or</li> <li>○ <a href="mailto:Darrin.w.brightman@oregon.gov">Darrin.w.brightman@oregon.gov</a> or</li> </ul> </li> <li>• Call: 503-373-7192 or fax: 503-373-7210</li> <li>• Bring notice to: 1225 Ferry Street SE, U100, Salem, OR</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Land acquisition notice form: <a href="http://www.oregon.gov/DAS/EAM/Real_Property/docs/Forms/Acquire_NoticeForm.doc">http://www.oregon.gov/DAS/EAM/Real_Property/docs/Forms/Acquire_NoticeForm.doc</a></li> <li>• Surplus notice/ futile act form: <a href="http://www.oregon.gov/DAS/EAM/Real_Property/docs/Forms/Surplus_NoticeForm.doc">http://www.oregon.gov/DAS/EAM/Real_Property/docs/Forms/Surplus_NoticeForm.doc</a></li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• DAS RES will acknowledge receipt of the request within one business day.</li> <li>• Typically, transaction notices are distributed within 7 days from receipt of complete information from the client agency.</li> </ul>
<b>3. How do I get help? How does DAS Real Estate Services provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• Oregon Administrative Rules on disposition and acquisition of real property interests, which describes the Clearing House process. Visit <a href="http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_045.html">http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_125/125_045.html</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a>;</li> <li>• E-mail: <a href="mailto:Elaine.g.schacher@oregon.gov">Elaine.g.schacher@oregon.gov</a> or</li> <li>• Email: <a href="mailto:Darrin.w.brightman@oregon.gov">Darrin.w.brightman@oregon.gov</a> or</li> </ul>
c. When can you expect to get a response?	Response to inquiries will happen within one business day.

<b>4- Interior Design – Planning and Feasibility</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	<p>Planning and feasibility within Interior Design provides the interior project planning and design services. This includes the review and approval of the work of any consultants and contractors hired in this phase. The project goals and scope are finalized and documented. An initial feasibility study can be done in order for the client to determine the projects viability. A project budget is also developed as part of this service.</p> <p>Another important service that can be provided is to develop a presentation packet for project and project funding approval. Floor plan design documents are also developed and provided.</p>
b. What is included?	<p><b>General Consultation</b></p> <p><b>Program Requirements-</b> develop and distribute program requirement documents and surveys to agency contacts to gather agency program needs.</p> <p><b>Space Planning-</b> develop preliminary space plan layouts, in AutoCAD, identifying work unit adjacencies and locations on the floor plan that work with agency program needs, and best fits within the building floor plan. The DAS Interior Project Manager works with the agency Point of Contacts (POC) to refine, and finalize the design of the space plan layout.</p> <p><b>Interior Design-</b> utilize existing systems furniture in the new design or select and propose new materials, interior finishes, and new free standing furniture as needed for tenant improvements, and present selections to agency POCs for approval.</p> <p><b>Budget Development-</b> develop the project budget based upon the initial design and projected products, services, and resources needed to complete the project implementation.</p> <p><b>Schedule Development-</b> develop the project schedule based upon the initial design and projected timelines needed to complete the project implementation.</p>
c. What is not included in the service?	<p>We do not disseminate information to our customer's staff. Therefore, an agency contact will be provided by the customer to be the project point of contact and disseminator of information to the customer's staff. We cannot fulfill the role of the agency contact.</p>
d. Offerings and options	<p>RES can break out the programming, space planning, and interior design portions of this and provide it as a separate service. We can also assist in finding used furniture when appropriate.</p>
e. Service prerequisites	<p>Clear understanding of the customers' needs, goals, and project timeline.</p>
f. (Service-specific)	<p><b>RES responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Written budget estimate</li> </ul>

Customer and provider responsibilities	<ul style="list-style-type: none"> <li>• Written project schedule estimate</li> <li>• Written project scope</li> <li>• Written project objectives</li> <li>• Written presentation documents</li> <li>• Written list of project risks</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Agency timeline for project</li> <li>• Goals of the project</li> <li>• Budget limitations</li> <li>• Agency specific needs</li> <li>• Agency risks - identification of the agency specific risks</li> <li>• Statement of work</li> <li>• Determine security needs</li> <li>• Appoint an agency contact designee</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<p>Through a Project Authorization (PA) request. Call one of the staff listed on the webpage, or send requests to the specific email address.</p> <p>Additional information can also be found on the webpage:  <a href="http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx">http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx</a></p>
b. What forms are used/ needed to request this service?	<p>PA request located at:  <a href="http://www.oregon.gov/DAS/EAM/pcm/docs/project_authorization_201106.pdf">http://www.oregon.gov/DAS/EAM/pcm/docs/project_authorization_201106.pdf</a></p>
c. When can you expect to have your service request fulfilled?	<p>This is dependent on the timeline for the project and would be negotiated with the requestor</p>
<b>3. How do I get help? How does DAS RES provide support to customers?</b>	<b>Description</b>
a. Self-service support	<p>References for the following resources are found on the P&amp;CM website:</p> <ul style="list-style-type: none"> <li>• How to plan an office relocation</li> <li>• Funding resources</li> <li>• Description of the phases of a project</li> <li>• Discussion of how you can help with the project</li> </ul> <p>The RES website located here has additional information  <a href="http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx">http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx</a></p>

	<p>Policy on procedures for requesting help:  <a href="http://www.oregon.gov/DAS/EAM/docs/1256220.pdf">http://www.oregon.gov/DAS/EAM/docs/1256220.pdf</a></p> <p>Technical standards for remodeling or modifications:  <a href="http://www.oregon.gov/DAS/EAM/docs/1256211.pdf">http://www.oregon.gov/DAS/EAM/docs/1256211.pdf</a></p> <p>Policy on building signage:  <a href="http://www.oregon.gov/DAS/EAM/docs/1256225.pdf">http://www.oregon.gov/DAS/EAM/docs/1256225.pdf</a></p> <p>Policy on our space standards:  <a href="http://www.oregon.gov/DAS/EAM/docs/1256100.pdf">http://www.oregon.gov/DAS/EAM/docs/1256100.pdf</a></p> <p>Information on systems furniture:  <a href="http://www.oregon.gov/DAS/EAM/pages/pcm/sysfurn.aspx">http://www.oregon.gov/DAS/EAM/pages/pcm/sysfurn.aspx</a></p>
b. How to request support	All documents and contact numbers are available at: <a href="http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx">http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx</a>
c. When can you expect to get a response?	You will be contacted within two business days when the request is sent to the email address: RES.info@oregon.gov.

5- Interior Design – Execution	
1. What is the service?	Description
a. Service Summary	Execution within Interior Design provides the management and oversight of the interior design project including the coordination of all contractors, oversight of all contracts and managing and coordination any other RES, Enterprise Asset Management, or trade staff assigned to the project. RES Interior Design provides a hassle free, turnkey interior design project.
b. What is included?	<p><b>Develop and provide detailed drawings</b> – these include locations of all services and any construction or demolition work identified work</p> <p><b>Prepare the final systems furniture layouts-</b> including the panels, components used, location of services to cubicles, and all dimensions</p> <p><b>Coordinate, schedule, and direct the furniture installation and moves</b></p> <p><b>Coordinate the staff moves</b> – sets up and coordinates with the moving company, installers, and other service providers</p> <p><b>Facilitation of information meetings-</b> schedule, coordinate and run meetings</p> <p><b>Solicit, manage, and administer contracts-</b> These are contracts related to</p>

	<p>the actual construction project and will include Construction firms, Architects, and Engineers</p> <p><b>Managing and directing the assigned project resources and staff needed for the project</b> - oversight of any staff that are assigned to the project</p> <p><b>Responsible for identifying, monitoring, documenting, and responding to project risk</b></p> <p><b>Controls and monitors key project elements</b> —project scope, time, cost, and quality</p> <p><b>Point of contact for building/site-</b> the project manager will be the only point of contact that agencies need to work with on our projects</p> <p><b>Site inspection (ongoing/final)</b> - throughout the project inspections are conducted to verify progress and work quality.</p> <p><b>Develop full-scale project plans and associated communications documents</b></p>
c. What is not included in the service?	We do not disseminate information to our customer's staff. Therefore, an agency contact will be provided by the customer to be the project point of contact and disseminator of information to the customer's staff. We cannot fulfill the role of the agency contact.
d. Offerings and options	<p>All of these services would be supplied together. They should not be broken out. All can be codependent based on the project type and size. They may not all be required on all projects.</p> <p>Ad hoc interior project management consultation services</p>
e. Service prerequisites	Budget commitment
f. (Service-specific) Customer and provider responsibilities	<p><b>Real Estate Services responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Written project timeline reports</li> <li>• Written project status reports</li> <li>• Written list of additional scope needs</li> <li>• Written list of contractor staff for background checks</li> <li>• Written budget execution updates</li> <li>• Written project completion memo</li> <li>• Written final budget</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Quickly provide any changes in scope, budget, or the timeline</li> <li>• Contractor background checks</li> <li>• Communicate with their staff and decision makers</li> </ul>

	<ul style="list-style-type: none"> <li>Respond within agreed upon timeline</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<p>Through a Project Authorization (PA) request. Call one of the staff listed on the webpage.</p> <p>Additional information can also be found on the webpage:  <a href="http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx">http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx</a></p>
b. What forms are used/ needed to request this service?	<p>PA request located at:  <a href="http://www.oregon.gov/DAS/EAM/pcm/docs/project_authorization_201106.pdf">http://www.oregon.gov/DAS/EAM/pcm/docs/project_authorization_201106.pdf</a></p>
c. When can you expect to have your service request fulfilled?	By the date set up in the project timeline
<b>3. How do I get help? How does P&amp;CM provide support to customers?</b>	<b>Description</b>
a. Self-service support	<p>The project phases and descriptions of the services are provided on our website:  <a href="http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx">http://www.oregon.gov/DAS/EAM/Pages/pcm/index.aspx</a></p>
b. How to request support	<p>Call to:            Shannon Ryan 503-428-3362            Or            Email to: <a href="mailto:workspaceplanning@oregon.gov">workspaceplanning@oregon.gov</a>            Or            Complete a Project Authorization request found at:  <a href="http://www.oregon.gov/DAS/EAM/pcm/docs/project_authorization_201106.pdf">http://www.oregon.gov/DAS/EAM/pcm/docs/project_authorization_201106.pdf</a></p>
c. When can you expect to get a response?	<p>You will be contacted within two business days when the request is sent to the email address: <a href="mailto:RES.info@oregon.gov">RES.info@oregon.gov</a></p>

## 8.2. SLA performance measure data dictionaries

### SLA Metric #1: DAS negotiated lease rate vs. average market rate per square foot.

- Description:** DAS average negotiated private lease rates per square foot for office space vs. average market rates per square foot for office space.

- **Purpose:** The State spends \$71 million per year in private leased space. This metric is an outcome performance measure aimed at monitoring the effectiveness of the Real Estate Services Program staff in negotiating private lease contracts on behalf of state agency tenants. The metric indicates how close to market the State is paying in the major leasing markets around the state of Oregon, as well as the outlying leases.

It is expected that tracking and reporting on this measure will assist DAS Real Estate Services and Program customers to understand and make data-driven decisions and process changes in order to improve the outcome of lease negotiations with private landlords.

- **Comparability:** None identified at this time.

- **Measure calculation formula:**

- **For each of the geographic leasing markets tracked by DAS,  $A_N = (B_N / C_N) * 100$**

- **$B_N$**  = Weighted average cost per square foot for leased office space negotiated for state use by DAS RES in the measurement period.

This is calculated as

- $B = [(Sq.Ft_1 \times P_1) + (Sq.Ft_2 \times P_2) + \dots + (Sq.Ft_n \times P_n)] / \sum Sq.Ft$ ,  
where:

- $Sq. Ft_i$  is the square footage of each property leased in the measurement period.
- $P_i$  is the rate per square foot negotiated for each property leased in the measurement period.
- $\sum Sq.Ft$  is the total square footage of all properties leased by DAS RES in the measurement period.

- **$C_N$**  = Weighted average market rate per square foot of comparable space in the measurement period in the N geographic leasing market.

- DAS RES will use the total square feet of each leased property for the calculation of the weighted average cost of leased office space negotiated for state use in the following way:

**EXAMPLE 1**  
**REGION: SALEM-KEIZER**

	Office 1	Office 2	TOTAL
(1) Square Feet	2,000	500	2,500
(2) Price per Square Foot	\$1.00	\$1.50	
(1 X 2) Weighted Monthly Property Cost	\$2,000	\$750	\$2,750

\$1.25 Unweighted Average rate (Price 1 + Price 2 divided by 2)

\$2,750 (A) Total monthly property cost

2,500 (B) Total Square Feet leased

**\$1.10** (A/B) Weighted average monthly rate per Sq. Ft

**EXAMPLE 2**  
**REGION: PORTLAND**

	Office 1	Office 2	Office 3	TOTAL
(1) Square Feet	3,000	600	400	4,000
(2) Price per Square Foot	\$1.00	\$1.25	\$1.50	
(1 X 2) Weighted Monthly Property Cost	\$3,000	\$750	\$600	\$4,350

\$1.25 Unweighted Average rate (Price 1 + Price 2 + Price 3 divided by 3)

\$4,350 (A) Total weighted monthly property cost

4,000 (B) Total Square Feet leased

**\$1.09** (A/B) Weighted average monthly rate per Sq. Ft

- **Detailed measure definition / clarification:**

- DAS breaks the private lease portfolio into eight (8) regions and compares the weighted average rate for each region against the relative market rate. The eight geographic regions are:

- Salem CBD
- Salem Metro
  - a) Salem (non CBD)
  - b) Keizer
- Portland CBD
- Portland Metro
  - a) Portland (non CBD)
  - b) Beaverton
  - c) Tigard
  - d) Oregon City
  - e) Hillsboro
  - f) Gresham
  - g) Lake Oswego
  - h) Gladstone
  - i) Milwaukie
  
- Medford
- Bend
- Eugene
  - a) Springfield
- Roseburg

- DAS utilizes **CoStar (CoStar Group, Inc. NASDAQ – CSGP)**, an industry tool for information and analytics, as its primary source for the market rate data. The market rate is derived through an amalgamation of the weighted averages of recently closed transactions within the context of market trends in any given market or submarket. The market rate is quasi-subjective but is largely agreed upon by the commercial real estate industry within a few percentage points.
- This metric tracks only equivalent **Triple Net Lease rates**. For a definition of Triple Net contracts, see section 6.2 (Definitions) of this document.
- This metric tracks **only leased office space** as it comprises 93% of the private lease portfolio. **In addition**, this metric tracks only leased office space in **Class B Office Buildings, which comprises the majority of the statewide portfolio**. For a definition of Class A, Class B and Class C buildings, see section 6.2 (Definitions) of this document.
- **Exclusions:**
  - Rates are compared **excluding all Tenant Improvement costs**.
  - **Leased storage and special use facilities or space are excluded** from the calculation.
  - **Any and all lease office space under 5000 SqFt.**
  - **Lease office space in Class A and Class C buildings are excluded** from the calculation so the Co-Star market focus is on Class B buildings. For a definition of Class A, Class B and Class C buildings, see section 6.2 (Definitions) of this document.

- **Baseline:**

- **Service Level Expectation (Quantitative performance target):** 100%.
  - **Frequency of reporting / timeliness:** Quarterly.
  - **Attachments:** None.
- 

**SLA Metric #2: Percent of lease contracts with rates below or at the applicable geographic market rates.**

- **Description:** Percentage of lease contracts signed in the measurement period with rates below or at the applicable geographic market rates.
- **Purpose:** To measure the percent of new or renewal leases that have lease rates under or at market rates at the time of execution. This will be a first indicator of market changes and over time will be a useful tool showing how much of the total portfolio is over or under market.

It is expected that tracking and reporting on this measure will assist DAS, DAS RES management and customer members of the EAM Customer Board to manage customer expectations while providing data to understand where the state portfolio is in relation to the market and make decisions regarding:

- Strategy adjustment in lease negotiations
- Resource/ workload balancing
- **Comparability:** None identified at this time.
- **Measure calculation formula:**
  - **A= (B/C)\*100, where**
  - **B= Numerator =** Total number of new or renewal leases signed in the measurement period with rates below or at market rates. For each lease contract signed in the measurement period, a check will be performed to verify the following condition is met: **(B<sub>1</sub>-B<sub>2</sub>)≥ zero**, where:
    - a) **B<sub>1</sub>=** Applicable geographic market rate per square foot, and
    - b) **B<sub>2</sub>=** Negotiated rate per square foot.
  - **C= Denominator =** Total number of new or renewal leases signed in the measurement period.
- **Detailed measure definition / clarification:**
  - DAS will compare the private leases signed each quarter against the relative market rate. DAS utilizes **CoStar** as its primary source for the market rate data. The market rate is derived through an amalgamation of the weighted averages of recently closed transactions within the context of market trends in any given market or submarket. The market rate is quasi-subjective but is largely agreed upon by the commercial real estate industry within a few percentage points.

- Where Co-Star data is not available for market comparison (e.g., in outlying areas where no comparable figures are available due to lack of transactions), DAS will consult with local real estate professionals to obtain data.
  - **Exclusions:**
    - This metric tracks **only leased office space** as it comprises 93% of the private lease portfolio. **Leased storage and special use facilities or space are excluded** from the calculation.
    - This metric tracks only leased office space in **Class B Office Buildings, which comprises the majority of the statewide portfolio. Lease office space in Class A and Class C buildings are excluded** from the calculation so the Co-Star market focus is on Class B buildings. For a definition of Class A, Class B and Class C buildings, see section 6.2 (Definitions) of this document.
  - **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 / timeliness:** Quarterly.
  - **Attachments:** None.
- 

### SLA Metric #3: Fully Loaded Leased Space Cost per FTE.

- **Description:** Average fully loaded lease cost per tenant FTE (Full Time Equivalent)
- **Purpose:** To measure full service cost of leased space per full time employee to inform long-term planning and future space needs. This is an indicator metric and not a performance metric.
- **Comparability:** None identified at this time.
- **Measure calculation formula:**
  - **A = (B/C)\*100**, where
  - **B=** Total monthly Full Service costs for the properties leased in the measurement period.
  - **C=** Total FTE indicated by customer agencies on Office Space Requests forms submitted to DAS RES for all the properties leased in the measurement period.
- **Detailed measure definition / clarification:**
  - This figure is an average of the fully loaded / full service monthly lease costs for the properties leased in the measurement period, calculated at the outset of each lease transaction.
  - DAS RES will calculate and report separately on the value of this measure for each of the following eight (8) regions:

- Salem CBD
- Salem Metro
  - a) Salem (non CBD)
  - b) Keizer
- Portland CBD
- Portland Metro
  - a) Portland (non CBD)
  - b) Beaverton
  - c) Tigard
  - d) Hillsboro
  - e) Gresham
  - f) Lake Oswego
  - g) Gladstone
  - h) Milwaukie
- Medford
- Bend
- Eugene
  - a) Springfield
- Roseburg
- **Fully loaded cost / full service cost is the sum of:**
  - **Monthly lease cost** (Negotiated rate per square foot x number of square feet leased), plus
  - **Monthly operating expenses**, which are the sum of
    - a) Average cost of utilities per month
    - b) Monthly allocation of buildings' common area costs
    - c) Tax cost per month
    - d) Maintenance costs per month
    - e) Insurance costs per month
- **Total FTE is calculated as follows:**
  - The number of FTE in each leased office will be the addition of the "Current Budgeted FTE" and "Growth FTE" indicated by the customer agency on the Office Space Request forms submitted to DAS RES at the outset of the lease transaction.
  - The FTE count of all properties leased in the measurement period will be added.
- **Exclusions:**
  - This metric tracks **only leased office space** as it comprises 93% of the private lease portfolio. **Leased storage and special use facilities or space are excluded** from the calculation.
  - This metric tracks only leased office space in **Class B Office Buildings. Lease office space in Class A and Class C buildings are excluded** from the calculation. For a definition of Class A, Class B and Class C buildings, see section 6.2 (Definitions) of this document.
- **Baseline:** None
- **Service Level Expectation (Quantitative performance target):** None. The operating expenses portion of the fully loaded monthly lease cost is fundamentally beyond the direct influence of DAS RES. For this reason, this measure is not considered a good performance indicator to gauge the effectiveness of DAS RES in negotiating lease

contracts on behalf of state agency customers. However, it is agreed DAS RES will measure and report quarterly to the EAM CUB about this metric, even if no performance target is established, as it provides useful information to Program customers and other key stakeholders of DAS (e.g., Legislature).

- **Frequency of reporting / timeliness:** Quarterly.
  - **Attachments:** None.
- 

#### SLA Metric #4: Fully Loaded Leased Space Cost per square foot.

- **Description:** Average fully loaded monthly lease cost per square foot.
- **Purpose:** To measure full service cost of leased space per square foot to inform budget planning, decision making, and costs associated with future space needs. This is an indicator metric and not a performance metric.
- **Comparability:** None identified at this time.
- **Measure calculation formula:**
  - **A = (B/C)\*100**, where
  - B= Total monthly Full Service costs for the properties leased in the measurement period.
  - C= Total square footage of all properties leased by DAS RES in the measurement period.
- **Detailed measure definition / clarification:**
  - This figure is an average of the fully loaded / full service monthly lease costs for the properties leased in the measurement period, calculated at the outset of each lease transaction.
  - DAS RES will calculate and report separately on the value of this measure for each of the following eight (8) regions:
    - Salem CBD
    - Salem Metro
      - a) Salem (non CBD)
      - b) Keizer
    - Portland CBD
    - Portland Metro
      - a) Portland (non CBD)
      - b) Beaverton
      - c) Tigard
      - d) Hillsboro
      - e) Gresham
      - f) Lake Oswego
      - g) Gladstone
      - h) Milwaukie
    - Medford

- Bend
  - Eugene
    - a) Springfield
  - Roseburg
- **Fully loaded cost / full service cost is the sum of:**
    - **Monthly lease cost** (Negotiated rate per square foot x number of square feet leased), plus
    - **Monthly operating expenses**, which are the sum of
      - a) Average cost of utilities per month
      - b) Monthly allocation of buildings' common area costs
      - c) Tax cost per month
      - d) Maintenance costs per month
      - e) Insurance costs per month
  - Total square footage is calculated by adding the square feet of properties leased by DAS RES in the measurement period.
  - **Exclusions:**
    - This metric tracks **only leased office space** as it comprises 93% of the private lease portfolio. **Leased storage and special use facilities or space are excluded** from the calculation.
    - This metric tracks only leased office space in **Class B Office Buildings**. **Lease office space in Class A and Class C buildings are excluded** from the calculation. For a definition of Class A, Class B and Class C buildings, see section 6.2 (Definitions) of this document.
- **Baseline:** None.
  - **Service Level Expectation (Quantitative performance target):** None. The operating expenses portion of the fully loaded monthly lease cost is fundamentally beyond the direct influence of DAS RES. For this reason, this measure is not considered a good performance indicator to gauge the effectiveness of DAS RES in negotiating lease contracts on behalf of state agency customers. However, it is agreed that DAS RES will measure and report quarterly to the EAM CUB about this metric, even if no performance target is established, as it provides useful information to Program customers and other key stakeholders of DAS (e.g., Legislature).
  - **Frequency of reporting / timeliness:** Quarterly.
  - **Attachments:** None.

**SLA Metric #5: Number of Critical Lease Dates missed.**

- **Description:** Number of critical lease contract dates missed by DAS Real Estate Services interacting with private landlords.
- **Purpose:** This measure is a zero-event type of outcome performance measure, which will be tracked to ensure DAS RES performs timely lease administration duties,

communicating with landlords in a timely manner to ensure DAS RES' ability to negotiate the best deal on behalf of the tenant agency is always maximized.

Timely lease contract administration, especially regarding meeting critical deadlines or observing critical notices, was identified by DAS RES customers as a critical quality attribute related to the provision of leasing services.

- **Comparability:** None identified at this time.
  
- **Measure calculation formula:**
  - **A** = Number of critical contract dates missed during measuring period.
  
- **Detailed measure definition / clarification:**
  - **Critical lease dates** are dates included in the lease contract that DAS RES needs to observe in order to give notice to the landlord about lease renewal/ expiration decisions or to exert other options available to the tenant (requests for rent reviews, requests for tenancy hold-over, etc.). Sometimes lease contracts require that notice be properly addressed through specific means, such as personal delivery, overnight courier, etc. The following are considered examples of critical lease dates:
    - Last day to give notice about options to renew,
    - Last day to give notice about contract termination,
    - Last day to give notice for tenancy hold-over,
    - Lease expiration date.
    - Lease audit or Common Area Maintenance (CAM) charge reconciliation review completion date (if requested by customer).
  - Results for this performance measure will be broken down to show the reasons for missing critical lease dates (RES staff oversight, lack of response from customer agency, or other reasons).
  - A list of critical lease dates will be identified with the customer agency and documented within the lease contract. Also, a list of key customer agency e-mail recipients will be identified upon lease execution and renewal, which will be used by DAS RES to send customer critical lease date notifications.
  - DAS RES' Program staff will be responsible for:
    - A) Sending a Lease Renewal Inquiry approximately 18 months ahead of lease expiration dates, and
    - B) Making a successful contact attempt with key customer agency representatives approximately **30 days** ahead of each critical date to inquire about the tenants' preferred action related to the upcoming critical date (renew, terminate, hold-over, etc.).
  - A contact attempt will be considered **successful** if a DAS Leasing agent sends an email to the customer agency, or if the person that needs to be contacted by DAS RES is reached by a DAS leasing agent and a conversation can take place.
  - For the purposes of this SLA, critical dates will be considered missed irrespective of the consequences (or lack of consequences) associated with missing a date. For example, if DAS RES fails to give notice about a tenant's desire to renew a lease contract to a landlord, this will be considered a missed critical date even if

after the (missed) notification date DAS RES is able to convince the landlord to renew the lease contract.

- **Exclusions:**
  - Missed phone calls or voicemails will not be considered successful contact attempts to inquire about the tenants' preferred action related to an upcoming critical date.
  - Any Critical Lease dates where DAS RES contacted the customer agency about upcoming critical lease dates and the customer agency did not act accordingly to the notification, will not be counted against DAS RES as a critical lease date missed, as long as the initial contact was successful. See above definition of successful contact.
  
- **Baseline:** None.
  
- **Service Level Expectation (Quantitative performance target):** Zero.
  
- **Frequency of reporting / measurement period:** Quarterly.
  
- **Attachments:** None.

**SLA Metric #6: Percent of executed private lease portfolio contracts on a 5 year or longer lease term.**

- **Description:** Percent of private lease portfolio contracts on a 5 year or longer lease term that were executed within the measurement period.
  
- **Purpose:** The objective for this measure is to track how DAS RES is delivering against the enterprise goal / vision for longer term lease contracts and also to track tenant agencies' commitment to longer term leases.

It is expected that tracking and reporting on this measure will assist DAS Real Estate Services and the EAM Customer Utility Board to make data-driven decisions regarding lease terms and this data will help with staffing decisions and resource / workload balancing.

- **Comparability:** None identified at this time.
  
- **Measure calculation formula:**
  - **A = (B / C)\*100**
  - **B=** Number of contracts in the private lease portfolio with 5 year or longer lease terms, that were executed within the measurement period.
  - **C=** Total number of contracts in the private lease portfolio that were executed within the measurement period.
  
- **Detailed measure definition / clarification:**

- DAS RES will report quarterly on the percent of leases in the private lease portfolio on a) less than 2 year terms, b) 2 to 5 year terms c) Over 5 year terms that were executed within the measurement period
- For the purposes of this measure, all types of lease contracts for all types of spaces or space uses will be tracked, including but not limited to:
  - All types of office spaces (Class A, Class B or Class C)
  - Storage leases
  - Special use leases
- **Exclusions:**
  - Month-to-Month lease contracts
  - Interagency lease contracts
- **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 / timeliness:** Quarterly reporting of a rolling average of executed lease contracts in the previous 12 months.
- **Attachments:** None

#### **SLA Metric # 7: Quality of completed projects that meet the customer needs**

- **Description:** Average rating of question "How well did the completed project meet your needs?" on a scale of 1 of 5.
- **Purpose:** This metric was selected by the SLA team to measure the quality of delivered projects for customers of DAS RES.

DAS RES will survey the customers who have had a project completed in order to gather quantitative and qualitative feedback on the delivery of services.

It is expected that using surveys and tracking on this measure will assist DAS RES and customer members of the EAM Customer Board to understand and make data-driven decisions to improve the projects delivered by DAS RES.

- **Comparability:** None known at this time.
- **Measure calculation formula:**
  - **A = (B / N)**
    - **B (Numerator)** = Sum of the ratings given by survey respondents to the quality of completed projects, in response to a specific question ("In a 1-5

scale, with 1 being "Strongly Disagree" and 5 being "Strongly Agree", how well did the completed project meet your needs?") on customer surveys completed by customer agency employees in the measurement period..

- **N (Denominator)** = Number of instances the question was answered.
  - Results (score on "how well did the completed project meet your needs") from all survey responses received in the measurement period for completed projects will be added up and divided by the total number of surveys received to calculate the average rating for the quality of the completed projects.
- **Detailed metric definition / calculation:**
    - This measure will be tracked using a survey tool in conjunction with Real Estate Services.
    - Surveys will be conducted at the closing of an executed interior design project.
    - Surveys will be sent to the agency contact assigned to the project.
    - A quarantine period of 60 days will be used to not over survey the population being serviced by DAS RES Program.
    - Additional stratification of results can be developed and reported, tracking the results across different elements (per individual project, per customer agency, per type of project, etc.).
  - **Baseline:** Not available.
  - **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/ reporting / measurement:** Quarterly.
  - **Attachments:** None.

### **8.3. Rate methodologies**

DAS Real Estate Leasing Services are self-funded through user fees that are designed to recover the costs incurred to deliver services provided by the Division.

Land Management services are charged based on assessment. The charges for 2013-2015 services are based on Agency levels of activity and DAS services during the 2009-2011 biennium. The charges for all DAS services are based on the projected needs of the Agency's full-time (FTE) positions and current legislative approved program. If activities or levels of service change, DAS or the Agency may request renegotiation of this agreement to ensure continued uninterrupted service and cost recovery to DAS

Clearing House services are charged based on assessment to land-owning agencies. The charges for DAS services are based on the projected needs of the Agency's full-time (FTE) positions and current legislative approved program. If activities or levels of service change, DAS or the Agency may request renegotiation of this agreement to ensure continued uninterrupted service and cost recovery to DAS.

For an updated listing of prices, see the Price List of Goods and Services at:  
[http://oregon.gov/DAS/EAM/Leasing/docs/PriceListEAM2015\\_2017.pdf](http://oregon.gov/DAS/EAM/Leasing/docs/PriceListEAM2015_2017.pdf)