

Develop this staff resource allocation spreadsheet up from zero base on a cost center by cost center basis. This reconstruction of staff levels should reflect any alternative approaches to the current structure. In order to fulfill the department's core mission, please use this spreadsheet to address how this cost center should be structured. The total from this spreadsheet should equal the total under the total salary and benefits row on the Decision Package spreadsheet.

**BUDGET FUNCTION**  
**CURRENT LEVEL STAFF RESOURCE ALLOCATION TO COST CENTERS**

Agency: Dept. of Admin  
 Code: 200

PCN	JOB TITLE	GENERAL		DEDICATED					Subtotal	
			Subtotal	0365	0450	0450	0450	0450		
				Design/Const	Mng Support	Maintenance	Security	Janitorial		
				27 FTPs	5 FTPs	20.2 FTPs	2 FTPs	.8 FTPs	55	
0100	Employee			\$56,156.35	\$56,156.35				\$112,312.70	
0321	Employee			\$102,823.53					\$102,823.53	
0110	Employee			\$80,763.25					\$80,763.25	
0130	Employee			\$79,728.97					\$79,728.97	
0200	Employee			\$75,768.47					\$75,768.47	
0317	Employee			\$69,840.34					\$69,840.34	
0322	Employee			\$74,507.17					\$74,507.17	
0323	Employee			\$70,698.02					\$70,698.02	
0326	Employee			\$70,354.56					\$70,354.56	
0330	Employee			\$70,354.56					\$70,354.56	
0336	Employee			\$69,966.47					\$69,966.47	
0338	Employee			\$79,174.00					\$79,174.00	
	Employee									\$68,630.00 ZBB Initiative: Preferred, but not included in the total below
0120	Employee			\$72,721.87					\$72,721.87	
0160	Employee			\$56,268.68					\$56,268.68	
0190	Employee			\$63,054.51					\$63,054.51	
0210	Employee			\$68,391.07					\$68,391.07	
0220	Employee			\$58,967.88					\$58,967.88	
0331	Employee			\$64,542.85					\$64,542.85	
0333	Employee			\$63,962.65					\$63,962.65	
0334	Employee			\$58,362.45					\$58,362.45	
0340	Employee			\$60,708.48					\$60,708.48	
0350	Employee			\$58,211.09					\$58,211.09	
	Employee									\$59,080.00 ZBB Initiative: Preferred, but not included in the total below
0328	Employee			\$38,978.07	\$38,978.07				\$77,956.14	
0235	Employee			\$29,491.75	\$29,491.75				\$58,983.50	
0029	Employee			\$42,559.12					\$42,559.12	
0324	Employee			\$43,586.21					\$43,586.21	
	Employee									\$42,000.00 ZBB Initiative: Preferred, but not included in the total below
0327	Employee			\$20,039.55	\$20,039.55				\$40,079.10	
9908	Employee			\$12,854.06					\$12,854.06	
9908	Employee			\$32,625.03					\$32,625.03	
	Employee			\$50,000.00					\$50,000.00	
4503	Employee					44,129.96		18,912.84	\$63,042.80	
4507	Employee					\$56,162.06			\$56,162.06	

4126	Employee			\$51,965.85			\$51,965.85
4499	Employee			\$56,344.51			\$56,344.51
4127	Employee			\$55,093.46			\$55,093.46
4512	Employee	\$84,102.04					\$84,102.04
4123	Employee			\$54,989.21			\$54,989.21
4511	Employee			\$51,079.70			\$51,079.70
4230	Employee			\$64,789.05			\$64,789.05
4345	Employee			\$43,390.99			\$43,390.99
4505	Employee			\$40,628.27			\$40,628.27
314	Employee			\$49,489.83			\$49,489.83
4114	Employee			\$46,336.16			\$46,336.16
4125	Employee			\$44,798.42			\$44,798.42
4117	Employee			\$48,395.17			\$48,395.17
4113	Employee			\$47,404.76			\$47,404.76
4504	Employee			\$47,300.50			\$47,300.50
315	Employee			\$41,019.22			\$41,019.22
4510	Employee			\$73,077.21			\$73,077.21
4112	Employee			\$41,618.68			\$41,618.68
4500	Employee			\$41,618.68			\$41,618.68
329	Employee	\$75,844.15					\$75,844.15
4509	Employee				\$73,397.22		\$73,397.22
339	Employee				\$48,270.70		\$48,270.70
4370	Employee		\$22,682.41			\$22,682.40	\$45,364.81
285	Employee	\$42,809.63					\$42,809.63
9907	Employee			\$4,703.25			\$4,703.25
9991	Employee			\$4,797.31			\$4,797.31
TOTAL		\$1,795,461.01	\$347,421.54	\$1,031,814.66	\$121,667.92	\$41,595.24	\$3,337,960.37

TOTAL

Agency: Department of Administration - DPW  
Code: \_\_ 200  
Decision Design and Construction

Cost Center Description

Design and Construction fulfills the primary statutory obligation of the Division of Public Works which is '....to provide or secure all plans and specifications for, to let all contracts for, and to have charge of and supervision of the construction, alteration, equipping and furnishing, repair, maintenance other than preventive maintenance of any and all buildings, improvements of public works of the State of Idaho....'

For this decision package, please thoroughly answer, on a separate sheet, the following three questions with as much detail as is necessary:

1. Why is this service/activity performed and why is it performed in this manner?

The primary function of the Division of Public Works, as delineated in statute is to:

....to provide or secure all plans and specifications for, to let all contracts for, and to have charge of and supervision of the construction, alteration, equipping and furnishing, repair, maintenance other than preventive maintenance of any and all buildings, improvements of public works of the State of Idaho....' This organization and process provides clear and consistent State control and management of the funds designated for this service.

Other methods have been considered for offering this agency support service. If it were contracted out to the private sector, it would be very expensive and contractors would not have the vested interest in the state's best interest. If oversight of building construction and maintenance were delegated to agencies there would be no consistency in applying statute and design/construction oversight, nor would there be an economy of scale in negotiating contracts. Agencies would begin to hire employees to operate this function and there would begin to be duplication of efforts throughout state government. This is the opposite philosophy than the Governor's initiative.

2. How does this service/activity and this base level of funding support your agency's strategic plan and fulfill legal mandates?

This funding, with the additional personnel, allows for the execution of designated projects in a timely, and fiscally prudent manner, allows the application of measures to increase energy efficiency as a result of the managed design and construction activities, and will allow the development of alternative methods of management, within the established organization, to further the efficiency, effectiveness and fairness of the processes.

One of the major goals of the department for the last couple of years is the completion of the Capitol Building restoration project by the end of this calendar year. The Division of Public Works has allocated full time resources to make sure this goal is met within allocated monies.

3. What adjustments would be made if this cost center were eliminated?

The only viable alternative approach to the fulfillment of the statutory mandates relevant to the construction and maintenance of buildings would be the outsourcing or the project management function.

Develop this decision package by reconstructing the cost center's operation up from zero base according to what is absolutely needed to fulfill your agency's legal requirements in the most efficient and effective way. Critical to this step is the identification and analysis of alternative approaches to how business is currently undertaken within this cost center (please identify opportunities to do the job differently and better). This reconstruction should reflect the preferred alternative (from the alternative box below) to the current structure. Alternatives may include the need to, for example, propose legislation to eliminate low value or out-of-date mandates, reorganize or re-engineer work processes, further exploit information technology applications, including system consolidation, outsource services to contractors, share or transfer work responsibilities to other cost centers, programs, or agencies.

Expenditure Category	Amount			Explanation (include details to justify basis for the calculated number attach a separate sheet if needed)
	0365	0001	Total	
4000 Total Salary & Benefits	\$1,795,461.01		\$1,795,461.01	
5001 Subtotal Communication	\$28,250.00		\$28,250.00	
5051 Subtotal Employee Development	\$24,500.00		\$24,500.00	
5101 Subtotal General Services	\$3,250.00		\$3,250.00	
5151 Subtotal Professional Services	\$208,500.00	\$41,800.00	\$250,300.00	General Funds are for School Safety Act
5201 Subtotal Repair & Maint Services	\$18,250.00		\$18,250.00	
5251 Subtotal Administrative Service	\$2,750.00		\$2,750.00	
5301 Subtotal Computer services	\$8,000.00		\$8,000.00	
5351 Subtotal Employee Travel	\$46,750.00		\$46,750.00	
5401 Subtotal Administrative Supplies	\$21,500.00		\$21,500.00	
5451 Subtotal Fuel & Lubricants	\$25,750.00		\$25,750.00	
5501 Subtotal Mfg & Merch Costs	\$100.00		\$100.00	
5551 Subtotal Computer supplies	\$10,000.00		\$10,000.00	
5601 Subtotal Repair & Maint Supplies	\$2,950.00		\$2,950.00	
5651 Subtotal Instit & Resid supplies			\$0.00	
5701 Subtotal Specific use supplies	\$2,800.00		\$2,800.00	
5751 Subtotal Insurance	\$13,500.00		\$13,500.00	
5851 Subtotal utility charges			\$0.00	
5901 Subtotal Rentals & Operating leases	\$102,500.00		\$102,500.00	
5961 Subtotal Misc Expenditures	\$235,350.00		\$235,350.00	
5000 Total Operating Expenses	\$754,700.00		\$754,700.00	
6000 Capital Outlay			\$0.00	
7000 Trustee/Benefits			\$0.00	
<b>TOTAL EXPENDITURES</b>	\$2,550,161.01	\$41,800.00	\$2,591,961.01	

Alternatives	Cost Description (use separate sheet of paper if necessary)	Benefit Description (use separate sheet of paper if necessary)
1 The budget above reflects the Division's <b>2nd alternative budget</b> , and not the Division's preferred budget. The budget above does not include an increase of 3 FTP's.	No increase to the budget of \$169,800 would be necessary for additional personnel costs.	The individual workload for Program Managers and Field Representatives would not be reduced by about 10% and project coordinators by about 1/3 because since the budget does not request additional personnel. The project management team would continue to operate under significant workloads which could compromise service, quality, and efficiency.
2 <b>The Division's preferred budget:</b> The ZBB process identified a need for 3 additional FTP to enhance the Division's project management capabilities in order to keep pace with increased workload. New positions would include a project architect, construction inspector, and a project coordinator.	Additional personnel costs of \$169,800 would increase the total personnel costs above to \$1,915,261 and the total budget request to \$2,762,108.  These personnel funds will be requested in FY2012.	Staff has not increased for years while project load has nearly doubled. Additional positions would spread the work and reduce individual workloads of current design and construction staff by about 10% each. This would increase efficiencies and result in better overall quality and service.
3 In 2010 legislation will be introduced to move responsibilities associated with the School Safety Act to the Division of Building Safety from the Division of Public Works. Should the legislation pass, the \$41,800 of general funds included in the budget above would be reverted back to the General Fund.	A decrease of \$41,800 in General Fund dollars.	

Agency: Administration

Code: \_\_

200

Decision DPW/Facilities Services

Cost Center Description

Management Support: This is the administrative function for Facilities Services and provides management oversight, clerical and cost accounting services. This cost center also assists other state agencies with securing and/or utilizing existing service, maintenance, asbestos abatement, and roofing agreements.

For this decision package, please thoroughly answer, on a separate sheet, the following three questions with as much detail as is necessary:

1. Why is this service/activity performed and why is it performed in this manner?

This cost center provides management oversight, clerical and cost accounting, for the maintenance, security and janitorial cost centers. The cost center also provides support to other state agencies including Service, Maintenance, Asbestos Abatement and Roofing agreements. The organization structure was evaluated and some positions changed and/or were eliminated in FY05.

2. How does this service/activity and this base level of funding support your agency's strategic plan and fulfill legal mandates?

This cost center is essential in fulfilling Administration's strategic plan to reduce facility cost indexes and energy usage. It also orchestrates efforts to satisfy statutes requiring the department to operate and maintain the Capitol Mall, and Lewiston and Idaho Falls State Office Buildings.

3. What adjustments would be made if this cost center were eliminated?

The other cost centers within Facilities Services would require support from another unit and/or agency. The services in this cost center provided to other agencies would also require support elsewhere. The alternative support would require excellent understanding of facilities operations. Outsourcing is also an option which would not eliminate expenses for the support, but would probably require that the cost be billed out to all agencies in the Mall.

Develop this decision package by reconstructing the cost center's operation up from zero base according to what is absolutely needed to fulfill your agency's legal requirements in the most efficient and effective way. Critical to this step is the identification and analysis of alternative approaches to how business is currently undertaken within this cost center (please identify opportunities to do the job differently and better). This reconstruction should reflect the preferred alternative (from the alternative box below) to the current structure. Alternatives may include the need to, for example, propose legislation to eliminate low value or out-of-date mandates, reorganize or re-engineer work processes, further exploit information technology applications, including system consolidation, outsource services to contractors, share or transfer work responsibilities to other cost centers, programs, or agencies.

Expenditure Category	Amount			Explanation (include details to justify basis for the calculated number attach a separate sheet if needed)
	Fund 0450 dedicated	Fund 0001 general	Total	
4000 Total Salary & Benefits	\$347,421.54			The total costs of this decision package for all categories is based on projected income for the unit. Moneys allocated to the object codes are derived from 3-year averages of costs. As a result, due to increased charges for utilities, 10% was added to the expected cost for electricity in FY11.
5001 Subtotal Communication	\$7,324.07			
5051 Subtotal Employee Development	\$3,222.22			
5101 Subtotal General Services	\$7,370.37			
5151 Subtotal Professional Services	\$109,650.00			
5201 Subtotal Repair & Maint Services				
5251 Subtotal Administrative Service	\$3,500.00			
5301 Subtotal Computer services	\$370.37			
5351 Subtotal Employee Travel	\$1,555.56			
5401 Subtotal Administrative Supplies	\$5,833.33			
5451 Subtotal Fuel & Lubricants				
5501 Subtotal Mfg & Merch Costs				
5551 Subtotal Computer supplies	\$1,500.00			
5601 Subtotal Repair & Maint Supplies				
5651 Subtotal Instit & Resid supplies				
5701 Subtotal Specific use supplies	\$14,092.59			
5751 Subtotal Insurance				
5851 Subtotal utility charges				
5901 Subtotal Rentals & Operating leases	\$62,312.95			
5961 Subtotal Misc Expenditures	\$50,000.00			
5000 Total Operating Expenses	\$266,731.46			
6000 Capital Outlay	\$2,232.78			
7000 Trustee/Benefits				
<b>TOTAL EXPENDITURES</b>	<b>\$616,385.78</b>			

**Decision TOTALS**

Alternatives	Cost Description (use separate sheet of paper if necessary)	Benefit Description (use separate sheet)
1. The preferred budget, illustrated above, is the programs base budget.		



of paper if necessary)

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Agency Administration

Code: \_

200

Decisio DPW/Facilities Services

Cost Center Description

Security: This cost center provides 24/7 security, video surveillance, and access control for the Capitol Mall, and Lewiston and Idaho Falls State Office Buildings. The issuance of state ID badges to state employees throughout the state is part of the security services provided. Finally, this cost center manages the Capitol Mall parking program.

For this decision package, please thoroughly answer, on a separate sheet, the following three questions with as much detail as is necessary:

1. Why is this service/activity performed and why is it performed in this manner?

This cost center provides 24/7 security, video surveillance, and access control for the Capitol Mall, Lewiston and Idaho Falls State Office Buildings. The security is performed using an outsourced vendor. The management of the Capitol Mall parking program, the issuance of state ID badges to state employees throughout the state, and the oversight of the security contract is handled by 2 department FTP's.

2. How does this service/activity and this base level of funding support your agency's strategic plan and fulfill legal mandates?

This program meets statutes requiring Administration to provide security and parking control for the Capitol Mall. As with all programs within the Department of Administration, providing services such as security and parking administration at locations that house state agencies, supports our mission to provide cost effective business solutions to state agencies so they can focus on fulfilling their own missions.

3. What adjustments would be made if this cost center were eliminated?

This cost center operates 24/7 which would require another agency, possibly ISP, to take on those tasks. It would require that agency to increase staff levels and costs.

Develop this decision package by reconstructing the cost center's operation up from zero base according to what is absolutely needed to fulfill your agency's legal requirements in the most efficient and effective way. Critical to this step is the identification and analysis of alternative approaches to how business is currently undertaken within this cost center (please identify opportunities to do the job differently and better). This reconstruction should reflect the preferred alternative (from the alternative box below) to the current structure. Alternatives may include the need to, for example, propose legislation to eliminate low value or out-of-date mandates, reorganize or re-engineer work processes, further exploit information technology applications, including system consolidation, outsource services to contractors, share or transfer work responsibilities to other cost centers, programs, or agencies.

Expenditure Category	Amount			Explanation (include details to justify basis for the calculated attach a separate sheet if needed)
	Fund 0450 dedicated	Fund 0001 general	Total	
4000 Total Salary & Benefits	\$121,667.92			
5001 Subtotal Communication	\$2,929.63			
5051 Subtotal Employee Development	\$1,288.89			
5101 Subtotal General Services	\$2,948.15			
5151 Subtotal Professional Services				
5201 Subtotal Repair & Maint Services				
5251 Subtotal Administrative Service				
5301 Subtotal Computer services	\$148.15			
5351 Subtotal Employee Travel	\$622.22			
5401 Subtotal Administrative Supplies	\$2,316.33			
5451 Subtotal Fuel & Lubricants				
5501 Subtotal Mfg & Merch Costs				
5551 Subtotal Computer supplies	\$600.00			
5601 Subtotal Repair & Maint Supplies				
5651 Subtotal Instit & Resid supplies				
5701 Subtotal Specific use supplies	\$5,637.04			
5751 Subtotal Insurance				
5851 Subtotal utility charges				
5901 Subtotal Rentals & Operating leases	\$25,085.19			
5961 Subtotal Misc Expenditures	\$1,533,130.07			This item includes \$1,491,330--the total cost of security services for the Capitol Mall, and Lewiston and Idaho Falls State Office Buildings.
5000 Total Operating Expenses	\$1,574,705.67			
6000 Capital Outlay	\$823.11			
7000 Trustee/Benefits				
	\$1,697,196.70	\$0.00	\$1,697,196.70	

Alternatives

The Facilities Services budget is predicated on receiving full payments of rent from all entities occupying space on the Capitol Mall. A large portion of that revenue is billed to the Elected Officials (Legislature, Executive Branch, and Supreme Court).

In the past, those charges were rolled up into an aggregate (Elected Officials' Rent) and paid from a lump sum general fund Appropriation to Facilities Services. That payment stopped in the '02-'03 period when the state was in a financial down-turn. For a couple of years, no rent was paid for Elected Officials and their space was actually subsidized by all of the other rent-paying agencies on the Mall. In '06, an appropriation was restored to pay semi-annual payments of \$915,000, but the appropriation was from the Permanent Building Fund (PBF). In essence, statutory funds flowing to the PBF for construction, maintenance, and repair of the state's facilities, are being decremented by \$1.83 million annually to cover elected officials' rent.

**The Preferred Budget**, illustrated above, is based on \$3,060,745 of elected official space rents to come from the PBF; **\$1,491.330.07** of that amount is built into this cost center budget to be utilized for security services. The \$3,060,745 represents rent for the new elected official square footage in the new Capitol restoration layout (\$934,200 more than for square footage costs for elected officials prior to the restoration.)

Cost Description (use separate sheet of paper if necessary)

**Preferred budget proposes** funding elected official rent from the PBF and increasing the amount to \$3,060,745-- **\$1,491,330.07 of that amount** would be utilized in this particular budget.

**The 2nd Alternative** from the preferred budget above (which proposes elected official space costs to be funded out of the PBF) would be to fund this expense of \$3,060,745 from the general fund. Currently, \$296,500 of costs for elected official space are funded from the general fund; Alternative #2 would continue this appropriation.

**The 3rd proposed Alternative** would be to continue to fund the current amount of approximately \$1.83 million (minus the \$296,500 mentioned above) from the PBF. This does not take into account the added elected official space to maintain in the restored Capitol. It should be noted that the PBF, by statute, is dedicated for the purpose of building needed structures, accomplishing renovations and repairs, and remodeling existing structures at the several state institutions and agencies of state government.

Benefit Description (use separate sheet of paper if necessary)

It is our contention that this should be paid, as in the past, from a general fund appropriation to Facilities Services, leaving the PBF revenues available for their intended purpose. Further, it would be appropriate for elected officials to include their legitimate rent expenses in each of their budgets for better tracking and more accountability. Once the Capitol is reoccupied, Facilities Services will implement a system to track and charge rental rates based on actual expenditures.

**The 2st Proposed Alternative** would be for required funds to come out of the general fund. This would be the increased amount of \$3,060,745 rather than the current amount of \$1.83 million which now comes out of the PBF. The increased amount would accommodate for the increased square footage costs resulting from the Capitol restoration.

**Proposed Alternative 3** would be for funds to continue to come out of the PBF at the current amount of \$1.83 million. However, this does not take into account the added elected official space to maintain in the restored Capitol, nor does it take into account the need for PBF moneys to be utilized for intended purposes.

Agency Administration  
Code: \_ 200  
Decisio DPW/Facilities Services

Cost Center Description

Maintenance: This cost center represents the front line entity that actually performs maintenance on the Capitol Mall, and Lewiston and Idaho Fall State Office Buildings, as well as maintains the landscaping of their surrounding grounds.

For this decision package, please thoroughly answer, on a separate sheet, the following three questions with as much detail as is necessary:

1. Why is this service/activity performed and why is it performed in this manner?

This cost center performs the maintenance and landscape services for the Capitol Mall facilities, and Lewiston and Idaho Falls State Office Buildings. Tenants are used to our department's onsite staff providing quick, effective and efficient response to their needs. Outsourcing this cost center was studied in 2007 and it was determined that costs of these services reproduced in the private sector would increase upwards of 60%.

2. How does this service/activity and this base level of funding support your agency's strategic plan and fulfill legal mandates?

This cost center fulfills our agency's strategic plan to reduce facility cost indexes and energy use, and it satisfies statutes requiring the department operate and maintain the Capitol Mall, Lewiston and Idaho Falls State Office Buildings. As with all programs within the Department of Administration, providing services such as the maintenance of buildings that house state agencies, supports our mission to provide cost effective business solutions to state agencies so they can focus on fulfilling their own missions.

3. What adjustments would be made if this cost center were eliminated?

This is Facilities Services' most critical cost center. If it were eliminated, services would have to come from another source in order to properly maintain the state's facility assets. Outsourcing could provide some services at a much higher cost; however, it is believed customer service would ultimately suffer. Oversight of private sector contracts would have to be provided in-house.

Expenditure Category	Amount			Explanation (include details to justify basis for the calculated attach a separate sheet if needed)
	Fund 0450 dedicated	Fund 0001 general	Total	
4000 Total Salary & Benefits	\$1,031,814.66			Decision package total costs in all categories is based on projected income for the unit. Moneys allocated to the object codes is derived from a 3-year average of costs. Due to the increase in utility charges, 10% was added to projected charges in FY2011 for electricity.
5001 Subtotal Communication	\$28,124.44			
5051 Subtotal Employee Development	\$12,373.33			
5101 Subtotal General Services	\$28,302.22			
5151 Subtotal Professional Services				
5201 Subtotal Repair & Maint Services				
5251 Subtotal Administrative Service	\$1,013,938.00	\$296,500.00		
5301 Subtotal Computer services	\$1,422.22			
5351 Subtotal Employee Travel	\$5,973.89			
5401 Subtotal Administrative Supplies	\$22,400.00			
5451 Subtotal Fuel & Lubricants	\$17,250.00			
5501 Subtotal Mfg & Merch Costs	\$6,000.00			
5551 Subtotal Computer supplies	\$5,760.00			
5601 Subtotal Repair & Maint Supplies	\$375,000.00			
5651 Subtotal Instit & Resid supplies				
5701 Subtotal Specific use supplies	\$54,115.56			
5751 Subtotal Insurance	\$296,500.00			
5851 Subtotal utility charges	\$1,205,000.00			
5901 Subtotal Rentals & Operating leases	\$240,817.78			
5961 Subtotal Misc Expenditures	\$224,902.84			
5000 Total Operating Expenses	\$3,537,880.28			
6000 Capital Outlay	\$10,000.00			
7000 Trustee/Benefits				
	\$4,579,694.94	\$296,500.00	\$4,876,194.94	

Alternatives	Cost Description	Benefit Description (use separate sheet of paper if necessary)
<p>The Facilities Services budget is predicated on receiving full payments of rent from all entities occupying space on the Capitol Mall. A large portion of that revenue is billed to the Elected Officials (Legislature, Executive Branch, and Supreme Court).</p> <p>In the past, those charges were rolled up into an aggregate (Elected Officials' Rent) and paid from a lump sum general fund appropriation to Facilities Services. That payment stopped in the '02-'03 period when the state was in a financial down-turn. For a couple of years, no rent was paid for Elected Officials and their space was actually subsidized by all of the other rent paying agencies on the Mall. In '06, an appropriation was restored to pay semi-annual payments of \$915,000, but the appropriation was from the Permanent Building Fund (PBF). In essence, the statutory funds flowing to the PBF for construction, maintenance, and repair of the state's facilities, are being decremented by \$1.83 million annually to cover the elected officials rent.</p> <p><b>The Preferred Budget, illustrated above,</b> is based on \$3,060,745 of elected official space rent to come from the PBF; \$569,415 of that amount is built into this cost center budget to be utilized for administrative services. The \$3,060,745 includes rent for the new elected official square footage in the new Capitol restoration layout (about \$934,200 more than for square footage costs for elected officials prior to the restoration).</p>	<p><b>Preferred budget</b> proposes funding elected official rent from the PBF and increasing the amount to \$3,060,745-- \$569,415.37 of that amount would be utilized in this particular budget.</p> <p><b>The 2nd Alternative</b> from the preferred budget above (which proposes elected official space costs to be funded out of the PBF) would be to fund this expense of \$3,060,765 from the general fund. Currently, \$296,500 of costs for elected official space are funded from the general fund; Alternative #2 would continue this appropriation.</p> <p><b>The 3rd proposed Alternative</b> would be to continue to fund the current amount of approximately \$1.83 million (minus the \$296,500 mentioned above) from the PBF. This does not take into account the added elected official space to maintain in the restored Capitol. It should be noted that the PBF, by statute, is dedicated for the purpose of building needed structures, accomplishing renovations and repairs, and remodeling existing structures at the several state institutions and agencies of state government.</p>	<p>It is our contention that this should be paid, as in the past, from a general fund appropriation to Facilities Services, leaving the PBF revenues available for their intended purpose. Further, it would be appropriate for elected officials to include their legitimate rent expenses in each of their budgets for better tracking and accountability. Once the Capitol is reoccupied, Facilities Services will implement a system to track and charge rental rates based on actual expenditures.</p>

The **2nd Proposed Alternative** would be for required funds to come from the general fund. This would be the increased amount of \$3,060,745, rather than the current amount of \$1.83 million which now comes out of the PBF. The increased amount would accommodate for the increased square footage costs resulting from the Capitol restoration.

**Proposed Alternative #3** would be for funds to continue to come out of the PBF at the current amount of \$1.83 million. However, this does not take into account the added elected official space to maintain in the restored Capitol nor does it take into account the need for PBF moneys to be utilized for intended purposes.

Agency Administration  
Code: \_ 200  
Decisio DPW/Facilities Services

Cost Center Description

Janitorial: This cost center was set-up to manage janitorial services for the Capital Mall, and the Lewiston and Idaho Falls State Office Buildings.

For this decision package, please thoroughly answer, on a separate sheet, the following three questions with as much detail as is necessary:

1. Why is this service/activity performed and why is it performed in this manner?

This cost center provides for all custodial services for the Capitol Mall and Lewiston and Idaho Falls State Office Buildings. Services are all outsourced and the contract requirements overseen by administrative staff. Outsourcing the janitorial work has been determined to be the most cost effective and efficient way to perform these services.

2. How does this service/activity and this base level of funding support your agency's strategic plan and fulfill legal mandates?

This cost center supports the department's mission to provide safe and clean facilities for the agencies of state government located within and the public that visits the Capital Mall, and Lewiston and Idaho Falls State Office Buildings. It also accommodates those statutes that require the department to do so, and it meets the requirements of the Division of Building Safety's health and safety rules. As with all programs within the Department of Administration, providing services such as janitorial at locations that house state agencies, supports our mission to provide cost effective business solutions to state agencies so they can focus on fulfilling their own missions.

3. What adjustments would be made if this cost center were eliminated?

The cost center could be eliminated; however, a majority of the services provided would still be required to maintain the health and safety of employees working in state facilities and the public conducting business there. Cleaning would probably have to be done by the employees themselves.

Develop this decision package by reconstructing the cost center's operation up from zero base according to what is absolutely needed to fulfill your agency's legal requirements in the most efficient and effective way. Critical to this step is the identification and analysis of alternative approaches to how business is currently undertaken within this cost center (please identify opportunities to do the job differently and better). This reconstruction should reflect the preferred alternative (from the alternative box below) to the current structure. Alternatives may include the need to, for example, propose legislation to eliminate low value or out-of-date mandates, reorganize or re-engineer work processes, further exploit information technology applications, including system consolidation, outsource services to contractors, share or transfer work responsibilities to other cost centers, programs, or agencies.

Expenditure Category	Amount			Explanation (include details to justify basis for the calculated number attach a separate sheet if needed)
	Fund 0450 dedicated	Fund 0001 general	Total	
4000 Total Salary & Benefits	\$41,595.24			
5001 Subtotal Communication	\$1,171.85			
5051 Subtotal Employee Development	\$515.56			
5101 Subtotal General Services	\$1,179.26			
5151 Subtotal Professional Services				
5201 Subtotal Repair & Maint Services				
5251 Subtotal Administrative Service	\$1,000,000.00			Total cost of janitorial services for the Capitol Mall, and Lewiston & Idaho Falls State Office Buildings
5301 Subtotal Computer services	\$59.26			
5351 Subtotal Employee Travel	\$248.89			
5401 Subtotal Administrative Supplies	\$933.33			
5451 Subtotal Fuel & Lubricants				
5501 Subtotal Mfg & Merch Costs				
5551 Subtotal Computer supplies	\$240.00			
5601 Subtotal Repair & Maint Supplies				
5651 Subtotal Instit & Resid supplies				
5701 Subtotal Specific use supplies	\$2,254.81			
5751 Subtotal Insurance				
5851 Subtotal utility charges				
5901 Subtotal Rentals & Operating leases	\$10,034.07			
5961 Subtotal Misc Expenditures	\$8,933.45			
5000 Total Operating Expenses	\$1,025,570.48			
6000 Capital Outlay	\$357.24			
7000 Trustee/Benefits				
	\$1,067,522.96	\$0.00	\$1,067,522.96	

Alternatives	Cost Description	Benefit Description (use separate sheet of paper if necessary)
<p>The Facilities Services budget is predicated on receiving full payments of rent from all entities occupying space on the Capitol Mall. A large portion of that revenue is billed to the Elected Officials (Legislature, Executive Branch, and Supreme Court).</p> <p>In the past, those charges were rolled up into an aggregate (Elected Officials' Rent) and paid from a lump sum general fund appropriation to Facilities Services. That payment stopped in the '02-'03 period when the state was in a financial down-turn. For a couple of years, no rent was paid for Elected Officials and their space was actually subsidized by all of the other rent paying agencies on the Mall. In '06, an appropriation was restored to pay semi-annual payments of \$915,000, but the appropriation was from the Permanent Building Fund (PBF). In essence, statutory funds flowing to PBF for construction, maintenance, and repair of the state's facilities, are being decremented by \$1.83 million annually to cover the elected officials rent.</p> <p><b>The Preferred Budget</b>, illustrated above, is based on \$3,060,745 of elected official space rents to come from the PBF; <b>\$1,000,000</b> of that amount is built into the cost center budget and will be utilized for janitorial services. The \$3,060,745 represents rent for the new elected official square footage allotted them in the new Capitol restoration layout (\$934,200 more than for square footage costs for elected officials prior to the restoration.)</p>	<p><b>The Preferred Budget</b> proposes funding elected official rent from the PBF and increasing the amount to \$3,060,745--\$1 million of that amount would be utilized in this particular budget.</p> <p><b>The 2nd Alternative</b> from the preferred budget above (which proposes elected official space costs to be funded out of the PBF) would be to fund this expense of \$3,060,745 from the general fund. Currently, \$296,500 of costs for elected official space are funded from the general fund; Alternative #2 would continue this appropriation.</p> <p><b>The 3rd Proposed Alternative</b> would be to continue to fund the current amount of approximately \$1.83 million (minus the \$296,500 mentioned above) from the PBF. This does not take into account the added elected official space to maintain in the restored Capitol. It should be noted that the PBF, by statute, is dedicated for the purpose of building needed structures, accomplishing renovations and repairs, and remodeling existing structures at the several state institutions and agencies of state government.</p>	<p>It is our contention that this should be paid, as in the past, from a General Fund appropriation to Facilities Services, leaving the Permanent Building Fund revenues available for their intended purpose. Further, it would be appropriate for elected officials to include their legitimate rent expenses in each of their budgets. This would allow for better tracking and more accountability. Once the Capitol is reoccupied, Facilities Services will implement a system to track and charge rental rates based on actual expenditures.</p>

**The 2nd Proposed Alternative** would be for required funds to come out of the general fund. This would be the increased amount of \$3,060,745 rather than the the current amount of \$1.83 million which now comes out of the PBF. The increased amount would accommodate for the increased square footage costs resulting from the Capitol restoration.

**Proposed Alternative #3** would be for funds to continue to come out of the PBF at the current amount of about \$1.83 million. However, this does not take into account the added elected official space to maintain in the restored Capitol, nor does it take into account the need for PBF moneys to be utilized for intended purposes.

