

**BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011**

TAB	DESCRIPTION	ACTION
1	FY 2013 LINE ITEMS	Motion to approve
2	AMENDMENT TO BOARD POLICY Section V.E. - Gifts and Affiliated Foundations – First Reading	Motion to approve
3	AMENDMENT TO BOARD POLICY Section V.F. – Bonds or Other Indebtedness and Section V.K. – Construction Projects – Second Reading	Motion to approve
4	FY 2013 CAPITAL BUDGET REQUESTS	Motion to approve
5	BOISE STATE UNIVERSITY Bronco Stadium Expansion – Dona Larsen Park Facility Construction	Motion to approve
6	BOISE STATE UNIVERSITY Enterprise System Roadmap Project Manager Contract	Motion to approve
7	UNIVERSITY of IDAHO Site and Facilities Lease – Public Transportation Center	Motion to approve

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SUBJECT

FY 2013 Line Items Requests

REFERENCE

April 2011	Directed agencies and institutions to use non-prioritized categories to develop FY 2013 Line Item requests
June 2011	Prioritized the FY 2013 Line Item categories for the institutions to use in developing their final line item requests to be approved by the Board in August

APPLICABLE STATUTE, RULE, OR POLICY

Idaho State Board of Education Governing Policies & Procedures, Section V.B.1.
Section 67-3502, Idaho Code

BACKGROUND/DISCUSSION

The Board established the guidelines, timetable, and priority categories for reviewing and approving the FY 2013 budget requests at the April and June 2011 Board meetings. At the June 2011 Board meeting, the institutions and agencies presented their Line Item requests. The Board approved and prioritized the following categories: 1) Center for Advanced Energy Studies, 2) Occupancy Costs, and 3) Strategic Initiatives. Biomedical Research was not prioritized. The list of Line Items summarized at Tab 1b, page 1 are listed in priority order with Biomedical Research listed last and upon final approval will be included in the institution and agency budget submissions to the Legislative Services Office (LSO) and the Division of Financial Management (DFM).

At its April 2011 meeting, the Board included Unfunded Enrollment Workload Adjustment in its line item guidelines. Initially, staff decided to include unfunded enrollment workload adjustment as a maintenance item instead of a line item enhancement (as was done last year since EWA is a maintenance of current operations budget line). However, upon further discussion with the institutional financial vice presidents and budget directors, it was determined that the preferred approach would be to include prior year unfunded EWA as a line item after all. Should the Board agree, it will need to identify the priority of EWA among the other line items. A list of the unfunded EWA by institution can be found at tab 1b, page 2.

IMPACT

The approved Line Items will be included with the FY 2013 budget requests and submitted to DFM and LSO for consideration by the Governor for his FY 2013 Budget recommendations and by the Joint-Finance Appropriations Committee for funding. The ongoing line item requests (not including unfunded EWA) represent an increase of 5.4% over the FY 2012 original appropriation.

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ATTACHMENTS

Attachment 1 - FY 2012 IDVR Supplemental	Tab a
Attachment 2 - FY 2013 Line Items Summary	Tab b
Attachment 3 - Center for Advanced Energy Studies	Tab c
Attachment 4 - Occupancy Costs	Tab d
Attachment 5 - Strategic Initiatives Summary and Detail	Tab e
Attachment 6 - Biomedical Research	Tab f

STAFF COMMENTS AND RECOMMENDATIONS

For many years, the Board has been informed that the Idaho state budget request process is based on Base-plus budgeting for anticipated uncontrollable and discretionary changes which are comprised of the following:

Base Budget:	Historical budget based on years of appropriations
MCO:	Maintenance of current operations; formula driven for uncontrollable factors such as general salary increases and cost inflation.
Line Items:	Enhancements for new programs and initiatives

Base budgeting allows the agencies and institutions to derive a reasonable dollar estimate in order to manage their programs and staffing levels from one year to the next. This is also true for the higher education institutions whose budgets are consolidated for four year institutions and for two year community colleges.

In the near future, the agencies and institutions are scheduled to undergo zero-based budgeting as required by DFM. The scheduled years are as follows:

2013

Public Schools

2014

Idaho Division of Vocational Rehabilitation
Superintendent of Public Instruction

2015

College and Universities
Community Colleges
Idaho Division of Professional-Technical Education
Agricultural Research and Extension (extension granted to FY 2013)

Zero-based budgeting will focus each agency and institution on its core legal requirements, mission, strategic plan, and performance measures. Any resulting budget adjustments will be processed through the normal Idaho budget development process (i.e. Base adjustments, MCO and Line Items).

Staff recommends approval.

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BOARD ACTION

I move to approve the FY 2012 Supplemental Appropriation Request for Idaho Division of Vocational Rehabilitation in the amount of \$269,500 in general funds as shown on Attachment 1, Tab 1a page 1.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

I move to approve the Line Items for the agencies and institutions as listed in Attachment 2, tab 1b page 1, and to authorize the Executive Director to approve the MCO and Line Item budget requests for agencies and institutions due to DFM and LSO on September 1, 2011.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

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AGENCY: Division of Vocational Rehabilitation
FUNCTION: Extended Employment
 Services

Agency No.: 523

FY 2012 Supplemental

Function No.: 02

Page _1_ of _3 Pages
 Original Submission X or
 Revision No. ____

ACTIVITY:

Activity No.:

A: Decision Unit No: 12.01		Title: Trustee & Benefit Funds			Priority Ranking 1 of 1
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:	Indirect Cost Increase Offset				
TOTAL OPERATING EXPENDITURES:	\$26,700				\$26,700
CAPITAL OUTLAY by summary object:					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:	\$242,800				\$242,800
LUMP SUM:					
GRAND TOTAL	\$269,500				\$269,500

Supports institution/agency and Board strategic plans:

Goal 1, Objective 8

Goal 1: Continually provide quality Extended Employment Vocational Rehabilitation Services to eligible Idahoans with severe physical and mental disabilities and to assist them to prepare for, obtain, maintain, or regain gainful employment opportunities.

Objective 8: Enhance revenue opportunities for VR programs.

Performance Measure/s:

- Increase the number of Most Severely Disabled Idahoans placed into gainful employment.*

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Description:

Idahoans with significant disabilities are some of the state's most vulnerable citizens. The Extended Employment Services (EES) Program provides people with significant disabilities employment opportunities either in a sheltered workshop or community supported setting.

A recent LSO Single Audit review finding cited the Idaho Division of Vocational Rehabilitation (IDVR) for inaccurate application of a federally mandated indirect cost rate. An examination of the agency's financial practices revealed that historically the Extended Employment Services (EES) program has been undercharged for indirect costs. Correcting this error in FY2012 is essential. Regrettably the impact in FY2012 is a reduction in direct funding for client services to the EES program of \$242,800. This reduction cannot be made up through any other Vocational Rehabilitation program. This has resulted in a severe negative impact to the EES program—far greater than the expected budget reductions that have been felt across the state government. This impact was not intended by the agency.

This supplemental request is for \$269,500 to replace funds within the EES program in FY1012. The \$242,800 in direct T&B funding and an additional \$26,700 necessary to offset what will be increased indirect cost charges caused by the supplemental allocation. These funds will support the program at the level intended at the time the original appropriation was made.

The EES program is a commitment to long-term services. When a client is eligible and approved for EES funding, the state is obligating support to the client for the long-term which is often through their adult working life. In most cases the obligation is at best a period of decades. Without these funds many of the Community Rehabilitation Program's (CRP's) may be unable to continue supporting clients previously obligated for program funding. Furthermore; several of these agencies may be forced to close completely -- laying off additional workers and denying Idaho's most severely disabled populace opportunities for employment, services and training.

Many CRPs rely on the EES funds to provide services for the populace of severely disabled people of Idaho. While each of our CRP partners expected a reduction in funding levels for the FY2012 due to the reduced appropriation, they were not expecting the dramatic reduction caused by the agency's error in calculation of the indirect cost rate. This error caused the agency to inaccurately present the impact of the original FY2012 budget request.

We are requesting a supplemental to rectify this error so that EES Trustee Benefit funds will be available to maintain clients with severe disabilities who are already in the system. This supplemental request will simply cover previously made obligations for FY2012. Over the coming five years IDVR will plan to clear a backlog of waitlisted clients caused by previous year's fiscal reductions.

It is important to note that this request does not enable IDVR to assist any new clients; it merely returns the program to status quo and helps those individuals who IDVR has already committed to assisting.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?
 - *\$269,500 in state general funds*

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2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.
No new positions are requested.
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.
None.
 - c. List any additional operating funds and capital items needed.
None.
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).
This is a Supplemental request for \$269,500 in State General funds to off-set an 11% reduction in anticipated funding due to a recalculation of internal indirect cost methods.
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?
This request will enable the retention of current levels of employment supports for Idaho's most severely disabled citizens.
The impact is statewide. Idaho benefits when the unemployed go to work and become taxpayers and contributors to the state's economy. Without funds fewer Idahoans with disabilities will be able to obtain or retain employment.
5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.
N/A

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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STATE BOARD OF EDUCATION
FY 2013 Line Items

By Institution/Agency	FY 2012 Appropriation					Total	vs. 2012 Approp	One-Time	Ongoing vs. 2012 Approp	Comments
		CAES Tab c	Occupancy Costs Tab d	Strategic Initiatives Tab e	Biomedical Research Tab f					
1 Professional-Technical Education	46,511,600	0	0	800,000	0	800,000	1.7%		1.7%	
State Leadership & Technical Asst.	1,820,100					0	0.0%		0.0%	
General Programs	10,492,800					0	0.0%		0.0%	
Post-secondary Programs	33,233,100			800,000		800,000	2.4%		2.4%	Instructional Equipment
Related Services	965,600					0	0.0%		0.0%	
2 College and Universities	209,828,300	3,000,000	4,841,100	7,392,400	2,080,600	17,314,100	8.3%	6,213,500	5.3%	
System-wide Needs	2,518,100					0	0.0%		0.0%	
Boise State University	67,631,800	1,000,000	1,909,500	195,000	567,600	3,672,100	5.4%	20,000	5.4%	Increase Graduation Rates
Idaho State University	57,150,200	1,000,000	1,165,300	6,260,500	843,000	9,268,800	16.2%	5,885,500	5.9%	IT, Library Collections, Cadaver Lab
University of Idaho	71,007,400	1,000,000	1,279,400		670,000	2,949,400	4.2%	250,000	3.8%	
Lewis-Clark State College	11,520,800		486,900	936,900		1,423,800	12.4%	58,000	11.9%	Strategic Initiatives
3 Community Colleges	23,033,000	0	1,411,700	1,577,300	0	2,989,000	13.0%	641,500	10.2%	
College of Southern Idaho	10,243,000		563,100	281,900		845,000	8.2%		8.2%	STEM Initiative, Improve Graduation Rate
North Idaho College	8,742,900			878,500		878,500	10.0%	641,500	2.7%	Region 1 District, Physical Therapy, 1 Stop Shop
College of Western Idaho	4,047,100		848,600	416,900		1,265,500	31.3%		31.3%	Nursing Staff, 1 Stop Shop Student Services
4 Agricultural Research/Extension	22,559,000		39,500			39,500	0.2%		0.2%	
5 Health Education Programs	10,000,900	0	0	316,000	0	316,000	3.2%		3.2%	
WI Veterinary Education	1,711,300					0	0.0%		0.0%	
WWAMI Medical Education	3,451,600			100,000		100,000	2.9%		2.9%	GME Office
IDEP Dental Education	1,357,800					0	0.0%		0.0%	
Univ. of Utah Med. Ed.	1,242,400					0	0.0%		0.0%	
Family Medicine Residencies	1,938,200					0	0.0%		0.0%	
WICHE	188,200					0	0.0%		0.0%	
Psychiatry Residency	111,400					0	0.0%		0.0%	
Internal Medicine Residency	0			216,000		216,000	0.0%		0.0%	Boise Residency Program
6 Special Programs	8,634,300	0	0	2,129,500	0	2,129,500	24.7%	275,000	21.5%	
Forest Utilization Research	490,000			193,000		193,000	39.4%		39.4%	Rangeland Center
Geological Survey	671,800					0	0.0%		0.0%	
Scholarships and Grants	6,663,300			1,598,500		1,598,500	24.0%		24.0%	GEARUP and Opportunity Scholarships
Museum of Natural History	435,200			338,000		338,000	77.7%	275,000	14.5%	IT Position and Storage
Small Bus. Development Centers	236,100					0	0.0%		0.0%	
TechHelp	137,900					0	0.0%		0.0%	
7 State Board of Education	2,108,900	0	0	125,000	0	125,000	5.9%	125,000	0.0%	Transfer Charter Schools, Indirect Cost Funds
8 Idaho Public Television	1,377,000			116,500		116,500	8.5%	5,700	8.0%	Idaho Legislature Live/Multimedia Personnel
9 Vocational Rehabilitation	6,795,200	0	0	1,232,800	0	1,232,800	18.1%		18.1%	
Renal Disease	504,400					0	0.0%		0.0%	
Vocational Rehabilitation	2,914,600			1,232,800		1,232,800	42.3%		42.3%	
Community Supported Employment	3,336,100					0	0.0%		0.0%	
Council for the Deaf/Hard of Hearing	40,100					0	0.0%		0.0%	
10 Total	\$ 330,848,200	\$ 3,000,000	\$ 6,292,300	\$ 13,689,500	\$ 2,080,600	\$ 25,062,400	7.6%	\$ 7,260,700	5.4%	
Percentage of FY 2012 Appropriation		0.9%		4.1%	0.6%	7.6%				

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Unfunded Enrollment Workload Adjustment

	BSU	ISU	UI	LCSC	Total
FY 2009	\$823,700	\$500,900	\$0	\$0	\$1,324,600
FY 2010	\$1,974,400	\$177,200	\$0	\$170,300	\$2,321,900
FY 2011	\$5,931,800	\$2,447,900	\$0	\$215,700	\$8,595,400
FY 2012	\$10,311,100	\$4,991,100	\$815,300	\$943,700	\$17,061,200

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AGENCY: Boise State University

FUNCTION: General Education

ACTIVITY: CAES

Agency No.: 512

Function No.: 01

Activity No.:

FY 2013 Request

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Original Submission X or

Revision No. ____

Center for Advanced Energy Studies -					
A: Decision Unit No: 12.03	Title: Draft	Priority Ranking 3 of 4			
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	8.08				8.08
PERSONNEL COSTS:					
1. Salaries	587,400				587,400
2. Benefits	201,600				201,600
3. 5 Graduate Assistants stipends and fringe.	122,100				122,100
TOTAL PERSONNEL COSTS:	911,100				911,100
OPERATING EXPENDITURES by summary object:					
1. Graduate Assistants tuition waivers	43,300				43,300
2. Materials and Supplies	20,600				20,600
3. Travel	25,000				25,000
TOTAL OPERATING EXPENDITURES:	88,900				88,900
CAPITAL OUTLAY by summary object:					
1.					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	1,000,000				1,000,000

How connected to institution/agency and Board strategic plans:

This request directly supports the State Board of Education's objective to support and enhance the state's infrastructure and capacity for advanced energy studies through collaborative efforts among UI, ISU, BSU and the Idaho National Laboratory.

Boise State University's involvement in CAES is directly linked to our research and public policy mission with the primary emphasis defined by the State Board of Education's Institutional Role and Mission statement in public affairs and our developed strengths in sciences and engineering. The program supports Boise State University's strategic plan in that it will contribute to the institution's continued development of "academic excellence," "public engagement" and "exceptional research."

Boise State is home to the CAES Energy Policy Institute (EPI). The institute focuses on energy related policy research, analysis, and education. It brings together policy personnel from the three Idaho Universities and INL to analyze and examine proposed energy policy and seek

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Boise State is home to the CAES Energy Policy Institute (EPI). The institute focuses on energy related policy research, analysis, and education. It brings together policy personnel from the three Idaho Universities and INL to analyze and examine proposed energy policy and seek solutions for suitable energy. The value of the public policy piece is critical to understanding how society and its institutions address energy issues.

This FY2013 budget request is for funding to support and build the educational, research, and policy capabilities of Boise State University both in the areas of science/engineering and policy. Although one-time funding was provided for FY 2012 from the State General Account, permanent funding needs to be secured. This is the same request of on-going funds as was requested in the 2012 budget request.

Specifically, Boise State is requesting funding for:

- Materials Science and Engineering Support:
 - o Two (2) postdoctoral associates, one (1) associate professor, two months faculty summer support, 1.77 FTE for research scientists/faculty, four (4) graduate research assistantships, materials and supplies and travel expenses.
- Energy Policy Institute (EPI) Support:
 - o One (1) EPI director, one EPI assistant director, one (1) assistant professor, one half time professional staff member, two half time graduate research assistantships, and a modest amount for materials and supplies.

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AGENCY: Idaho State University

FUNCTION: General Education

ACTIVITY: CAES

Agency No.: 513

Function No.: 1000

Activity No.:

FY 2013 Request

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Original Submission or

Revision No. X

Center for Advanced Energy Studies in Idaho Falls					
A: Decision Unit No: 12.02	Title: Center for Advanced Energy Studies in Idaho Falls			Priority Ranking 2 of 6	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	8.3				8.3
PERSONNEL COSTS:					
1. Salaries	634,400				634,400
2. Benefits	211,100				211,100
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	845,500				845,500
OPERATING EXPENDITURES by summary object:					
1. Materials and Supplies	60,000				60,000
2. Travel	50,000				50,000
3. Communications	44,500				44,500
TOTAL OPERATING EXPENDITURES:	154,500				154,500
CAPITAL OUTLAY by summary object:					
1. Equipment					
2. Startup Packages					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	1,000,000				1,000,000

How connected to institution/agency and Board strategic plans:

The Center for Advanced Energy Studies (CAES) collaborative between the Idaho National Laboratory (INL), Idaho State University, University of Idaho, and Boise State University represents a vital effort to integrate cutting-edge energy studies in the ISU College of Engineering with national interests being developed at the INL. Research and teaching efforts centered on CAES further the following Goals, as articulated in ISU's current strategic plan:

ISU Goal 1 — Achieve academic excellence in undergraduate, graduate, professional and technical education. (SBOE Goals: Objective 1.A, Access, 1.B, Higher Levels of Educational Attainment; Goal 2, Critical Thinking and Innovation)

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ISU Goal 2 — Increase the University's research profile to strengthen our institutional curricula and ability to meet societal needs through the creation of new knowledge. (SBOE Goal 2, Critical Thinking and Innovation).

ISU Goal 4 — Prepare students to function in a global society. (SBOE Goal 1, A Well Educated Citizenry)

ISU Goal 5 — Focus institutional, instructional, and research expertise on community and societal needs throughout the state, region, nation, and world. (SBOE Goals: 1, A Well Educated Citizenry; 2, critical Thinking and Innovation)

Description:

The Center for Advanced Energy Studies (CAES) is a collaborative initiative between Boise State University (BSU), Idaho State University (ISU), the University of Idaho (UI) and the Idaho National Laboratory (INL) that will address the critical energy issues facing our nation. Operating as a jointly managed research center, CAES will maximize the utilization of the energy-related capabilities of its member institutions and sponsors. Cross-organizational, peer-to-peer technical collaboration in areas of nuclear, renewable, fossil and alternative energy will be encouraged.

To ensure the success of CAES, as an enduring Idaho institution, approximately three million dollars in recurring funding is requested to build the research, policy, and educational capabilities of CAES. Specifically funding (PC) is requested to partially support 25 research active faculty members, 5 senior technicians, 3 full time CAES Associate Directors, and 3 administrative support persons (one per Associate Director), who will be recruited and hired over a period of four years. Operating costs (OE) are also requested.

These research faculty members will be hired by their respective universities on fiscal or academic year appointments as appropriate, with support for at least 6 months per year on this request. These hires will also be supported through CAES joint appointments and or joint research with the INL for the balance of their academic appointments and on grants and contracts for the summer. Researchers will be located in or spend time in the new CAES research building located in Idaho Falls, which was occupied July 2008. The costs presented are based upon FY2008 estimates.

Questions:

6. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base? *This request is for ongoing appropriated funding to make permanent the one-time funding granted by the State Legislature in the spring of 2008, as well as to build on the original base funding for the second year (see attachment). We request ongoing appropriated funding for the personnel listed below, as well as for the operating expenses listed above.*

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7. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. *8.3 FTE, as described in attached document.*
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. *As listed in the attached documentation.*
 - c. List any additional operating funds and capital items needed. **None.**
8. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc. *The request is for ongoing funding.*
9. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted? *Funding will allow the CAES collaborative to develop and maintain facilities and personnel vital to the developing understanding of alternative energy studies at the global, national, regional, and local scales.*
10. If this is a high priority item, list reason non-appropriated Line Items from FY 2010 budget request are not prioritized first. *This request is a continuation of the FY11 budget request.*

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<u>Year</u>	<u>FY13</u>	<u>Gross</u>	<u>% State</u>	<u>\$ State</u>	<u>Fringe</u>	<u>Insurance</u>	<u>Total</u>
Yr. 1	Nuclear Engineering Chair	\$148,345.60	50%	\$74,172.80	\$15,665.30	\$4,650.00	\$94,488.10
Yr. 1	Assistant Professor NE, Fuels & Modeling	\$70,000.00	75%	\$52,500.00	\$11,088.00	\$6,975.00	\$70,563.00
Yr. 1	Research Professor NE, Fuel Cycle	\$139,256.00	70%	\$97,479.20	\$20,587.61	\$6,510.00	\$124,576.81
Yr. 1	Assoc. Prof. NE, Nuclear Materials	\$85,000.00	60%	\$51,000.00	\$10,771.20	\$5,580.00	\$67,351.20
Yr. 1	Assoc. Prof. NE, Fuels	\$85,000.00	50%	\$42,500.00	\$8,976.00	\$4,650.00	\$56,126.00
Yr. 1	Research AoP Physics, Detectors	\$63,918.40	50%	\$31,959.20	\$6,749.78	\$4,650.00	\$43,358.98
Yr. 1	Research AP Physics, Materials	\$63,294.40	50%	\$31,647.20	\$6,683.89	\$4,650.00	\$42,981.09
Yr. 1	Professor NE, Reactors	\$48,859.20	25%	\$12,214.80	\$2,579.77	\$2,325.00	\$17,119.57
Yr. 1	Asst. Prof. Health Physics - Reactors	\$58,801.60	50%	\$29,400.80	\$6,209.45	\$4,650.00	\$40,260.25
Yr. 1	Technician/Assistant Lecturer Nuc. Eng.	\$60,008.00	100%	\$60,008.00	\$12,673.69	\$9,300.00	\$81,981.69
Yr. 1	AA II	\$31,512.00	100%	\$31,512.00	\$6,578.45	\$9,300.00	\$47,390.45
Yr. 2	Asst. Prof. Mechanical/Materials	\$70,000.00	50%	\$35,000.00	\$7,392.00	\$4,650.00	\$47,042.00
Yr. 2	Assoc. Prof. Applied Math/Modeling	\$85,000.00	50%	\$42,500.00	\$8,976.00	\$4,650.00	\$56,126.00
Yr. 2	Assoc. Prof. Hydrogen	<u>\$85,000.00</u>	50%	\$42,500.00	\$8,976.00	\$4,650.00	\$56,126.00
Totals:		\$1,093,995.20		\$634,394.00	\$133,907.12	\$77,190.00	\$845,491.12
		FTE:	8.3				
		People:	14				

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AGENCY: University of Idaho
FUNCTION: General Education
ACTIVITY: CAES

Agency No.: 514
 Function No.: 01
 Activity No.:

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Center for Advanced Energy Studies					
A: Decision Unit No: 12.02	Title: Studies		Priority Ranking 2 of 3		
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	8.50				8.50
PERSONNEL COSTS:					
1. Salaries	\$711,100				\$711,100
2. Benefits	\$231,700				\$231,700
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	\$942,800				\$942,800
OPERATING EXPENDITURES by summary object:					
1. Maintenance Costs	\$27,200				\$27,200
TOTAL OPERATING EXPENDITURES:	\$27,200				\$27,200
CAPITAL OUTLAY by summary object:					
1. PC and workstation	\$30,000				\$30,000
TOTAL CAPITAL OUTLAY:	\$30,000				\$30,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$1,000,000				\$1,000,000

Supports institution/agency and Board strategic plans:

Board strategic plan: Goal 2, Objective A

GOAL 2: CRITICAL THINKING AND INNOVATION

The educational system will provide an environment for the development of new ideas, and practical and theoretical knowledge to foster the development of individuals who are entrepreneurial, broadminded, think critically, and are creative.

Objective A: Critical Thinking, Innovation and Creativity – Increase research and development of new ideas into solutions that benefit society.

Performance Measures:

- Institution funding from competitive federally funded grants
- Institution funding from competitive industry funded grants

Through the end of FY 2010 Center for Advanced Energy Studies (CAES) activities have resulted in over \$22 million in federal grants and contracts. An additional, \$6 million in federal funds have also

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

been realized for advanced laboratory equipments. Significant interaction with industry include the CAES Energy Efficiency Research Initiative (partnering with Idaho Power, the J.R. Simplot Co., Micron Technology and other Idaho-based companies) and CAES Bioenergy Initiative (Memorandum of Understanding with the Innovation Center for U.S. Dairy).

In addition, this request supports the goals outlined in the University of Idaho - Idaho Falls (UIIF) strategic plan in the areas of "Clean Energy" and "Water and Energy" and is linked to the University's Strategic Goals 2 and 3. Specifically: Goal 2 – Scholarly and Creative Activity (UIIF – "Deliver strategically-focused integrated Energy, and Homeland Security research programs") and Goal 3 – Outreach and Engagement (UIIF – "Build stronger partnerships with INL and other state universities").

Description:

One million dollars in recurring funding is requested to build the research, policy, and educational capabilities of the Center for Advanced Energy Studies (CAES)¹. Specifically ten (10) research active faculty members, two (2) senior technician positions, a full time Associate Director with a faculty appointment, and an Administrative Support person will be recruited and hired with the balance of the requested recurring funding being used for the maintenance of research equipment and general purpose computers and renewals. The costs presented are based on actual salaries of individuals in the position or a 2009-10 academic year market salaries survey. Costs have not been escalated for future years. Specifically the faculty members will support the energy research mission of CAES and will include:

- a) Four (4) Nuclear Scientists/Engineers (all hired by the College of Engineering; 3 in FY2008 and 1 hired to start in FY 2012; all partially supported by one-time state appropriated CAES funding),
- b) Two (2) Energy Systems Scientists or Engineers (both hired by the College of Engineering to start in FY 2012; both partially supported by one-time state appropriated CAES funding).
- c) Biofuels/Bioenergy Engineer (hired by the College of Agriculture and Life Sciences in FY2010; partially supported by one-time state appropriated CAES funding),
- d) Energy Geoscientist (College of Science; to be recruited and hired in FY 2013),
- e) Natural Resource/Water-Energy Scientist or Policy Expert (College of Science, College of Natural Resources, or College of Agriculture and Life Sciences; to be recruited and hired in FY2013), and
- f) Energy Policy/Law Professor (College of Law; to be recruited and hired in FY 2013).

The faculty members will be hired by their respective colleges on academic year appointments, supported for 5 months per year on this request, and spend at least part of the year in the 55,000 square foot CAES research building located in Idaho Falls. These hires will also be supported through CAES joint appointments with the Idaho National Laboratory (INL) for the

¹ CAES is a public/private partnership between the State of Idaho through its academic research institutions, Boise State University (BSU), Idaho State University (ISU), the University of Idaho (UI), and the federal government through the Department of Energy and its Idaho National Laboratory (INL), which is managed by the private entity the Battelle Energy Alliance (BEA). Through its collaborative structure, CAES combines the efforts of these four research institutions to provide timely research support on both technical and policy issues.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

remainder (4 months) of their academic appointments and on grants and contracts for the summers. In addition to the above faculty members, two technicians (supported half time by this request and half time by grants and contracts), a full time administrative support person (to be hired in FY2013), and a full time CAES associate director (to be hired in FY 2013 to replace the part-time director currently funded by the Idaho National Laboratory) will also be hired. Funds are also requested to support the general research operational needs of the CAES faculty members, specifically

- a) Research equipment maintenance agreements and repairs (ongoing)
- b) Desk top computers and renewals (for both faculty and graduate students; ongoing)

Budget requests category are provided in the attached spreadsheet.

University of Idaho							
Request for Recurring State Funding for the Center for Advanced Energy Studies							
Base Salaries from 2009-10 Academic Year Market Salaries Survey for 100% Market Level, Associate Professor in appropriate disciplines or actual salary for existing hires* or offered salaries** (University of Idaho Budget Office). Fringe calculated as 24.17% of Base Salary plus \$7.04K for Health Benefits (Published UI rates 04/21/2011). (Values except FTE in thousands of dollars)							
	Position	Appointment (9 mo/12 mo)	Base Salary	Fringe	Salary + Fringe	(FTE) Fraction of Salary	FY2013 Request
1	Nuclear (Materials)*	9	\$76.59	\$25.55	\$102.14	0.56	\$56.75
2	Nuclear (Mechanical Engineering)*	9	\$95.38	\$30.09	\$125.47	0.56	\$69.71
3	Nuclear (Chemical Engineering)*	9	\$79.69	\$26.30	\$105.99	0.56	\$58.88
4	Nuclear (Mechanical Engineering)**	9	\$83.00	\$27.10	\$110.10	0.56	\$61.17
5	Energy Systems (Industrial Technology)**	9	\$83.50	\$27.22	\$110.72	0.56	\$61.51
6	Energy Systems (Industrial Technology)**	9	\$70.00	\$23.96	\$93.96	0.56	\$52.20
7	Bioenergy (Bio & Ag Engineering)*	12	\$76.00	\$25.41	\$101.41	0.50	\$50.70
8	Energy Geoscientist	9	\$77.16	\$25.69	\$102.85	0.56	\$57.14
9	Energy Natural Resources	9	\$77.63	\$25.80	\$103.43	0.56	\$57.46
10	Energy Policy/Energy Law	9	\$113.92	\$34.57	\$148.49	0.56	\$82.50
11	Senior Technician*	12	\$48.38	\$18.73	\$67.11	0.50	\$33.56
12	Senior Technician	12	\$50.00	\$19.13	\$69.13	0.50	\$34.56
13	Management Assistant	12	\$38.40	\$16.32	\$54.72	1.00	\$54.72
14	CAES Associate Director	12	\$165.00	\$46.92	\$211.92	1.00	\$211.92
Total Labor			\$1,134.65	\$372.80	\$1,507.45	8.50	\$942.78
Desk Top Computing Renewal (12 per year at \$2.5K each)							\$30.00
Maintenance/Repair of Equipment							\$27.22
Total Request							\$1,000.00

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

See description above.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

See table and description above.

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

See table and description above.

- c. List any additional operating funds and capital items needed.

See table and description above.

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).

See table and description above.

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

“The future for energy research and development is bright at the Center for Advanced Energy Studies and its partner institutions - Boise State University, Idaho National Laboratory, Idaho State University, and University of Idaho.

All continue to build their collective research portfolios through CAES. Our collaboration is paying off not only for the partners, but for the state of Idaho and the nation.

In FY 2010, CAES:

- **Competed for and won approximately \$ 8.2 million in new research, equipment, and other funding**
- **Attracted 418 students to Idaho’s flagship nuclear engineering and science programs and added three new faculty members/researchers (three more are in the works)**
- **Built a new industrial partnership in bioenergy from solid wastes**
- **Filled its advanced materials, imaging, and visualization laboratories with state-of-the-art equipment.” (from *FY 2010 Annual Report – Center for Advanced Energy Studies*, attached)**

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

STATE BOARD OF EDUCATION

FY 2013 Budget Request

Colleges & Universities/Agencies

Calculation of Occupancy Costs

		% of Use for			(1)	(2)			(3)	(4)	(5)				
	Projected Date	Non-Aux.	Gross	Non-Aux.		Custodial Costs			Utility	Maintenance Costs		Total	% qtrs	Revised	
1	Institution/Project	of Occupancy	Sq Footage	Sq Footage	FTE	Sal & Ben	Supplies	Total	Estimate	Repl Value	Cost@1.5%	Other	Occ Cost	used in FY12	FY13
2															
3	BOISE STATE UNIVERSITY														
4	Yanke Center	Sept. 2008	100%	83,801	83,801										
5	Norco Building (floors 3 and 4)	July-09	48%	81,300	39,017	1.50	49,900	3,900	53,800	68,300	8,661,774	62,400	221,500	100%	221,500
6	Norco Building classroom 1st floor	July-09	2%	81,300	1,374	0.05	1,700	100	1,800	2,400	305,028	100	5,600	100%	5,600
7	Capitol Village University Adv.	March-06	100%	8,954	8,954	0.34	11,300	900	12,200	15,700	1,790,800	26,900	8,300	100%	63,100
8	Non Auxiliary Space in Parking Deck	Oct. 2007	50%	10,346	5,173	0.20	6,600	500	7,100	9,100	1,034,500	7,800	4,800	100%	28,800
9	Capitol Village Emeritus Guild	March-09	100%	2,111	2,111	0.08	2,700	200	2,900	3,700	422,000	6,300	2,000	100%	14,900
10	Capitol Village Adv. Expansion	March-09	100%	1,512	1,512	0.06	2,000	200	2,200	2,600	302,400	4,500	1,400	100%	10,700
	Environmental Research Bldg.	April-11	100%	89,000	89,000	3.42	113,700	8,900	122,600	155,800	22,500,000	337,500	86,500	100%	702,400
11	COBE	July-12	100%	71,324	71,324	2.74	91,100	7,100	98,200	124,800	37,000,000	555,000	84,500	100%	862,500
12	* Yanke Center Space utilization is pending.				8.39	279,000	21,800	300,800	382,400		1,000,500	225,800	1,909,500		1,909,500
13															
14															
15	IDAHO STATE UNIVERSITY														
16	Rendezvous Center (Acad Side)	June-07	100%	101,920	101,920	3.92	129,700	10,200	139,900	178,400	15,000,000	225,000	90,500	100%	633,800
17	Rendezvous Center (PYs Approp.)				-3.92	-131,800	-10,200	-142,000	-158,000			0	-300,000	100%	(300,000)
18	Meridian Building	July-09	100%	107,378	107,378	4.13	136,600	10,700	147,300	187,900	16,000,000	240,000	95,500	100%	670,700
19	CAES	July-08	33%	55,000	18,333	0.71	23,500	1,800	25,300	32,100	15,400,000	77,000	26,400	100%	160,800
20					4.84	158,000	12,500	170,500	240,400		542,000	212,400	1,165,300		1,165,300
21															
22	UNIVERSITY OF IDAHO														
23	Hays Hall (1)	January-06	100%	29,397	29,397	1.13	37,500	2,900	40,400	51,400	7,387,628	110,800	231,100	100%	231,100
24	Vandal Athletic Center (2)	January-04	14%	35,236	5,000	0.19	6,300	500	6,800	8,800	8,502,154	18,100	10,700	100%	44,400
25	Living Learning Center (3)	May-04	5%	202,616	10,180	0.39	12,900	1,000	13,900	17,800	39,312,000	29,600	39,300	100%	100,600
26	UI Research Park Post Falls	July-02	38%	30,455	11,700	0.45	14,900	1,200	16,100	20,500	5,534,446	31,900	81,900	100%	81,900
27	Prof Golf Mgmt Program Space	July-04	51%	3,642	1,860	0.07	2,300	200	2,500	3,300	822,032	6,300	2,100	100%	14,200
28	Teaching and Learning Center	January-05	100%	27,228	27,228	1.05	34,800	2,700	37,500	47,600	4,654,054	69,800	24,700	100%	179,600
29	Collaborative Ctr for Fish Studies	September-06	50%	13,493	6,762	0.26	8,600	700	9,300	11,800	3,389,488	25,500	7,900	100%	54,500
30	Idaho Water Center*	Phased Aug 04 to Aug 10	32%	225,227	72,500	2.79	92,500	7,300	99,800	126,900	56,955,229	275,000	101,400	100%	603,100
31	Idaho Water Center* (PYs Appr.)				-1.76	-58,600	-4,600	-63,200	-80,000		-166,900	(64,900)	-375,000	100%	(375,000)
32	Wood Chip Storage Facility	May-09	100%	24,000	24,000	0.92	30,500	2,400	32,900	42,000	5,096,000	76,400	22,600	100%	173,900
33	South chiller plant & storage tank	May-10	100%	4,517	4,517	0.17	5,600	500	6,100	7,900	6,950,000	104,300	9,000	100%	127,300
34	Janssen Engineering Bldg**	March-09	100%	3,079	3,079	0.12	4,000	300	4,300	5,400	2,006,784	30,100	4,800	100%	43,800
35					5.78	191,300	15,100	206,400	263,400		610,900	198,700	1,279,400		1,279,400
36															
37	UNIVERSITY OF IDAHO														
38	Agricultural Research & Extension Service														
39	Caldwell Office/Conf Facility	September-06	100%	3,662	3,662	0.14	4,600	400	5,000	6,400	569,480	8,500	3,300	100%	23,200
40	Kimberly Lab/Office Building	April-11	100%	3,192	3,192	0.12	4,000	300	4,300	5,600	246,688	3,700	2,700	100%	16,300
41					0.26	8,600	700	9,300	12,000		12,200	6,000	39,500		39,500
42															
43	LEWIS-CLARK STATE COLLEGE														
44	Nursing & Health Science Faculty	July-09	100%	60,000	60,000	2.31	76,900	6,000	82,900	105,000	16,000,000	240,000	486,900	100%	486,900
45															

STATE BOARD OF EDUCATION

FY 2013 Budget Request

Colleges & Universities/Agencies

Calculation of Occupancy Costs

1 Institution/Project	Projected Date of Occupancy	% of Use for Education	Gross Sq Footage	Non-Aux. Sq Footage	(1) Custodial Costs				(3) Utility Estimate	(4) Maintenance Costs		(5) Other	Total Occ Cost	% qtrs used in FY12	Revised FY13
					FTE	Sal & Ben	Supplies	Total		Repl Value	Cost@1.5%				
46 College of Southern Idaho															
Health Science & Human Services															
47	January-10	100%	72,400	72,400	2.78	89,100	7,200	96,300	126,700	18,000,000	270,000	70,100	563,100	100%	563,100
48															
49 College of Western Idaho															
50 CWI Main building (Nampa)	January-09	96%	65,000	62,600	2.41	77,200	6,300	83,500	109,600	15,000,000	216,700	60,200	470,000	100%	470,000
51 Canyon County Center	July-09	75%	77,000	57,750	2.22	71,100	5,800	76,900	101,100	12,960,000	145,800	54,800	378,600	100%	378,600
52					4.63	148,300	12,100	160,400	210,700		362,500	115,000	848,600		848,600
53															
54															
55															
56															

(1) This building was formerly known as the Alumni Residence Center, a name indicating its historical use; it has since been vacated by University Residences and is now maintained as general education space

(2) The Vandal Athletic Center includes a general education classroom and training room, computer labs, and associated support space

(3) The Living Learning Center includes general education classrooms and program space eligible for occupancy costs

63 (1) FTE for the first 13,000 gross square footage and in 13,000 GSF increments thereafter, .5 Custodial FTE will be provided.

64 (2) Salary for custodians will be 80% of Policy for pay grade "E" as prepared by the Division of Human Resources.

65 Benefit rates as stated in the annual Budget Development Manual; workers comp rates reflect institution's rate for custodial category

66 Salary CU: \$19,635.00 CC: \$18,700.00

67 Benefits

68 FICA

69 SSDI salary to \$92,150 6.2000% x salary

70 SSN 1.4500% x salary

71 Unemployment Insurance 0.5000% x salary

72 Life Insurance 0.8500% x salary

73 Retirement: PERSI 11.3200% x salary

74 Workmans Comp x salary

75 Sick Leave 0.6500% x salary

76 Human Resources

77 20.9700% per position

78 Health Insurance \$8,550.00

79 Supplies 0.10

80

(3) Annual utility costs will be projected at \$1.75 per 1.75

(4) Building maintenance funds will be based on 1.5% of the construction cost (excluding architectural/engineering fees, site work, movable equipment, etc.) for new buildings or 1.5% of the replacement value for existing buildings.

(5) Other:

IT Maintenance

Security

General Safety

Research & Scientific Safety Costs

Total

Too High - Used 1/3

Landscape Greenscape

Insurance Costs

Total

1.5000 GSF

0.2200 GSF

0.0900 GSF

0.5000 GSF

2.3100

0.7700 GSF

0.0003 CRV

0.0005 CRV

0.00080 CRV

STATE BOARD OF EDUCATION

Strategic Initiatives

	By Institution/Agency	Amount	Page #	Option A	Option B	Option C	Option D	Approved	One-Time
1	Boise State University	\$195,000		\$0	\$0	\$0	\$0	\$0	\$0
	Increase Graduation Rates & Improve Time to Graduate	\$195,000	3						
2	Idaho State University	\$6,260,500		\$0	\$0	\$0	\$0	\$0	\$0
	Information Technology Infrastructure	\$4,079,700	5						
	Key Library Collections	\$650,000	7						
	Gross Anatomy (cadaver) Laboratory, Meridian	\$1,530,800	11						
3	Lewis-Clark State College	\$936,900		\$0	\$0	\$0	\$0	\$0	\$0
	Strategic Initiatives	\$936,900	13						
4	Community Colleges	\$1,577,300		\$0	\$0	\$0	\$0	\$0	\$0
	CSI: STEM Initiative	\$175,800	17						
	CSI: Graduation Rate Improvement	\$106,100	23						
	NIC: Partnerships with Region 1 School Districts	\$99,800	29						
	NIC: Physical Therapist Assistant Program	\$250,000	33						
	NIC: One Stop Shopping Student Support Services	\$528,700	37						
	CWI: Nursing Staff Funding	\$221,500	41						
	CWI: Virtual One-Stop Student Services	\$195,400	45						
5	Professional-Technical Education	\$800,000		\$0	\$0	\$0	\$0	\$0	\$0
	Instructional Equipment	\$800,000	49						
6	Health Programs	\$316,000		\$0	\$0	\$0	\$0	\$0	\$0
	WWAMI: GME Office	\$100,000	53						
	Boise Internal Medicine Residency	\$216,000	57						
7	Special Programs	\$2,129,500		\$0	\$0	\$0	\$0	\$0	\$0
	Forest Utilization Research: Rangeland Center	\$193,000	59						
	Opportunity Scholarship	\$1,000,000	63						
	GEARUP Scholarship	\$598,500	65						
	Museum of Natural History: IT position and Storage	\$338,000	69						
8	Idaho Public Television	\$116,500		\$0	\$0	\$0	\$0	\$0	\$0
	Idaho Legislature Live/Multimedia Personnel	\$116,500	73						
9	Idaho Division of Vocational Rehabilitation	\$1,232,800		\$0	\$0	\$0	\$0	\$0	\$0
	Rehabilitation Administration Services Match	\$576,900	77						
	Extended Employment Services increase Indirect Costs	\$655,900	81						
10	Office of the State Board of Education	\$125,000		\$0	\$0	\$0	\$0	\$0	\$0
	Move Charter Schools to Separate Function	\$0	83						
	Indirect Cost Cash Spending Authority	\$125,000	85						
	Total	\$13,689,500		\$0	\$0	\$0	\$0	\$0	\$0

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: Boise State University
FUNCTION: Strategic Initiatives –
Academic Affairs

Agency No.: 512

FY 2013 Request

Function No.: 01

Page ____ of ____ Pages
 Original Submission X or
 Revision No. ____

ACTIVITY:

Activity No.:

A: Decision Unit No: 12.02		Title: Increase Graduation Rates and Improve Time To Graduation			Priority Ranking 2 of 4
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	3				3
PERSONNEL COSTS:					
1. Salaries and Benefits	180,000				180,000
TOTAL PERSONNEL COSTS:	180,000				180,000
OPERATING EXPENDITURES by summary object:					
1. Operating Expenses	15,000				15,000
TOTAL OPERATING EXPENDITURES:	15,000				15,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	195,000				195,000

Boise State has seen positive improvements in student retention and graduation rates due to enhanced advising, increased faculty-student interactions and restructuring of targeted courses. There is more to be done to improve graduation rates and reduce the time to completion for students. This request is for staffing and operating funds to use in specific areas that are deemed most likely to result in measurable positive outcomes – specifically in graduation rates and time to completion.

This initiative connects to the Board's vision of education that provides for an intelligent and well-informed citizenry.

A thorough proposal will be developed over the summer and ready for the August submission of the FY 2013 line items.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

Description:

This FY 2013 budget request is for funding for academic support staff, and on-going operating expenses.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: IDAHO STATE UNIVERSITY

FUNCTION: General Education

ACTIVITY: Strategic Initiative

Agency No.: 513

Function No.: 1000

Activity No.:

FY 2013 Request

Page 1 of 2 Pages

Original Submission X or

Revision No. ____

Information Technology					
A: Decision Unit No: 12.03	Title: Infrastructure			Priority Ranking 3 of 6	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	0				0
OPERATING EXPENDITURES by summary object:					
1. Travel					
TOTAL OPERATING EXPENDITURES:	0				0
CAPITAL OUTLAY by summary object:					
One-time funding to upgrade antiquated IT infrastructure to meet current cyber infrastructure needs.					
TOTAL CAPITAL OUTLAY:	4,079,700				4,079,700
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	4,079,700				4,079,700

Supports institution/agency and Board strategic plans:

ISU Goal: 6 - Promote the Efficient and Effective Use of Resources (SBOE Goal: 3, Effective and Efficient Delivery Systems)

ISU Performance Measures: 6.4 Ensure that Information Technology Services supports the University's missions for teaching and learning, research, and administration applications by providing appropriate information and instructional technology and support, built on an effective and reliable information technology infrastructure.

Description

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

ISU recently engaged an IT consulting company, NetArx, in partnership with Qwest Communications to conduct an assessment of the university's IT infrastructure and ISU's readiness to transition from a legacy phone system (no longer supported by the manufacturer) to Voice Over Internet Protocol (VOIP). ISU is requesting funding for the infrastructure portion of their assessment. Upgrades are sorely needed, regardless of whether we are able to fully move to VOIP.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

We are requesting one-time funding to upgrade ISU's IT infrastructure. Outside contractors would do this work so no additional staffing is required. There is no funding in the base.

2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. **None**
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. **None**
 - c. List any additional operating funds and capital items needed. **None**
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

This funding will upgrade all campus buildings with current fiber and cabling infrastructure. Current infrastructure will not support future needs/demands of faculty, students, and staff. These upgrades would also allow ISU to move to a VOIP infrastructure at some future time, which is a much more efficient way of providing current phone services than current analog switch systems.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: IDAHO STATE UNIVERSITY

FUNCTION: General Education

ACTIVITY:

Agency No.: 513

Function No.: 1000

Activity No.:

FY 2013 Request

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Original Submission X or

Revision No. ____

A: Decision Unit No: 12.04	Title: Key Library Collections			Priority Ranking 4 of 6	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
1. Travel					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
1. Library Collections (on-going)					
TOTAL CAPITAL OUTLAY:	\$650,000				\$650,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$650,000				\$650,000

Supports institution/agency and Board strategic plans:

This request addresses SBOE Goals: 1 (A Well Educated Citizenry), 2 (Critical Thinking and Innovation), and the Objectives under each Goal; and all ISU Goals: 1 (Achieve Academic Excellence), 2 (Increase Research Profile), 3 (Advance Health Sciences Research and Health Professions Education), 4 (Prepare Students to Function in a Global Society), 5 (Focus Institutional Instruction and Research Expertise on Community and Societal Needs), and 6 (Promote the Efficient and Effective Use of Resources).

The costs of key library collections have increased every year, by an annual average of 9.2% over the past four years. A comprehensive and up-to-date library is essential to support undergraduate, graduate, and professional students, and research faculty and staff. It is essential that we maintain our library collections to support teaching and research.

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Performance Measure(s):

Adequate library resources, including ready access to the latest published research, are essential to meeting the Board's and ISU's performance measures related to increasing external grant and contract funding; recruiting and retaining high quality faculty and graduate students; increasing the research productivity of faculty and students; and ensuring faculty and students have the resources needed to support the academic programs; and are essential to maintaining our Carnegie classification as a Research High institution.

Description:

This line item request is to fund the inflationary cost increases of the electronic and print subscriptions of the University Library. Over the past several years, without any increase in the base, the subscription costs have increased significantly. Without an annual increase to the base, the purchasing power for the Library budget decreases each year by an average of 9.2%. The library staff has worked with the colleges and departments to determine which library materials to cut. We are at a point now where all the non-essential journals have been cut, and key journals and other publications that are needed for graduate education and faculty research are threatened. A survey of faculty and staff, conducted by the library in Spring 2011, revealed significant dissatisfaction with our collections, many of which have been "cut to the bone". Without an increase in the base to help cover inflationary increases, many more top journals will need to be cut.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

We are requesting base funds of \$650,000 to maintain the current electronic and print publications essential to support teaching and research activities of faculty and students. Without additional funding, we will be required to further cut key journals and publications, above what has already been cut over the past few years. Many disciplines have already lost some of the top journals in their field.

2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. **N.A.**
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. **N.A.**
 - c. List any additional operating funds and capital items needed. **N.A.**
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.). **N.A.**
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

BUSINESS AFFAIRS AND HUMAN RESOURCES
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The library purchases subscriptions to serve our students, staff, and faculty on the Pocatello campus and at the Meridian and Idaho Falls Centers, as well as students taking online and distance education courses. If the additional base funding is not received, we will need to further reduce the number of publications (electronic and print) available to faculty, researchers, and students.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

The ongoing inflationary increase in the cost of electronic and print periodicals, journals, etc. over the past several years, without an increase in the base budget, has reached a critical point where the ability of the library to meet the increasing resource needs of researchers, faculty, staff, and students has resulted in unacceptable levels of cuts of key journals in many disciplines.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: Idaho State University

Agency No.: 513

FY 2013 Request

FUNCTION: General Education

Function

No.: 1000

Page 1 of 2 Pages

ACTIVITY: Cadaver Lab

Activity No.:

Original Submission X or

Revision No.

Gross Anatomy (cadaver) A: Decision Unit No: 12.05 Title: Laboratory, Meridian Priority Ranking 5 of 6					
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
1. Travel					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
1. Estimated Facility Remodel Costs	\$1,530,800				\$1,530,800
TOTAL CAPITAL OUTLAY:	\$1,530,800				\$1,530,800
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$1,530,800				\$1,530,800

Supports institution/agency and Board strategic plans:

SBOE Strategic Plan Goal 1, Objectives A – Access, B – Higher Level of Educational Attainment, and D - Transition; ISU Strategic Plan Goal 3, Objective 3.1 Increase the number of students admitted to ISU's health professions programs, where capacity exists, to meet the healthcare workforce needs of Idaho.

Creation of a gross anatomy (cadaver) lab at our Meridian facility will enable more students to complete the gross anatomy coursework required for their health profession degrees without having to take the course(s) in Pocatello. This will increase the number of graduates from these programs who will enter the workforce in Idaho.

Performance Measure(s): The following performance measures under Goal 1 that can be impacted positively by having a cadaver lab in Meridian include: Increase in postsecondary student enrollment; Percent of Idahoans who have a college degree or certificate; Percent

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Performance Measure(s): The following performance measures under Goal 1 that can be impacted positively by having a cadaver lab in Meridian include: Increase in postsecondary student enrollment; Percent of Idahoans who have a college degree or certificate; Percent of WICHE professional student exchange program graduates practicing in Idaho; as well as increase number of students in health programs where capacity exists.

Description:

Idaho State University proposes to develop a Gross Anatomy Laboratory (Cadaver Lab) at our Meridian facility. Gross anatomy is a foundational science required of the majority of our health-related professional programs. A laboratory equipped with a sufficient supply of cadavers to support graduate level instruction and research in gross anatomy for our current programs (Physician Assistant Studies) and our programs planned for the future (Physical Therapy and Dentistry). This facility is critical to maintain equity between our Pocatello and Meridian programs. Students in Pocatello have access to a cadaver facility; Meridian students do not. No other cadaver facility exists in the Treasure Valley that is adequate to meet our program needs.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

This request is for capital improvements of our Meridian facility (remodel for a cadaver lab). No staffing is involved.

2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. **N.A.**
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. **N.A.**
 - c. List any additional operating funds and capital items needed.

Space for the lab is available in our Meridian facility. What is needed are funds to construct and equip the lab.

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

Our Meridian-based students do not have access to the same graduate level gross anatomy instruction as our Pocatello students. Our accreditation standards require that we offer comparable instruction irrespective of the location of the students.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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AGENCY: Lewis-Clark State College

FUNCTION: General Education

ACTIVITY: Strategic Initiatives

Agency No.: 511

Function No.:

Activity No.:

FY 2013 Request

Page 1 of 4 Pages
 Original Submission X or
 Revision No. ____

A: Decision Unit No: 12.02		Title: Program Capacity Expansion			Priority Ranking 2 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	12.50				12.50
PERSONNEL COSTS:					
1. Salaries	553,000				553,000
2. Benefits	236,900				236,900
3. Group Position Funding	45,500				45,500
TOTAL PERSONNEL COSTS:	835,400				835,400
OPERATING EXPENDITURES by summary object:					
1. Supplies	10,500				10,500
2. Instructional Materials	23,000				23,000
3. Program Expenses	10,000				10,000
TOTAL OPERATING EXPENDITURES:	43,500				43,500
CAPITAL OUTLAY by summary object:					
1. Computers/office setup	58,000				58,000
TOTAL CAPITAL OUTLAY:	58,000				58,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	936,900				936,900

Supports institution/agency and Board strategic plans:

Goal 1: A WELL EDUCATED CITIZENRY The educational system will provide opportunities for individual achievement.

Objective B: Higher Level of Educational Attainment – Increase the educational attainment of all Idahoans through participation and retention in Idaho's educational system.

Objective C: Adult Learner Re-Integration – Improve the processes and increase the options for re-integration of adult learners into the education system.

Objective D: Transition – Improve the ability of the educational system to meet educational needs and allow students to efficiently and effectively transition into the workforce.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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GOAL 2: CRITICAL THINKING AND INNOVATION The educational system will provide an environment for the development of new ideas, and practical and theoretical knowledge to foster the development of individuals who are entrepreneurial, broadminded, think critically, and are creative.

Objective A: Critical Thinking, Innovation and Creativity – Increase research and development of new ideas into solutions that benefit society.

Objective B: Innovation and Creativity – Educate students who will contribute creative and innovative ideas to enhance society.

Objective C: Quality Instruction – Increase student performance through the recruitment and retention of a diverse and highly qualified workforce of teachers, faculty, and staff.

The positions and support funds requested in this line item request directly support the Academic Affairs tasks at Lewis-Clark State College. The mission and goal statement for LCSC calls for the following:

- In accordance with its role and mission statement approved by the State Board of Education, LCSC's primary emphasis areas are business, criminal justice, nursing, social work, teacher preparation, and professional-technical education.
- The State Board directs LCSC to maintain basic strengths in the liberal arts and sciences, which provide the core (general education) portion of the curriculum.
- Other assigned emphasis areas are the provision of select programs offered on and off campus, at non-traditional times, using non-traditional means of delivery, to serve a diverse student body.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

Funding is requested to add PC, OE and CO needs for program capacity expansion in multiple areas of the college.

The Natural Sciences, Humanities and Library positions are required to meet the general education and pre-program needs and requirements of the college's primary emphasis programs.

The Education Division's Pathways to Alternate Certification and Endorsement (PACE) programs enhancement will provide additional access to post-secondary programs by allowing individuals that are place-bound in rural and remote areas throughout Idaho to earn teacher certification through distance learning technologies.

The Special Education position is to meet the growing demand from the school districts (for teachers) and students who need this curriculum.

The Nursing & Health Science request for a Medical Diagnostic Imaging (MDI) faculty member will allow the current Radiographic program to serve a growing need for practicing professionals to add certificates and expand their skill sets. The Nursing & Health Science request for a Simulator Operator is an additional support position required due to the increased student headcount and limited clinical sites.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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The Social Work position is required to replace the Title IVE Department of Health & Welfare funded position.

There are a number of institutional infrastructure positions included as well, which are required to support the increased operational tempo of programs as a result of multiple years of growth in student enrollment.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

Assistant Professors (10): \$46,100 + fringe & health insurance; full-time 9 month; anticipated hire August 2012; teach 24 credit hours per year of critical courses, advising, scholarship & service, other duties as assigned by Division Chair.

Instructional Technician (1): \$32,000 + fringe & health insurance; support students in a distance learning technology environment.

Simulator Operator (.5): \$21,000 + fringe & health insurance benefits; as agencies further constrain placement of students for clinical experiences we will need to rely on human simulation as a replacement for clinical training. A well-trained operator is required to provide the quality training for nursing students.

Adjunct Faculty: \$45,500 + fringe & no health insurance benefits; to teach summer credits as needed for the PACE Teacher Education Programs.

Director of Student Engagement (1) \$50,000 + fringe & health insurance; to provide supervision of Student Activities, Outdoor Recreation, Student Development Curriculum, Student Success Program, and New Student Orientation. These activities are currently being managed by other units. Consolidation into one unit will provide operational efficiency and consistency.

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

None

- c. List any additional operating funds and capital items needed.

Operating funds: \$43,500 - instructional materials, supplies, direct program expenses

Capital: \$58,000 - computers and office setup; instructional computers

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc.

On-going general funds

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

All Academic Affairs units within the college will be served by the addition of these primarily instructional positions. Each of the instructional positions has direct student contact and student support components that will provide for a positive college experience for the students.

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The General Education credit load at the college that has been assigned to the Natural Sciences and Humanities Divisions is currently being supported by 25 Tenure Track faculty, 11 lecturers and 31 adjunct instructors. Collectively this group delivers 24% of the student credit hours that are attributed college wide to General Education requirements. As enrollment has increased, the need for full time faculty has become critical. The college's ability to find qualified adjuncts is getting less reliable each passing semester, creating the risk of not having critical sections available.

The Biology and Humanities positions will allow us to increase by 75 the number of pre-Nursing and other allied health students served. If this request is not funded, we will not be able to expand the course offerings in support of Nursing and other allied health programs.

The PACE Programs currently serve 177 candidates, 85 in elementary education, 89 in secondary education, and 3 in Special Education in rural and remote districts throughout the state. If this request is not funded, we will not be able to provide enough courses to meet student demand.

The Nursing & Health Sciences request for a Medical Diagnostic Imaging (MDI) faculty member will allow the current Radiographic program to serve a growing need for practicing professionals to add certificates and expand their skill sets. If this request is not funded, we will not be able to adapt the program to meet the working professionals' work place needs.

The Nursing & Health Sciences request for a Simulator Operator is to facilitate on campus clinical experiences for the BSN and PN students in the absence of workplace clinical sites. If this request is not funded, we will not be able to meet clinical requirements of the program which will limit access.

The Social Work position will replace the Department of Health and Welfare funded title IVE position. That position taught and fulfilled the grant requirements. If this request is not funded, program courses will not be available and access to the program will be limited.

Included in the requested faculty positions is one Librarian. The recent NWCCU accreditation report and periodic external reviews suggested that LCSC add an additional Librarian to meet minimum institutional standards. If this request is not funded, we will not be able to fully meet student library needs (access to resources and library hours).

The Director of Student Engagement position will provide supervision of and leadership to Student Activities, Student Development Curriculum, Student Success Program, and New Student Orientation. The primary function would be to coordinate these departments to promote student engagement and to increase retention. If this request is not funded, we will not be able to expand the program which will limit access to student engagement activities.

5. If this is a high priority item, list reason unapproved Line Items from the prior year budget request are not prioritized first.

Portions of this request (Biology and PACE (5 FTE)) positions were included in FY2010, FY2011, and FY2012 budget requests. The additional positions are being requested for FY2013 to help address the continuing need for faculty and related positions.

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AGENCY: College of Southern Idaho

FUNCTION: Education

ACTIVITY:

Agency No.: 501

Function No.: 02

Activity No.:

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Original Submission X or

Revision No. ____

A: Decision Unit No: 12.02		Title: CSI STEM Initiative			Priority Ranking 2 of 3
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	3.00				3.0
PERSONNEL COSTS: Full-time STEM Coordinator					
1. Salaries	106,000				106,000
2. Benefits	50,800				50,800
TOTAL PERSONNEL COSTS:	156,800				156,800
OPERATING EXPENDITURES by summary object:					
1. Travel	6,000				6,000
2. Office Supplies & Postage	3,000				3,000
3. Instructional Supplies	10,000				10,000
TOTAL OPERATING EXPENDITURES:	19,000				19,000
CAPITAL OUTLAY by summary object:					
1. PC and workstation	0				0
TOTAL CAPITAL OUTLAY:	0				0
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	175,800				175,800

Supports institution/agency and Board strategic plans:

Supports Idaho State Board of Education 2012-2016 Strategic Plan

Goal 1: A Well Educated Citizenry

Objective B: Higher Educational Attainment – Increase the educational attainment of all Idahoans through participation and retention in Idaho's educational system.

Performance Measures:

- High School Graduation rate as defined in the Accountability Workbook.

Benchmark: 90%

Goal 2: Critical Thinking and Innovation

Objective C: Quality Instruction – Increase student performance through the recruitment and retention of a diverse and highly qualified workforce of teachers, faculty, and staff.

Performance Measures:

Percent of student meeting proficient or advance placement on the Idaho Standards Achievement Test.

Benchmark: 100% for both 5th and 10th Grade students in Reading, Mathematics, Language, and Science subject areas.

Narrative Support:

The i-STEM proposal supports Goal 1, Objective B by developing a highly qualified STEM workforce through teacher education preparation and in-service teacher professional development workshops, seminars, summer institutes, and activities. These opportunities strengthen curriculum development, pedagogical knowledge, and instructional delivery.

The i-STEM proposal supports Goal 2, Objective C by addressing the need of the State to develop, recruit, and retain highly qualified teachers in STEM subjects

The i-STEM proposal supports fostering relations between CSI and Region IV and State constituents to develop, promote, and foster STEM education, teacher professional development, and workforce training through collaborative efforts and opportunities

CSI Strategic Plan 2008-2012:

Strategic Initiative 1: Responsiveness to the diverse and changing needs of our students and the communities we serve.

Goal 1.1: Access to CSI programs, resources, and services by providing convenient, affordable, and equitable access to STEM programs, services, and resources for both in-service teachers and STEM students

Goal 1.2: Strategic Marketing by meeting the diverse and changing needs and expectations of students, school districts, industry, and community in STEM education and related activities.

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Strategic Initiative 2: Commitment to learning and the success of our students, employees, and institution.

Goal 2.1: Demonstrate a continued commitment to, and shared responsibility for, student learning and success

Narrative Support:

The i-STEM proposal supports CSI Strategic Initiative 1, Goals 1.1 and 1.2 by preparing k-14 students and thus developing a highly qualified STEM workforce through teacher education preparation and in-service teacher professional development workshops, seminars, summer institutes, and activities.

CSI Performance Measures:

1. Increase the number of students entering in STEM education and utilizing STEM resources:
 - a. Develop a dual credit stem academy by 2013
 - a. Develop a CSI STEM club by 2012
 - b. Increase the number of CSI pre-service teachers (majors) in STEM fields by 10%
 - c. Develop a CSI STEM resource room by 2012
2. Improve student engagement in STEM subjects:
 - a. Offer at least one regional STEM fair, competition, camp, activity, and organization geared towards elementary and dual credit students. Examples include a STEM strand for "I'm Going to College" for 6th graders, "Girls in Technology," "Science Camp," and a dual credit STEM fair, a dual credit STEM club.
3. Increase in-service teachers participating in STEM-related activities:
 - a. Develop a STEM team in each school district in Region IV (22 districts) that actively participates in a Region IV STEM activity, institute, or program by 2013.
4. Increase the number of highly qualified teachers to meet the demand in STEM subjects:
 - a. Maintain and increase professional development opportunities in STEM education--ongoing
5. Identify and respond to the specific STEM needs of external constituents:
 - a. Develop an advisory committee that includes members from CSI, k-12, university, industry, and employment organizations.

Description:

CSI is dedicated to STEM (Science, Technology, Engineering, Math) education. By providing a STEM Coordinator, faculty person, administrative support and operating expenditures, CSI can develop, organize, and offer ongoing activities and initiatives that promote STEM education in Idaho. Funding this request will provide CSI with the resources to develop a highly qualified STEM workforce through teacher education which involve inservice teacher development workshops, seminars, summer institutes and other support activities. These opportunities will strengthen curriculum development, pedagogical knowledge and instructional delivery. This program will also assist the State of Idaho in developing, recruiting and retaining highly qualified teachers in STEM subjects.

Although there are various activities and efforts between INL, public schools, private grants and higher education to concerning getting students to pursue degrees in Science,

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Technology, Engineering and Math, there is no coordinated effort in Region IV. This decision unit will provide staffing to provide not only coordination but support for teachers in these subjects. The programs have to begin in k-12 and progress through high school and into college.

Our goal is to demonstrate an unwavering commitment to, and shared responsibility for, STEM education by engaging k-14 students in STEM activities, preparing and developing pre- and in-service teachers in STEM education, and addressing the needs of industry in STEM fields. We feel this can only happen by having a coordinated, comprehensive approach that involves administration, instructional support and clerical support.

Through this decision unit, we ensure that our children will gain the knowledge, skills, perspectives, and confidence to be successful in a global society and economy that is becoming increasingly dependent upon STEM fields.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

CSI is requesting a full-time STEM coordinator (1FTE), a faculty person (1FTE) and office support personnel (1FTE) to develop, coordinate, and implement STEM activities and education on the CSI campus and throughout Region IV. This will enhance, develop, and promote excellence in STEM education and thus Idaho's future in STEM related fields.

CSI has conducted STEM activities on a limited basis with a part time instructor involved in bringing local school children to campus. These activities will continue with additional support from this decision unit. There is not funding in our base for STEM activities.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

1 FTE STEM Coordinator: \$45,000.00 (salary) \$19,000 (benefits)

1 FTE STEM Faculty: \$39,000 (salary) \$17,800

1 FTE STEM Office Specialist: \$22,000.00 (salary) \$14,000.00 (benefits)

Anticipated date of hire: July 1, 2012

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

All three positions will be new positions. The STEM Coordinator position will release concerted efforts and time for existing employees, allowing current employees to focus and funnel STEM-related activities and current duties.

- c. List any additional operating funds and capital items needed.

Operating Expenditures:

- Travel: \$6,000.00 (monies for STEM conferences/workshops, state and regional activities, i-STEM Summer Institute, and school districts and external constituents support.)
- Office Supplies: \$3,000.00 (monies for printing and duplicating, marketing, and promotion of STEM.)

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- Instructional Supplies: \$10,000.00 (monies for instructional resources related to STEM development, enhancement, and support.)

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).

The funding source for this project will be the General Fund. We will utilize these positions to assist in getting more funding into STEM programs through grants, donations and in-kind services

Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

The primary benefactors of this project will be students. Additionally, k-12 teachers will receive training and support in delivering STEM activities. This request serves and greatly affects STEM in Region IV and the State, specifically CSI, k-16, SBOE, and industry.

4. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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AGENCY: College of Southern Idaho

FUNCTION: General Education

ACTIVITY:

Agency No.:

Function No.:

Activity No.:

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Original Submission X or

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A: Decision Unit No: 12.03		Title: Graduation Rate Improvement			Priority Ranking 3 of 3
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	2.00				1.0
PERSONNEL COSTS:					
1. Salaries	67,000				67,000
2. Benefits	33,100				33,100
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	100,100				100,100
OPERATING EXPENDITURES by summary object:					
1.Travel	5,000				5,000
2.Office Supplies & Postage	1,000				1,000
TOTAL OPERATING EXPENDITURES:	6,000				6,000
CAPITAL OUTLAY by summary object:					
1. PC and workstation					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	106,100				106,100

Supports Idaho State Board of Education 2012-2016 Strategic plan:

Goal 1: A Well Educated Citizenry

Objective B: Higher Level of Educational Attainment – Increase the educational attainment of all Idahoans through participation and retention in Idaho's educational system.

Goal 3: Effective and Efficient Delivery Systems – Ensure educational resources are used efficiently.

Objective A: Cost Effective and Fiscally Prudent – Increased productivity and cost-effectiveness.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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Narrative Support:

The Graduation Rate Improvement proposal supports the SBOE strategic plan Goal 1, Objective B by focusing on systems that will encourage students to work towards a degree or certificate and stay on the proper educational track. The proposal also supports Goal 3 Objective A in that the efficiency of class offerings is increased as students work directly towards graduation.

SBOE Performance Measures:

Percent of Idahoans (ages 25-34) who have a college degree or certificate.

Benchmark: 60% by 2020

Percent of first-year freshmen returning for second year.

Benchmark: 60%

CSI Strategic Plan 2008-2012

Strategic Initiative I: Responsiveness to the needs of our stakeholders.

Goal 2: Meet the diverse and changing needs and expectations of our students and the communities we serve.

Strategic Initiative II: Commitment to learning and the success of our students, employees, and institution.

Goal 3: Demonstrate a continued commitment to, and shared responsibility for, student learning and success.

Strategic Initiative III: Performance and Accountability

Goal 6: Maintain a culture of planning, assessment, and continuous improvement.

Goal 7: Demonstrate responsible stewardship and accountability.

Narrative Support:

The Graduation Rate Improvement proposal is a critical part in meeting CSI's strategic initiatives as listed above. We can no longer provide just access but must focus on graduation and certification. Students who are not on a well defined path to graduation or certification will not be eligible for financial aid or scholarships. This will prevent many of them from attending college. This proposal will help us develop systems to keep students in college on a graduation track that will result in increased completion rates.

CSI Performance Measures:

Retention

- Increase the percentage of first-time full-time students who return to CSI to continue their studies the following fall from 54% to 60% within five years.
- Increase the percentage of first-time part-time students who return to CSI to continue their studies the following fall from 37% to 43% within five years.

Graduation

- Increase the percentage of first-time full-time students who graduate within 150% of "normal time" to completion for their program from 18% to 25% by 2015.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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Transfer

- Increase the percentage of first-time full-time students who transfer within 150% of “normal time” to completion for their program from 14% to 20% by 2015.

Description:

The College of Southern Idaho recognizes that focus has been shifting more and more from mere access to higher education to retention and student success: graduating with degrees or certificates that help students secure gainful employment. The U.S. Department of Education, accrediting agencies, the Idaho State Board of Education, state and federal legislators, funding agencies, tax-payers and other constituents are calling for accountability and measurable outcomes. Funding agencies, including private foundations, are also focusing more and more on data and student success.

The Commission on Access, Admissions and Success in Higher Education, formed by the College Board, identified solutions to increase the number of students who graduate from college and are prepared to succeed in the 21st century. The Commission established 10 interdependent recommendations to reach its goal of ensuring that at least 55 percent of Americans hold a postsecondary degree by 2025.

The Commission recommended that the nation increase the number of 24- to 34-year olds who hold an associate degree or higher to 55 percent by the year 2025 in order to make America the leader in educational attainment in the world.

CSI is fully committed to do its part in ensuring the future competitiveness of our students, state, and nation.

The Retention and Graduation Specialist and Student Services Specialist will work collaboratively to develop, implement, document, and provide training on the systems, tools, resources, processes, and procedures designed to assist degree-seeking students in meeting or exceeding Standards of Satisfactory Academic Progress (SAP) and to facilitate retention and timely graduation. The two proposed staff members will work closely with the Advising Center, Financial Aid Office, Admissions and Records Office, faculty advisors, Advising Committee, Institutional Research, Information Technology Services (ITS), Instructional Technology Center (ITC), department chairs, faculty, and other constituents to improve graduation rates at CSI.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

This request is for a full-time Retention and Graduation Specialist and a Student Service Specialist to develop systems, analyze data, and work with advisors, faculty, and students to increase retention and degree and certification completion rates. Improving graduation rates is a strategic initiative for both CSI and SBOE. Furthermore, tax payers, legislators, U.S. Department of Education, and funding agencies are all asking for improved students success and higher completion rates. Higher education attainment is critical to the future competitiveness of our students, institution, state, and nation. CSI will be implementing new Satisfactory Academic Progress (SAP) standards and policy. These standards are geared towards helping students focus on retention and graduation.

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Currently students are advised by professional advising staff and faculty concerning requirements for degrees/certificates. The current system is geared towards getting students in the right classes for the right majors. Students change majors, take jobs, end up with a number of unnecessary credits or within a few credits of being able to graduate. There is not a single point of contact and students currently do not have adequate support to help them meet or exceed standards of Satisfactory Academic Progress and ensure that they are making progress towards in their programs, and that they graduate in a timely fashion with a certificate or degree.

There is not currently staffing for this particular activity.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service

1 FTE - Retention & Graduation Specialist - \$40,000 salary, Benefits of \$18,000, Anticipated Hire Date – July 1, 2012

1 FTE - Student Service Specialist - \$27,000, Benefits of \$15,100, Anticipated Hire Date- July 1, 2012

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

The Retention and Graduation Specialist and Student Services Specialist will work closely with existing staff from the Advising Center, Financial Aid Office, Admissions and Records Office, faculty advisors, Advising Committee, Institutional Research, Information Technology Services (ITS), Instructional Technology Center (ITC), department chairs, faculty, and students.

The addition of staff dedicated specifically to implementing CSI's graduation initiative will help CSI understand and remove barriers to graduation, increase students' understanding of graduation requirements and SAP standards, and will ultimately help students graduate in a timely fashion.

Existing operations will be modified to emphasize completion from the first contact with the prospective student through completion of their educational program.

- c. List any additional operating funds and capital items needed.

Operational funding needed is approximately \$5,000 for travel and \$1,000 for office supplies and postage. These will be ongoing operational expenses.

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).

We anticipate the salaries and operational costs to be paid for by our General Fund appropriation.

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4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

This request directly serves students. The emphasis has changed from access to completion. New federal financial aid regulations require student academic progress towards graduation or certification. In order to retain students, help them graduate in a timely fashion, prepare them for gainful employment while meeting the needs of employers, we must change the way we advise students and create a culture of program completion.

If this request is not funded, we will continue to try to increase completion rates with existing staff. However, due to increased enrollment over the last few years, we are advising several hundred more students with the same number of advising staff, which does not leave time to carefully analyze data and develop systems, resources, and tools necessary to significantly impact graduation rates. Due to new student academic progress requirements and the sheer number of students advisors and faculty have to see, it will be difficult to make a significant impact without a new position to lead this effort. Students will be impacted as will the institution if completion rates are not improved. Improved graduation rates also benefit our state and nation.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Our first priority over the last three years has been occupancy costs for the Health Science and Human Services Building. Last year we requested funding for nursing positions (coming off of federal grants) which was not approved. We have since had to fund these positions with institutional dollars.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: North Idaho College

FUNCTION: Education

ACTIVITY: Academic Initiatives

Agency No.:

Function No.: 02

Activity No.:

FY 2013 Request

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Original Submission X or

Revision No. ____

Partnerships with Region One School Districts					
A: Decision Unit No: 12.01	Title:				Priority Ranking 1 of 3
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	1.5				1.5
PERSONNEL COSTS:					
1. Salaries	45,000				45,000
2. Benefits	6,800				6,800
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	51,800				51,800
OPERATING EXPENDITURES by summary object:					
1. Contract Services	23,000				23,000
2. Instructional Supplies	25,000				25,000
TOTAL OPERATING EXPENDITURES:	48,000				48,000
CAPITAL OUTLAY by summary object:					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	99,800				99,800

Supports institution/agency and Board strategic plans:

Supports NIC Strategic Plan Goal to Improve and expand educational opportunities, programs and courses for the student population and community.

Supports SBOE Goal 1 - A Well-Educated citizenry. Objective B - Increase the educational attainment of all Idahoans through participation and retention in Idaho's educational system.

Performance Measures:

Percent of high school students enrolled and number of credits earned in (tied to HS enrollment, based on trend):

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Narrative Support:

The Partnerships with Region One School District supports both the State Board and NIC's strategic goals of expanding educational opportunities and increasing the level of education in our state. This proposed program will facilitate high school students through their transition into higher education through dual credit courses and a bridge program to improve success for those who test into developmental classes at NIC.

Description:

The goals of this program would be to:

- 1. Increase the number of NIC dual credit classes taught in the region's high schools.*
- 2. Facilitate discussion between NIC instructors of Math and English and district instructors*
- 3. Share curriculum of NIC developmental courses*
- 4. COMPASS testing of region's juniors and seniors with related advising for better course selection and placement*
- 5. Summer bridge program to assist high school graduated that test into developmental classes at NIC (with related tutoring and advising)*

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?
 - a. NIC is requesting funds to strengthen partnerships with the region's high schools with regard to dual credit programs. This will be done by offering more dual credit courses in the high school, and improving placement of high school students into college level courses. These funds will also be used to bridge the transition into NIC for those high school graduates that test into developmental classes.
2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.
 - i. .5 FTE Instructor: \$20,000 (salary-adjunct instructors), \$3,000 benefits
 - ii. .5 FTE Advisor: \$15,000 (Part Time advisors), \$2,250 benefits
 - iii. .5 FTE Tutors: \$10,000 (Part Time Tutors), \$1,500 benefits
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.
 - i. This program will depend upon the assistance of the Dual Credit Coordinator and existing advisors and faculty to get the program established.
 - c. List any additional operating funds and capital items needed.
 - i. \$23,000 for additional dual credit offerings in the high schools
 - ii. \$7,000 for additional testing seats to offer COMPASS test to high school juniors and seniors
 - iii. \$2,000 for office supplies and meeting costs
 - iv. \$10,000 for Summer Bridge texts and other instructional materials.

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3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.)
 - a. The funding source for this project would be General Funds.
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?
 - a. The dual credit students and students transitioning from the high schools at a developmental level will benefit from this request. The students will have more dual credit offerings available. The improved coordination between NIC and the high schools with regard to advising and transition will improve the success of the students as they transition.
5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: North Idaho College

FUNCTION: Education

ACTIVITY: Academic Initiatives

Agency No.:

Function No.: 02

Activity No.:

FY 2013 Request

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Original Submission X or

Revision No. ____

Physical Therapist Assistant					
A: Decision Unit No: 12.02	Title: Program			Priority Ranking 2 of 3	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	1.5				1.5
PERSONNEL COSTS:					
1. Salaries	85,000				85,000
2. Benefits	25,500				25,500
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	110,500				110,500
OPERATING EXPENDITURES by summary object:					
1. Travel	500				500
2. Staff Development	2,000				2,000
3. Supplies	5,000				5,000
4. Maintenance/Repair	14,000				14,000
5. Other	5,200				5,200
TOTAL OPERATING EXPENDITURES:	26,700				26,700
CAPITAL OUTLAY by summary object:					
1. Renovation of Space	77,800				77,800
2. Therapy Stations	25,000				25,000
3. Various Equipment	10,000				10,000
TOTAL CAPITAL OUTLAY:	112,800				112,800
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	250,000				250,000

Supports institution/agency and Board strategic plans:

Supports NIC Strategic Plan Goal to Improve and expand educational opportunities, programs and courses for the student population and community.

Supports SBOE Goal 1 - A Well-Educated citizenry. Objective D - **Transition** – Improve the ability of the educational system to meet educational needs and allow students to efficiently and effectively transition into the workforce.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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Narrative Support:

Research indicates there is a strong demand for Physical Therapy Assistants and employment opportunities appear far more abundant than that expected for hygienists and dental assistants. The Rural Health Consortium has expressed interest in supporting NIC's efforts to start a PTA program and may be willing to assist the college in several ways (personnel, equipment, etc.).

Initial start up costs for a Physical Therapist Assistant program would be approximately \$250,000 to cover personnel and equipment.

Under the plan to begin a Physical Therapist Assistant program, our goal is that North Idaho College would act as the lead agency/program for a three college consortium with the College of Southern Idaho and the College of Western Idaho. NIC would employ the lead instructor/director of the program. This lead instructor would instruct from Coeur d'Alene, but deliver via IVC or the internet to CSI and CWI. In the second year of the program, our goal is that NIC, CSI and CWI would each hire clinical coordinators to work with program students within their home areas and in local clinic sites.

Under this approach, there would essentially be one program (and therefore one accreditation process) delivered in three sites. The colleges would share the costs of running the program and the burden of completing the rigorous accreditation process. The state would also benefit from the increase employment pool of well trained candidates..

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?
 - a. Initial start up costs for a Physical Therapist Assistant program including approximately \$250,000 to cover personnel and equipment. The staffing would be 1.5 FTE staff, including a program coordinator and administrative support.
2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.
 - c. List any additional operating funds and capital items needed.
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.)
 - a. The funding source for this project would be General Funds.
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

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5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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BUSINESS AFFAIRS AND HUMAN RESOURCES
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AGENCY: North Idaho College

FUNCTION: Education

ACTIVITY: Student Support Initiative

Agency No.:

Function No.: 02

Activity No.:

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A: Decision Unit No: 12.03		Title: One Stop Shopping			Priority Ranking 3 of 3
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	0.00				
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
1. Remodel Costs	508,700				508,700
2. Workstations	10,000				10,000
3. Carpeting and IT infrastructure	10,000				10,000
TOTAL CAPITAL OUTLAY:	528,700				528,700
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	528,700				528,700

Supports institution/agency and Board strategic plans:

GOAL 3: Effective and Efficient Delivery Systems – *Ensure educational resources are used efficiently.*

Objective C: Administrative Efficiencies – Create cross institutional collaboration designed to consolidate services and reduce costs in non-competitive business processes.

Performance Measures: Number of collaborative projects and amount of cost savings.

Narrative Support:

The One Stop proposal supports Goal 3, Objective C by consolidating various offices in the student support areas. The offices in the proposal are currently separate offices within either the same or different buildings. This leads to both staff and students being required to travel

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between offices, sometimes multiple times, to get an issue resolved. The consolidation of all the functions in one building and in some cases, one office will allow for stronger collaboration between functions and save in lost staff time.

Description:

One-Stop Shopping

The goal of one-stop shopping is to have a large portion of student services in one specific area to better serve students on the North Idaho College campus. Currently, the Registrar, Admissions, Student Accounts and Financial Aid are all in one specific location. The goal is to add additional departments to the building. These departments include advising, testing and dual credit. In order for this to occur, the following would need to happen:

- 1. Remodel of east end of the first floor of Lee-Kildow. This would include taking a portion of the resource management office and the hallway and combining Admissions and Registrar. This would create one large office for student to walk in at the hallway from both sides and receive service.*
 - 2. Financial Aid and Student Accounts would stay in the same location*
 - 3. Move dual credit and testing into the space where College Skills is currently located, with additional offices and classrooms available for future use within the one stop shopping*
 - 4. A remodel to combine Institutional Effectiveness and Admissions to create enough room for the advising office.*
 - 5. The new offices would need IT outlets and plugs-ins installed for new office areas, especially for the new Admissions and Registrar offices that would take over a portion of the hallway.*
- This would be a large project, but would help with the overall efficiency for student service.*

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?
 - a. NIC is requesting funds to remodel an existing building in order to co-locate all the student support activities related to enrollment. There is no new additional staff being requested.
2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.
 - i. n/a
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.
 - i. n/a

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- c. List any additional operating funds and capital items needed.
 - i. Remodeling costs estimated at \$30 per square foot for a 16,995 sq foot existing area. This will allow for the consolidation of offices of the Registrar and Admissions as well as the relocation of the Advising services into the same building as all other enrollment services.
- 3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.)
 - a. The funding source for this project would be General Funds, one-time..
- 4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?
 - a. Students as well as staff will benefit from this request. Students would be able to complete their enrollment from admissions, advising, testing, enrollment, financial aid and payment of tuition all in one centralized location.
- 5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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BUSINESS AFFAIRS AND HUMAN RESOURCES
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AGENCY: College of Western Idaho
FUNCTION: Education

Agency No.: 507

FY 2013 Request

ACTIVITY: Strategic Initiative -
 Academic Support

Function No.: 07

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Activity No.:

A: Decision Unit No: 12.02		Title: Nursing Staff Funding			Priority Ranking 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	3.00				3.00
PERSONNEL COSTS:					
1. Salaries	\$ 156,000				\$ 156,000
2. Benefits	\$ 55,500				\$ 55,500
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	\$ 211,500				\$ 211,500
OPERATING EXPENDITURES by summary object:					
1. Operating expenses	\$ 10,000				\$ 10,000
TOTAL OPERATING EXPENDITURES:	\$ 10,000				\$ 10,000
CAPITAL OUTLAY by summary object:					
1.					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$ 221,500				\$ 221,500

Supports institution/agency and Board strategic plans:

College of Western Idaho Strategic Plan 2012 – 2016

Goal # 2: Develop Systems to Support Faculty and Staff

The College of Western Idaho will prioritize support for faculty and staff as a way to optimize effective practice in pedagogy and service to students which thereby maximizes student success.

Objectives

1. Make excellence in instruction and customer service a college priority through resource allocation, evaluations, and needed support and training.

Goal #3: Implement Practices for Fiscal Stability

The College of Western Idaho will operate within its available resources by institutionalizing a number of practices, such as improving operating efficiencies and implement strategies to increase revenue.

Objectives

1. Determine how to fund growth out of existing allocations,
 - a. Increase productivity by achieving cost-efficient class size comparable to other community colleges.
2. Explore methods of increasing revenue to fund college operations and the build out of the college through many options such as:
 - a. Secure additional state funding;

Idaho State Board of Education 2012-2016 Strategic Plan

GOAL 2: CRITICAL THINKING AND INNOVATION

The educational system will provide an environment for the development of new ideas, and practical and theoretical knowledge to foster the development of individuals who are entrepreneurial, broadminded, think critically, and are creative.

Objective C: Quality Instruction – Increase student performance through the recruitment and retention of a diverse and highly qualified workforce of teachers, faculty, and staff.

GOAL 3: Effective and Efficient Delivery Systems – *Ensure educational resources are used efficiently.*

Objective A: Cost Effective and Fiscally Prudent – Increased productivity and cost-effectiveness.

Description:

CWI's (previously Boise State University/Selland College) nursing faculty and staff has been funded from State Division of Professional Technical Education (SDPTE) state allocated funds. The SDPTE has directed CWI to begin a 3-year transition from PTE allocated funds to CWI general education funds. This will require CWI to direct existing resources to the nursing program, taxing an already tight operating budget in light of explosive enrollment overall.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

CWI requests this partial funding for the move of our existing PTE nursing program to general education because of the AS requirement for nursing degrees. CWI and its Trustees have put emphasis on health related programs in general and Registered Nursing in particular due to the

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need in Idaho for health professionals. The shift from PTE to Gen Ed will put a burden on CWI's ability to expand into additional AS and AA programs such as agriculture and pharmacy technology. Funding of nursing will permit CWI to expand into other programs that will have equal importance to the region, but are not PTE related programming.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

Three positions are involved: 2 nursing faculty (total salary and benefits \$ 158,100) and one academic advising position (salary and benefits \$ 53,400). The nursing faculty have 9.5 month appointments and the academic advising position is a 12 month employee. All three positions receive benefits. All three positions are current employees of CWI.

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

As noted above, all three positions are currently employed by CWI. Existing operations will continue as planned. If additional state funding was approved, CWI resources would be freed up to assist with accommodating rapid enrollment growth.

- c. List any additional operating funds and capital items needed.

Because the transition from PTE funding to General Funding will take 3 years, it is anticipated that CWI will request small amounts of Operating Expenditure and Capital Outlay items in future years.

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc.

.All funds requested are state General Funds.

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

Nursing students at CWI will be directly served by these positions. CWI general education students will be indirectly served if state funds are directed to this purpose instead of having CWI operating funds used.

5. If this is a high priority item, list reason non-appropriated Line Items from FY 2011 budget request are not prioritized first.

When the FY 2012 state budget request was prepared in May, 2010, the State Division of PTE had not identified the need for a transition from PTE to general education funds for PTE nursing staff.

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AGENCY: Community Colleges
FUNCTION: College of Western Idaho

Agency No.: 507

FY 2012 Request

ACTIVITY: Strategic Initiative -
Student Support

Function No.: 07

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Activity No.:

A: Decision Unit No: 12.03		Title: Virtual One-Stop Student Services			Priority Ranking 3
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	2.00				2.00
PERSONNEL COSTS:					
1. Salaries	\$ 70,000				\$ 70,000
2. Benefits	\$ 29,500				\$ 29,500
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	\$ 99,500				\$ 99,500
OPERATING EXPENDITURES by summary object:					
1. Operating expenses - misc	\$ 15,900				\$ 15,900
2. Operating expenses – call center technology upgrades	\$ 80,000				\$ 80,00
TOTAL OPERATING EXPENDITURES:	\$ 95,900				\$ 95,900
CAPITAL OUTLAY by summary object:					
1.					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$ 195,400				\$ 195,400

Supports institution/agency and Board strategic plans:

College of Western Idaho Strategic Plan 2012 – 2016

Goal #1: Structure Student Success

The College of Western Idaho will implement a variety of programs to foster students' success in reaching their educational goals.

Objectives

1. Develop an effective, mandatory course placement system including accurate assessments and course prerequisites.

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2. Implement best practices in basic skills instruction and student services that are effective in moving students from basic skills into college-level courses.
3. Implement strategies that have proven to be effective in connecting to students with various learning styles, increasing retention within a course, and increasing student persistence to their educational goal.

Goal # 2: Develop Systems to Support Faculty and Staff

The College of Western Idaho will prioritize support for faculty and staff as a way to optimize effective practice in pedagogy and service to students which thereby maximizes student success.

Objectives

2. Make excellence in instruction and customer service a college priority through resource allocation, evaluations, and needed support and training.

Goal #3: Implement Practices for Fiscal Stability

The College of Western Idaho will operate within its available resources by institutionalizing a number of practices, such as improving operating efficiencies and implement strategies to increase revenue.

Idaho State Board of Education 2012-2016 Strategic Plan

GOAL 1: A WELL EDUCATED CITIZENRY

The educational system will provide opportunities for individual advancement.

Objective A: Access - Set policy and advocate for increasing access for individuals of all ages, abilities, and economic means to Idaho's P-20 educational system.

Objective B: Higher Level of Educational Attainment – Increase the educational attainment of all Idahoans through participation and retention in Idaho's educational system.

Objective C: Adult learner Re-Integration – Improve the processes and increase the options for re-integration of adult learners into the education system.

GOAL 3: Effective and Efficient Delivery Systems – *Ensure educational resources are used efficiently.*

Objective C: Administrative Efficiencies – Create cross institutional collaboration designed to consolidate services and reduce costs in non-competitive business processes.

Description:

The College of Western Idaho provides a variety of traditionally stand-alone, student-related services within a single One-Stop environment. Enrollment, registrar, financial aid, etc., services are provided in a comprehensive fashion to students in person. With the significant growth of online students, CWI must also provide these services in an online manner.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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Expand and improve CWI's ability to deliver Student Support Services and Enrollment assistance to individuals who are exploring educational or career training programs available through CWI. Support enrolled students in solving issues related to financial aid, registration and program advising, obtaining information related to all areas of student life, and career services for both "bricks and mortar" and online students. This concept is currently supported using separate applications of "call center" technology, email response systems and WEB-based contact procedures. CWI anticipates developing a common technology platform that will support "call center" functions, WEB and Portal-based communications procedures and "live chat."

All of the CWI One-Stop Centers focus upon the following key functions/objectives:

- Integrating the Intake Functions for all CWI offerings (ABE, Non-credit (CWD & Community Ed) and Credit (Course and program enrollment)) and increase participation in online learning opportunities.
- Blending outreach, admissions, financial aid, registrar, and academic & career advising services to meet the needs of our students.
- Adapting the Customer Service Center Approach as our "Best Practices Model."
- Blending on-line or e-functions, call-in/call-out services, multiple campus-based customer service centers, one-stop centers apply call center methodologies, site-based service centers and e-technologies to provide strong, seamless student services.
- A system that provides one door to all of CWI's learning opportunities (ABE, Non-credit and Credit offerings).

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

CWI requests two Enrollment and Student Support Specialist positions, related operating expenses and a technology upgrade for the One-Stop call center. As of June 1, 2011, CWI has 18 Specialists on staff.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

Enrollment and Student Support Specialist, full-time, benefit eligible. Anticipated hire date July 1, 2012. Current salary \$24,000 (minimum), \$30,000 (midpoint).

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

Existing one-stop staff are dynamically assigned to face-to-face vs. online support. Adding additional staff for online support, with technology upgrades, will enhance the advising process.

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- c. List any additional operating funds and capital items needed.

None

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc.

All funds requested are state General Funds.

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

All potential and current CWI students will be served by enhancing the virtual one-stop student services process. As CWI continues to experience explosive enrollment growth without substantial funding increases, adding additional staff for traditional face-to-face advising is not feasible.

5. If this is a high priority item, list reason non-appropriated Line Items from FY 2011 budget request are not prioritized first.

N/A

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AGENCY: Division of Professional-Technical Ed

Agency No.: 503

FY 2013 Request

FUNCTION: Postsecondary Programs

Function No.: 03

Page ____ of ____ Pages

ACTIVITY:

Activity No.:

Original Submission X or

Revision No. ____

A: Decision Unit No: 12.01		Title: Instructional Equipment			Priority Ranking 1 of 1
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	0.00				0.00
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	0				0
OPERATING EXPENDITURES by summary object:					
1. Travel					
TOTAL OPERATING EXPENDITURES:	0				0
CAPITAL OUTLAY by summary object:					
1. PC and workstation					
TOTAL CAPITAL OUTLAY:	800,000				800,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	800,000				800,000

Supports institution/agency and Board strategic plans:

Goal II - Critical Thinking and Innovation

Objective C - Quality Instruction

Performance Measure

Ensure that professional-technical education programs meet industry standards and employer expectations.

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Description:

This request addresses ongoing requirements to provide instructional equipment for PTE programs. Up-to date equipment in technical college labs helps ensure that PTE programs meet industry standards and employers' expectations.

Distribution will be as follows:

CSI	\$128,800
CWI	\$153,600
EITC	\$113,400
ISU	\$222,600
LCSC	\$ 87,600
NIC	\$ 94,000

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

This request for instructional equipment is submitted in an effort to sustain the quality training that is needed by PTE program completers in order to compete for jobs. Recent budget reductions have eliminated instructional equipment from institutional operating budgets. The amount requested is approximately 50% of the FY08 system operating budget. Funds will be distributed based on an institution's relative FY 2012 instructional base.

2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. N/A
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. N/A
 - c. List any additional operating funds and capital items needed. N/A
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?
 - a. Students enrolled in postsecondary professional-technical education programs
 - b. Equipment will be updated to reflect current and evolving industry standards and expectations.
 - c. Postsecondary technical college students enrolled in PTE programs; therefore, quality of PTE programs would not meet employer expectations.

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5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

There were no Line Item requests in the prior year

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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AGENCY: Health Programs

Agency No.: 515

FY 2013 Request

FUNCTION: WWAMI

Function No.: 02

Page 1 of 4 Pages

ACTIVITY:

Activity No.:

Original Submission X or
Revision No. ____

A: Decision Unit No: 12.01		Title: GME Office			Priority Ranking 1 of 1
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	0.50				0.50
PERSONNEL COSTS:					
1. Salaries	65,000				65,000
2. Benefits	18,000				18,000
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	83,000				83,000
OPERATING EXPENDITURES by summary object:					
1. Operating Expenses	7,000				7,000
2. Travel	6,000				6,000
3. IT	4,000				4,000
TOTAL OPERATING EXPENDITURES:	17,000				17,000
CAPITAL OUTLAY by summary object:					
1.					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	100,000				100,000

How is this request connected to institution/agency and Board strategic plans:

Goal II.6. Access: Increase student access to relevant medical education programs (e.g., medical residents and physicians)

This is a request for an addition to an existing agency contract, the Idaho WWAMI Medical Program, to develop an Office of Graduate Medical Education (GME), to be located at the UI Boise Center. This office would be a collaborative expansion of the Idaho State Board of Education's contract with the University of Washington School of Medicine's WWAMI Program and its state partner, the University of Idaho. The Idaho WWAMI GME Office would bring a single-point, in-state focus to supporting and expanding GME in Idaho, through work with existing GME (medical residency) programs and through facilitation and support of the development of new GME programs in Idaho.

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The Idaho WWAMI GME Office would work to increase access to medical education in Idaho at the graduate or residency level, both in existing residency programs (family medicine, internal medicine, psychiatry) and through the development of new residency programs at regional medical centers in Idaho. Several study groups have concluded that increasing the number of resident physicians in training in Idaho is the fastest way to increase the physician workforce in our state, particularly for primary care physicians. Medical residents who complete their training as physicians in Idaho are more likely to identify opportunities for continuing medical practice in Idaho, once their training is complete.

In addition, this GME office and staff could provide coordination and reporting for all non-university or community-based residency (GME) programs that receive Board of Education funding in Idaho. Currently, three of the four Idaho residency programs are non-university or community-based programs, and that number is expected to increase throughout the state.

Performance Measure: Number of medical resident physicians in Idaho GME programs per 100K of Idaho's population.

Benchmark: Number of medical resident physicians in Idaho GME programs (per 100K of Idaho's general population) will increase each year until favorable with other states in the Northwest.

Description:

Expanding medical residency training (GME) in Idaho has been identified as an educational and funding priority by the State Board of Education (1/26/09), the Legislative Medical Education Interim Committee (11/12/08), Idaho Hospital Association (10/4/08), the Idaho Medical Association (8/10/08), and the state-funded MGT Medical Education Study (11/1/07). But nowhere in Idaho is there a central office charged with managing and coordinating this support, funding, expansion, and development. The current four residency programs in Idaho (2 Family Medicine, 1 Internal Medicine, 1 Psychiatry) are all affiliated with or part of the UW School of Medicine WWAMI network of residency programs, but function independently from one another. While maintaining each program's independence, the Idaho WWAMI GME Office would identify ways to support increased educational activities, funding, recruitment, collaboration, and expansion among existing GME programs, as well as work to identify, support, and assist in the development of new GME sites and programs in Idaho. The office would be located centrally at the UI Boise Center, in proximity to three of the existing GME programs in Idaho, and near the offices of the Idaho Medical Association, the Idaho Hospital Association, and the State Board of Education.

The Idaho WWAMI GME Office would be staffed by a part-time physician-director (.25 FTE) and a part-time executive assistant (.25 FTE). The physician director would also be a licensed physician in Idaho with prior GME faculty experience. The executive staff member would likely be a shared position with the WWAMI Clinical Medical Education Office at the UI Boise Center. Both positions would be benefit-eligible either through UI or their other shared employer. Operating expenses include the costs of maintaining and operating an office, travel to support, assess, and coordinate GME program activities across Idaho and with affiliated accredited programs, and IT (information technology) costs for computer technology and video conferencing. There are no anticipated capital costs. This is an ongoing request for annual funding, as part of an expanded WWAMI contract. The time required for the physician-director and executive assistant are anticipated to increase to at least 0.5 FTE as the number of GME programs in Idaho expand in the future.

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The Idaho WWAMI GME Office is an addition to an existing agency and state contract (WWAMI). It will not be a degree or certificate granting unit. The academic programs that this office will work with will maintain their own accreditations, as either a LCME-accredited medical school or ACGME-accredited residency program. This office will also participate in supporting the process of accreditation for any newly developed GME programs in Idaho.

There is no similar office to coordinate development, expansion, and funding of GME throughout Idaho. As Idaho's responsibility center for regional, contracted medical education over the past 40 years, the Idaho WWAMI Medical Education Program is strategically positioned to take on coordination of Graduate Medical Education support, development, and expansion throughout the State. As Idaho's needs expand, so should the WWAMI Program partnership in Idaho. Developing an Idaho WWAMI GME Office at UI Boise is a logical next step toward the established recommendations of the State Board of Education and multiple groups that have spent many hours studying and planning for Idaho's medical needs and future.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

The number of medical residency programs in Idaho is growing (4 currently; another under development). There exists no coordinating office to strategically plan residency development in Idaho. This office would take on that role, assisting the Board with planning and funding decisions in the future.

2. What resources are necessary to implement this request?
 - a. List by position: The Idaho WWAMI GME Office would be staffed initially by a part-time physician-director (.25 FTE; \$50K) and a part-time executive assistant (.25 FTE; \$15K).
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. These positions might be shared with other duties within the WWAMI Boise office.
 - c. List any additional operating funds and capital items needed. Operating expenses include the costs of maintaining and operating an office, travel to support, assess, and coordinate GME program activities across Idaho and with affiliated accredited programs, and IT (information technology) costs for computer technology and video conferencing. There are no anticipated capital costs. Operating funds asked for total \$17K (see page 1).
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (see table on page 1).
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted? Idaho workforce needs and the public are being served by this request to strategically plan for the training of physicians in Idaho residency programs. Having one coordinating office for these services will also assist the State Board of Education in efficient use of their time and resources.

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Without funding, all Idaho medical residencies will develop independently and approach the Board with independent requests for funding.

If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first. This request was submitted to the Board in the previous year, initially approved, and then withdrawn from submission for funding, due to the economic forecast in Idaho.

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AGENCY: Boise Internal Medicine

Agency No.:

FY 2013 Request

FUNCTION: Curriculum Support

Function No.:

Page 1 of 2 Pages

ACTIVITY:

Activity No.:

Original Submission X or
Revision No. ____

A: Decision Unit No: 12.01	Title: Boise Internal Medicine			Priority Ranking 1 of 1	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
1. Curriculum Support	216,000				216,000
TOTAL OPERATING EXPENDITURES:	216,000				216,000
CAPITAL OUTLAY by summary object:					
1. PC and workstation					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	216,000				216,000

Supports institution/agency and Board strategic plans:

Goal 1, Objective D: *Improve the ability of the educational system to meet educational needs and allow efficient and effective transition into the workforce.*

This is a request for vital curriculum support of the Boise Internal Medicine (BIM) residency program to allow training at rural and underserved sites in Idaho. BIM is a newly expanded three-year internal medicine residency of the University of Washington that is in a critical period of development. The formative years of a new program are crucial in establishing our reputation and focus.

Studies have demonstrated that having community-based rotations during internal medicine residency doubles the likelihood of intent to practice primary care, and significantly increases in-state retention. Our ability to provide these rotations to our first incoming class of interns has been hampered by the lack of state funding during the 2012 fiscal year. Continued lack of

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support from the state may jeopardize this programs ability to maintain a focus on rural and regional primary care internal medicine.

Performance Measure: *Percent of Boise Internal Medicine residency graduates practicing in Idaho.*

Benchmark: 50 percent

Description:

Expanding graduate medical education (GME or residency) training in Idaho has been identified as an educational and funding priority by the state-funded MGT Medical Education Study (11/1/07), the Idaho Medical Association (8/10/08), the Legislative Medical Education Interim Committee (11/12/08), and the State Board of Education (1/26/09). The State Board of Education rank-ordered ten recommendations towards expansion of medical education (1/26/09). The first of these recommendations was: "Expand the development of graduate medical education (residency programs) opportunities in the State of Idaho focusing on primary care and rural practice. In partnership with Idaho hospitals, the VA, Idaho doctors, private enterprise, and Idaho's colleges and Universities, the State of Idaho should promote and assist the funding of these programs."

Due to severe budgetary shortfalls the State of Idaho was unable to fund our first request last year. This resulted in our program having to restrict the very type of rotations (rural and underserved) that are unable to fund themselves but lead to increased interest in primary care practice and retention in Idaho.

The Department of Veterans Affairs is the major funder of the Boise Internal medicine residency. Support agreements have also been established with all other groups participating in the curriculum (Saint Luke's Regional Health Care System, Saint Alphonsus Regional Health Care System, University of Washington Medical Center, and Harborview Medical Center) to subsidize training within their systems. However, a small but critical portion of the curriculum is not funded by these mechanisms. Rotations at small non-affiliated offices such as dermatology, Terry Reilly Health Care System, and other community-based training sites go unfunded. These training experiences are critical to the attractiveness of the program, the completeness of training, and retention of newly trained physicians in the State of Idaho.

Our requested funding is calculated as follows: The best estimated cost of training a resident for one year is approximately \$ 175,000. State funding for one four-week block of outside training per year (1/13 of the cost = \$13,500/resident) is our goal. The table below estimates the funding that we plan to request as the residency develops.

The legislature has demonstrated the importance of medical education to the state through their support of WWAMI and family medicine/psychiatry residencies. It is important to note that developing a graduate medical education infrastructure is the key to retaining providers and developing a medical school. Thank you for your consideration.

Fiscal Year	# Residents	Amount/resident	Base	Request
FY 2013	8 interns, 8 R2s	\$ 13,500	-	\$ 216,000
FY2014	8 interns, 8 R2s, 8 R3s	\$ 13,500	\$ 216,000	\$ 108,000

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AGENCY: Special Programs
FUNCTION: Forest Utilization
Research

Agency No.: 516

FY 2013 Request

Function No.: 01

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 Original Submission X or
 Revision No. ____

ACTIVITY:

Activity No.:

A: Decision Unit No: 12.01	Title: FUR – Rangeland Center			Priority Ranking 1 of 1	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	1.50				1.50
PERSONNEL COSTS:					
1. Salaries	116,000				116,000
2. Benefits	32,000				32,000
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	148,000				148,000
OPERATING EXPENDITURES by summary object:					
1. Travel	25,000				25,000
2. Operating	20,000				20,000
TOTAL OPERATING EXPENDITURES:	45,000				45,000
CAPITAL OUTLAY by summary object:					
1. PC and workstation					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	193,000				193,000

Supports institution/agency and Board strategic plans:

Goal 1, Objective B of the SBOE and UI Strategic Plans are focused on producing an educated citizenry through a variety of learning activities. Students will work on rangeland problems in collaboration with Idaho industry, its' citizens and stakeholders. The direct metrics of performance will be the number of undergraduate and graduate students associated with the Rangeland Center that are engaged in off-campus, integrative learning activities each year.

Goal 2, Objectives A & B of both plans are focused on critical thinking, innovation, scholarship and creative thinking, including interdisciplinary activities. The Rangeland Center will take a leadership role in Idaho and address key research priorities that are established by an external board. The Center will leverage FUR support to increase extramural grants from non-state funds and will utilize an interdisciplinary approach to research. The Rangeland Center will span several colleges on campus and by design is an interdisciplinary effort. The direct metrics of performance will be the number of non-state dollars generated by the center and the number of faculty from different disciplines that are active in projects sponsored by the Rangeland Center.

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Goal 3, Objectives A and B of the UI Strategic Plan is focused on outreach and engagement to address societal needs and develop partnerships. Rangelands cover half of the State of Idaho and there are many problems that face Idaho rangelands such as wildfire, invasive species, loss of wildlife habitat, energy development and threatened and endangered species. The Rangeland Center will be very active in its outreach and engagement, extending applied research and existing knowledge to managers, ranchers and citizens that use rangelands as well as increasing the accessibility of data for quality decision making. The direct metrics of performance will be the number of outreach projects in Idaho as well as results from standard assessment tools used to understand the effectiveness the Center's outreach projects.

Description:

Advancing the Rangeland Center at the University of Idaho by expanding the Idaho Forest Utilization Act.

Rangelands are vast natural landscapes that cover nearly half of Idaho. These grasslands, shrublands, woodlands and deserts produce a wide variety of goods and services including livestock forage, wildlife habitat, water resources, wildland recreation, open space, and ecosystem services such as water purification and carbon sequestration. Our ability to serve current and future generations will be influenced by our understanding of rangelands because these lands are vital to the ecological and economic health of Idaho.

Rangelands influence the lives and livelihoods of nearly all Idahoans because 90% of Idaho citizens live in places that are currently rangeland or cropland that once was rangeland (i.e., Boise, Twin Falls, Idaho Falls, and Pocatello). The economy of Idaho also depends heavily on rangelands as 65% of the total land area of Idaho is grazed by domestic cattle and sheep that support rural communities and agricultural enterprises. Rangelands are vitally important for recreation as landscapes for fishing, hunting, hiking, biking, horseback riding, and off road vehicle use.

Historically, rangelands were valued mostly for ranching, hunting and mining. Today, changes in the way we use rangelands and environmental conditions threaten the strength and integrity of rangelands. These threats take shape as unsustainable grazing practices, damaging fire regimes, infestations of invasive plants, landscapes fragmented by human development and destructive recreational activities. Advancing rangeland science and management in the current context of ecological and societal change will require newly integrative thinking and innovative practices to maintain and restore these lands and the human communities that rely on them.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

The University of Idaho is creating a Rangeland Center that brings together researchers and extension professionals throughout Idaho to address the modern challenges of rangeland management. Faculty and staff in the U-Idaho Rangeland Center will partner with ranchers and land managers to conduct applied research and develop outreach that builds rangeland understanding. The College of Natural Resources at the University of Idaho is requesting an increase in budget of \$193,000 Forest Utilization Research (FUR) budget to support establishment of the U-Idaho Rangeland Center.

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2. What resources are necessary to implement this request?
- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

We are requesting the following resources:

Anticipated date of hire for all positions July 1, 2012:

Partial salary support (.5FTE \$56,000: \$40,000 salary and \$16,000 fringe benefits) for the **Director of the Rangeland Center**. This person will be a tenured professor who conducts rangeland research, teaches courses and workshops focused on rangelands, and directs the faculty and staff of the Rangeland Center. The other half of the Center Directors salary will be provided by the College of Natural Resources.

Salary (1 FTE \$53,580: \$38,000 salary and \$15,580 fringe benefits) for an **Outreach Coordinator** who will organize and promote the activities and outputs of the Rangeland Center. The outreach coordinator will assist Center Director and faculty members to develop workshops and symposia, articles for popular media, and extension publications.

Salary for two **graduate students** (\$38,380: \$38,000 salary and \$380 fringe benefits for two graduates at 20 hours/week each) to conduct relevant applied research directed by rangeland center faculty. Research projects will focus on topics that have been identified in the Center's strategic plan with input from a stakeholder advisory committee.

Operating expenses for research including basic field equipment and electronic field tools such as palm top computers, GPS, and digital cameras to support research and monitoring projects. Operating expenses are also requested to develop outreach documents, web pages, workshops, symposia and field tours to increase understanding of contemporary issues affecting rangelands.

Travel funds for the Center Director, Outreach Coordinator and Center faculty members to conduct research projects, outreach activities, and attend stakeholder meetings.

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

Researchers and educators from seven departments, three colleges, and the University of Idaho Extension are coming together to implement an interdisciplinary research, education and outreach program focused on creating science and solutions for rangelands. The U-Idaho Rangeland Center will build on existing partnerships and create opportunities for new collaborations to advance the study and management of rangelands in Idaho and the region.

- c. List any additional operating funds and capital items needed.

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3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).

This request is 100% ongoing state general fund.

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

The work of the Rangeland Center and the requested resources will directly serve managers and owners of rangeland in Idaho. Research and outreach activities will empower rangeland users and managers with skills and tools to sustain and improve rangeland health and productivity. Ranchers, recreationists, and rural communities in Idaho benefit from productive rangelands that support economic enterprises, vigorous wildlife populations, weed-free landscapes, fertile soils and clean abundant water.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

New request

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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AGENCY: Special Education Programs

Agency No.: 516

FY 2013 Request

FUNCTION: Scholarships and Grants

Function No.: 03

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ACTIVITY:

Activity No.:

Original Submission X or

Revision No. ____

A: Decision Unit No: 12.01		Title: Opportunity Scholarship			Priority Ranking 1 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	0.00				0.00
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
1. Travel					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
1. PC and workstation					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:	1,000,000				1,000,000
LUMP SUM:					
GRAND TOTAL	1,000,000				1,000,000

Supports institution/agency and Board strategic plans:

Category: New/Expanded Programs

Title: Opportunity Scholarship Programs

The Opportunity Scholarship is Idaho's primary need-based scholarship. It is designed on a shared responsibility model with state dollars being the "last dollars." This means that a student must apply for federal aid, have a self or family contribution element before they would be eligible for the Opportunity Scholarship. In FY07 and FY08, the initial years of this program, \$10 million dollars was put into an endowment fund and \$1.925 million was designated to fund scholarships for the 2007-2008 and 2008-2009 academic years. Approximately 700 students each year have received this renewable scholarship with the majority of students receiving the

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maximum award of \$3,000. Unfortunately, as a result of the financial difficulties during the last few years, funds were not available to fund neither the endowment nor the ongoing scholarships. The Board was permitted to use the earnings from the endowment and \$1,000,000 from the corpus for FY10, FY11 and FY12. This may permit us to fund qualifying renewals, but new awards will be very limited. This request is for \$1,000,000 from the State General Fund to assist in funding scholarships for fiscal year 2013.

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AGENCY: Special Programs
FUNCTION: Scholarships & Grants
ACTIVITY:

Agency No.: 516
 Function No.: 03
 Activity No.:

FY 2013 Request
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 Original Submission X or
 Revision No. ____

A: Decision Unit No: 12.02		Title: GEAR UP SCHOLARSHIPS			Priority Ranking 2 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)			.10		.10
PERSONNEL COSTS:					
1. Salaries			5,500		12,100
2. Benefits			1,700		5,100
3. Group Position Funding					
TOTAL PERSONNEL COSTS:			7,200		7,200
OPERATING EXPENDITURES by summary object:					
1. General Services					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:			\$591,300		\$591,300
LUMP SUM:					
GRAND TOTAL			\$598,500		\$598,500

Supports institution/agency and Board strategic plans:

Goal 1, Objective A

Goal 1, A Well Educated Citizenry, calls for providing opportunities for individual enhancement and Objective A, Access, advocates for increasing access for individuals of all ages, abilities, and economic means to Idaho's P-20 educational system.

Performance Measure: Percent of need met by available need-based financial aid.

GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) is a federal discretionary grant program designed to increase the number of low-income students who are prepared to enter and succeed in postsecondary education. This program provides six-year grants to states and partnerships to provide services at high-poverty middle and high schools which are designated as GEAR UP schools.

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GEAR UP provides students an opportunity to apply for a 4-year renewable scholarship based upon financial need and level of participation in the program and funding for participating students to prepare for and take the ACT test. The GEAR UP Program will serve over 5,500 students in Idaho during the life of the grant.

Description:

GEAR UP started in Idaho in 2007 with the renewable scholarships starting in FY 2013. The scholarship funds are on hand, however spending authority is needed in order to authorize payments.

The Department of Education GEAR UP coordinator estimates \$830,300 in scholarships for FY 2013. The legislature appropriated \$239,000 in ongoing spending authority for scholarships for FY 2012. Therefore, this request is for the difference of \$591,300 (\$830,300 less \$239,000). The GEAR UP program allows \$65,000 for administrative costs. The legislature appropriated .25 FTE and \$10,000 in personnel costs and \$1,000 in operating costs for FY 2012. The estimate for FY 2013 is .35 FTE and \$17,200 in personnel costs. This request includes an increase in personnel costs of .10 FTE and \$7,200.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

This request reflects an increase of \$591,300 in federal funds spending authority for GEAR UP scholarships and an increase of .10 FTE and \$7,200 in personnel costs. This request does not affect staffing levels but is a shift in cost allocation to the GEAR UP program. The FY 2014 budget request will include a line item request for an additional increase in GEAR UP scholarships that will be awarded from FY 2014 through 2018.

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

Part-time (.35 FTE total) GEAR UP scholarship administrator

- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

Existing personnel charged to indirect cost funds will work on the GEAR UP program which will not necessitate the need for additional staffing.

- c. List any additional operating funds and capital items needed.

None.

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).

Federal spending authority with grant funds already awarded.

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

GEAR UP is designed to increase the number of low-income students from high-poverty middle and high schools that are prepared to enter and succeed in postsecondary education. GEAR UP provides students an opportunity to apply for a 4-year renewable

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scholarship based upon financial need and level of participation in the program and funding for participating students to prepare for and take the ACT test. The GEAR UP Program will serve over 5,500 students in Idaho during the life of the grant.

Funding is in place. This request is for spending authority only.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

N/A

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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AGENCY: Idaho State University
FUNCTION: Idaho Museum of Natural History

Agency No.: 513

FY 2013 Request

Function No.: 3000

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Original Submission X or
Revision No. ____

ACTIVITY: Strategic Initiative

Activity No.:

A: Decision Unit No: 12.01		Title: Idaho Museum of Natural History			Priority Ranking 1 of 1
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	1.0				1.0
PERSONNEL COSTS:					
1. Salaries					
a. IT Director	45,000				45,000
2. Benefits	18,000				18,000
TOTAL PERSONNEL COSTS:	63,000				63,000
OPERATING EXPENDITURES by summary object:					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
1. Storage facility improvements (one time only)	275,000				275,000
TOTAL CAPITAL OUTLAY:	275,000				275,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	338,000				338,000

How connected to institution/agency and Board strategic plans:

The Idaho Museum of Natural History was created by State Statute 33-3012. STATE MUSEUM OF NATURAL HISTORY. This statute stated that "there is hereby created and established at Idaho State University a state museum of natural history to be known as the Idaho museum of natural history, where tangible objects and documents reflecting our natural heritage may be collected, preserved, studied, interpreted, and displayed for educational and cultural purposes."

Thus, in order to most effectively meet this mandate, one new position is required. An Information Technology Specialist that meets the goals of the IMNH strategic plan for creating a Virtual Museum to bring the IMNH to all the people of Idaho. Further, to meet our mandate for the care and storage of the Natural History collections of Idaho, a major upgrade to our storage

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facilities is needed to meet minimum curation standards. One-time funds are requested for the purchase of new storage units which will increase capacity and long-term care.

This request will substantially increase our public, educational, research, and funding profiles across the State and the Nation, and meets goals articulated in the current ISU and SBOE strategic plans:

ISU Goal 1 — Achieve academic excellence in undergraduate, graduate, professional and technical education. (SBOE Main Goals: 1, A Well Educated Citizenry)

ISU Goal 2 — Increase the IMNH and ISU research profile to strengthen our institutional curricula and ability to meet societal needs through the creation of new knowledge. (SBOE Main Goals: 1, A Well Educated Citizenry)

ISU Goal 3 — Advance Public outreach, K-12, and rural education through the creation of more diverse and on-line programming. (SBOE Main Goals: 1, A Well Educated Citizenry)

ISU Goal 4 — Manage, care, present, and study, as mandated, the natural history of Idaho. (SBOE Main Goals: 1, A Well Educated Citizenry; 3 Effective and Efficient Delivery Systems)

ISU Goal 5 — Focus institutional, instructional, and research expertise on community and societal needs throughout the state, region, nation, and world. (SBOE Main Goals: 1, A Well Educated Citizenry)

ISU Goal 6 — Promote the efficient and effective use of resources through on-line programming and through fundraising in the private sector. (SBOE Main Goals: 1, A Well Educated Citizenry; 3 Effective and Efficient Delivery Systems)

Description:

This line item request will provide financial resources to fund a position in support of IMNH information technology goals as set forth in the strategic plan. It also requests the appropriate storage upgrades to meet museum best practice and facility expansion so that we may house more State and Federal collections, increasing our revenue streams from Government agencies.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base? *As noted above, funding for 1.0 FTE, as well as one-time funding for storage facility improvements.*
2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. *See above.*
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. *None are available.*
 - c. List any additional operating funds and capital items needed. *See above.*
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a

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description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc.

This request is for ongoing and one-time appropriated funding, as articulated above.

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

The museum currently serves nearly 10,000 school children per year and thousands of the general public in the current gallery and education facilities. The goal of creating a Virtual Museum by putting the entire IMNH collection on line so that students, educators, and researchers anywhere in Idaho or the world can do their own studies, will be impossible without an IT specialist. Revenue expansion through Government programs is now limited by our lack of storage space. The requested storage units will increase access to Government funding sources and revenue.

5. If this is a high priority item, list reason non-appropriated Line Items from FY 2011 budget request are not prioritized first.

The museum has been completely reorganized, with a new emphasis on the public, on education, and on expansion of revenue generating capabilities.

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AGENCY: Idaho Public Television
FUNCTION: Idaho Public Television
ACTIVITY:

Agency No.: 520
 Function No.: 01
 Activity No.:

FY 2013 Request
 Page 1 of 3
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Idaho Legislature Live / Multimedia Personnel					
A: Decision Unit No: 12.01	Title:			Priority Ranking 1 of 1	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	2.00				2.00
PERSONNEL COSTS - 4000:					
1. Salaries	75,900				75,900
2. Benefits	34,900				34,900
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	110,800				110,800
OPERATING EXPENDITURES - 5000 by sub object:					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY - 6000 by sub object:					
1. 6401 - Computers (2 laptops)	2,200				2,200
2. 6701 - Office equipment	3,500				3,500
TOTAL CAPITAL OUTLAY:	5,700				5,700
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	116,500				116,500

How connected to institution/agency and Board strategic plans:

Goal 1 SBoE Goal 1 is a well-educated citizenry. IdahoPTV objectives to meet this goal include: 1) provide access to IdahoPTV new media content to citizens anywhere in the state, which support citizen participation and education, 2) contribute to a well-informed citizenry and 3) provide relevant Idaho-specific information.

Description:

As a result of S1491 (2006), IdahoPTV was directed to oversee (in partnership with Legislative Services and the Department of Administration), Idaho Legislature Live coverage on the Web and broadcast.

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Idaho Legislature Live currently includes gavel-to-gavel video coverage of the Idaho House, Senate, Joint Finance-Appropriations Committee (JFAC), House/Senate Auditorium, and live audio coverage of legislative committee rooms.

Since its inception, IdahoPTV has entirely self-funded the personnel and operational costs required to provide Idaho Legislature Live coverage.

IdahoPTV requests two positions to assist with this expanded coverage and to be available to enhance our new media activities at times when Idaho Legislature Live is not active. We believe that it is only reasonable that the state assist with a portion of the operational costs for this service that benefits citizens statewide. IdahoPTV will continue to provide additional in-kind personnel and basic operating cost to enable Idaho Legislature Live coverage, including: production management, engineering maintenance, website management and information technology support. We cannot maintain the current level of service indefinitely.

When Idaho Legislature Live functions are not active, the requested positions will work on educational IdahoPTV new media initiatives including content creation and archiving of content.

Questions:

1. What is being requested and why?

For the first years of coverage, no state funds were made available to cover the personnel costs associated with the Idaho Legislature Live coverage. These activities were funded with non-state resources. We request these funds to ensure sustainability of the expanded Idaho Legislature Live.

What is the agency staffing level for this activity and how much funding by source is in the base?

N/A

2. What resources are necessary to implement this request?

- a. List by position: position titles, pay grades, full- or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.

Web Developer, pay grade L, full-time, classified, anticipated hire date July 1, 2012, salary cost estimated at \$46,800; benefited with benefit costs estimated at \$19,350, position on-going.

PTV Digital Broadcast Systems Operator, pay grade I, full-time, classified, anticipated hire date July 1, 2012, salary cost estimated at \$29,100; benefited with benefit costs estimated at \$15,550, position on-going.

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- b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.

If funded, IdahoPTV will continue to redirect the efforts of the following personnel to this effort:

-Broadcast System Operator:	To supervise the requested two positions
-IT Systems Supervisor:	To maintain current IT systems
-Broadcast Maintenance Engineer:	To maintain current camera systems
-Production Manager:	To supervise the project

- c. List any additional operating funds and capital items needed.

IdahoPTV will need new computers for use by the new positions along with workspace modifications.

3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc.

General Fund per matrix on page 1.

Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc.

N/A

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?

The entire population of Idaho will benefit. Idaho Legislature Live is available via digital television and the Web.

5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.

Last year, a line item request for "Idaho Experience" was ranked 1 or 2. This request has been removed pending future legislative interest. This year, this document is the only line item request.

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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BUSINESS AFFAIRS AND HUMAN RESOURCES
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AGENCY: Division of Vocational Rehabilitation

Agency No.: 523

FY 2013 Request

FUNCTION: Vocational Rehabilitation

Function No.: 02

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ACTIVITY:

Activity No.:

Original Submission X or

Revision No. ____

A: Decision Unit No: 12.01		Title: Trustee & Benefit Funds			Priority Ranking 1 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
TOTAL OPERATING EXPENDITURES:					
CAPITAL OUTLAY by summary object:					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:	\$576,900		\$2,131,500		\$2,708,400
LUMP SUM:					
GRAND TOTAL	\$576,900		\$2,131,500		\$2,708,400

Supports institution/agency and Board strategic plans:

Goal 1, Objective 8

Goal 1: Continually improve the quality of Vocational Rehabilitation services available to eligible Idahoans with disabilities to prepare for, obtain, maintain, or regain competitive employment.

Objective 8: Enhance revenue opportunities for VR programs.

Performance Measure/s:

- *Increase number of Idahoans with disabilities placed in gainful employment.*
- *Increase grant opportunities and collaboration with state agencies and other entities to develop shared projects.*

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Description:

Vocational Rehabilitation is a ticket to self-sufficiency for Idahoans with disabilities – a hand-up to employment and to independence. Regrettably, a public perception may be that Vocational Rehabilitation is another welfare program. Vocational Rehabilitation services for eligible Idahoans with disabilities are the enabling tools to transition from unemployment to gainful employment; from dependence to independence.

This is a request for state funds required to match federal dollars allotted to Idaho. Without matching funds the federal dollars Idaho deserves will be lost reducing the number of Idahoans with disabilities entering the workforce. Holdbacks from the recent recession have prohibited IDVR from accepting Idaho's full allotment of federal funds in FY2010, FY2011 and FY2012. Given the nearly ONE (state funds) to FOUR (federal funds) match, IDVR reverted \$616,000 of federal dollars in FY2010, \$2.7million in FY2011 and will revert a similar amount in FY2012. These reductions have significantly limited client services that put Idahoans to work. Idaho ranks among the top ten states that have reverted federal funds and ranks 49th in the nation for its ability to capture federal funds allocated to the state. In the past three years, losses in state and federal funds have been partially offset with one-time fund sources: Social Security reimbursements acquired through a sweep of records of prior clients who successfully moved off of SSI and SSDI benefit programs; and, American Recovery and Reinvestment Act (stimulus) funds. These sources and all reserves are depleted. Funding reductions have been exacerbated as the Department of Correction and some school districts that provided non-federal match in prior years have found it necessary to eliminate their shares of non-federal match. State funds are the only stable mechanism to capture the available unmatched federal dollars designated for Idaho by the US Rehabilitation Services Administration. This request for \$576,900 of State General Account funds will allow Idaho to receive the approximate \$2,131,500 of federal funds it will be allotted in FY2013 to serve the growing population of Idahoans with disabilities who are eligible for services.

The funds will be used for our primary mission of vocational rehabilitation of individuals with disabilities. The outcome is to move Idahoans with disabilities from unemployment to gainful employment; from dependence to independence.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base?

- \$576,900 in state general funds and \$2,131,500 in federal spending authority.
- IDVR currently has 148 FTEs for this activity.
- Base: General Fund \$2,914,600
Federal Fund \$14,414,000
Dedicated Fund \$1,078,500
Misc. Revenue \$958,500

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2. What resources are necessary to implement this request?
- a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service.
No new positions are requested.
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted.
None.
 - c. List any additional operating funds and capital items needed.
None.
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumption(s) (e.g. anticipated grants, etc.).
This is an ongoing request for \$576,900 in State General funds and \$2,131,500 Federal spending authority for Trustee & Benefit services.
- Federal grant funds come to Idaho through the annual VR State grant. If the agency does not have enough non-federal matching funds to capture all of the available federal dollars for Idaho, the funds are reallocated to other states by the RSA.*
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted?
An increased number of Idaho citizens with disabilities who seek employment will be served. Idahoans who are disabled come from all walks of life: farmers, foodservice workers, dairymen, construction workers, secretaries, educators, students, executives, etc.
The impact is statewide. Idaho benefits when the unemployed go to work and become taxpayers and contributors to the state's economy. Without funds fewer Idahoans with disabilities will return to gainful employment.
5. If this is a high priority item, list reason why unapproved Line Items from the prior year budget request are not prioritized first.
N/A

Attach supporting documentation sufficient enough to enable the Board, Division of Financial Management, and the Legislative Budget Office to make an informed decision.

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AGENCY: Division of Vocational Rehabilitation
 FUNCTION: Extended Employment
 Services

Agency No.: 523

FY 2013 Request

Function No.: 02

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 Original Submission X or
 Revision No. ____

ACTIVITY:

Activity No.:

A: Decision Unit No: 12.02		Title: Trustee & Benefit Funds			Priority Ranking 2 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
	Increase in Indirect Costs to Cover additional needed T&B Funds				
TOTAL OPERATING EXPENDITURES:	\$226,700				\$226,700
CAPITAL OUTLAY by summary object:					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:	\$429,200				\$429,200
LUMP SUM:					
GRAND TOTAL	\$655,900				\$655,900

Supports institution/agency and Board strategic plans:

Goal 1, Objective 8

Goal 1: Continually improve the quality and quantity of Extended Employment Vocational Rehabilitation Services available to eligible Idahoans with severe physical and mental disabilities and to assist them to prepare for, obtain, maintain, or regain gainful employment opportunities.

Objective 8: Enhance revenue opportunities for VR programs.

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Performance Measure/s:

Increase the availability of employment services, training and job opportunities for the Most Severely Disabled Idahoans. This is accomplished through a variety of employment, training and job opportunities funded through the Vocational Rehabilitation Extended Employment Service.

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AGENCY: Office State Board of Education

Agency No.: 501

FY 2012 Request

FUNCTION: Office State Board of Education

Function No.: 02 to 03

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ACTIVITY:

Activity No.:

Original Submission X or
Revision No. ____

A: Decision Unit No: 12.01		Title: Charter Commission Function			Priority Ranking 1 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	2.5				2.5
PERSONNEL COSTS:					
1. Salaries	\$160,300				\$160,300
2. Benefits	51,200				51,200
3. Group Position Funding					
TOTAL PERSONNEL COSTS:	\$211,500				\$211,500
OPERATING EXPENDITURES by summary object:					
1. Travel	\$40,600				\$40,600
TOTAL OPERATING EXPENDITURES:	\$40,600				\$40,600
CAPITAL OUTLAY by summary object:					
1.					
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$252,100				\$252,100

Description:

The Public Charter School Commission (PCSC) was created by the Idaho Legislature in 2004 to serve an alternative, statewide authorizer of public charter schools. The PCSC consists of seven, Governor-appointed members and is staffed by the Office of the State Board of Education (OSBE).

In 2006 the Legislature appropriated general funds to provide an administrative assistant position, and in 2007 general funds were added for a charter schools oversight position. In 2012 the Legislature appropriated additional funding to add an executive level staff position for management of the day-to-day oversight of charter schools authorized by the PCSC. Base reductions in FY 2010-2012 reduced funding to the budgeted levels shown above.

Since initial funding in FY 2006, OSBE has internally segregated all appropriated funding for the PCSC from the rest of the OSBE budget (Function 02). However, since the PCSC budget and workload continues to grow, OSBE staff now believes it would be appropriate and preferable to transfer the PCSC budget to a new program (Function 03) unto its own. Budgetarily separating the PSCS from OSBE will increase transparency and ensure that their respective appropriations remain completely segregated in the future.

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AGENCY: Office State Board of Education

Agency No.: 501

FY 2013 Request

FUNCTION: Office State Board of Education

Function No.: 02

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ACTIVITY:

Activity No.:

Original Submission X or
Revision No. ____

A: Decision Unit No: 12.02		Title: Indirect Costs Spending Authority			Priority Ranking 2 of 2
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)					
PERSONNEL COSTS:					
1. Salaries					
2. Benefits					
3. Group Position Funding					
TOTAL PERSONNEL COSTS:					
OPERATING EXPENDITURES by summary object:					
1. Professional Services	\$110,000				\$110,000
TOTAL OPERATING EXPENDITURES:	\$110,000				\$110,000
CAPITAL OUTLAY by summary object:					
1. Equipment	\$15,000				\$15,000
TOTAL CAPITAL OUTLAY:					
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	\$125,000				\$125,000

Description:

The Office of the State Board of Education (OSBE) is housed in the northwest corner on the 3rd floor of the Len B. Jordan building. This is the only occupied space in the building which has not been recently remodeled. The entire OSBE space has asbestos tile, underneath wall-to-wall carpeting, which requires abatement. In addition, the Division of Public Works (DPW) has advised OSBE that a common space hallway (separating OSBE from its only conference room and storage space) is not necessary by fire code and could be vacated to provide additional functional square footage for OSBE.

Through efficient management of federal grants over many years, OSBE has accumulated a cash balance of indirect costs funds. These funds can be used for any state purpose and offer management greater discretion in their use. However, management has prudently not included these funds in the ongoing budget but rather saved them for the anticipated one-time expenditures described above. Some of the

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funds were accumulated through the College Access Challenge Grant, which is a one-year grant subject to renewal. Including these funds in the ongoing budget could present risk if the grant is not renewed. OSBE has the cash to pay for the proposed remodel, but lacks spending authority necessary to expend the funds. Current spending authority is partially used for personnel associated with the College Access Challenge Grant and other program needs.

OSBE requests approval to use one-time non-state funds to remodel and reconfigure some of its interior space to make more efficient and effective use of the space. At the same time, DPW could use this opportunity to perform necessary asbestos abatement and replace the Office's carpeting which has reached the end of its useful life. OSBE views this as a win-win opportunity to leverage non-state funds for tenant improvements while the State (as Lessor) benefits from eliminating the need to maintain unnecessary common space, collecting more rent on more Class A space, and the significant added value of the improvements themselves.

Reconfiguration of the space would provide OSBE with a modern and highly functional conference room with video conferencing capability. OSBE is increasingly relying on video conferencing to reduce travel costs for staff and Board members, but often has to compete with finding availability of facilities at other agencies or institutions in order to host a video conference.

If approved, some funding may also be used for furniture, fixtures and equipment directly related to the remodel.

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AGENCY: Boise State University

FUNCTION: General Education

ACTIVITY: VA Biomedical Research

Agency No.: 512

Function No.: 01

Activity No.:

FY 2013 Request

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Veterans Administration					
A: Decision Unit No: 12.04	Title: Biomedical Research Collaborative			Priority Ranking 4 of 4	
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	4.5				
PERSONNEL COSTS:					
1. Salaries and Benefits	244,000				244,000
2. Graduate Assistants	266,600				266,600
TOTAL PERSONNEL COSTS:	510,600				510,600
OPERATING EXPENDITURES by summary object:					
1. Operating Costs/Equipment	37,000				37,000
TOTAL OPERATING EXPENDITURES:	37,000				37,000
CAPITAL OUTLAY by summary object:					
1. Library supporting acquisitions	20,000				20,000
TOTAL CAPITAL OUTLAY:	20,000				20,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	567,600				567,600

How connected to institution/agency and Board strategic plans:

Boise State University has been developing the biomolecular sciences as a primary research focus since 2000, with particular emphasis on protein structure and function. This highly interdisciplinary effort directly targets diverse biomedical applications, and is central to the NIH-funded Biomedical Research Infrastructure Network (BRIN) and the IDeA Network for Biomedical Research Excellence (INBRE) collaborations that involve Boise State University, Idaho State University, the University of Idaho, and the Veterans Affairs Medical Center in Boise.

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Biomolecular and biomedical research infrastructure at Boise State University is the result of numerous National Science Foundation Major Research Instrumentation grants, funding of the Institute for Musculoskeletal Research by the Idaho Higher Education Research Council in 2007, a \$4M NIH grant to construct a vivarium, and the hiring of new faculty members in key areas.

The funds requested in this line item build on these earlier successes and continue the development of a strong collaborative research presence in Boise, including proposing a PhD program in the biomolecular sciences.

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AGENCY: Idaho State University

FUNCTION: General Education

ACTIVITY: F. VA Biomedical Research

Agency No.: 513

Function No.: 1000

Activity No.:

FY 2013 Request

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Veterans Administration					
A: Decision Unit No: 12.06	Title: Biomedical Research Collaborative	Priority Ranking 6 of 6			
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	3.5				3.5
PERSONNEL COSTS:					
1. Salaries	300,000				300,000
2. Benefits	120,000				120,000
3. Group Position Funding (GAs)	120,000				120,000
TOTAL PERSONNEL COSTS:	540,000				540,000
OPERATING EXPENDITURES by summary object:					
1. Travel	3,000				3,000
2. Materials and Supplies	25,000				25,000
TOTAL OPERATING EXPENDITURES:	28,000				28,000
CAPITAL OUTLAY by summary object:					
1. Start-up equipment (one-time)	275,000				275,000
TOTAL CAPITAL OUTLAY:	275,000				275,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	843,000				843,000

How connected to institution/agency and Board strategic plans:

Idaho State University has begun developing the framework for a large scale biomedical research enterprise by exploiting the synergistic interactions among the existing scholarly resources within the ISU campus as well as drawing upon the State's biomedical and biotechnology industry and other segments of interdisciplinary biomedical research within the State of Idaho, most particularly infectious disease research at the Veterans Affairs Medical Center in Boise. Thus, in order to most effectively leverage biomedical expertise at institutions across Idaho, we seek to strengthen ISU's collaboration with the VA, the University of Idaho and Boise State University. Research and teaching efforts centered on the VA Biomedical Collaborative further the following strategic goals, as articulated in the current ISU and SBOE strategic plans:

BUSINESS AFFAIRS AND HUMAN RESOURCES
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ISU Goal 1 — Achieve academic excellence in undergraduate, graduate, professional and technical education. (SBOE Main Goals: 1, A well Educated Citizenry; 2, Critical Thinking and Innovation)

ISU Goal 2 — Increase the University's research profile to strengthen our institutional curricula and ability to meet societal needs through the creation of new knowledge. (SBOE Main Goals: 1, A well Educated Citizenry; 2, Critical Thinking and Innovation)

ISU Goal 3 — Advance medical and health care education throughout the state and region through increasing the quality of healthcare, the number of practicing health care professionals, and promotion of translational research. (SBOE Main Goals: 1, A well Educated Citizenry; 2, Critical Thinking and Innovation)

ISU Goal 4 — Prepare students to function in a global society. (SBOE Main Goals: 1, A well Educated Citizenry; 2, Critical Thinking and Innovation)

ISU Goal 5 — Focus institutional, instructional, and research expertise on community and societal needs throughout the state, region, nation, and world. (SBOE Main Goals: 1, A well Educated Citizenry; 2, Critical Thinking and Innovation)

ISU Goal 6 — Promote the efficient and effective use of resources. (SBOE Main Goals: 1, A well Educated Citizenry; 3, Effective and Efficient Delivery Systems)

Description:

This line item request will provide financial resources to fund two faculty positions, a post-doctoral fellowship position, and a portion of a grant writer, as well as graduate assistantships, to support the SBOE strategic plan to enhance biomedical research across the State of Idaho. As described in other institutional requests, the goal of this plan is to increase biomedical research and graduate education in biomedical fields in Idaho and to establish a critical mass of innovative, productive biomedical investigators at the Veterans Affairs Medical Center in Boise. This is a collaborative effort with Veterans Affairs, UI, and BSU.

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base? **As noted above, funding for 3.5 FTE, as well as funding for graduate assistantships.**
2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. **See above.**
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. **None.**
 - c. List any additional operating funds and capital items needed. **NA.**
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes,

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

ongoing anticipated grants, etc. **This request is for ongoing and one-time appropriated funding, as articulated above.**

4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted? **See above.**

If this is a high priority item, list reason non-appropriated Line Items from FY 2011 budget request are not prioritized first. **This is a new request for ongoing and one-time appropriated funding.**

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

AGENCY: University of Idaho

FUNCTION: General Education

ACTIVITY: VA Biomedical Research

Agency No.: 514

Function No.: 01

Activity No.:

FY 2013 Request

Page 1 of 2 Pages

Original Submission X or

Revision No. ____

Veterans Administration					
A: Decision Unit No: 12.03	Title: Biomedical Research Collaborative	Priority Ranking 3 of 3			
DESCRIPTION	General	Dedicated	Federal	Other	Total
FULL TIME POSITIONS (FTP)	2.30				2.30
PERSONNEL COSTS:					
1. Salaries	205,000				205,000
2. Benefits	72,000				72,000
3. Group Position Funding	120,000				120,000
TOTAL PERSONNEL COSTS:	397,000				397,000
OPERATING EXPENDITURES by summary object:					
1. Travel	3,000				3,000
2. Supplies	20,000				20,000
TOTAL OPERATING EXPENDITURES:	23,000				23,000
CAPITAL OUTLAY by summary object:					
1. Startup/lab equipment (one-time)	250,000				250,000
TOTAL CAPITAL OUTLAY:	250,000				250,000
T/B PAYMENTS:					
LUMP SUM:					
GRAND TOTAL	670,000				670,000

How connected to institution/agency and Board strategic plans:

UI Goals – Scholarly and Creative Activity, and Outreach and Engagement

SBOE Goal – Goal 2: Critical Thinking and Innovation; Objective A: Critical Thinking, Innovation and Creativity—Increase Research and development of new ideas into solutions that benefit society

Description:

This request is for two faculty positions, startup funds, graduate stipends, and a portion of a grant writer to support the SBOE strategic plan to enhance biomedical research in Idaho. The goal of this plan is to increase graduate education in biomedical fields in Idaho and to establish a critical mass of innovative, productive biomedical investigators at the Veterans Affairs Medical Center in Boise. This is a collaborative effort with Veteran's Affairs, ISU, and BSU.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

Questions:

1. What is being requested and why? What is the agency staffing level for this activity and how much funding by source is in the base? **As noted above.**
2. What resources are necessary to implement this request?
 - a. List by position: position titles, pay grades, full or part-time status, benefit eligibility, anticipated dates of hire, and terms of service. **As noted above.**
 - b. Note any existing human resources that will be redirected to this new effort and how existing operations will be impacted. **NA**
 - c. List any additional operating funds and capital items needed. **None.**
3. Please break out fund sources with anticipated expenditures in the financial data matrix. (Please separate one-time vs. ongoing requests.) Non-General funds should include a description of major revenue assumptions: new customer base, fee structure changes, ongoing anticipated grants, etc. **NA**
4. Who is being served by this request and what are the expected impacts of the funding requested? If this request is not funded who and what are impacted? **As noted above.**

If this is a high priority item, list reason non-appropriated Line Items from FY 2009 budget request are not prioritized first.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 10-11, 2011

SUBJECT

Board Policy, Section V.E.2.c. – first reading

APPLICABLE STATUTE, RULE, OR POLICY

Idaho State Board of Education Governing Policies & Procedures Policy, Section V.E.

BACKGROUND/ DISCUSSION

Current policy requires each institution to enter into a written operating agreement with each recognized foundation that is affiliated with the institution. The operating agreement must be approved by the Board prior to execution and must be re-submitted to the Board every two (2) years, or as otherwise requested by the Board, for review and re-approval.

IMPACT

The Audit Committee has determined that the two (2) year interval for resubmission should be increased to three (3) years. In light of the infrequent amount and materiality of revisions, a longer period of review is sufficient for oversight purposes.

ATTACHMENTS

Attachment 1 – Proposed Revised Policy, Section V.E.2.c.

Page 3

STAFF COMMENTS AND RECOMMENDATIONS

The revisions to Board policy, V.E. Gifts and Affiliated Foundations will help facilitate the Audit Committee's oversight duties by reducing the number of reviews of foundation operating agreements.

Staff recommends approval.

BOARD ACTION

I move to approve the first reading of the amendment to Board Policy V.E.2.c. Gifts and Affiliated Foundations, as submitted.

Moved by_____ Seconded by_____ Carried Yes____ No____

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2. Institutional Foundations

c. Foundation Operating Agreements

Each institution shall enter into a written operating agreement with each recognized foundation that is affiliated with the institution. Operating agreements must be signed by the chairman or president of the foundation's governing board, and by the institution chief executive officer. The operating agreement must be approved by the Board prior to execution and must be re-submitted to the Board every ~~two (2)~~ three (3) years, or as otherwise requested by the Board, for review and re-approval. Foundation operating agreements shall establish the operating relationship between the parties, and shall, at a minimum, address the following topics:

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

SUBJECT

Board Policy, Sections F and K – second reading

REFERENCE

April 2011	First reading; returned to committee for more work and to be brought back to the Board for another first reading
June 2011	Board approved first reading

APPLICABLE STATUTE, RULE, OR POLICY

Idaho State Board of Education Governing Policies & Procedures Policy, Section V.F. and V.K.

BACKGROUND/ DISCUSSION

In June 2011 the Board approved the first reading to amend Board policy V.F. and V.K., and instructed staff to increase the institution threshold to \$500,000 and Board approval threshold to \$1,000,000, and to add a new section for approval of design-build projects.

IMPACT

The revised policies will provide clarity in terms of the Board's expectations and preferred process for submitting requests for major capital project approval.

ATTACHMENTS

Attachment 1 – Proposed Revised Policy, Section V.F.	Page 3
Attachment 2 – Proposed Revised Policy, Section V.K.	Page 5
Attachment 3 – Construction Project Approval Process Flowchart	Page 11

STAFF COMMENTS AND RECOMMENDATIONS

With the exception of the two additions noted in the Background/Discussion above, there were no other changes from first reading.

Idaho Code §67-2309 provides that “a design-build contract is a contract between a public entity and a nongovernmental party in which the nongovernmental party contracting with the public entity agrees to both design and build a structure, roadway or other item specified in the contract.” Since the design and build are performed by one team, the approval process by the Board may be truncated (financing of such a project which involves issuance of debt would still require a separate approval step), which is allowed for in V.K.5 of the proposed policy. However, design-build contracts can also allow a series of options to proceed (or not) as each phase of the design and the attendant cost estimate is completed. In that sense, the approval actions could be the same as a normal delivery: approval to design allows the selection and contracting with the design-build team; design-build team completes design and cost estimate; institution returns to board for approval to construct. If financing is needed, institution submits request for approval at a subsequent meeting.

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Staff has worked closely with institution staff (and consulted Division of Public Works staff) in the development of these policy revisions and recommends approval.

BOARD ACTION

I move to approve the second reading of the amendment to Board Policy V.F. Bonds and Other Indebtedness and V.K. Construction Projects, as presented.

Moved by_____ Seconded by_____ Carried Yes_____ No_____

F. Bonds and Other Indebtedness

1. General Powers

The University of Idaho, Idaho State University, Lewis-Clark State College, and Boise State University may, by a majority vote of all the members of the Board, borrow money with or without the issuance of bonds pursuant to Chapter 38, Title 33, Idaho Code. The Board must act by formal resolution. Such indebtedness is not an obligation of the state of Idaho but is an obligation solely of the respective institutions and the respective board of trustees. Any indebtedness is to be used to acquire a project, facility, or other asset that may be required by or be convenient for the purposes of the institution. For indebtedness of a major capital project, an institution shall first obtain approval in accordance with Board policy V.K. (for purposes of this subsection, a major capital project is one in which the project cost exceeds \$750,000). Student fees, rentals, charges for the use of the projected facility, or other revenue may be pledged or otherwise encumbered to pay the indebtedness. Refunding bonds also may be issued.

Eastern Idaho Technical College is not authorized to borrow money under Chapter 38, Title 33, Idaho Code.

2. Attorney General's Opinion

The Board or the institution may request the Attorney General of Idaho to review and pass upon the validity of a proposed bond issue. If found valid, the bond is an incontestable, binding obligation on the institution.

3. Private Sale

A private sale of bonds is permitted only with the prior approval of the Board as the governing body of the institution. The chief executive officer of the institution must justify why a public sale is not desirable and explain the benefits of a private sale of bonds.

4. Responsibility of the Chief Executive Officer

The chief executive officer of the institution is responsible for compliance with state law and these provisions when any indebtedness is incurred.

5. Expenditure of Excess Revenue

Expenditure of project revenues over and above that pledged or otherwise encumbered to meet the indebtedness is limited to expenditures for projects identified in the bond's Official Statement. Expenditure of excess revenue for other

GOVERNING POLICIES AND PROCEDURES

SECTION: V. FINANCIAL AFFAIRS

Subsection: F. Bonds and Other Indebtedness

April 2002 August 2011

projects requires prior Board approval. Expenditures between two hundred fifty thousand dollars (\$250,000) and five hundred thousand dollars (\$500,000) require prior approval from the executive director and expenditures greater than five hundred thousand dollars (\$500,000) require prior Board approval.

Idaho State Board of Education
GOVERNING POLICIES AND PROCEDURES

ATTACHMENT 2

SECTION: V. FINANCIAL AFFAIRS

Subsection: K. Construction Projects

April 2010 August 2011

1. Authorization Limits

Without regard to the source of funding, before any institution or agency under the governance of the Board begins to make capital improvements, either in the form of alteration and repair to existing facilities or construction of new facilities, it must be authorized based on the limits listed below. Projects requiring executive director or Board approval must include a separate budget line for architects, engineers, or construction managers and engineering services for the project cost.

<u>Project Originally Authorized By</u>	<u>Original Project Cost</u>	<u>Cumulative Value of Change(s)</u>	<u>Aggregate Revised Project Cost</u>	<u>Change Authorized By</u>
<u>Local Agency</u>	<u>< \$3500,000</u>	<u>Any</u>	<u>< \$3500,000</u>	<u>Local Agency</u>
<u>Local Agency</u>	<u>< \$3500,000</u>	<u>Any</u>	<u>\$3500,000- \$751,000,000</u>	<u>Executive Director</u>
<u>Local Agency</u>	<u>< \$3500,000</u>	<u>Any</u>	<u>> \$751,000,000</u>	<u>SBOE</u>
<u>Executive Director</u>	<u>\$3500,000- \$751,000,000</u>	<u><= \$2500,000</u>	<u><= \$51,000,000</u>	<u>Local Agency</u>
<u>Executive Director</u>	<u>\$500,000-\$1,000,000</u>	<u>> \$500,000</u>	<u>< \$1,000,000</u>	<u>Executive Director</u>
<u>Executive Director</u>	<u>\$3500,000- \$751,000,000</u>	<u>Any</u>	<u>> \$751,000,000</u>	<u>SBOE</u>
<u>SBOE</u>	<u>> \$751,000,000</u>	<u>< \$3500,000</u>	<u>Any</u>	<u>Local Agency</u>
<u>SBOE</u>	<u>> \$751,000,000</u>	<u>\$3500,000- \$751,000,000</u>	<u>Any</u>	<u>Executive Director</u>
<u>SBOE</u>	<u>> \$751,000,000</u>	<u>> \$751,000,000</u>	<u>Any</u>	<u>SBOE</u>

12. Major Project Approvals – Proposed PlansCapital Construction Plans

Without regard to the source of funding, before any institution, school or agency under the governance of the Board begin formal planning to make capital improvements, either in the form of renovation or addition to or demolition of existing facilities, when the cost of the project is estimated to exceed five hundred thousand dollars (\$500,000), must first be submitted to the Board for its review and approval. All projects identified on the institutions', schools or agencies' six-year capital plan must receive Board approval.

a. Before any institution or agency under the governance of the Board solicits or accepts a gift or grant in support of a specific major project, such project must first be included on the institution's or agency's six-year capital construction plan (hereinafter "Plan"). If such a project would not ordinarily be included on a Plan or notice of the gift or grant cannot otherwise be provided to the Board at its next regularly scheduled meeting due to time limitations, the institution or agency shall notify the Board in writing prior to solicitation or acceptance of the gift or grant and shall include a summary of the purpose, fiscal impact, terms and conditions, and a

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ATTACHMENT 2

SECTION: V. FINANCIAL AFFAIRS

Subsection: K. Construction Projects

April 2010 August 2011

justification as to why an amended Plan or notice could not be provided at the Board's next regularly scheduled meeting.

b. Institutions and agencies under the governance of the Board shall bring their Plan to the Board for review and approval at its regularly scheduled August meeting. The Plan shall span six fiscal years going forward starting at the fiscal year next. The Plan shall only include capital projects for which the cost is estimated to exceed one million dollars (\$1,000,000) without regard to the source of funding. Board approval of a Plan shall constitute notice to the Board that an institution or agency may bring a request at a later date for approval for planning and design for one or more of the projects in their approved plan.

c. If an institution or agency under the governance of the Board desires to begin the major project approval process, as set forth below, of a project not listed on its approved Plan, it shall first bring an amended plan to the Board for approval.

3. Major Project – Defined

"Major Project" is a capital project for which the total cost is estimated to exceed one million dollars (\$1,000,000), without regard to source of funding.

4. Design-Bid-Build Projects

a. Major Project Approvals - Planning and Design

Board approval is required before any institution or agency begins planning and design on a major project carried out under the traditional "design-bid-build" method. For design-bid-build projects, planning and design encompasses the preparation of architectural and engineering documents and associated budget and schedule information through the completion of the construction documents for bidding.

b. Major Project Approvals – Project Budget and Financing Plan

Board approval of a preliminary project budget and financing plan (including financial pro forma, debt/operating expenses ratio, pledges, strategic facilities fees, and other material financial information) is required for a project that has previously received approval for its planning and design. This level of approval may be requested concurrently with approval for construction.

c. Major Project Approvals – Final Approval – Construction

Board approval is required to proceed with the construction of a project that has received approval for its preliminary project budget and financing plan.

d. Major Project Approvals – Final Approval – Financing and Incurrence of Debt

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SECTION: V. FINANCIAL AFFAIRS

Subsection: K. Construction Projects

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Board approval for financing capital projects via the issuance of bonds, or incurrence of any other indebtedness, is required pursuant to Board policy V.F. for a project that has previously received approval for construction. (All other projects financed entirely without indebtedness do not need separate approval for financing.) The Board will not consider concurrent requests for approval for construction and financing for the same project. Therefore, institutions seeking approval for project financing must bring a request for said approval to a Board meeting subsequent to the meeting at which project construction is approved.

2. Project Approvals

~~Without regard to the source of funding, proposals by any institution, school or agency under the governance of the Board to make capital improvements, either in the form of renovation or addition to or demolition of existing facilities, when the cost of the project is estimated to be between three hundred fifty thousand dollars (\$350,000) and seven hundred fifty thousand dollars (\$750,000), must first be submitted to the executive director for review and approval. Without regard to the source of funding, proposals by any institution, school or agency under the governance of the Board to make capital improvements, either in the form of renovation or addition to or demolition of existing facilities or construction of new facilities, when the cost of the project is estimated to exceed seven hundred fifty thousand dollars (\$750,000), must first be submitted to the Board for its review and approval. Project cost must be detailed by major category (construction cost, architecture fees, contingency funds, and other). When a project is under the primary supervision of the Board of Regents or the Board and its institutions, school or agencies, a separate budget line for architects, engineers, or construction managers and engineering services must be identified for the project cost. Budgets for maintenance, repair, and upkeep of existing facilities must be submitted for Board review and approval as a part of the annual operating budget of the institution, school or agency.~~

5. Design-Build Projects

a. Major Project Approvals – Architect/Contractor Team

Board approval is required prior to going out for solicitation for an architect/contractor design-build team for a major project. A request for approval will include a project budget and financing plan (including, for example, financial pro forma, debt/operating expenses ratio, pledges, strategic facilities fees, and other material financial information).

b. Major Project Approvals – Financing and Incurrence of Debt

Board approval for financing capital projects via the issuance of bonds, or incurrence of any other indebtedness, is required pursuant to Board policy V.F. for a project

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which has previously received approval for awarding a contract to an architect/contractor team. (Projects financed entirely without indebtedness do not need separate approval for financing.) The Board will not consider concurrent requests for approval of design-build and financing for the same project. Therefore, institutions seeking approval for project financing must bring a request for said approval to a Board meeting subsequent to the meeting at which the design-build is approved.

36. Fiscal Revisions to Previously Approved Projects

If ~~the a~~ project budget increases above the approved amount, then the institution, ~~school,~~ or agency ~~may shall~~ be required to seek further authorization based on the limits established in Section 1., as follows:

Project Originally Authorized By	Original Project Cost	Cumulative Value of Change(s)	Aggregate Revised Project Cost	Change Authorized By
Local Agency	< \$350,000	Any	< \$350,000	Local Agency
Local Agency	< \$350,000	Any	\$350,000-\$750,000	Executive Director
Local Agency	< \$350,000	Any	> \$750,000	SBOE
Executive Director	\$350,000-\$750,000	<= \$250,000	<= \$500,000	Local Agency
Executive Director	\$350,000-\$750,000	Any	> \$750,000	SBOE
SBOE	> \$750,000	< \$350,000	Any	Local Agency
SBOE	> \$750,000	\$350,000-\$750,000	Any	Executive Director
SBOE	> \$750,000	> \$750,000	Any	SBOE

All modifications approved by the Executive Director shall be reported quarterly to the Board.

47. Project Acceptance

Projects under the supervision of the Department of Administration are accepted by the Department on behalf of the Board and the state of Idaho. Projects under the supervision of an institution, ~~school~~ or agency are accepted by the institution, ~~school~~ or agency and the project architect. Projects under the supervision of the University of Idaho are accepted by the University on behalf of the Board of Regents.

58. Statute and Code Compliance

- All projects must be in compliance with Section 504 of the Rehabilitation Act of 1973 and must provide access to all persons. All projects must be in compliance with applicable state and local building and life-safety codes and applicable local

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land-use regulations as provided in Chapter 41, Title 39, and Section 67-6528, Idaho Code.

- b. In designing and implementing construction projects, due consideration must be given to energy conservation and long-term maintenance and operation savings versus short-term capital costs.

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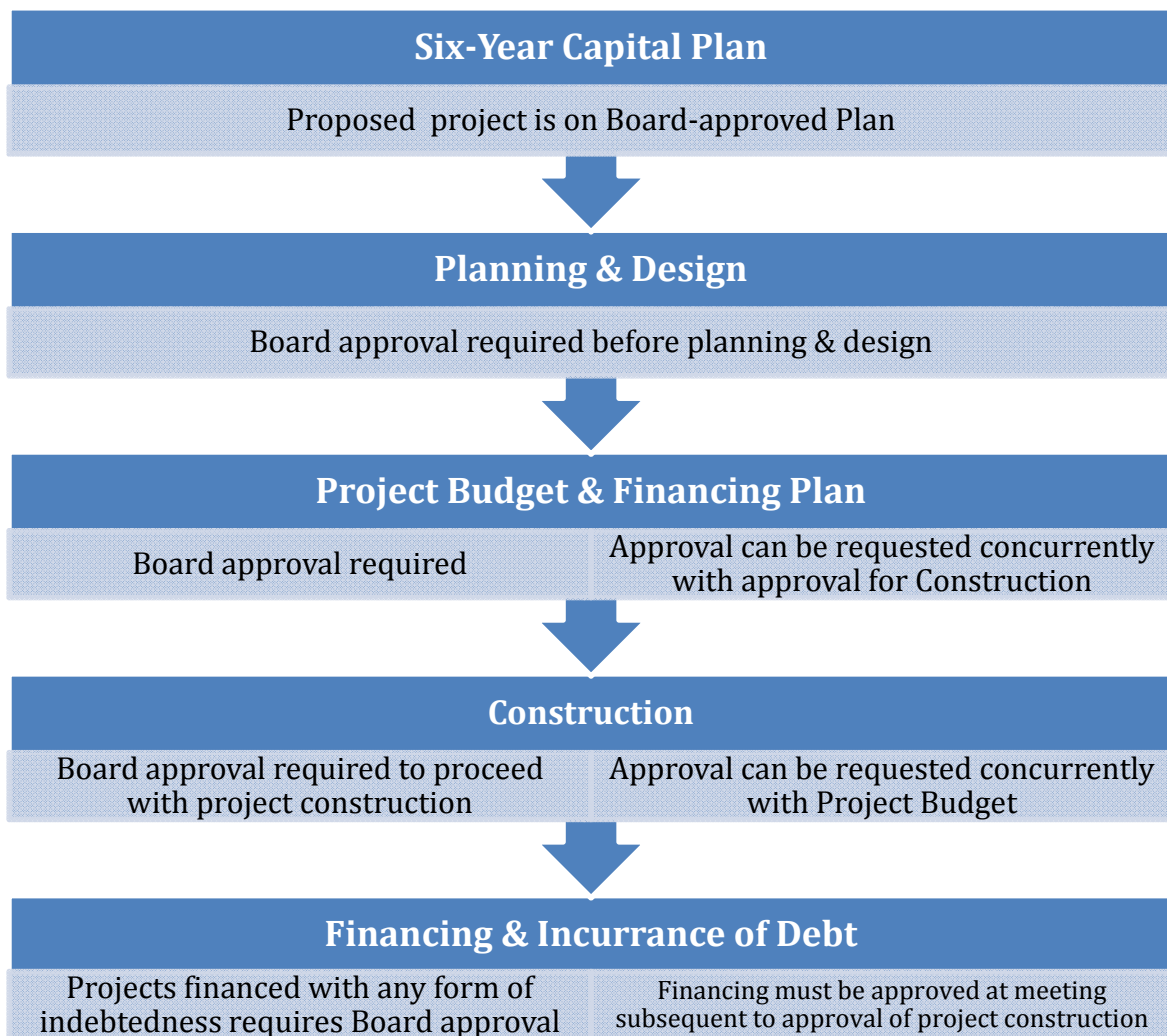
Idaho State Board of Education

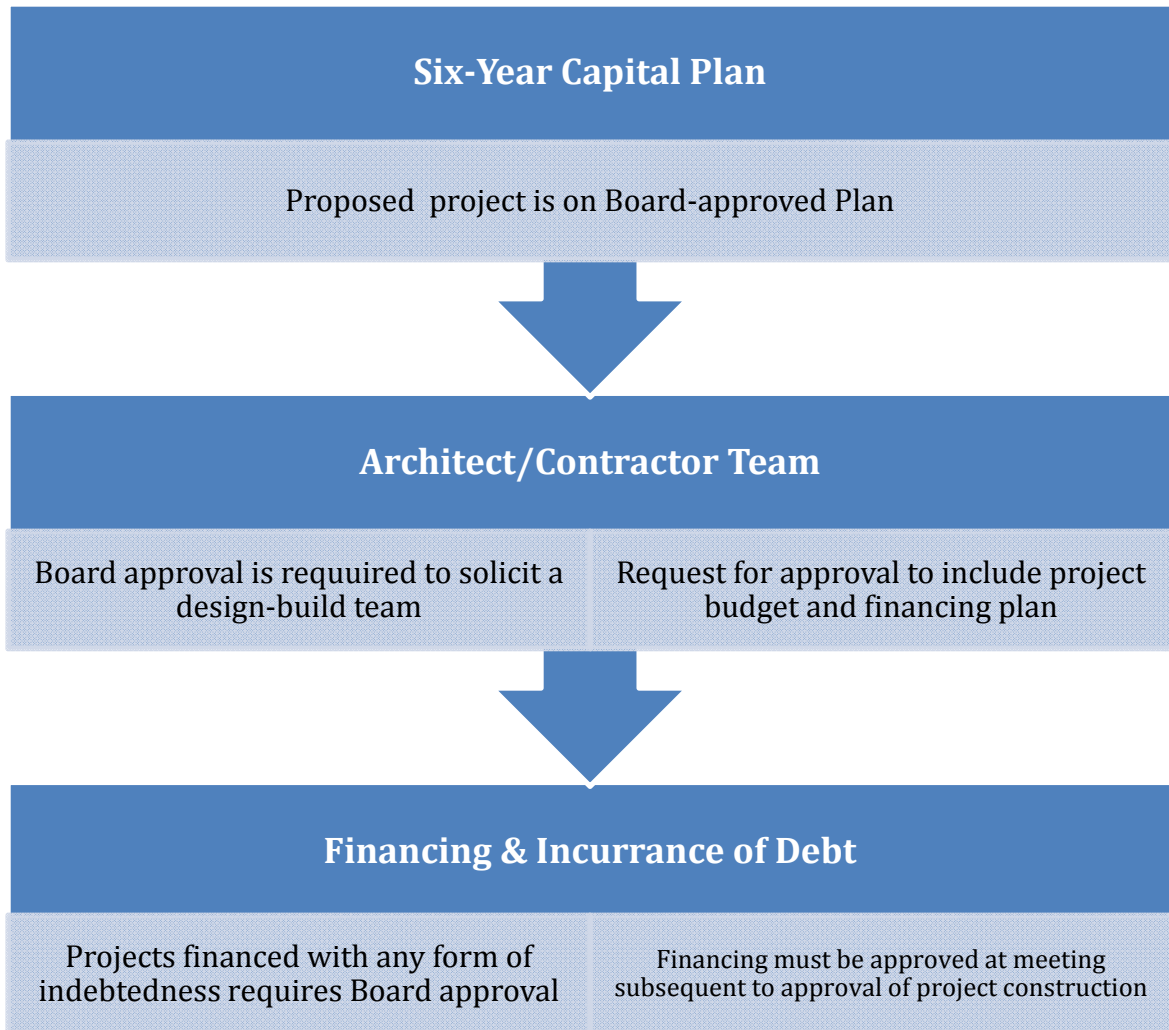
Construction Projects Approval Process for Institutions and Agencies

All planned major capital projects must be on an institution's or agency's Board-approved Six-Year Capital Construction Plan (except as otherwise provided). Major capital projects are those for which the cost is estimated to exceed \$1M (regardless of fund source).

There two project delivery methods: Design-Bid-Build and Design-Build. Board Policy V.K. establishes approval processes for these two methods as follows:

Design-Bid-Build



Design-Build

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

SUBJECT

FY 2013 Capital Budget Requests

APPLICABLE STATUTE, RULE, OR POLICY

Idaho State Board of Education Governing Policies & Procedures, Section V.B.8.c.

BACKGROUND/DISCUSSION

The capital projects request process is separate from the line item budget request process. The Permanent Building Fund Advisory Council (PBFAC), which is staffed by the Division of Public Works (DPW), has several major areas of focus: new, renovated or remodeled projects; Americans with Disabilities Act (ADA) projects; asbestos abatement/removal, and building demolition.

The annual capital project funding request process begins with DPW issuing a letter to agencies and institutions each spring requesting that they submit their project funding needs. DPW staff works with the agencies and institutions over the summer months to finalize requests. The State Board of Education also concurrently reviews and makes recommendation on major capital projects to PBFAC. DPW staff produces a fiscal year request notebook provided to PBFAC in early September. Agencies and institutions present their requests to PBFAC in early October; and at its November business meeting the Council reviews DPW staff funding recommendations and takes action on them. Between the October and November PBFAC meetings, DPW staff reviews the agency presentations and consults with agencies and institutions to clarify issues. DPW staff then goes through a process of deciding which projects should be funded and what the Permanent Building Fund (PBF) allocations should be for each requesting agency and institution. Also, in the month of October, the Division of Financial Management (DFM) informs DPW of the anticipated revenue amount for the fiscal year's funding. This sum is the basis for DPW staff's allocation recommendations which are presented to the PBFAC at its November meeting. Following the PBFAC's review and approval of its funding recommendations for the next fiscal year, DPW staff forwards those recommendations to DFM and the Legislative Services Office for inclusion in their respective budget publications. The Governor makes a recommendation regarding major capital projects to the Legislature. The Legislature appropriates funds to DPW for specific major capital projects and funding for general alterations and repairs, and other projects statewide.

In recent years the Board has not always chosen to prioritize or recommend new capital facilities to the PBFAC. Several times the Board has instead recommended that all funding efforts be directed primarily toward alterations & repairs, asbestos abatement, and other non-major capital items.

Institutions and agencies have prepared and submitted their FY 2013 capital budget requests to the Board office and DPW, as shown on Page 5.

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IMPACT

Only Board-approved major capital projects can be forwarded to the PBFAC. The PBFAC, Governor and Legislature will then be informed of the Board's emphasis based upon the priorities indicated (if any) at the Board's discretion.

In a previous agenda item, Board considered the revision of policy V.K. to require any institution or agency under the governance of the Board to include any project on the institution's or agency's six-year capital construction plan before it solicits or accepts a gift or grant in support of a specific major project. The policy requires institutions and agencies to bring their six-year plan to the Board for review and approval at its regularly scheduled August meeting. The plan shall span six fiscal years going forward starting at the fiscal year next. The plan shall only include capital projects for which the cost is estimated to exceed one million dollars (\$1,000,000) without regard to the source of funding. Board approval of a plan shall constitute notice to the Board that an institution or agency may bring a request at a later date for approval for planning and design for one or more of the projects in their approved plan.

In anticipation of passage of the second reading of Board policy V.K., the six-year capital construction plans are included in this agenda for Board approval.

ATTACHMENTS

Attachment 1-FY13 Major Capital Request Summary	Page 5
Attachment 2-Boise State University Six-year Plan	Page 7
Attachment 3-Idaho State University Six-year Plan	Page 8
Attachment 4-University of Idaho Six-year Plan	Page 9
Attachment 5-Lewis-Clark State College Six-year Plan	Page 10
Attachment 6-Eastern Idaho Technical College	Page 11
Attachment 7-Capital Project Summaries for agencies & institutions	Page 13

STAFF COMMENTS AND RECOMMENDATIONS

Projects listed on the following schedule have been prioritized by each institution or agency. Many of these projects were included in the FY 2012 institution request list.

The Board may recommend some or all of the projects to the Permanent Building Fund Advisory Council for consideration at its October 2011 meeting, or recommend no major capital funding for FY 2013 and have the PBFAC concentrate on alterations and repairs and other non-major capital projects. Previous discussions of the Board have concluded that a project's past ranking on any list should not influence future decisions about where that project should be ranked.

Another option available to the Board is to recommend a portion of a project or projects, for planning and design in FY 2013.

BUSINESS AFFAIRS AND HUMAN RESOURCES
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The community colleges' six-year capital construction plans are not included because those projects are approved by their local boards.

BOARD ACTION

I move to recommend to the Permanent Building Fund Advisory Council the major capital projects on page 5 for consideration in the FY 2013 budget process.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

OR

I move to recommend to the Permanent Building Fund Advisory Council the following major capital project(s), in priority order, for consideration in the FY 2013 budget process.

- | | | |
|----|-------|-----------------------------|
| 1. | _____ | [select from Tab 4, Page 5] |
| 2. | _____ | " |
| 3. | _____ | " |
| 4. | _____ | " |

Moved by _____ Seconded by _____ Carried Yes _____ No _____

OR

I move to recommend no major capital funding for FY 2011 and have the Permanent Building Fund Advisory Council concentrate upon Alterations and Repairs and other non-major projects.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

AND

I move to approve the six-year capital construction plans for Boise State University, Idaho State University, University of Idaho, Lewis-Clark State College, and Eastern Idaho Technical College.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

State Board of Education
FY13 Major Capital Request Summary
(\$ in 000's)

Board Priority	Institution/Agency & Project	Detail Page	Total Project Cost		FY 2013 Request
			Perm. Building Fund	Total Funds	
1	Boise State University				
2	1 Institute for Arts & Humanities Building	13	1,800.0	1,800.0	1,800.0
3	2 College of Business & Economics Building Renovation	16	9,000.0	9,000.0	9,000.0
4	3 Science Research Building - Planning and Design	19	1,200.0	62,000.0	500.0
5	Idaho State University				
6	1 Remodel basement of Education building	23	1,300.0	1,300.0	1,300.0
7	2 Beckley Nursing Asbestos Mitigation	24	1,100.0	1,100.0	1,100.0
8	3 Develop Cadaver Lab at ISU-Meridian Facility	25	1,500.0	1,500.0	1,500.0
9	4 Interior Notification System, Phase 4	26	1,400.0	1,400.0	1,400.0
10	5 Eli Oboler Library	27	6,000.0	6,000.0	6,000.0
11	University of Idaho				
12	1 Northern Idaho Collaborative Education Facility (UI, LCSC,	29	21,000.0	21,000.0	20,579.2
13	2 Science & New Technologies Lab/Research/Education	35	15,000.0	52,408.5	1,000.0
14	Lewis-Clark State College				
15	1 Northern Idaho Collaborative Educ. Facility (see above)	29			
16	2 Upgrade Fine Arts Building	43	1,700.0	1,900.0	1,500.0
17	College of Western Idaho				
18	1 New Academic Building/Nampa Campus	45	23,175.0	23,175.0	23,175.0
19	2 Nampa Campus Master Plan (Phase II)	46	210.0	210.0	210.0
20	North Idaho College				
21	1 Northern Idaho Collaborative Educ. Facility (see above)	29			
22					
23	Total		\$ 84,385.0	\$ 182,793.5	\$ 69,064.2

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Set C

SIX YEAR CAPITAL IMPROVEMENT PLAN

FY 2013 THROUGH FY 2018

(\$ in 000's)

Institution: Boise State University																					
			FY2013			FY2014			FY2015			FY2016			FY2017			FY2018			
	Est.	Prev.																			
	Cost	Fund.	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	
Arts and Humanities Institute - Planning and Prelim. Design	1,800		1,800		1,800																
Former Business Building Renewal and Renovation	9,000		9,000		9,000																
Science & Research Building (2nd of 4 building science complex) Design and Construction	62,700		1,200		1,200	30,000	31,500	61,500													
Math/Geo Building Renovation	5,800			5,800	5,800																
Arts and Humanities Institute - Design and Construction	40,000					40,000		40,000													
Alumni Center (comprehensive campaign)	8,000						8,000	8,000													
Parking structure (1500 space @ 16,000)	24,000											24,000		24,000							
Health Sciences Building	30,500								30,500		30,500										
Administrative Services Building	23,000											1,000		1,000	22,000		22,000				
Bronco stadium expansion and improvements	28,000									28,000	28,000			0							
Science & Research Building (3rd of 4 building science complex)	70,600											600		600	35,000	35,000	70,000				0
New student housing (900 beds @\$40,000)	36,000																	36,000			36,000
	376,400	0	12,000	5,800	17,800	70,000	39,500	109,500	30,500	28,000	58,500	25,600	0	25,600	57,000	35,000	92,000	36,000	0		36,000
Other, not currently scheduled priorities																					
YFRP phase 2 (KBSU production) and site improvements	3,000																				
Special Events Center Upgrade	3,000																				
Science building Improvements for Research	6,000																				
Downtown Partnership Developments	not defined																				
Potential West of Capitol Partnership Development'	not defined																				
Demo facilities vacated by CWI (Applied and Mech Tech Bldgs)	2,200																				
Develop recreation fields and campus quad spaces	3,200																				
Construction Management building	2,500																				
	16,900																				

DPW FY 2013 Request

Capital Improvement Budget Request FY 2013

Location	Description	Budget	Priority	Running Total
College of Education	Remodel basement	1,300,000	1	1,300,000
Beckley Nursing	Asbestos mitigation, replace ceiling system and lights	1,100,000	2	2,400,000
ISU Meridian	Add Cadaver Room	1,500,000	3	3,900,000
Pocatello - various	Campus wide -- Internal Notification System	1,400,000	4	5,300,000
Oboler Library	Replace HVAC/duct work, ceiling, seismic compliance	6,000,000	5	11,300,000

Six Year Capital Improvement Budget Request

Description	FY 2013 \$*	FY 2014 \$*	FY 2015 \$*	FY 2016 \$*	FY 2017 \$*	FY 2017 \$*
College of Education -- Remodel basement	1,300,000					
Beckley Nursing -- Asbestos mitigation, replace ceiling system and lights	1,100,000					
ISU Meridian -- Add Cadaver Room	1,500,000					
Campus wide -- Internal Notification System	1,400,000					
Oboler Library -- Replace HVAC/duct work, ceiling, seismic compliance	6,000,000					
Complete renovation ISU-Meridian, Phase 3		12,420,000				
Remodel LEL second floor for additional labs		1,050,000				
Campus housing renovations and remodeling		10,000,000				
New Museum of Natural History			22,444,000			
Engineering Research Complex Renovation, Phase 3			2,036,000			
Renovation/Addition of Life Sciences				40,885,920		
Reroute campus traffic					8,000,000	
Addition to Beckley Nursing						14,208,000
Addition to College of Engineering						12,000,000
Renovation of College of Business -- front entry						1,300,000
	11,300,000	23,470,000	24,480,000	40,885,920	8,000,000	27,508,000

Note: * FF&E not included

SET C: SIX YEAR CAPITAL IMPROVEMENT PLAN (Major Capital Projects)
FY 2013 THROUGH FY 2018
(\$ in 000's)

Institution: University of Idaho

Project Title	Est. Cost	Prev. Fund.	FY 2013			FY 2014			FY 2015			FY 2016			FY 2017			FY 2018		
			PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total	PBF	Other	Total
ESCO Energy Savings and Infrastructure Improvements	37,000	37,000	In Const. as of 1 Jul 11																	
ASUI Kibbie Dome Life Safety	23,000	23,000	In Const. as of 1 Jul 11																	
ASUI Kibbie Seating Enhancements and Media/Event Ops Box	5,310	5,310	In Const. as of 1 Jul 11																	
Dan O'Brien Track and Field Complex Improvements	2,500	2,500	In Const. as of 1 Jul 11																	
Northern Idaho Collaborative Education Facility	21,000	421	20,579		20,579															
Science & New Technologies Laboratory / Interdisciplinary Research & Education Facility (Planning & Pre-Design) #	52,408	0	1,000		1,000	2,000	9,352	11,352	2,000	9,352	11,352	5,000	9,352	14,352	5,000	9,352	14,352			
Idaho Law Learning Center, Boise *	7,500	1,500	5,000	1,000	7,500															
Administration Building HVAC System Improvements DPW 12-252 (FY2012 PBF A&R Category)	984	0	984	0	984															
Niccolls Building HVAC System Improvements DPW 12-253 (FY2012 PBF A&R Category)	766	0	766	0	766															
Niccolls Building Renovations & Improvements #	1,300	0	0	1,300	1,300															
Idaho Nat'l Center for Livestock and Environmental Studies (INCLES)	35,000	0				0	35,000	35,000												
Wallace Residence Center Improvements	20,000	0							0	20,000	20,000									
Brink / Phinney Renovations	25,000	0										0	25,000	25,000						
Research Infrastructure Improvements	20,000	0													0	20,000	20,000			
Science & New Technologies Laboratory / Interdisciplinary Research & Education Facility, Phase 2	37,000	0																0	37,000	37,000
VAC Build-out / Renovations (Kibbie Element IV) #	12,000	0																		
CLASS Suite Renovations, Admin Bldg #	500	0																		
Hartung Theatre Improvements #	2,500	0																		
Journalism and Mass Media Lab Improvements, Admin Bldg #	250	0																		
Art & Architecture Interdisciplinary Studio Facility #	3,500	0																		
CBE Trading Room Expansion #	500	0																		
CALS Labs, Classroom & RE Improvements #	2,000	0																		
CNR Building Improvements #	6,500	0																		
College of Engineering Teaching and Research Lab Imp #	4,400	0																		
Coll. of Law Expansion & Improvements, Moscow & Boise #	7,000	0																		
Chemistry & Physics Lab Improvements #	2,000	0																		
Alumni Center #	13,300	0																		
Library Learning Commons, Phase 1 #	1,000	0																		
Campus Improvements and Wayfinding #	3,200	0																		
	160,650	69,731	28,329	2,300	32,129	2,000	44,352	46,352	2,000	29,352	31,352	5,000	34,352	39,352	5,000	29,352	34,352	0	37,000	37,000

S:\Facilities\Capital\Planning\Capital Budget\FY 13 State Request\Six Year Plan (Set C)\FY 2013 Six Year Plan.*

* PBF Request is under auspices of Department of Administration

Project is a component of the current Capital Project Development Campaign. Project schedule is TBD and dependent upon fundraising success.

**CAPITAL BUDGET REQUEST
SIX-YEAR PLAN FY 2013 THROUGH FY 2018
CAPITAL IMPROVEMENTS**

AGENCY: **Lewis-Clark State College**

PROJECT DESCRIPTION/LOCATION	FY 2013 \$	FY 2014 \$	FY 2015 \$	FY 2016 \$	FY 2017 \$	FY 2018 \$
North Idaho Collaborative Education Facility*	[See UI]					
Upgrade Fine Arts Bldg	\$1,700,000					
Upgrade Administration Bldg		\$2,000,000				
Upgrade Spalding Hall			\$3,000,000			
Upgrade Sam Glenn Complex				\$2,000,000		
Replace International Programs Bldg					\$1,500,000	
Upgrade Talkington Hall						\$2,000,000
TOTAL	\$1,700,000	\$2,000,000	\$3,000,000	\$2,000,000	\$1,500,000	\$2,000,000

***Note:** NICEF is a joint LCSC-UI-NIC request for a shared facility in Coeur D'Alene. The funding request (\$21M total cost) is included in the University of Idaho's PBF request, on behalf of all three institutions.

Agency Head Signature: 

Date: 6-29-11

CAPITAL BUDGET REQUEST SIX-YEAR PLAN FY 2013 THROUGH FY 2018 CAPITAL IMPROVEMENTS

AGENCY: EASTERN IDAHO TECHNICAL COLLEGE

PROJECT DESCRIPTION/LOCATION	FY 2013 \$	FY 2014 \$	FY 2015 \$	FY 2016 \$	FY 2017 \$	FY 2018 \$
New construction - Energy System Technology Building			\$4.5 M			
Expanded Construction - Phase 2 of Health Care Education Building				\$5.5 M		
				\$300 K		
New Construction – Additional Parking Lot to Support Health Care Education Building						
TOTAL			\$4.5 M	\$5.8 M		

Agency Head Signature: _____

Date: _____

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SET A
PROJECT SUMMARY
FY2013

Date Approved by State Board of Education: August 2010: Set A request

1. PROJECT DESCRIPTION AND JUSTIFICATION

The new Arts and Humanities Institute (AHI) building will likely be sited on the West edge of campus along Capitol Blvd. This siting is consistent with the 2005 Campus Master Plan. It is envisioned that, the AHI building, together with the new COBE building, will create a significant gateway to the campus.

A group of faculty members has developed the strategic plan and preliminary list of necessary and possible functions for AHI. In brief, the core mission of the IAH building will be to provide physical space for advancing academic research and creative activity in the arts and humanities and to cultivate appreciation of the same in the broader community. An outcome of the strategic planning exercise will be a determination as to what entities within the university will be brought together in this building so as to best facilitate research in the humanities and creative activity in the arts.

Funding is requested for the conceptual groundwork through design development for planning the new building, including (i) a comprehensive programming study that will determine the sizes and types of spaces that are needed to best support the arts and humanities and (ii) siting studies that will determine which spatial proximities and adjacencies would be the most strategically valuable and that will assess the technical feasibility of building at potential site locations, (iii) architectural plans through schematic and design development phases with associated cost estimating and project budget development.

The result of this planning effort will be a complete analysis and building program with design development documents, including estimates of construction costs for the project.

2. PROJECT COMPONENTS

The project will construct a new facility at the western edge of the campus. The facility will house the Arts and Humanities Institute. Preliminary planning activities have tentatively identified the following that will be supported by the AHI:

- Exploration: computer laboratories, conference rooms, and libraries for study and research; studio space for creative practices.
- Innovation: multiple-use spaces and laboratories containing new technologies will facilitate inventive and cross-disciplinary projects.
- Presentation: lecture hall, demonstration spaces, and workshop facilities for university faculty members and visiting scholars/artists to present their work.
- Exhibition: art and other museum spaces as permanent and rotating venues; archival space for research and project-related documents, books, and digital information.
- Performance: studios, rehearsal rooms, recital spaces as laboratories and showcases for new musical compositions, emerging choreography, staged readings, and performance art.

3. ALTERNATIVES

Major building efforts at Boise State are supporting the sciences, engineering, and most recently business and economics. Those efforts greatly facilitate scholarly activity in those fields and are an important way to focus community attention. By constructing a new structure for the arts and humanities, we will do the same: we will greatly facilitate research and creative activity in the arts and humanities and we will focus community attention. In addition, we will create a gateway to the university containing entities that are closely related to those of the nearby downtown.

It would be possible to renovate existing campus structures to house the IAH, however, to do so would not create the emphasis and focus that the campus seeks to bring to these important disciplines.

4. VACATED SPACES

In addition to providing up to date space for the uses described above, the new building would permit departments to vacate some space currently occupied in other campus buildings. These spaces would be made available to meet the critical classroom and faculty office space needs of the other departments. Because planning is in the early stages, the precise amount of space to be vacated is not defined.

OFFICE OF THE STATE BOARD OF EDUCATION

SET A PROJECT SUMMARY FY2013

Project Title: **Planning, Design and Construction** for Renovation and Repurposing of College of Business and Economics Building
Boise Campus

Institution/Agency: Boise State University

Brief Description: The existing Business Building is nearly forty years old and the College of Business and Economics will move to newly constructed facilities by Fall of 2012, making a large portion of this facility available for other pressing campus needs. In order to effectively plan for these needs a variety of planning and programming activities are needed. These include – structural evaluation, systems renewal needs (HVAC, plumbing, electrical, IT etc), energy efficiency improvements, space programming to determine best highest use for reassignment, and modernization of classroom and office space. These studies will form the basis for development of a comprehensive re-use and renovation strategy.

Project Scope: 45,500 NASF 70,000 GSF

Estimated Total Cost: \$9,000,000

Date Approved by State Board of Education: August 2010 – Set A request for planning studies

Source of Construction Funds (by fund source and amount):

Total Project Cost

<u>Fund Source</u>	<u>Amount</u>
Permanent Building Fund	\$9,000,000

Previous Appropriations

<u>Fund Source</u>	<u>Amount</u>
N/A	N/A

Budget Year Request

<u>Fund Source</u>	<u>Amount</u>
Permanent Building Fund	\$9,000,000

1. PROJECT DESCRIPTION AND JUSTIFICATION

The Business Building is centrally located on the main quad of the Boise campus. While the facility needs significant renovation and renewal of systems, its central location make it a particularly important asset for the campus. A variety of reuse scenarios have been considered including consolidation of the College of SSPA or improvement of the existing facility for additional general assignment classrooms and faculty office space. These uses are consistent with the 2005 Campus Master Plan.

In order to effectively evaluate and plan for this reuse, detailed studies will need to be undertaken. These studies will include the space program evaluation to develop the most strategically valuable space reassignment strategy. Technical studies evaluating the buildings structure, especially as it relates to current code requirements and other structural improvements, are also needed. Preliminary evaluation of building systems has been completed and a significant portion of the requested funding will support the renewal of the mechanical systems.

In addition, modern high quality classroom and office uses require access to daylight; it is anticipated that needed building shell improvements including the addition of glazing will be a major cost component.

Completion of these studies and detailed design will allow realistic renovation scenarios and associated estimates for the project to be developed. It is anticipated that, if necessary, major portions of the work could be implemented in a phased construction approach.

2. PROJECT COMPONENTS

The project will renovate for the aging facility for modern classroom and office use. The renovated building will support graduate and undergraduate academic programs in a variety of disciplines, and promote interdisciplinary research.

3. ALTERNATIVES

Renovation is the primary approach for the building. A range of project scopes can be developed in the study phase to determine the most cost effective approach. The building was recently surveyed as part of a campus-wide facility assessment; approximately \$6 million of building renewal needs were identified. This cost would preserve the building in its current outmoded condition; additional expenditures will be needed to make the facility useful for current instructional purposes.

4. VACATED SPACES

The reassignment of the space in this building would permit departments to vacate some space currently occupied in other campus buildings. These vacated spaces would be made available to meet other critical classroom and faculty office space needs of the other growing departments such as English, History, Education and others. Because planning is in the early stages, the precise amount of space to be vacated is not defined. The expansion and relocation of these departments into vacated spaces in the historic center of campus is consistent with the Master Plan, which calls for that area to become a center for liberal arts education and research.

OFFICE OF THE STATE BOARD OF EDUCATION

SET A PROJECT SUMMARY FY2013

Project Title: **Planning and Design** for Science Research Building
Boise Campus

Institution/Agency: Boise State University

Brief Description: Boise State University's Master Plan outlines the growth in the Southeast expansion area of science and engineering facilities supporting the Strategic Plan. The requested funds will pay for preliminary planning and design of the second of four new science buildings currently envisioned. Intermediate level planning to insure the coordination of this building with the final build out of the science and engineering area will also be incorporated.

Project Scope: 60,000 **NASF** 100,000 **GSF**

Estimated Total Cost: \$62,000,000

Date Approved by State Board of Education: August 2008 – Set A Request

Source of Construction Funds (by fund source and amount):

Total Project Cost

Previous Appropriations

<u>Fund Source</u>	<u>Amount</u>
N/A	N/A

<u>Fund Source</u>	<u>Budget Year Request</u>	<u>Amount</u>
Permanent Building Fund		\$1,200,000

1. PROJECT DESCRIPTION AND JUSTIFICATION

The proposed building will be the second of a new four-building science and engineering complex in the southeast expansion zone. The first of these projects, Environmental Research building, was recently completed.

Consistent with the 2005 Campus Master Plan, the new science research building will be part of a science and engineering complex designed to promote interdisciplinary research, education, and outreach. Each building of the complex will include science and engineering laboratories and facilities appropriate to specific interdisciplinary topic areas, with departmental culture preserved in office clusters. The buildings will be planned to promote collaboration between scientists and engineers on important research problems. Laboratories and work areas will be an open design with state-of-the-art flexibility to permit rapid and inexpensive reconfiguration in response to changes in research participants, project needs, and extramural funding.

Current thinking is that this second new building will focus on biomolecular science. Portions of the following existing departments will be included: Biology, Chemistry, Physics, Materials Science Engineering, Electrical and Computer Engineering and Computer Science. Collaborative areas of research will include molecular biology, biochemistry, biophysics, biomaterials and bioinformatics. Boise State's new PhD in Biomolecular Science will be centered in this building. In addition to planning the building, the future relationships and interactions of all science and engineering departments will be examined to determine the optimum set of adjacencies in the four building complex. This planning will help insure that decisions regarding the particular building design will support the holistic vision put forth in the Master Plan of an integrated science and engineering complex.

2. PROJECT COMPONENTS

This proposed facility blends academic and research units from Biology, Chemistry, Physics, Materials Science Engineering, Electrical and Computer Engineering and Computer Science. The new building will support graduate and undergraduate academic programs in these disciplines, and promote interdisciplinary research. Program elements for this project include core research facilities such as vivarium functions, protein sequence analysis, teaching and research laboratories, faculty offices, offices for lab technicians, administrative and staff offices, and office space for graduate students.

3. ALTERNATIVES

Modular facilities could possibly be utilized to provide additional research, classrooms and offices, but the use of these temporary structures are expensive and only meet the short-term needs for the institution. It would not be prudent to utilize modular buildings for research or class laboratory space. The University has purchased land in the expansion zone to accommodate this new facility. Investing in temporary modulars would not be cost effective nor would it meet academic and research needs.

4. VACATED SPACES

In addition to providing up-to-date laboratory, classroom, and office space for several academic departments, this project would permit departments to vacate some space currently occupied in other campus buildings. These spaces would be made available to meet the critical classroom and faculty office space needs of the other growing departments such as English, History, Education and others. Because planning is in the early stages, the precise amount of space to be vacated is not defined. The expansion and relocation of these departments into vacated spaces in the historic center of campus is consistent with the Master Plan, which calls for that area to become a center for liberal arts education and research.

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CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: Idaho State University

AGENCY PROJECT PRIORITY: 1

PROJECT DESCRIPTION/LOCATION: Remodel basement of College of Education

CONTACT PERSON: Joseph Han

TELEPHONE: 208-282-4229

PROJECT JUSTIFICATION:

Concisely describe what the project is.

Remodel basement of College of Education converting television studio office, workshops, and technical labs to accommodate academic program growth requiring additional offices and classrooms.

What is the existing program and how will it be improved?

Faculty and staff are sharing limited and substandard space. Additional classrooms are needed to accommodate College of Education classes and campus wide need for larger classrooms.

What will be the impact on your operating budget?

This project does not add square feet of functional space and will have slight additions to the operational maintenance and custodial budget.

What are the consequences if this project is not funded?

Faculty and staff will continue to occupy a substandard environment.

College of Education classes will continue to be scattered around campus to accommodate shortage of classrooms. Program growth will be limited by inadequate quality and quantity of space.

ESTIMATED BUDGET:

Land	\$	
A/E fees	\$	100,000
Construction	\$	1,125,000
5% Contingency	\$	70,000
F F & E	\$	0
Other	\$	
Total	\$	1,300,000

FUNDING:

PBF	\$	1,300,000
General Account	\$	
Agency Funds	\$	
Federal Funds	\$	
Other	\$	
Total	\$	1,300,000

Agency Head Signature: _____

Date: _____

CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: Idaho State University

AGENCY PROJECT PRIORITY: 2

PROJECT DESCRIPTION/LOCATION: Beckley Nursing Asbestos Mitigation

CONTACT PERSON: Joseph Han

TELEPHONE: 208-282-4229

PROJECT JUSTIFICATION:

Concisely describe what the project is.

This project will mitigate the asbestos in the building, with emphasis on the open plenum supply design ceiling system. The work will require asbestos mitigation and the replacement of flooring, ceilings, and other materials removed or impacted by asbestos abatement. This project will also provide for renovation of office and classroom spaces within Beckley Nursing.

What is the existing program and how will it be improved?

Health and safety of building occupants and maintenance personnel. Even simple tasks of replacing ceiling tiles or replacing light bulbs can pose risks to staff.

What will be the impact on your operating budget?

This project does not add square feet of functional space but will require agency to provide funding for temporary moves to accommodate the mitigating and related construction work.

What are the consequences if this project is not funded?

At this time, any maintenance work on lighting or ceiling panels required asbestos monitoring, which adds labor costs and delays in service response time. Additionally, some tasks are impossible to complete within the ceiling plenum. Finally, should there be some significant roof repairs, the building may need to be evacuated. If the required roof work takes place during the academic year, the disruptions to classes and labs would be intolerable.

ESTIMATED BUDGET:

Land	\$	
A/E fees	\$	40,000
Construction	\$	1,000,000
5% Contingency	\$	60,000
F F & E	\$	0
Other	\$	
Total	\$	1,100,000

FUNDING:

PBF	\$	1,100,000
General Account	\$	
Agency Funds	\$	
Federal Funds	\$	
Other	\$	
Total	\$	1,100,000

Agency Head Signature: _____

Date: _____

CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: Idaho State University

AGENCY PROJECT PRIORITY: 3

PROJECT DESCRIPTION/LOCATION: Develop Cadaver Lab at ISU-Meridian Facility

CONTACT PERSON: Joseph Han

TELEPHONE: 208-282-4229

PROJECT JUSTIFICATION:

Concisely describe what the project is.

Idaho State University proposes to develop a Gross Anatomy Laboratory (Cadaver Lab) at our Meridian facility.

What is the existing program and how will it be improved?

Gross anatomy is a foundational science required of the majority of our health-related professional programs. A laboratory equipped with a sufficient supply of cadaver's to support graduate level instruction and research in gross anatomy for our current programs (Physician Assistant Studies) and our programs planned for the future (Physical Therapy and Dentistry). This facility is critical to maintain equity between our Pocatello and Meridian programs. Students in Pocatello have access to a cadaver facility; Meridian students do not. No other cadaver facility exists in the Treasure Valley that is adequate to meet our program needs.

What will be the impact on your operating budget?

No staffing is involved. Space for the lab is available in our Meridian facility. Increase in functional space will require additional operating costs as well as occupancy costs.

What are the consequences if this project is not funded?

Our Meridian-based students do not have access to the same graduate level gross anatomy instruction as our Pocatello students. Our accreditation standards require that we offer comparable instruction irrespective of the location of the students.

ESTIMATED BUDGET:		FUNDING:	
Land	\$	PBF	\$ 1,500,000
A/E fees	\$ 90,000	General Account	\$
Construction	\$ 1,320,000	Agency Funds	\$
5% Contingency	\$ 90,000	Federal Funds	\$
F F & E	\$ 0	Other	\$
Other	\$		\$
Total	\$ 1,500,000	Total	\$ 1,500,000

Agency Head Signature: _____

Date: _____

CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: Idaho State University

AGENCY PROJECT PRIORITY: 4

PROJECT DESCRIPTION/LOCATION: Interior Notification System, Phase 4

CONTACT PERSON: Joseph Han

TELEPHONE: 208-282-4229

PROJECT JUSTIFICATION:

Concisely describe what the project is.

This project completes the interior notification systems for 37 remaining buildings.

What is the existing program and how will it be improved?

Currently the 37 building are without an internal emergency notification system. In case of an emergency, occupants may not receive timely instructions.

What will be the impact on your operating budget?

Increase in costs to maintain and service the installed system, plus costs associated with routine tests and future replacement costs.

What are the consequences if this project is not funded?

In case of an emergency, occupants may not receive timely instructions.

ESTIMATED BUDGET:		FUNDING:	
Land	\$	PBF	\$ 1,400,000
A/E fees	\$ 80,000	General Account	\$
Construction	\$ 1,280,000	Agency Funds	\$
5% Contingency	\$ 40,000	Federal Funds	\$
F F & E	\$ 0	Other	\$
Other	\$		\$
Total	\$ 1,400,000	Total	\$ 1,400,000

Agency Head Signature: _____

Date: _____

CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: Idaho State University

AGENCY PROJECT PRIORITY: 5

PROJECT DESCRIPTION/LOCATION: Eli Oboler Library

CONTACT PERSON: Steven Fuger

TELEPHONE: 208-282-4002

PROJECT JUSTIFICATION:

Concisely describe what the project is. This project will remove the deteriorating fiberboard air ducting system, and replace it with an insulated steel duct system. This project will also address all seismic needs within the ceiling system and book stacks throughout the Library.

What is the existing program and how will it be improved?

The existing fiberboard ducting is actively degrading, with resulting ductwork particulates being spread throughout the library. All surfaces within the Library, including the ceiling, are coated with deteriorated ducting material. This project will remove the existing ceiling and lighting systems, remove all fiberboard ducting, address all seismic issues with the ceiling and lighting system, and with the book stacks throughout the Library. New insulated steel ducting, ceiling systems, and lighting will be installed.

What will be the impact on your operating budget?

The maintenance budget will be relieved in several areas as less custodial effort will be required to clean the Library, and repair work to deteriorating ductwork will no longer need to occur.

What are the consequences if this project is not funded?

Ductwork will continue to degrade and contaminate the interior of the Library. Additional efforts will continue to be expended in an attempt to clean the library.

ESTIMATED BUDGET:

Land	\$	
A/E fees	\$	720,000
Construction	\$	5,016,000
5% Contingency	\$	264,000
F F & E	\$	0
Other	\$	
Total	\$	6,000,000

FUNDING:

PBF	\$	6,000,000
General Account	\$	
Agency Funds	\$	
Federal Funds	\$	
Other	\$	
Total	\$	6,000,000

Agency Head Signature: _____

Date: _____

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OFFICE OF THE STATE BOARD OF EDUCATION

SET A

PROJECT SUMMARY

Project Title: Northern Idaho Collaborative Education Facility

Institution/Agency: North Idaho College, Lewis Clark State College, University of Idaho

Brief Description:

North Idaho College, Lewis Clark State College, and the University of Idaho envision the creation of an education corridor in Coeur d'Alene stretching along the banks of the Spokane River and adjacent to North Idaho College. Higher Education programmatic growth in the Coeur d'Alene area will be concentrated in this education corridor. Additional facilities and resources are needed to service the growing population and the corresponding demand for access to higher education programs and content. The collaboration potential afforded by co-location of three institutions of higher education in this proposed facility will provide increased access and higher education opportunities for students of all levels in the area.

Project Scope:

	NASF	GSF
Building size:	~60,000	~80,000
Site and utility infrastructure		
Furnishings, Fixtures and Equipment		
All project fees and related expenses		

Estimated Total Cost: \$21,000,000

Date Approved by State Board of Education:

First request, July 2006 *(Note: As the Northern Idaho Classroom and Office Facility)*
Second request, July 2007
Third request, July 2008
Fourth request, July 2009
Fifth request, July 2010
Sixth Request, July 2011

Source of Construction Funds (by fund source and amount):

<u>Fund Source</u>	<u>Total Project Cost</u>	<u>Amount</u>
Permanent Building Fund		\$21,000,000
	Total:	\$21,000,000

<u>Fund Source</u>	<u>Previous Appropriations</u>	<u>Amount</u>
Permanent Building Fund (FY 09)		\$420,800

<u>Fund Source</u>	<u>Budget Year Request</u>	<u>Amount</u>
Permanent Building Fund		\$20,579,200

1. PROJECT DESCRIPTION AND JUSTIFICATION

North Idaho College, Lewis Clark State College, and the University of Idaho propose a collaborative facility housing units of each institution to be located on property owned by the North Idaho College Foundation and leased to North Idaho College. Such a collaborative facility will allow North Idaho College, Lewis Clark State College, and the University of Idaho to consolidate programs located in various facilities at one location and better serve the citizens of the area, each institution in accordance with the corresponding role and mission statements. The proximity of this location to North Idaho College is of an advantage as it provides the ability and opportunity to leverage the existing facilities of North Idaho College and to develop collaborative joint programs with North Idaho College faculty and staff.

2. PROJECT COMPONENTS

This facility will be approximately 80,000 square feet and will house classrooms and faculty and staff offices, along with ancillary support spaces. The preliminary cost estimate for the building is \$21,000,000. The State provided \$420,800 in FY09 funding to the University of Idaho to support initial programming and pre-design work. The initial programming and pre-design phase is currently in progress.

Work products from this pre-design phase will include detailed program definition, site analysis and feasibility review, infrastructure needs and impacts, room data sheets, adjacency diagrams, and a refined project cost estimate. The remainder of the state funding for the project is requested at this time, to support completion of the design, and the subsequent construction of the facility.

The facility will be designed and constructed in such a manner to support the potential future expansion of the building to accommodate additional academic programs and needs. Such additional program space would possibly include a tiered classroom, various breakout rooms, as

well as reception and kitchen/dining services. The date of any such future expansion is yet to be determined and would be subject to further review and approval of the Board of Regents.

3. VACATED SPACE

It is anticipated that the space at Harbor Center currently occupied by the higher education institutions will be vacated upon completion of the proposed facility. North Idaho College and Lewis Clark State College also expect to vacate a number of temporary modular facilities once the new facility is completed.

SET A

PROJECT APPROVAL FORM

CAPITAL PROJECT COST AND FUNDING SOURCE SUMMARY

Project Title: Northern Idaho Collaborative Education Facility

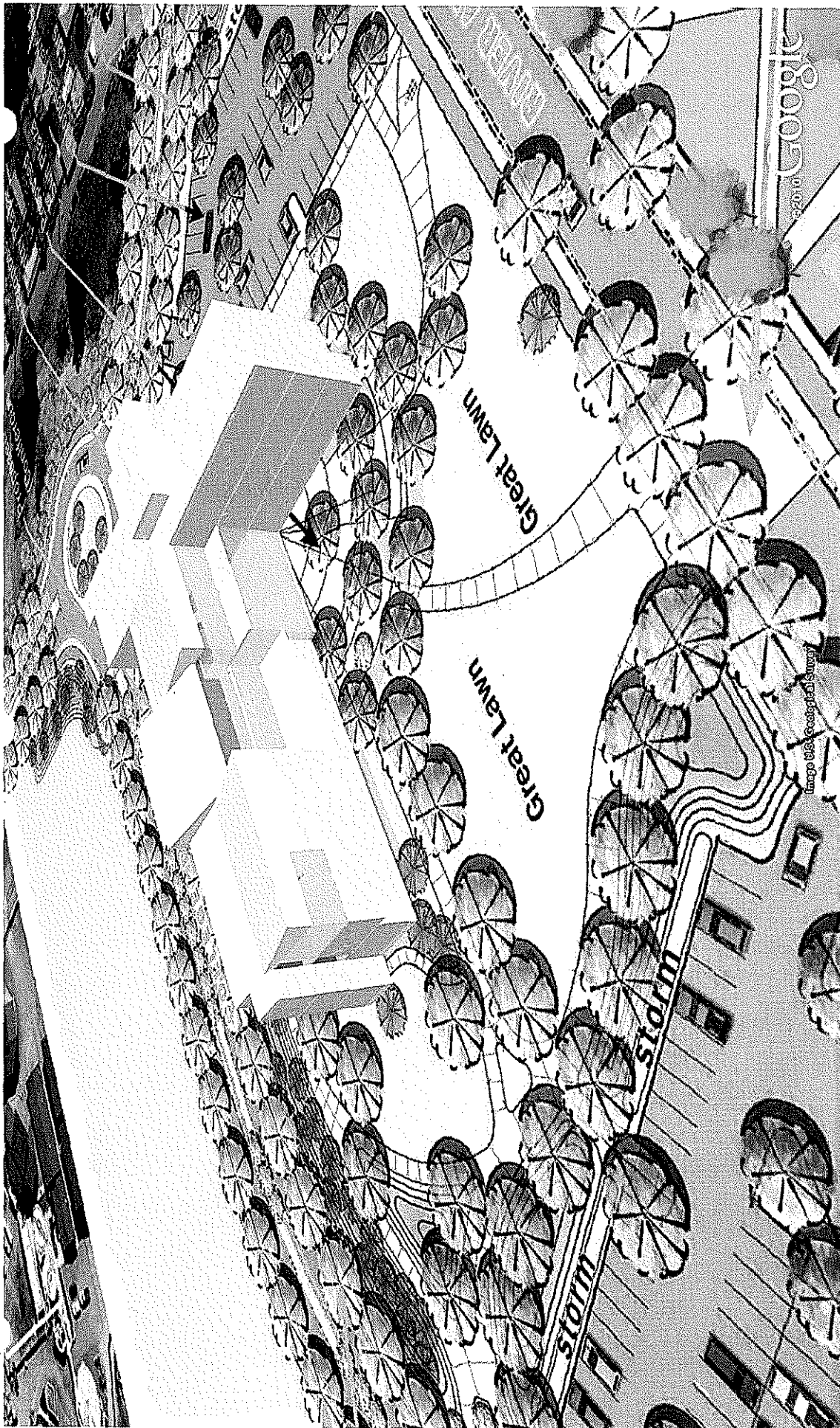
Building Statistics:
 NASF: ~60,000
 GSF: ~80,000
 Net to Gross 75%

	Estimated Total Cost	Prior to Budget Year	1st Year FY13	2nd Year FY14	3rd Year FY15	4th Year FY16	5th Year FY17	6th Year FY18
PROJECT SUMMARY:								
A. Arch. & Engr. (Project Planning & Pre-Design)	420,800	420,800	0					
Schematic Design	270,000		270,000					
Design Development	360,000		360,000					
Construction Documents*	720,000		720,000					
Construction Supervision**	450,000		450,000					
B. Asbestos Abatement Arch/Eng/Hygienist Fees								
C. Tests, Permits	319,200		319,200					
SUBTOTAL ARCH. & ENGR.	2,540,000	420,800	2,119,200	0	0	0	0	0
D. Moving, Administration	0							
E. Asbestos Abatement	0							
F. Construction*** (Preliminary Estimate)	14,800,000		14,800,000					
G. Furnishings/Moveable Equipment	1,750,000		1,750,000					
H. Contingency (Project)	1,910,000		1,910,000					
TOTAL PROJECT REQUEST	21,000,000	420,800	20,579,200	0				
SOURCE OF FUNDS:								
Permanent Building Fund								
General Education	21,000,000	420,800	20,579,200					
Federal								
Bond Sale								
Bond Reserve								
Parking Funds								
Housing/Food Service Revenue								
Other Funds, including Gifts (UI Funds)								
TOTAL	21,000,000	420,800	20,579,200	0	0	0	0	0
Utilities	TBD							
Custodial	TBD							
Repairs & Maintenance	TBD							

PROPOSED SOURCE OF OPERATING FUNDS (if more than one source, please show relative percentages.)

General Education

* Includes Reimbursable Expenses
 ** Includes Fees for On-Site Observation
 *** Preliminary Estimate



View of Proposed Idaho Collaborative Education Facility

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OFFICE OF THE STATE BOARD OF EDUCATION

SET A

PROJECT SUMMARY

Project Title: Science and New Technologies / Interdisciplinary Research & Education Facility (Planning/Pre-Design)

Institution/Agency: University of Idaho

Brief Description:

The Science and New Technologies / Interdisciplinary Research & Education Facility project involves construction of a new laboratory facility providing modern, well-equipped spaces supporting a broad range of undergraduate and graduate instructional and research programs in selected scientific and technical disciplines at the university.

Previous iterations of the University's request for this project envisioned a larger facility of approximately 100,000 to 115,000 GSF. In 2009, the university revisited the project and revised the project vision downward towards a smaller, more efficient facility that still accomplishes the goals and aspirations of the overall effort. This year's FY 12 request reflects the fact that the University is pursuing this new, more efficient vision for the desired Science and New Technologies / Interdisciplinary Research & Education Facility

As before, the facility will be designed to foster interdisciplinary collaboration and interaction and will include flexible systems and support infrastructure, allowing reconfiguration of spaces supporting changes in programs and research needs over time.

Project Scope:	NASF	GSF
Building size:	45,000-50,000	70,000-80,000
Site and Utility infrastructure		
All project fees and related expenses		
<i>Fixed Research Equipment NIC</i>		
<i>Movable Furnishings, Fixtures and Equipment NIC</i>		

Estimated Total Cost: \$52,408,500 (2011 Dollars)

Date Approved by State Board of Education:

First request, July 1999

Eleventh Request, July 2009, *first request for the revised and newly envisioned facility.*

Twelfth Request, July 2010

Thirteenth Request, July 2011

Source of Construction Funds (by fund source and amount):

<u>Fund Source</u>	<u>Total Project Cost</u>	<u>Amount</u>
Permanent Building Fund		\$15,000,000
Other Funding (inc Bond Financing & Gifts)		<u>\$37,408,500</u>
Total (2011 Dollars)		\$52,408,500

<u>Fund Source</u>	<u>Previous Appropriations</u>	<u>Amount</u>
Fed FY05 Federal Funding		\$892,500
<i>The University received a federal FY 05 grant that allowed for an initial assessment and Feasibility Study. This preliminary feasibility work is not included in the amounts listed above.</i>		

<u>Fund Source</u>	<u>Budget Year Request</u>	<u>Amount</u>
Permanent Building Fund		\$1,000,000

1. PROJECT DESCRIPTION AND JUSTIFICATION

As the land grant university for the State of Idaho, the University of Idaho places emphasis on problems and challenges facing Idaho and Idahoans. In both undergraduate and graduate education disciplines, especially in scientific and technical fields, enrollment growth and focus upon the university's interdisciplinary programs is leading to a need for additional modern, technically-equipped laboratory and support space. Further, as Idaho's research university, the UI is a main force for research and development in the state with emphasis on selected areas that are key to the economic health and development of Idaho industry. Areas of emphasis in which laboratory space is critical are: Food and Fiber Production, Molecular Biology, Environmental Sciences and Technology, Materials Science, Infrastructure/Construction and Transportation, Computing/Software Systems, and Telecommunications.

The University sought, and received, a federal FY 05 grant to allow the university to conduct an initial, predesign Technical Analysis and Feasibility Study for this project effort. In the fall of 2006, the University selected NBBJ architects to assist the university and to conduct that analysis and study via a Request for Qualifications process. An initial report was finalized and prepared in the Spring of 2008, and this report served as the basis for the July 2008 request.

Subsequently, Dr. John McIver joined the University as the Vice President for Research, bringing a fresh, new vision for the University's research efforts. Under Dr. McIver's leadership, the University has reexamined the underlying assumptions that support the desires and aspirations proposed Science and New Technologies / Interdisciplinary Research & Education Facility. While the need for the proposed facility was confirmed, a slightly smaller more efficient vision of the facility emerged. Hence this request for a facility that is approximately 25% smaller and approximately 33% less in terms of project cost than previous requests.

In support of both the initial assessment and this year's revised work, the University and the consultant conducted an exhaustive and detailed process that included an audit and assessment of existing science and research facilities, an audit and assessment of building level and campus level infrastructure systems to determine the capacity to support the desired program of research, site selection, programmatic analysis, research team composition and optimization, desired levels of occupancy in the proposed structure, etc. NBBJ delivered their revised, final report and recommendations for the new vision of the project in early May 2009. This request captures the recommendations and results of the revised Technical Analysis and Feasibility Study.

This project addresses the specialized laboratory needs of these disciplines for undergraduate, graduate and research programs. The synergies among the various levels of study and scholarship will be fostered in a facility integrating a broad cross section of technical and scientific personnel and programs. Specific facility features and attributes have been preliminarily identified in the Technical Analysis and Feasibility Study, and will be further detailed during the planning and design phases.

2. PROJECT COMPONENTS

The majority of the project complex will consist of research laboratories and laboratory support areas (e.g., instrument labs, specialized containment labs, shared equipment rooms, computer laboratories, seminar and conference areas, and offices). It is anticipated that the size of the building will be approximately 70,000 – 80,000 GSF. Purchase of major fixed research equipment necessary to outfit the laboratories, support areas and connections, and necessary enhancements to the university's infrastructure systems is not yet currently included in the project, as these items are yet to be identified. Movable and portable furnishings and fixtures are not included in the current costs estimates.

3. ALTERNATIVES

Four alternatives have been studied to date.

Alternative 1: Construct Multiple Smaller Laboratory Additions

This alternative involves construction of separate undergraduate, graduate and research laboratories, by discipline, as additions to, or immediately adjacent to, existing College buildings. This alternative would provide the necessary space to support the programs, however, project costs are expected to be significantly higher since there would be multiple sites and projects. In addition, this approach does not readily support interdisciplinary interaction and collaboration. The University rejected this alternative.

Alternative 2: Renovate Existing Laboratory & Research Spaces in Existing Buildings as Necessary to Accomplish the programmatic Goals for Interdisciplinary Research

As noted above a Technical Analysis and Feasibility Study was conducted by the University and its consultant, NBBJ Architects in 2008 and revisited and revised in 2009. This effort included an exhaustive assessment and audit of the existing research facilities, spaces, and building level infrastructure systems on campus. The summary conclusion of this effort is that the existing facilities and spaces are not equipped or suitable in their current state to facilitate the

sorts of interdisciplinary programs envisioned and needed. Further the renovation costs to bring these facilities up to the standards necessary would far exceed the cost of a new build. And further still, such dispersed renovations would not produce the desired synergies and interdisciplinary relationships set out as the major programmatic goals and vision for the project effort. The University has therefore rejected this alternative based upon the results of the Technical Analysis and Feasibility Study.

Alternative 3: Construct Separate Laboratory Complexes for Undergraduate and Graduate/Research Programs

This alternative consists of construction of an interdisciplinary laboratory complex for undergraduate instructional and research programs and one for graduate and research programs. This alternative would provide the necessary space to support the programs, however, project costs are expected to be higher since there would be two projects with unnecessary duplication. In addition, this approach does not readily support interdisciplinary interaction and collaboration between undergraduate and graduate students, and researchers. The University rejected this alternative.

Alternative 4: Construct a Single Interdisciplinary Laboratory Facility

This option would entail constructing a single complex that integrates undergraduate and graduate/research laboratories into an interdisciplinary science and technology center facilitating collaboration and creating new synergies across academic levels and disciplines. Overall project expenses are expected to be less under this approach since there will be only one site and construction of a single building allows elimination of unnecessary duplication of building systems. The recently completed Technical Analysis and Feasibility Study verifies this alternative as the most viable alternative conducive to the goals and vision for the effort, and as the most efficient and least costly alternative. This is the University's preferred alternative.

4. VACATED SPACE

It is not anticipated that a great deal of space will be vacated upon completion of the proposed project. Space currently used for instructional laboratories and some research laboratories that may be vacated may be reused to meet additional laboratory space demand. Other prospective uses of vacated space may be for offices and specialized learning areas including computer laboratories, seminar areas, team and group rooms, etc.

SET A
PROJECT APPROVAL FORM

CAPITAL PROJECT COST AND FUNDING SOURCE SUMMARY

Project Title: Science and New Technologies Laboratory /
Interdisciplinary Research & Education Facility

NASF: ~45,000 - 50,000
GSF: ~70,000 - 80,000
Net to Gross 65% +/-

Building Statistics:

	Estimated Total Cost	Prior to Budget Year	Budget Year - FY13	2nd Year FY14	3rd Year FY15	4th Year FY16	5th Year FY17	6th Year FY18
A. Arch. & Engr. (Project Planning & Pre-Design)		892,500						
PreDesign Technical Analysis & Feasibility Study (Prior work not included in costs below.)								
Planning & Design	5,768,000		1,000,000					
Schematic Design	inc. above							
Design Development	inc. above							
Construction Documents	inc. above							
Construction Supervision	inc. above							
Asbestos Abatement Arch/Eng/Hygienist Fees	inc. above							
C. Tests, Permits	500,000							
SUBTOTAL ARCH. & ENGR.	6,268,000	892,500	1,000,000	0	0	0	0	0
D. Moving, Administration, Demolition, Project Costs	1,250,000							
E. Asbestos Abatement	inc. above							
F. Construction								
Estimated Bid Cost, May 2009 Est. (Escalated 3% per annum for FY 2013 Request)	34,722,203							
G. Furnishings/Moveable Equipment	3,418,297							
H. Contingency (Project) Includes Escalation Allowance for out years.	250,000							
	6,500,000							

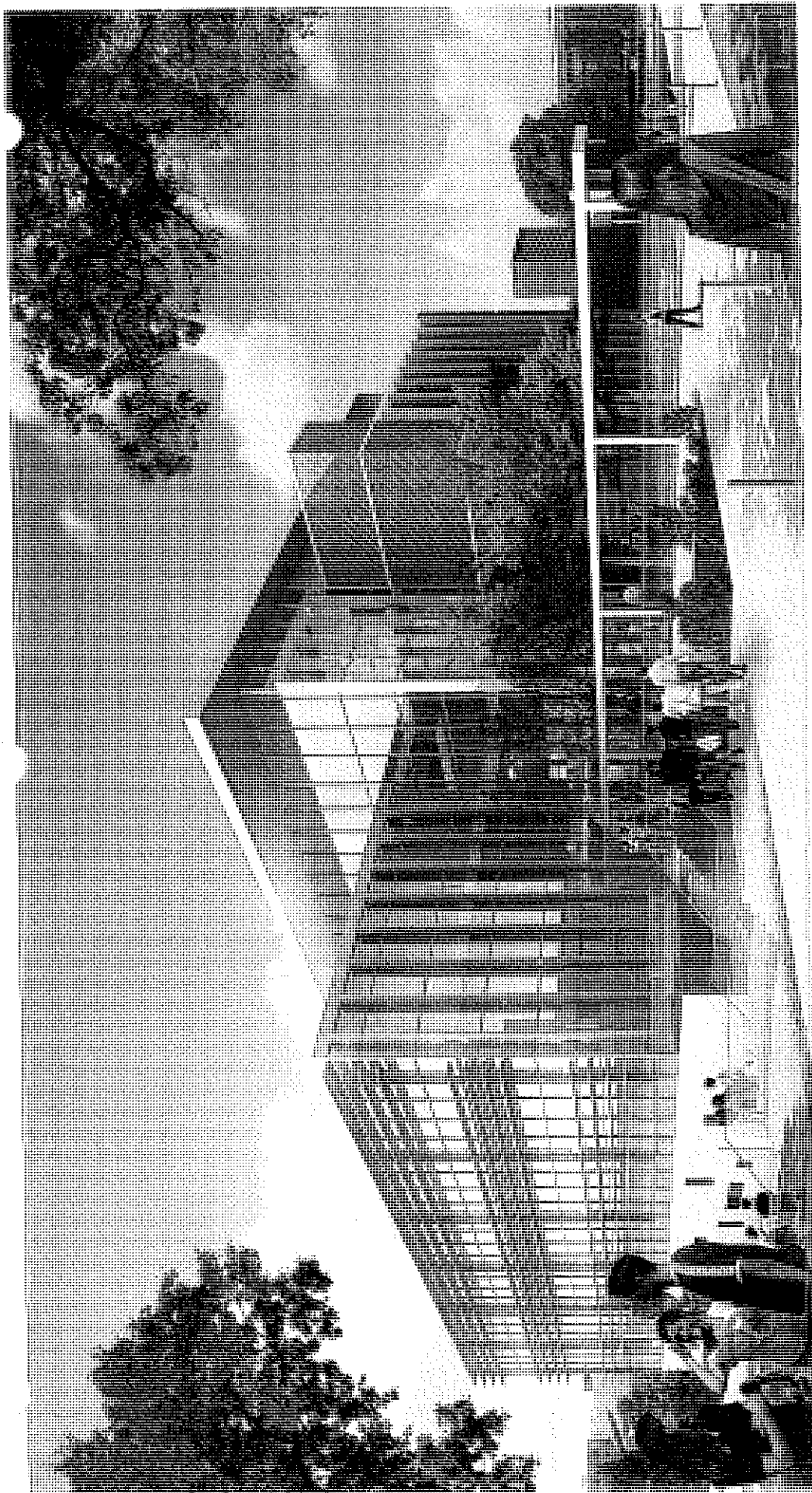
TOTAL PROJECT REQUEST	52,408,500	892,500	1,000,000	TBD	TBD	TBD	TBD	TBD
SOURCE OF FUNDS:								
Permanent Building Fund								
General Education	15,000,000		5,000,000	TBD	TBD	TBD	TBD	TBD
Federal		892,500						
Bond Sale	25,000,000							
Bond Reserve								
Parking Funds								
Housing/Food Service Revenue								
Other Funds, including Gifts (UI Funds)	12,408,500							
TOTAL	52,408,500	892,500	5,000,000	0	0	0	0	0
Utilities	TBD							TBD
Custodial	TBD							TBD
Repairs & Maintenance	TBD							TBD

PROPOSED SOURCE OF OPERATING FUNDS (If more than one source, please show relative percentages.)

General Education

* All Costs based upon revised Technical Analysis and Feasibility Study, NBBJ & UI, May 2009

** Source of Funds per UI Capital Projects Plan, April 2008



BAHR - SECTION II

View Looking Northwest From Line Street Pedestrian Mall



View Looking Southeast From Academic Mall

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AGENCY: **Lewis-Clark State College**

AGENCY PROJECT PRIORITY: 2

PROJECT DESCRIPTION/LOCATION: **Upgrade Fine Arts Building**

CONTACT PERSON: Chet Herbst

TELEPHONE: (208) 792-2240

PROJECT JUSTIFICATION:

- (A) **Concisely describe what the project is.** This project involves remodeling/upgrade of the Fine Arts Building (1909 vintage structure, originally used as a dormitory, later sciences, then fine arts, and now multi-purpose) to survey/abate asbestos, upgrade electrical systems; install HVAC; replace windows, plumbing, and lighting; and reconfigure antiquated rooms for use as classrooms, labs, and office space. \$200,000 in Agency Funds (raised by LCSC Business Division) will supplement PBF dollars for this project. [Note: \$200,000 from FY2012 PBF is being used to begin design work for this project.]
- (B) **What is the existing program and how will it be improved?** The proposed project would complement PBF improvements carried out in 2004 which provided an ADA-compliant elevator and restrooms for the Fine Arts Building. Classrooms and offices in this facility are currently utilized only on a temporary, last-resort basis, due to the lack of climate control and decrepitude of rooms—this is the least useable instructional space on LCSC's Lewiston campus. This project would enable the building (11,000 square feet) to be used for daily delivery of LCSC instructional programs for Business courses and other disciplines.
- (C) **What will be the impact on your operating budget?** Upgrade of this facility would increase energy efficiency and avoid the need for new construction to house the programs which will be accommodated in the improved building.
- (D) **What are the consequences if this project is not funded?** The existing facility would continue to be underutilized, due to lack of climate control, modern lighting/electrics, and room configurations.

ESTIMATED BUDGET:		FUNDING:	
Land	\$0	PBF FY2012	\$200,000
A/E fees	\$95,000	PBF FY2013	\$1,500,000
Construction	\$1,610,000	General Account	\$0
5% Contingency	\$95,000	Agency Funds	\$200,000
F F & E	\$100,000	Federal Funds	\$0
Other	\$0	Other	\$0
Total	\$1,900,000	Total	\$1,900,000

Agency Head Signature: Chet Herbst

Date: 6-29-11

CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: College of Western Idaho (CWI) AGENCY PROJECT PRIORITY: 1

PROJECT DESCRIPTION/LOCATION: New Academic Building/Nampa campus

CONTACT PERSON: Craig Brown, Assist Vice President TELEPHONE: 208-562-3412

PROJECT JUSTIFICATION:

(A) Concisely describe what the project is.
New 100,000 square foot academic classroom building at the Nampa campus. Will include; student services & resource center, library, bookstore, cafeteria, virtual campus technology center including classrooms as well as faculty and administrative office space. Will include faculty office space.

(B) What is the existing program and how will it be improved?
Currently, CWI has one building on the Nampa campus, which includes classroom, administrative, faculty office, library, student services and bookstore functions. The college needs a major classroom and laboratory building to effectively serve our growing student body.

(C) What will be the impact on your operating budget?
Impact will be additional utility, custodial and maintenance costs. CWI will request Occupancy Costs through the FY 2013 State Board of Education and Governor/Legislative process, but will probably have to rely upon tuition revenue to maintain the property.

(D) What are the consequences if this project is not funded?
CWI is experiencing a tremendous growth in students and desperately needs additional classroom space. The college is underfunded by the state compared to the other two community colleges and is unable to issue bonds or identify other revenue for constructing new classroom space.

ESTIMATED BUDGET:

Land	\$ _____	0
A/E fees	_____	1,850,000
Construction	_____	18,500,000
5% Contingency	_____	925,000
F F & E	_____	\$ 1,900,000
Other		
Total	\$ _____	23,175,000

FUNDING:

PBF	\$ _____	23,175,000
General Account		
Agency Funds		
Federal Funds		
Other		
Total	\$ _____	23,175,000

Agency Head Signature: _____

Date: June 29, 2011

CAPITAL BUDGET REQUEST
FY 2013
CAPITAL IMPROVEMENT PROJECT DESCRIPTION
(New Buildings, Additions or Major Renovations)

AGENCY: College of Western Idaho (CWI)

AGENCY PROJECT PRIORITY: 2

PROJECT DESCRIPTION/LOCATION: Nampa Campus Master Plan (Phase II)

CONTACT PERSON: Craig Brown, Assist. Vice President

TELEPHONE: 208-562-3412

PROJECT JUSTIFICATION:

(A) Concisely describe what the project is.

This project is the second of two phases which will provide the development plan for the 100-acre Nampa campus. Phase I has been completed; Phase II will be completed after development begins.

(B) What is the existing program and how will it be improved?

Phase II will complement Phase I by completing the work begun with Phase I, and after the first round of building has started. At that time CWI will know what additional master planning activity is needed.

(C) What will be the impact on your operating budget?

If funded through the PBFAC process, there should be minimal, if any, impact upon the CWI operating budget.

(D) What are the consequences if this project is not funded?

Not being able to complete the overall campus master planning process might result in uncoordinated land use/building placement on the Nampa Campus.

ESTIMATED BUDGET:

Land	\$	
A/E fees		<u>200,000</u>
Construction		
5% Contingency		<u>10,000</u>
F F & E		
Other		
Total	\$	<u>210,000</u>

FUNDING:

PBF	\$	<u>210,000</u>
General Account		
Agency Funds		
Federal Funds		
Other		
Total	\$	<u>210,000</u>

Agency Head Signature: _____

Date: June 29, 2011

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

BOISE STATE UNIVERSITY

SUBJECT

Construction of Dona Larsen Park Facilities

REFERENCE

April 2007	Board approved East Junior High Purchase Agreement
June 2007	Board approved East Junior High land swap, joint use agreement and master plan illustration
August 2009	Board approved East Junior High Demolition
December 2010	Board approved commencement of formal planning of Bronco Stadium Expansion Projects (including the Phase I relocation of Track and Field to Dona Larsen Park)
February 2011	Board approved proceeding with preliminary design of Phase I

APPLICABLE STATUTE, RULE OR POLICY

Idaho State Board of Education Governing Policies & Procedures, Section V.I and V.N

BACKGROUND/DISCUSSION

In February 2011 the State Board of Education authorized Boise State University to proceed with design of Phase I of the Bronco Stadium Expansion Project. Phase I of the project includes the relocation of track and field to Dona Larsen Park and the design of the football complex. This request is for approval to proceed with construction of facilities and improvements at Dona Larsen Park. The University will return to the Board with a separate request for approval to construct the football complex at a later date.

Following standard Division of Public Works (DPW) processes, the University has retained McAlvain Construction (with Hummel Architects) as the design-builder for the Dona Larsen Park improvements. McAlvain has completed design documents and updated costs estimates. The final design includes:

- Eight lane running track
- Areas for jumping and throwing events
- Synthetic turf football field
- Support systems including audio and lighting
- Approximately 5,200 bleacher seats
- Track and field press box
- Shared support facilities including restrooms, locker rooms, concession stands, ticket booths, storage facilities and on-site parking for 65-75 vehicles.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

In addition, McAlvain has undertaken the design of softball facilities at Dona Larsen Park. If sufficient funds remain to construct softball facilities in concert with the track and field facilities, this work will be undertaken as well.

IMPACT

Based on design documents, construction costs for these improvements are estimated at \$5,564,000. With additional project costs associated with DPW, University expenses, other soft costs and contingencies, the total project budget is \$6 million, as seen in Attachment 1. This budget includes the design fees associated with this project and approved by the Board in February 2011. The source of funds for construction is \$6 million in cash received from private gifts.

Multiple contracts may be awarded and the University will proceed with the purchase and installation of furniture, fixtures and equipment if budget authorization is sufficient under the approved action of this agenda item.

ATTACHMENTS

Attachment 1 - Project Budget

Page 3

Attachment 2 - Capital Projects Tracking Form

Page 4

STAFF COMMENTS AND RECOMMENDATIONS

This is a request by BSU to proceed with construction of Phase I of its Bronco Stadium Expansion Project to include track, field and stadium facilities at Dona Larsen Park. Total project costs are estimated at \$5.6M. BSU has \$6M cash in hand from private gifts for the project.

Staff recommends approval.

BOARD ACTION

I move to approve Boise State University's request to construct facilities and improvements for Dona Larsen Park for an amount not to exceed \$6 million.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

Attachment 1

**Architectural & Engineering Services
Project Budget**

Project Number:	DPW11-205
Project Title:	Dona Larsen Park
Date:	7/7/2011

Category	Budget
Architectural Fees	See Note 1
Commissioning, Testing, Plan Check, Etc.	20,200
Construction Costs	5,564,000
Construction Contingency	149,100
Subtotal	5,733,300

University Costs	183,333
Project Contingency	83,367

Total Project	\$ 6,000,000
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Note 1
Due to design/build delivery method for this project Architectural Fees are within the construction contract costs of \$5,564,000. Design fees are estimated at \$210,000 for this portion of the project.

1	Institution/Agency:	Boise State University	Project:	Dona Larsen Park
2	Project Description:	Construction of Dona Larsen Park		
3	Project Use:	Construction and relocation of track and field events and related facilities		
4	Project Size:	Track and Field facilities to support maximum audience of 5200		

²³ **Note 1:** Due to design/build delivery method planning fees are within the construction contract amount of \$5,733,300, planning fees estimated at \$210,000

24	* Other Sources of Funds										
25	PBF		ISBA		Institutional Funds		Student Revenue		Total Other		Total Funding
26	\$	-	\$	-	\$	-		\$	6,000,000	\$	6,000,000
27										\$	-
28											
29											
30	Total	\$	-	\$	-	\$	-	\$	6,000,000	\$	6,000,000

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

BOISE STATE UNIVERSITY

SUBJECT

Enterprise System Roadmap Project Manager

REFERENCE

April 2011	Information item on Enterprise System Roadmap Implementation Program
April 2011	Board approved request to replace/upgrade PeopleSoft ERP system infrastructure

APPLICABLE STATUTE, RULE, OR POLICY

Idaho State Board of Education Governing Policies & Procedures, Section V.I.3.

BACKGROUND/DISCUSSION

Enterprise systems are the administrative and academic systems of record for Boise State University (BSU). These systems include student records, finance, research, learning management, HR, and other systems that enable the University to operate as a major metropolitan university.

The University has developed a roadmap to not only transition to a more sustainable and maintainable system state, but more importantly to gain more value and effectiveness from its enterprise systems, focus on core objectives, and to adopt best practices for enterprise system operation and development.

The following projects and initiatives are critical elements to the University's success with the Enterprise System Roadmap Program: finance, HR/Payroll and student services system upgrades; implementation of a research administration system to support the University's research growth; data warehouse and business intelligence system expansion; identity management and security improvements; improvements and expansion of document management; technical infrastructure upgrades/replacements; web-enabled and service-oriented architecture development; evaluation and implementation of operational and organizational best practices for both technology and functional processes, and the creation of institutional policies, practices, and governance necessary to advance, sustain, and support enterprise systems.

The size and scope of this project makes it necessary to supplement internal staff with external expertise. Boise State University has issued multiple requests for proposals for various components of the project using the best value procurement methodology. This request pertains to a contract for overall IT project management.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

IMPACT

The University issued a request for proposals for a project manager, strategy and technical lead to assist with all Enterprise Systems Roadmap projects/programs and to oversee planning, project management, framework, communication, strategy and technical direction for various components of the roadmap. Huron Consulting, an industry leader in this field, was identified as the best value vendor and will provide this service at a cost not to exceed \$1.2 million. The proposed agreement is provided as Attachment 1.

ATTACHMENTS

Attachment 1 – Proposed Agreement

Page 3

STAFF COMMENTS AND RECOMMENDATIONS

At the Board's April 2011 meeting, BSU brought an information item putting the Board on notice that it would be requesting Board approval for various enterprise system project-related expenditures at future Board meetings. This agenda item is the second such request for the Board's consideration. (Also at the April 2011 meeting the Board approved a request to proceed with replacement/upgrade of the PeopleSoft ERP system infrastructure.) This request is for approval for BSU to engage an IT Manager, Strategy and Technical Lead consultant for its Enterprise Systems Roadmap Program ("Program"). The term of the engagement would be approximately 28 months.

Staff comments in April were that where applicable BSU should ensure that each phase of this project supports, or at a minimum does not conflict with, the Board's ongoing work towards development of the postsecondary piece of a statewide longitudinal data system. This recommendation still stands.

Staff recommends approval.

BOARD ACTION

I move to approve the request by Boise State University to approve the Services Agreement, as submitted to the Board as Attachment 1, with Huron Consulting for Enterprise System Roadmap project management services for a total cost not to exceed \$1.2 million, and to authorize the Vice President for Finance and Administration to execute the Services Agreement on behalf of the Board.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

SERVICES AGREEMENT FOR
IT PROJECT MANAGER, STRATEGY AND TECHNICAL
LEAD FOR THE ENTERPRISE SYSTEMS ROADMAP PROGRAM
BETWEEN
BOISE STATE UNIVERSITY AND
HURON CONSULTING SERVICES, LLC

THIS AGREEMENT for services provided to Boise State University ("University") by Huron Consulting Services, LLC ("Huron") includes the following documents, which are attached hereto and incorporated by reference herein:

1. Purchase Order
2. Request for Proposal
3. Huron's Response to the Request for Proposal
4. State of Idaho Terms and Conditions
5. Amendment #1 to Request for Proposal
6. Financial Summary
7. Risk Management Plan
8. Project Scope Summary
9. Milestone Schedule
10. Action Items and Responsibilities List
11. Success Evaluation

IN WITNESS WHEREOF, the authorized representatives of Huron and University, having full authority to do so, agree to the terms and conditions of this Agreement and the incorporated documents attached hereto and have executed this Agreement freely and agree to be bound hereby.

Boise State University

By: _____

Name: Stacy Pearson

Title: Vice President, Finance and Administration

Date: _____

Huron Consulting Services, LLC

By: Peter Eschenbach

Name: Peter Eschenbach

Title: Managing Director

Date: July 22, 2011

Attachment #1

Purchase Order

Boise State University

BSU Purchasing
1910 University Drive
Boise ID 83725-1210
United States

Vendor: 0000026199
Huron Consulting Services LLC
550 W Van Buren Street
Chicago IL 60607-3827

FAX 312.583.8701

Dispatch via Print

Purchase Order	Date	Revision	Page
IDBSU-0000620038	07/13/2011		1
PO Reference			
Payment Terms	Freight Terms	Ship Via	
Net 30	Destination	Best Way	
Buyer	Phone	Currency	
Schwend, Nancy Ilene	208/426-3363	USD	

Ship To: BSU Central Receiving
1453 University Drive
Boise ID 83706
United States

Bill To: BSU Accounts Payable
1910 University Drive
Boise ID 83725-1248
United States

Tax Exempt? Y Tax Exempt ID: 000012415-S

Line-Sch	Item/Description	Quantity	UOM	PO Price	Extended Amt	Due Date
1- 1	Contract for RFP NS11-107 IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program. The contract period is from August 15, 2011 through December 31, 2013 for 4,760 hours.	1.00	LOT	1,200,000.000	1,200,000.00	12/31/2013

Item Total 1,200,000.00

This contract includes the attached pre-award documents modified by Huron as of July 8, 2011. This Contract (including any files attached), CONSTITUTES BOISE STATE UNIVERSITY'S ACCEPTANCE OF YOUR SIGNED BID, QUOTATION OR OFFER (including any electronic bid submission), WHICH SUBMISSION IS INCORPORATED HEREIN BY REFERENCE AS THOUGH SET FORTH IN FULL.

In the event of any inconsistency, unless otherwise provided herein, such inconsistency shall be resolved by giving precedence in the following order:

1. This Contract Purchase Order document.
2. Boise State University's original solicitation document, as modified by the attached pre-award documents.
3. The Contractor's signed bid, quotation, or offer, as modified by the attached pre-award documents.

Total PO Amount 1,200,000.00

All shipments, shipping papers, invoices, and correspondence must be identified with our Purchase Order Number. Overshipments will not be accepted unless authorized by Buyer prior to shipment.

Unauthorized

Attachment #2

BOISE STATE UNIVERSITY

BEST VALUE PROCUREMENT REQUEST FOR PROPOSAL

RFP #NS11-107

**IT Project Manager, Strategy & Technical Lead
for the
Enterprise Systems Roadmap Program**

Issue Date: April 4, 2011

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1. RFP ADMINISTRATIVE INFORMATION

RFP Title:	IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program
RFP Project Description:	This procurement will follow the <i>Best Value Performance Information Procurement System (PIPS)</i> developed by Dr. Dean Kashiwagi and the Performance Based Studies Research Group at Arizona State University.
RFP Lead:	Nancy Schwend, Sr. Buyer <u>Mailing Address:</u> 1910 University Drive Boise, ID 83725-1210 <u>Physical Address:</u> 1129 Euclid Avenue Boise, ID 83706 <u>Email address:</u> nschwend@boisestate.edu <u>Phone:</u> 208.426.3363 <u>Fax:</u> 208.426.1152 <u>http://www.boisestate.edu/finad/purchasing/</u>
Purchasing Dept. Website (all RFP information and updates will be posted to this website):	
Validity of Proposal:	Bid proposals are to remain valid for 120 calendar days after the scheduled RFP Closing Date. Proposals submitted with a validity period of less than this will be found non-responsive and will not be considered.
Initial Term of Contract:	Approximately June 27, 2010 through December 31, 2013.
Vendor Best Value PIPS Training and Informational Session (<i>not mandatory but STRONGLY suggested you attend. This replaces the Pre-Proposal Conference</i>):	April 14, 2011, 9 a.m. – 11 a.m. Boise State University Student Union Building 1910 University Drive Jordan C Ballroom Boise, Idaho Corner of University Dr. and Lincoln Avenue
Deadline To Receive Questions:	April 19, 2011, 5 p.m. Mountain Time
RFP Closing Date:	May 6, 2011, 5 p.m. Mountain Time
RFP Opening Date:	10:30 a.m. Mountain Time the following work day after closing.
Vendor Interviews:	May 23, 2011 at Boise State University
Prioritized Best Value Vendor Notified:	May 24, 2011
Pre-Award Kick-Off Meeting:	May 25, 2011 at Boise State University
Anticipated Date of Contract Signing:	June 24, 2011
Start of Service:	June 27, 2011

2. PURPOSE / BACKGROUND

2.1 PURPOSE

Boise State University (University) is seeking an IT Project Manager, Strategy & Technical Lead, to assist with their Enterprise Systems Roadmap projects/programs addressing planning, project management framework, communication, overall strategy and technical direction for various components of the Roadmap.

The University shall only consider proposals from proposers with a proven, successful background in the areas listed. Each proposer shall furnish the required documents in the required format as outlined in this RFP in order to be considered responsive.

The procurement will follow the Best Value Performance Information Procurement System (PIPS). Training in-person is strongly recommended and replaces the pre-bid conference. The University expects to award this project to the Best-Value proposer based on the requirements in this RFP. The proposer selected for award will be the proposer whose proposal is responsive, responsible, and the most advantageous to the University, as determined solely by the University.

2.2 BACKGROUND

2.2.1 Boise State University is a publicly-supported, multi-disciplinary institution of higher education recognized by the Carnegie Foundation for outreach and community engagement. The University has the largest student enrollment of any university in Idaho, with enrollment of 19,993 for the Fall semester of 2010. The University's main campus is located in Boise, Idaho with convenient access to the governmental institutions and commercial and cultural amenities located in the capital city. The metropolitan area has a population of approximately 570,000. The University employed approximately 4,100 faculty and staff (including 1,500 student employees) as of December 31, 2010. The University administers over 125 baccalaureate, 73 masters and 4 doctoral programs through seven colleges. The University is fully accredited by the Northwest Association of Schools and Colleges, and a number of the University's academic programs have also obtained specialized accreditation. Boise State is Idaho's fastest growing research university and is the home of over 50 research centers and institutes, including the Center for Health Policy, the Center for Public Policy and Administration, the Environmental Science and Public Policy Research Institute, the Global Business Consortium, the Raptor Research Center, and the Hemingway Western Studies Center. Sophisticated auxiliary units include athletics, housing, the student union, food services, the student health center, the student recreation center, Taco Bell Arena, the Morrison Center, and the bookstore.

2.2.2 Boise State implemented its current ERP systems, PeopleSoft Financials and PeopleSoft Human Resources/Campus Solutions (PS-FS and PS-HRCS, respectively), in 1998. At the time, particularly in the case of Campus Solutions, core functionality was not fully developed and/or delivered by PeopleSoft. Boise State met this challenge with a large number of customizations to meet business needs. The systems have been upgraded several times since the original implementation. Although the delivered core functionality is now stable and mature, Boise State has continued to remain highly customized.

2.2.3 The following chart depicts the current modules in use by the University.

BOISE STATE UNIVERSITY EAS SUMMARY		
ENTERPRISE APPLICATION SYSTEM	VERSION	MODULES IMPLEMENTED
Campus Solutions (combined database/application with Human Resources through v9.0)	9.0	Campus Community, Admissions, Financial Aid, Academic Advisement, Student Records, Student Financials
Human Resources (combined database/application with Campus Solutions through v9.0)	9.0	Human Resources, Base Benefits, Payroll, Time & Labor, Workforce Admin, Personal Portfolio, eProfile, ePay
Financials	8.8 (on extended support)	General Ledger, Expenses, Accounts Payable, Asset Management, Purchasing

2.2.4 The University has a multi-platform environment consisting of eight IBM RS6000 servers (using AIX 5.2 and Oracle 11g) which run the University's PeopleSoft development, test, and production database and application servers. During fiscal year 2012, the University will upgrade the infrastructure for the PeopleSoft enterprise systems to Intel-based platforms running Red Hat operating systems, with Oracle 11g for the databases. OIT also manages and supports a Win2003/2008 server network which is highly virtualized using VMWare. There are approximately three thousand PCs running with Windows 2003/2007, and Windows XP, as well as approximately six hundred Apple workstations on campus. The University has standardized on Microsoft desktop applications for the business of this University.

2.2.5 With Oracle's move to a continuous release model for maintenance and "Feature Packs (FPs)", it has become critical that the University manage their systems with an eye towards limited and strategic customization to ensure that delivered upgrades and enhancements can be applied regularly, efficiently and as soon as possible after release from Oracle so as to retain the value of the University's investment.

2.2.6 In addition, all business processes that integrate at any point with the ERP systems need to be reviewed for best practices and efficiency in order to maximize the limited resources of the University while supplying superior customer service to the Campus.

2.3 ENTERPRISE SYSTEMS ROADMAP

2.3.1 For the reasons stated above, the University is embarking on an Enterprise Systems Roadmap Program over the next three years. This RFP is for the *IT Project Manager, Strategy & Technical Lead* for the program and components potentially requiring PeopleSoft functional and/or technical consulting that has been defined at a high level as follows:

Phase 1: Foundations – to be completed by March of 2012

- Financial Chart of Accounts (Requirements & Design)
- HR Core (Requirements & Configuration Design)
- SOA Infrastructure and Development
- Research Management System (Requirements & Identification)
- Campus Solutions (Student) Training & Process Assessment

Phase 2: Building – to begin in 2012 and be completed by the end of 2013

- PeopleSoft Finance 9.1 Project
- PeopleSoft HCM 9.1 & Separation from Student Project
- Campus Solutions Core (Process, Configuration & Requirements)

Phase 3: Implementing – to begin in 2012 and be completed by the end of 2013

- Research Management System Implementation
- Finance 9.1 Go-Live
- HCM 9.1 Go-Live
- Campus Solutions 9 Project & Go-Live

2.4 SPECIFICATIONS / STATEMENT OF WORK – IT PROJECT MANAGER, STRATEGY AND TECHNICAL LEAD

Details for this consulting job are identified in **Exhibit 1**.

3. PROPOSAL REQUIREMENTS AND EVALUATION CRITERIA

Following the Best Value Performance Information Procurement System (PIPS) proposals will be evaluated based on the criteria outlined in this section. The University reserves the right to add/delete/modify any criteria or requirement if the University deems it to be in their best interest (at the University's sole discretion). All addenda will be issued on the University's Purchasing Dept. website (<http://www.boisestate.edu/finad/purchasing/>).

The University shall only consider proposals from financially responsible firms presently engaged in the business of providing IT project management consulting. The vendor selected for award will be the vendor whose proposal is responsive, responsible, and is the most advantageous to the University, as determined by the University in its sole discretion.

The University reserves the right to contact any Vendor to clarify any information in its proposal. The University also reserves the right to request additional information not described in this RFP (such as detailed information about the financial strength/health of a company). Vendors that do not, or cannot provide the requested information shall be considered non-responsive.

3.1 THE PROCESS

The client is applying a best value process to this selection. The best value process consists of three (3) primary phases:

1. Selection
2. Pre-award period (agreement on scope, description of services using performance measurements if applicable, creation of contract w/ Weekly Risk Reports (WRR), Risk Management Plan (RMP), and all legal conditions)
3. Management by Risk Minimization (vendor manages and controls project using WRR/RMP) Client does quality assurance (ensure the vendor is using quality control, risk management program (WRR/RMP)).

Client's quality assurance personnel are not limited to quality assurance, but can inspect the project on a periodic basis to assist the vendor.

3.2 The Selection Process

3.2.1 Submittals and Rating of Submittals Upcoming

The first phase of the best value PIPS delivery is the selection phase. The selection phase uses six criteria, of which only four are rated by the selection committee. The criteria are (See Attachments C & D):

1. **Past Performance Information (PPI) of (5) similar projects** (submitted by the bidder) and not rated or seen by the selection committee. (See Attachment D)
2. **Technical Risk (TR) submittal (maximum of 2 pages)**. Identify risk of other bidders on this project, and explain why bidder does not have the risk. Identify impact. Rated blind. Document cannot have bidder's name or any name or evidence that can identify the bidder. TR submittal should have items that are supported with performance measurements (number of times, customer satisfaction ratings, time and cost deviation rates, safety record, difference from other bidders) (See Attachment C)
3. **Non-Technical risk (NTR) submittal (maximum of 2 pages)**. Identify risk that bidder does not control on the project, and how the bidder will manage and minimize the risk. Identify impact. Rated blind. NTR should have items that are supported with performance measurements (number of times, customer satisfaction ratings, time and cost deviation rates, safety record, difference from other bidders or key personnel.) (See Attachment C)
4. **Value Added (VA) submittal (maximum of 2 pages)**. Identify what the client may have not included in their intended scope, and list cost, time, and quality impact. Rated blind. All items which are above the minimum required intent of the owner should be listed in the VA submittal. All items should be listed in terms of time, cost, or quality (service period or customer satisfaction numbers). All items should be listed in terms of percentage of project cost. (See Attachment C)
5. **Cost Proposal**. Cost Submittal broken out by major areas. Not rated or seen by selection committee. (See Attachment E)
6. **Interview of key project manager and others, proposed for the project**. Rated by the selection committee. Boise State university will shortlist (if necessary) the top rated bidders based on the collected information (Cost, Milestone Schedule, Non-Technical Risk (NTR), Technical Risk (TR), and Past Performance Information (PPI). The shortlisted Respondents will be required to participate in an interview period:

- Project Manager

Boise State University will interview individuals separately. No other individuals (from the Respondents) will be allowed to sit in or participate during the interviews. Boise State University may request additional information prior to interviews.

3.2.2 Important Notes

*All proposed team members must be available in person for interviews on the date specified in this solicitation. No substitutes, proxies, phone interviews, or electronic interviews will be allowed. Individuals who fail to attend the interview will not be given a score, which may jeopardize their competitiveness. If awarded the project, all interview statements will become part of the final contract.

*All individuals that will be interviewed must be the same people that the bidder turned in past performance information on.

In order to minimize any bias, the TR, NTR and VA plan must NOT contain any names that can be used to identify who the Bidder is (such as company names, personnel names, project names, or product names). The TR, NTR, and VA, will be rated separately, but will be seen as a package by the raters.

Rating scheme: the rating scheme uses the concept of dominance. The rating scheme is (1-10, 10 shows dominant information of performance, 1 shows dominant information that bidder is not a performer, and 5 shows that rater did not see dominant information to be able to predict performance. For each rating, the procurement/contracting officer has the ability to check for dominance (but not required), and if there is no dominance, can change all ratings to a 5. The definition of dominance means the use of performance measurements or relative measurements that predicts the future outcome. Dominance can also be described as simple, easy to see, creates consensus, stands out from the normal submittal.

It is not the responsibility of the selection committee to create differentials through ratings by using their bias or technical expertise. It is the responsibility of the bidders to prove best value by describing capability and impact of their expertise in simple, dominant terms of cost, time, and quality. If there is any doubt of the selection board member, the default rating is "5" if there is not dominant information that identifies high relative performance and value.

Past Performance Information (PPI) shall be collected by the bidder on all key elements, and averaged based on the preset spreadsheet. The forms shall be signed and rated by the appropriate rater.

All raters will rate individually, and sign a statement that they have no prior information on any of the submittals or connections with any of the parties in the competition.

The contracting officer shall collect the ratings and input the ratings into a selection matrix.

If there are too many bidders in the competition, a short-listing will take place using the

information collected to this point. The number of short-listed bidders is up to the discretion of the contracting officer.

3.2.3 Weights

The weighting of the selection criteria is in the following importance:

1. (400 pts.) Interview.
2. (100 pts.) NTR.
3. (100 pts.) TR.
4. (100 pts.) VA.
5. (100 pts.) PPI.
6. (200 pts.) Cost.

The best value is the best value for the lowest cost.

Sub-bidders should submit their packages to the general bidder using performance and quality measurements also. If submitted in the proper way, bidders will not be able to shop their solutions, because the only person who would know what the actual solution/or how the solution will be implemented is the creator. In the pre-award phase, the client's technical representatives will ask for this information.

3.2.4 Dominance Check

The contracting officer (CO) will take the prioritization matrix of all the bidders and do dominance check. The CO sees all the information and can do the following:

1. Check if the top prioritized bidder is within the budget. If the bidder is not within the budget, the CO can eliminate the bidder, unless there is dominant information that convinces the CO otherwise.
2. Check if the top prioritized bidder is within the predetermined percentage in cost to the next prioritized bidder.
3. Check if the top prioritized bidder's price is lower than 10% below the average submitted cost. If it is, unless there is dominant evidence shown, the CO can eliminate the bidder.

Looking at the prioritization matrix, and all the submitted information, the CO can write-up a justification to go with the top prioritized or another bidder based on dominant information. The CO is responsible to write up the justification, and can override the selection committee's prioritization. If the CO decides to change the prioritization, the CO must reprioritize the bidders, and give a simple explanation why the CO reprioritized the bidders.

The CO will lean toward the low price if no dominant information is available.

3.3 Pre-Award/Clarification Phase

3.3.1 The steps of the pre-award or clarification phase are (See Exhibit 2):

1. The top prioritized bidder shall be notified and given a list of risks and concerns. The identified Best Value (BV) bidder shall combine their own submitted risks and the new risks and identify the proactive method to minimize the risk, and if the risk happens, what will the bidder do.
2. The BV bidder shall coordinate with all appropriate critical elements, and also with the client's technical PM or other experts to reconfirm costs, schedule, and quality.
3. The BV will divide what will be delivered, and what is outside the scope of the project and how the risk will be treated.
4. The BV bidder will identify a pre-award schedule, and a project schedule.
5. The BV bidder will create a WRR/RMP for the pre-award schedule, and for the project. If the BV bidder cannot deliver a contract by the pre-identified date, they need to show dominant information that the pre-award period needs to be extended.
6. The BV bidder will organize a PA kickoff meeting, and give their proposal to the client.
7. The BV bidder must now make a decision if they can deliver. If they can, they will put together the contract, address any issues by the client's technical staff, and send the draft contract for review and signature by buyer/owner.

3.4 Management by Risk Minimization and Performance Measurement

3.4.1 Weekly Risk Report System

The Weekly Risk Reporting (WRR) is composed of all potential contacts, basic contract information, milestone schedule, risk sheet, modification/deviation tracking, risk management plan (RMP), and overview report. It is a standardized format of PIPS that is a requirement of the project.

The purpose of the WRR is to allow the Bidder to manage and document all risks that occur throughout a project. Risk is defined as anything that impacts project cost, quality or project schedule. This includes risks that are caused by the Bidder (or entities contracted by the Bidder), and risks that are caused by the client (scope changes, unforeseen conditions, etc). The client's project manager may also require the Bidder to document risks that may impact customer or the client satisfaction. (See ATTACHMENT E)

4. SUBMITTAL FORMAT

4.1 SUBMITTAL FORMAT

All submittal documents must be on standard 8½" x 11" paper. The proposal should be stapled (and not bound) to facilitate easy handling, photocopying, and reading by the Evaluation Committee. No faxed or emailed proposals will be considered. **The proposal must be received by 5 p.m. Mountain Time on the date listed in Section 1 of the RFP.** Late submittals will not be considered.

The proposal must be mailed or delivered in a sealed package. Please make sure to submit the "Proposal Form" in a sealed envelope marked "Confidential Cost Proposal" along with the other required submittals. The package must contain the following information on the outside of the package:

1. Vendor's Name
2. Vendor's Address
3. RFP Project Name
4. RFP Number

Mail or deliver one (1) signed package, plus one (1) electronic copy on a CD or USB Drive to the RFP Lead at the address listed in Section 1. Word or Excel format is required. The format and content must be the same as the manually submitted proposal. The electronic version must NOT be password-protected or locked in any way. If your proposal contains trade secret information which you have identified, also submit a redacted copy of the proposal with all trade secret information removed or blacked out as described in Paragraph 32, "Public Records," State of Idaho's SOLICITATION INSTRUCTIONS TO VENDORS. http://adm.idaho.gov/purchasing/TCs/Solicitation_Instructions.pdf The electronic file name should contain the word "redacted."

4.2 QUESTIONS AND INQUIRIES

The person listed as the RFP Lead Section 1 shall be the only contact for all communication regarding any aspect of this RFP process and its requirements.

No phone calls will be accepted. Responses to questions which involve an interpretation or change to this RFP will be issued in writing by addendum. All such addenda issued by the University shall be considered part of this RFP and posted at the website listed in Section 1.

Only formal written addenda shall be binding. Oral and other interpretations or clarifications, including those occurring at the Pre-Proposal Conference, site visits, etc. will be without legal effect. Do not contact any University employee or representative regarding this RFP.

All questions must be submitted to the RFP Lead by the date and time noted in the tentative schedule, Section 1. Questions must be submitted using Attachment F via email to the RFP Lead. Official answers to all questions will be posted on the University's website as an amendment as indicated in Section 1 of this RFP.

Questions regarding the State of Idaho Standard Contract Terms and Conditions found at <http://adm.idaho.gov/purchasing/purchasingrules.html> and incorporated in this RFP by reference must be submitted by the deadline to receive questions from the bidder, stated on Section 1 of the RFP. The University will not negotiate these requirements after the date and time set for receiving questions. Questions regarding these requirements must contain the following:

4.2.1. The term or condition in question;

4.2.2. The rationale for the specific requirement being unacceptable to the bidder (define the deficiency);

4.2.3 Recommended verbiage for the University's consideration that is consistent in content, context, and form with the University's requirement that is being questioned; and

4.2.4. Explanation of how the University's acceptance of the recommended verbiage is fair and equitable to both the University and the vendor.

Proposals received that qualify the offer based upon the University accepting other terms and conditions not found in the RFP or which take exception to the University's terms and conditions will be found non-responsive, and no further consideration of the proposal will be given.

If a vendor fails to notify the University prior to the proposal due date of a known error in the RFP or an error that reasonably should have been known to the Vendor, and if a Contract is awarded to that vendor, the vendor shall not be entitled to additional compensation or time by reason of the error or its correction.

5. GENERAL INFORMATION

5.1 DISQUALIFICATION

Carefully read the information contained in this RFP and submit a complete response to all requirements, specifications and instructions as directed. Please be advised that failure to comply with all of the requirements, specifications and instructions in this RFP will be grounds for disqualification.

5.2 PROPOSAL VALIDITY

The vendor's proposal is a valid, firm, and irrevocable offer which the University may accept within 120 days from the proposal's Due Date as stated in Section 1. The proposal, if accepted, shall remain valid for the life of the contract.

5.3 CONTRACT EXTENSION

This RFP is based on providing services for an approximate 2-1/2 year period (mid-2011-2013). The University may extend the IT Project Manager, Strategy & Technical Lead position provided the resource is still available. The University shall provide written notice to the vendor of its intent to extend this contract at least thirty (30) days prior to the end of the initial term. If the vendor does not desire to extend the contract, the vendor shall so notify the University in writing no later than ten (10) days after the date of the University's notice of intent under this paragraph. Any extension shall be under the same terms and conditions as the final year of the initial term of the contract unless otherwise negotiated and agreed to by the parties.

5.4 OWNERSHIP OF PROPOSALS

All submittal contents become the property of the University, and may become a part of any resulting contract. Award or rejection of a proposal does not affect this right. All TR/NTR/VA Plan risks will be made available to the potential Best-Value Vendor and to all vendors once an award has been made. All TR/NTR/VA Plans risk solutions and value-added ideas will be kept confidential and will not be made public.

5.5 PROPOSAL EXPENSE

Under no circumstances shall the University be responsible for any proposal preparation

expenses, submission costs, or any other expenses, costs, or damages of whatever nature incurred as the result of a vendor's participation in this process.

5.6 CLARIFICATION

The University reserves the right to clarify, or seek clarification, on any submittal (this includes, but is not limited to, contacting past clients to verify performance, interviewing key personnel, performing additional investigating on the firm's performance history, and requiring additional documentation or information to respond to any performance findings).

5.7 CONSIDERATION OF PROPOSAL

The Vendor selected for an award will be the Vendor whose proposal is responsive, responsible, and is the most advantageous to the University, as determined by the University in its sole discretion. The University anticipates that all vendors will have a fair and reasonable opportunity to provide service.

The University intends to award a contract, subject to the terms of this RFP, to the Best-Value Vendor. The University may add, delete, or modify any requirement or statement in this solicitation if the University deems that it is in the best interest of the University.

The University reserves the right to reject any or all proposals and to reject a proposal not accompanied by any required data, or to reject a proposal that is in any way incomplete or irregular. The University shall reject all submittals from vendors where there has been collusion among the vendors.

Any final analysis or weighted-point score does not imply that one vendor is superior to another, but simply that in the University's judgment the Vendor selected appears to offer the best overall solution for the University's current and anticipated needs.

The University shall have the right to waive any non-material informality or irregularity in any proposal received and to advertise for new proposals where the acceptance, rejection, waiving, or re-advertising is determined by the University to be in its own best interest. The successful Vendor shall comply with all employment laws and regulations.

5.8 CONFLICT OF INTEREST

No employee, officer or agent of University shall participate in the selection, the award, or administration, of the contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when one of the following has a financial or other interest in any firm proposing on or selected for the award:

- 1) The employee, or an officer or agent of the employee;
- 2) Any member of the employee's immediate family;
- 3) The employee's business partner; or
- 4) An organization which employs, or is about to employ any of the above.

The University's officers, employees, or agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from proposers, potential proposers, subcontractors, or other parties to sub-agreements whereby the intent could reasonably be inferred as influencing the employee in the performance of his or her duties or was intended as a reward for any official act on his or her part.

5.9 ACCEPTANCE OF RFP TERMS

All terms and conditions contained herein shall become part of any subsequent contract that is awarded from this RFP. A proposal submitted in response to the RFP shall constitute a binding offer.

5.10 CERTIFICATION OF INDEPENDENT OFFER

By submitting a proposal, the vendor certifies that in connection with this RFP:

- a. The proposal has been arrived at independently, without consultation, communication or agreement with any competitor for the purpose of restricting competition.
- b. Unless otherwise required by law, the offer cited in this RFP has not been and will not be knowingly disclosed by the Vendor prior to opening directly or indirectly to any other vendor.
- c. No attempt has been made nor will be made by the vendor to induce another person or firm to submit or not submit a proposal for the purpose of restricting competition.

5.11 PROPOSAL SIGNATORY AUTHORITY

Each person signing this proposal certifies that they are the person in the vendor's firm authorized to make the decision to make the offer.

5.12 TERMINATION

The University may terminate the contract by providing the vendor with written notice thirty (30) calendar days prior to such date. Vendor must complete the term.

5.13 INSURANCE REQUIREMENTS

Vendors are required to maintain Worker's Compensation insurance as required by Idaho Statute for all employees engaged in the service, Commercial General Liability (CGL), Automobile Liability, and Professional Liability when applicable. Minimum coverages for CGL are: Each Occurrence/Annual Aggregate - \$1,000,000/\$2,000,000 endorsed to apply separately to each job site or location. Automobile Liability minimum is: Combined Single Limit (CSL) - \$1,000,000. Professional Liability minimum is - \$5,000,000. Upon request by the University, the vendor is required to provide a Certificate of Insurance with a minimum sixty (60) day cancellation notice, from an insurance company licensed to do business in the State of Idaho, with a minimum AM Best rating of A-, and signed by an authorized agent. The certificate must show Boise State University and the State of Idaho as additional insured.

5.14 UNIVERSITY MARKS / NEWS RELEASE / PROMOTIONS

University Marks-Boise State University's registered trademarks, as well as other names, seals, logos, college colors and other indicia ("University Marks") that are representative of the University may be used solely with permission of Boise State University. Notwithstanding the foregoing, the University logo may be used in the RFP response for illustrative purposes only. No use may be made of University Marks in any document which implies any association with or endorsement of the services of the bidding company or any other third party.

5.15 ADVERSE INTERESTS

During the term of this contract and any extensions, the vendor will not provide services nor enter into any agreement to provide services to a person or organization that has interests that are adverse to the University (as defined by the University). If the University believes that the

vendor is violating this paragraph, the University will notify the vendor in writing by certified mail. The University and the vendor will meet and discuss the alleged violation within thirty (30) days of such notice.

5.16 INDEPENDENT STATUS

This contract does not constitute and shall not be construed as constituting a partnership or joint venture or an employee-employer relationship or one of principal and agent, it being understood that the vendor and the University are, and shall remain, independent contractors in all aspects.

5.17 APPEALS

An appeal by a vendor of a bid specification, a non-responsiveness determination, or the award of a bid is governed by the Boise State University Purchasing Appeals Process, and must be filed in accordance with that process, which can be found on the Internet at <http://www.boisestate.edu/finad/purchasing/docs/purchasingappealsprocess.pdf>

5.18 DEFINITIONS

- Bidder – Firm or organization that is submitting a proposal in response to this RFP
- BV – Best Value
- Client – Boise State University
- CO – Contracting Officer
- IT – Information Technology
- NTR – Non-Technical Risk
- PA – Pre-Award
- PIPS – Performance Information Procurement System
- PM – Project Manager
- PPI – Past Performance Information
- Proposer – Company or organization that is submitting a proposal in response to this RFP
- TR/NTR/VA Plans – Technical Risk, Non-Technical Risk Plan and Value-Added Plan
- RFP – Request for Proposal
- RMP – Risk Management Program
- State – State of Idaho
- TR – Technical Risk
- University – Boise State University
- VA – Value Added
- Vendor – Company or organization that is submitting a proposal in response to this RFP
- WP – Work Plan
- WRR – Weekly Risk Report
- WRRS – Weekly Risk Reporting System

5.19 ATTACHMENTS & EXHIBITS

ATTACHMENT A	RFP COVER PAGE
ATTACHMENT B	PROPOSAL FORM/SIGNATURE PAGE
ATTACHMENT C	TR, NTR AND VA SUBMITTAL
ATTACHMENT D	PAST PERFORMANCE INFORMATION (PPI) GUIDE

ATTACHMENT E	COST PROPOSAL
ATTACHMENT F	IT PROJECT MANAGER, STRAGEY AND TECH LEAD QUESTION FORM
ATTACHMENT G	QUALIFICATION QUESTIONNAIRE
EXHIBIT 1	STATEMENT OF WORK
EXHIBIT 2	PRE-AWARD PHASE AND WEEKLY RISK REPORT (WRR) GUIDE

ATTACHMENT A

RFP COVERPAGE

The Vendor must complete and submit this Attachment. This Attachment shall be the cover page for the Vendor's Proposal.

Project Number:	RFP #
Project Name:	

Vendors Name:	
Address:	
City:	
State:	
Zip Code:	
Point of Contact for this RFP:	
Phone:	
Fax:	
Email:	

The following documents are required for this proposal (please mark off each document to acknowledge that you have submitted the document in the proper format):

- | | |
|--|---|
| <input type="checkbox"/> Attachment A | Complete and staple as cover page in your proposal (no binders) |
| <input type="checkbox"/> Attachment B | Fill in all required information on Proposal Form |
| <input type="checkbox"/> Attachment C | Complete and submit Technical Risk Plan |
| <input type="checkbox"/> Attachment C | Complete and submit Non-Technical Risk Plan |
| <input type="checkbox"/> Attachment C | Complete and submit Value Added Plan |
| <input type="checkbox"/> Attachment D | Email a "Reference List" for each critical component |
| <input type="checkbox"/> Attachment D | Compile and submit surveys for each critical component |
| <input type="checkbox"/> Attachment E | Cost proposal form |
| <input type="checkbox"/> Section 3.2.1 | Cost breakout |
| <input type="checkbox"/> Attachment G | Complete all required information |

ATTACHMENT B PROPOSAL FORM

The Proposal Form must be submitted in a sealed envelope marked "Confidential Cost Proposal."

SECTION 1 - CRITICAL TEAM MEMBER

Name of Vendor: _____

Name of IT Project Manager, Strategy &
Technical Lead*: _____

** If awarded the contract, this individual cannot be switched for the duration of the contract unless permitted by the University's Project Director.*

SECTION 2 – ADDENDA ACKNOWLEDGEMENT

Vendor acknowledges receipt of the following addenda, and has incorporated the requirements of such addenda into the proposal (*List all Addenda issued for this RFP*):

No.	Date
No.	Date

No.	Date
No.	Date

No.	Date
No.	Date

SECTION 5 – DISCLOSURE PURSUANT TO EXECUTIVE ORDER 2007-09, STATE OF IDAHO

Applies to Bids, Quotes or Proposals offering services or the development, sale or lease/licensing of software. If you Bid, Quote or Proposal does not involve one of these, do not complete.

Name of Vendor: _____

BID or RENEWAL NUMBER: _____

Pursuant to Executive Order 2007-09, the vendor named above hereby discloses:

By Vendor: Services under any resulting contract, or related to the development sale or lease/licensing of computer software under any resulting contract will be performed by vendor in the following countries (including the United States):

Country

Description of work

By subcontractor(s): Services under any resulting contract, or related to the development, sale or lease/licensing of computer software under any resulting contract will be performed by subcontractors of vendor in the following countries (including the United States):

<u>Country</u>	<u>Description of work and subcontractor name</u>
_____	_____
_____	_____

The selected exceptions to Executive Order 2007-09 should apply.

_____The vendor or its subcontractor provides a unique service or software and no comparable domestically provided service or software can adequately match the unique features of that provided by the vendor or its subcontractor; or

_____The vendor or its subcontractor is a foreign firm hired to market Idaho services or products to a foreign country; or

_____The vendor or its subcontractor maintains a significant business presence in the United States and will perform only a de minimus portion of work under the contract outside the United States.

Please provide a brief narrative to explain each of the exceptions identified. Add additional pages as necessary.

SECTION 6 – SIGNATURE

The person signing this Proposal certifies that they have the authority to make the offer for their firm. The signature must be an original signature signed in blue ink.

Name of Company

Street Address

State

Zip Code

Company Website

Printed Name of Company Representative

Federal Tax ID

Signature of Company Representative

Date

Email

Phone

Fax

<< Please make sure to submit this Attachment in a SEALED Envelope along with the other required Attachments >>

ATTACHMENT C

Technical Risk (TR), Non-Technical Risk (NTR) and Value Added (VA) Submittal

1 Addressing the TR, NTR, and VA Submittal

The format for the TR, NTR, and VA plan is attached. The submittals should clearly address the following items in a simple, dominant manner using performance measurements, relative performance information, quality in terms of customer satisfaction, longevity, minimize level of maintenance, etc:

The TR and NTR Plans should:

1. List and prioritize the major risk items. Include a cost (\$), time, service or quality differential for every risk.
2. Explain how the Vendor will minimize the risk items. The selection committee is looking for differences. Client will assume that all cost related items identified in the TR and NTR portion of the submittal have already been included within the vendor's bid amount.

The VA Plan should clearly address the following item:

1. Propose any options that could increase the value (expectation or quality) of the Vendor's service. List any value or differential that the Vendor is bringing to the project, its size or impact to the level of value, and how the Vendor will measure the value added during the course of the service to ensure it is meeting its proposed levels. Client will assume that all cost related items identified in the Value Added submittal have not been included within the vendor's bid amount (financial proposal).

REMEMBER No names!!! In order to minimize any bias by the client, the all submittals must not contain ANY names (such as firm name, supplier names, personnel names, project names, product names, or company letterhead). The submittals should not contain any marketing information. If a submittal contains any names, it could result in penalties or disqualification.

REMEMBER Length!!! The client's goal is to make the selection process as efficient as possible. Efficiency is to minimize the effort of all participants. The submittals should not exceed the page limit specified in Section 7.

2 TR and NTR Template

All cost impacts associated with these risks/solutions must be included in your base cost.

Risk 1:	_____
Solution:	_____
Impact:	_____
 Risk 2:	 _____
Solution:	_____
Impact:	_____
 Risk 3:	 _____
Solution:	_____
Impact:	_____
 Risk 4:	 _____
Solution:	_____
Impact:	_____

3 VA Template

All cost impacts associated with this value added options must NOT be included in your base cost.

Item 1:	_____
Impact:	Cost (\$) _____
 Item 2:	 _____
Impact:	Cost (\$) _____
 Item 3:	 _____
Impact:	Cost (\$) _____
 Item 4:	 _____
Impact:	Cost (\$) _____

ATTACHMENT D
Past Performance Information (PPI) Guide

SECTION 1 – PPI PROCESS SUMMARY

To assist the client in identifying the highest past performance of a vendor or individual, the following process will be used (as outlined in the figure below):

1. The Vendor will prepare a list of past clients that will be sent surveys (called a "Reference List")
2. The Vendor will prepare survey forms and send them to their past clients
3. The past clients will send their surveys back to the Vendor.
4. The Vendor will compile all of the surveys and submit the surveys with their proposal
5. The ratings will then be averaged together to obtain a firm's past performance rating

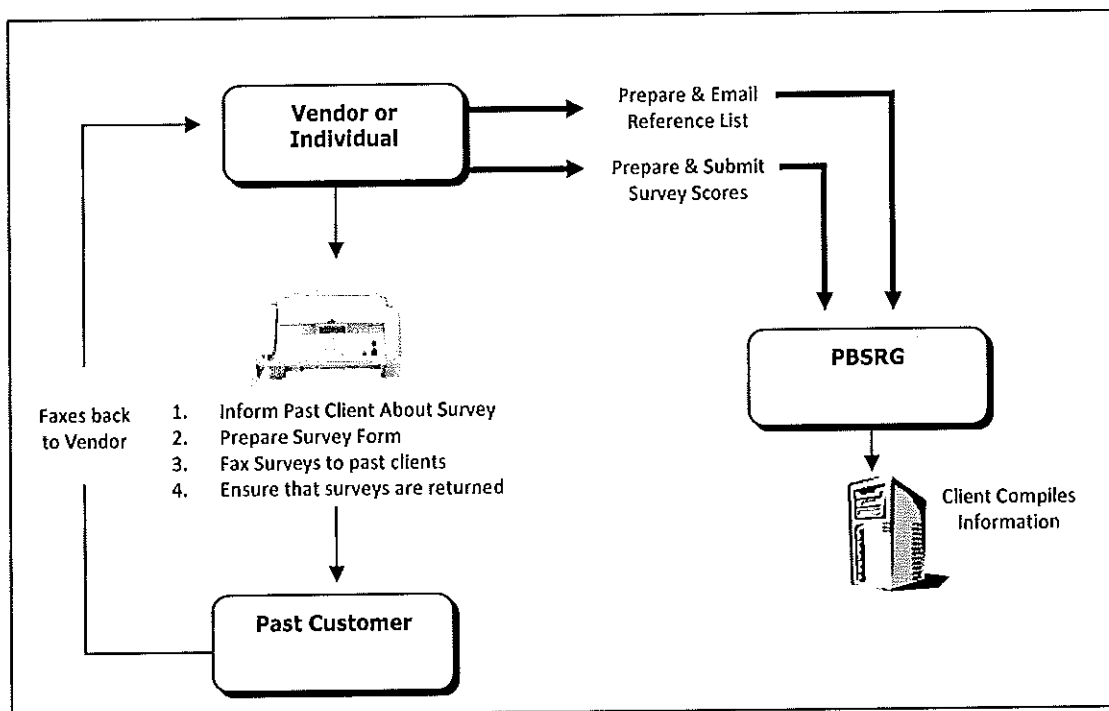


Figure 1: Survey Process

SECTION 2 – CREATING AND SUBMITTING A REFERENCE LIST

1. All critical key components (Vendor and Individuals) must create a list of past clients that will evaluate their past performance. This will be referred to as a "Reference List".

The "Reference List" must be submitted on a MS Excel spreadsheet. A template is provided on the internet and can be downloaded at:

http://cayusecreek.boisestate.edu/purchasing/purchasing_bidopportunities.php

2. The following are the critical components that will be evaluated (or those that most closely match the intended positions identified by Client):

Key Component	# of Surveys
The Vendor	5
The Project Manager	5

- The Vendor is responsible for selecting their team, selecting the list of past clients, and for the performance ratings of their critical key components.
- The reference list should include the firms “best” projects. Credit will be given to Vendors with more high performing surveys from different individuals.
- The Reference List must include the following (All fields are required. If you do not submit all the information required, there will be no credit given for the reference).

CODE	A unique (different) number assigned to each project
FIRST NAME	First name of the person who will answer customer satisfaction questions.
LAST NAME	Last name of the person who will answer customer satisfaction questions.
PHONE NUMBER	Current phone number for the reference (including area code).
FAX NUMBER	Current fax number for the reference (including area code).
CLIENT NAME	Name of the company or institution that the work was performed for
PROJECT NAME	Name of the project
PROJECT DURATION [MM/DD/YYYY] to [MM/DD/YYYY]	Duration of project
Project Description	Brief description of the type of project
Project Size	
COST OF PROJECT	Overall cost of project.

- The data in the reference list must be submitted in electronic format on a MS Excel spreadsheet file. (See Section 4)
- The reference list must contain different projects. You cannot have multiple people evaluating the same project/service. However, one person may evaluate several different service projects.
- The past projects may contain completed past projects and on-going projects.
- Please save the file as the name of the company (or individual) followed by “Ref List”. For example, if you are submitting a reference list for “ABC Service Provider”, you should save the file as “ABC Service Provider Ref List”.
- All key components/managers must submit their reference list in separate Excel files.

SECTION 3 – PREPARING THE SURVEYS

1. After a "Reference List" is completed, the Vendor will be required to:
 - a. Prepare a survey questionnaire for each of their past clients (on the reference list)
 - b. Send the survey questionnaires to their past clients
 - c. Receive the survey questionnaires from their past clients
 - d. Submit the completed survey questionnaires to the client with your proposal

The following steps will assist you in completing the aforementioned tasks.

2. Each key component is responsible for sending out a survey questionnaire to each of their past clients. The survey questionnaire is provided in this document and can also be downloaded.
3. Each key component should enter the required information on the survey questionnaire:
 - a. Survey ID (Code)
 - b. Past clients contact information
 - c. Project information
 - d. Name of the firm and/or individual being surveyed

The information must match the data submitted in the "Reference List" (see Figure 4).

	A	B	C	D	E	F	G	H	I	J	K	L	M
	CODE	FIRST NAME	LAST NAME	PHONE NUMBER	FAX NUMBER	CLIENT NAME	CITY	STATE	PROJECT NAME	STUDENT HEALTH SERVICE (Yes or No)	START OF SERVICE	END OF SERVICE	PROGRAM SIZE
1													
3	101	Chad	Franklin	602-555-5879	602-555-5880	Holmans	Phoenix	AZ	Holmans Services	No	1/1/2008	On Going	10,000
4	102	Stacy	Burkin	602-568-9551	602-568-9555	ABC University	San Diego	CA	ABC University Services	Yes	1/1/1999	1/1/2004	5,000
5	103	Richard	Lewis	602-568-9361	602-568-9362	Tempe College	Denver	CO	Tempe College	Yes	1/1/1999	1/1/2005	15,000
6	104	Michael	Whiner	602-897-8000	602-897-8007	Depot Home	Seattle	WA	Depot Home Services	No	1/1/2001	1/1/2006	12,000
7	105	Todd	Sayles	602-321-3215	602-321-3216	Z Manufacturers	Miami	FL	Healthcare Insurance	No	1/1/2004	On Going	8,000
8	106	Bret	Fogarty	602-565-9871	602-565-9872	Mesa College	Phoenix	AZ	Healthcare Insurance	Yes	1/1/2003	1/1/2007	14,000
9	107	Jim	Ubets	602-687-5465	602-687-5466	Olympia University	San Diego	CA	Student Healthcare Insur	Yes	1/1/1998	1/1/2006	13,000
10	108	Tom	Iverson	602-155-1003	602-155-1000	AAA Company	Phoenix	AZ	Healthcare Insurance	No	1/1/2002	1/1/2007	9,500
11	109	Ken	Fischer	602-155-1003	602-155-1000	AAA Company	Phoenix	AZ	Healthcare Insurance	No	1/1/2002	On Going	9,000
12	110	Terry	Ferstad	602-155-1003	602-155-1000	AAA Company	Phoenix	AZ	Healthcare Insurance	No	1/1/2002	1/1/2008	12,000

Survey Questionnaire – Boise State University
(IT Project Manager, Strategy & Technical Lead)

Survey ID 103

To: Richard Lewis
(Name of person completing survey)

Phone: 602-568-9361 Fax: 602-568-9362

Subject: Past Performance Survey of: Tempe College
(Name of Company)

Susan Anderson
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: Tempe College Date Completed: 1/1/05

Project Name: Tempe College Student Healthcare

Figure 4: Example
The information

excel file.

of Survey Form.
must match the

4. Vendor should modify the return information at the bottom of the survey with a contact person and an accurate fax number. Remember, the survey will be sent from your past client to your firm (so you must enter YOUR valid fax number).

5. All returned surveys should be evaluated and signed by the past client. If a survey is not signed, it might NOT be counted.
6. Each key component is responsible for making sure that their past clients receive the survey, complete the survey, and return the survey back to the Vendor.
7. The past client must evaluate and complete the survey (you cannot have other consultants or third parties evaluate your performance). The past client must sign the survey form to prove that they completed the survey.
8. All of the returned surveys should be packaged together and submitted with your proposal. The scores of the submitted surveys will be used to compile the average Past Performance Information rating for the critical key components.
9. Client may contact the reference to clarify a survey rating, check for accuracy, or to obtain additional information. If the reference cannot be contacted, the survey will be deleted and no credit given for that reference.

SECTION 4 - Sample Reference List

LIST OF REFERENCE PROJECTS																		
CODE	FIRST NAME	LAST NAME	PHONE NUMBER	FAX NUMBER	CLIENT NAME	PROJECT NAME	Project Duration (MM-DD/YYY) to (MM-DD/YYY)	COST OF PROJECT	Survey Returned (1 for Yes, 0 for No)	01	02	03	04	05	06	07	08	Average 1-10 Survey Score
001	John	Smith	(202) 665-1111	(202) 665-2222	Home Depot	Project 1	2/3/2003-Present	\$1,200,000	1	8	9	7	8	8	9	10	10	8.625
002																		
003																		
004																		
005																		
							# Surveys Returned	1	Total Ave. of All Surveys								8.625	

Design Firm
 Company Name: _____
 Type: _____
 Point of Contact: _____
 Phone Number: _____
 Fax Number: _____

Survey Questionnaire – Boise State University

(IT Project Manager, Strategy & Technical Lead)

Survey ID _____

To: _____
(Name of person completing survey)

Phone: _____ Fax: _____

Subject: Past Performance Survey of: _____
(Name of Company)_____
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: _____ Date Completed _____
Project Name: _____

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	
2	Ability to provide technical direction	(1-10)	
3	Ability to provide project and strategic direction	(1-10)	
4	Ability to develop resources within the project(s)	(1-10)	
5	Ability to communicate	(1-10)	
6	Ability to identify and minimize the user's risk	(1-10)	
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	
9	Ability to address and manage change	(1-10)	
10	Quality of work – Service and Product	(1-10)	

Printed Name (of Evaluator)_____
Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: XXX-XXX-XXXX

ATTACHMENT E

Cost Proposal Form

SECTION 1 – COST PROPOSAL

Total Cost (not to exceed, fully burdened rate): _____

SECTION 2 – COST PROPOSAL OF VALUE-ADDED OPTIONS

Provide the information below for potential Value-Added Options listed in Attachment E. Indicate the increase or decrease to the fully-burdened Total Cost for Services for the items below:

No	CRITERIA	Hourly	Total Cost
1		\$	\$
2		\$	\$
3		\$	\$
4		\$	\$
5		\$	\$
6		\$	\$
7		\$	\$
8		\$	\$

ATTACHMENT F

IT PROJECT MANAGER, STRATEGY AND TECHNICAL LEAD QUESTION FORM

PLEASE DO NOT IDENTIFY YOUR NAME OR YOUR COMPANY'S NAME OR PRODUCT NAMES OF INTELLECTUAL PROPERTY IN YOUR QUESTIONS.

ADD ROWS BY HITTING THE TAB KEY WHILE WITHIN THE TABLE AND WITHIN THE FINAL ROW.

The following instructions must be followed when submitting questions using the question format on the following page.

1. DO NOT CHANGE THE FORMAT OR FONT. Do not bold your questions or change the color of the font.
2. Enter the RFP section number that the question is for in the "RFP Section" field (column 2). If the question is a general question not related to a specific RFP section, enter "General" in column 2. If the question is in regard to a State Term and Condition or a Special Term and Condition, state the clause number in column 2. If the question is in regard to an attachment, enter the attachment identifier (example "Attachment A") in the "RFP Section" (column 2), and the attachment page number in the "RFP page" field (column 3).
3. Do not enter text in column 5 (Response). This is for the University's use only.
4. Once completed, this form is to be emailed per the instructions in the Section 1, RFP Administrative Information. The email subject line is to state the RFP number followed by "Questions."

ATTACHMENT F

IT PROJECT MANAGER, STRATEGY AND TECHNICAL LEAD QUESTION FORM

BAHR - SERVICE
Title of Service)

Question	RFP Section	RFP Page	Question	Response
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

ATTACHMENT G

QUALIFICATION QUESTIONNAIRE

No.	Criteria	Response
1	How many years has your company been continuously active in project and strategic management consulting (under the current business name)?	
2	Provide the number of projects where the proposed resource has provided project management and technical direction for system implementations.	
3	Identify the number of ERP implementations where the proposed resource has served in a lead capacity (project or strategic management)	
4	Has the proposed resource implemented data warehouse and business intelligence applications in a University setting?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Has the proposed resource implemented PeopleSoft ERP suites (Finance, Campus Solutions or HCM) in the last 5 years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Has the proposed resource implemented web applications or a portal in a University environment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Are you or your company currently disqualified, de-listed or barred from doing business with the State of Idaho or Boise State University? (If you answer "Yes" your proposal will be disqualified)	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Are you or your company currently disqualified, de-listed or barred from doing business with any federal or state agency?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9	Have you or your company provided similar project management consulting for other colleges or universities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
10	Identify the number of similar project management consulting jobs that you or your company has managed:	<input type="checkbox"/> None <input type="checkbox"/> 1-5 <input type="checkbox"/> > 6
11	Have any claims been made or lawsuits filed against you or your company for non-performance or inadequate performance as a project management consultant?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12	Is the proposed resource well versed in regulations that must be maintained within the ERP systems in Higher Education such as FERPA, HIPPA, GASB and others?	<input type="checkbox"/> Yes <input type="checkbox"/> No

EXHIBIT 1

STATEMENT OF WORK

IT Project Manager, Strategy & Technical Lead

1. SERVICES TO BE PROVIDED

1.1 The services to be provided by COMPANY pursuant to this SOW are:

Task 1: COMPANY will provide a consultant to assist the UNIVERSITY in its Enterprise Systems Roadmap projects/programs to address planning, project management framework, communication, overall strategy and technical direction for the following components of the Roadmap:

- Financial Chart of Accounts (Requirements Gathering & COA Design)
- HCM Core Review (Requirements, Process & Configuration Design)
- Academic Needs Assessment (Requirements, Priorities)
- Student (End User) Assessment
- iStrategy DW Implementation
- Document Imaging (Identification & Implementation)
- Unified Web Experience
- Documentation Repository
- Security and Identity Management
- IT Infrastructure Changes
- Research Management System (Identification & Implementation)
- PMO Establishment
- Finance 9.1 Upgrade
- CS Core (Process Assessment and Re-engineering, Configuration Review, & Requirements Definition)
- Campus Solutions 9 Project

NOTE on Task 1: Each project above will require a separate project plan to be developed as well as communication and strategy. The deliverables for this engagement will be to produce the stated plan, project management framework, communication plan, strategy and technical direction for each of the stated projects/programs.

Task 2: COMPANY will provide documentation on any work completed by the Consultant.

Task 3: COMPANY will provide appropriate knowledge transfer for any work completed. Knowledge transfer will be conducted with assigned UNIVERSITY staff members and will be reviewed by UNIVERSITY management to insure that all necessary information and items have been provided and are understood to the UNIVERSITY'S satisfaction.

Task 4: COMPANY will provide project management services for assigned projects. Tasks expected in the management of assigned projects include but are not limited to:

- Management of the Project Resources
- Plan and Task Management
- Budget Management

- Running Team Meetings and Project Sessions
- Insuring Resources are Managed Effectively and Requested as needed
- Running or Managing user sessions and testing sessions
- Identifying scope changes and presenting those to the project leadership team
- Insuring that projects are delivered on time and budget
- Managing communications with the project leadership team, project team and the campus community

Task 5: COMPANY will provide technical consulting in the form of strategy and planning for core/foundational projects. These projects would include items that are central to the roadmap and campus initiatives. These projects include but are not limited to:

- Data Warehouse, Reporting and Business Intelligence
- Oracle User Productivity Kit
- Document Imaging and Management
- Service-Oriented Architecture and PeopleSoft Integration
- PeopleSoft Delivered Services, such as Equation Engine, 3C's, and Process Scheduler
- PeopleSoft Security
- Web Application Integration with ERP

1.2 Unless otherwise specified in the Contract or arranged with the **UNIVERSITY**, a standard work week consists of forty (40) hours, typically delivered Monday through Thursday and excludes travel time.

- The Services described in this SOW will be provided at the **UNIVERSITY** location in Boise, ID or remotely as approved by the **UNIVERSITY**.

1.3 Out-of-Scope

Tasks established outside of the above-state projects and related tasks will be considered out-of-scope. The **UNIVERSITY** will address alterations to the scope of this SOW through formal written change requests or addendum to this SOW.

2. PROJECT COMMUNICATIONS

Status reports shall be submitted weekly. A project status report will provide a:

- Summary of accomplishments
- Summary of planned items for the next period
- Summary of issues and change requests (if any) and general comments
- Summary of hours worked by resource
- Outstanding Questions or Tasks that require **UNIVERSITY** response.

3. ADDITIONAL UNIVERSITY RESPONSIBILITIES

3.1 The **UNIVERSITY** shall be responsible for the overall project management, the technical infrastructure, and support during the implementation including, without limitation, knowledge and experience of the operating environment and database. The **UNIVERSITY** shall be responsible for the technical architecture design, deployment, performance tuning and operations to support the Software including, without limitation, server hardware, database platform, operational procedures, and networking.

3.2 The **UNIVERSITY** shall provide input, review, and participation during performance of the Services, including, without limitation, requirements gathering, design, working sessions, and day-to-day engagement tasks. The **UNIVERSITY** shall ensure that its employees make time available, and provide **COMPANY** personnel access to key users and technical personnel within the **UNIVERSITY'S** organization as it relates to the performance of Services.

3.3 The **UNIVERSITY** shall review and comment on draft materials prior to general publication in a timely manner.

3.4 The **UNIVERSITY** shall be responsible for establishing and following such change control procedures as it deems appropriate for this engagement. The **COMPANY** shall be entitled to reply on any change order given to it by the **UNIVERSITY**, regardless of the form of such change order, as long as approval has been granted by the University Project Director.

4. ACCEPTANCE CRITERIA

Deliverables and services under this SOW shall be deemed as accepted by the **UNIVERSITY** on the date of delivery unless the **COMPANY** receives written notice from the **UNIVERSITY** specifying the reason for non-acceptance after completion of the service.

5. Expectation

The University expects the vendor to have the same individual on this project full time (5,520 hrs over the course of 3 years)

EXHIBIT 2

Pre-Award Phase and Weekly Risk Report (WRR) Guide

1 Overview

The Pre Award Phase is carried out prior to the signing of the contract. The client's objective is to have the project/service completed on time, without any cost increases, and with high customer satisfaction. At the end of the project, the client will evaluate the performance of the Vendor based on these factors, so it is very important that the Vendor preplans the project to ensure there are no surprises.

It is the Vendor's responsibility to ensure it understands the client's subjective expectations. It is not the client's responsibility to ensure that the Vendor understands what their expectations are. The Vendor is at risk, and part of the risk is understanding the client's expectations.

The Pre Award Phase provides the Vendor with a final opportunity to protect itself, by allowing the Vendor to carefully pre-plan the project before an award is made. The pre-planning should include all coordination and identification of all risks that cannot be controlled by the Vendor.

In many cases, one of the Vendor's biggest risks (in terms of delivering the service with high satisfaction) is the client themselves. Therefore, it is in the Vendor's best interest to identify any issues or concerns ahead of time during the pre-award phase. The Vendor should minimize their risk by creating documentation that puts them in control and eliminates any outside interference that could hinder them from performing.

2 Pre-Planning and Coordination

Once you are notified that you are the potential best-valued Vendor, you will receive a list of all risks identified by the other Vendors that proposed. You may also receive an additional list of any client issues or concerns.

The client requires that the a Pre-Award Kick-Off Meeting is held after the client has reviewed and sent back comments on the Vendor's required Pre-Award Documents. The Vendor is expected to perform the following functions during the Pre-Award period:

- Re-visit the site to do any additional investigating.
- Coordinate with all parties that will be involved with the project. Identify what concerns they have and determine solutions to resolve their concerns. This may include consultants, subcontractors, and material suppliers to ensure that there are no inconsistencies with the requirements or delivery schedules.
- Identify where the risk lies on the project and make sure that all identified risks can be minimized.
- Identify any actions required by Client or client's representatives.
- Identify all risks that the vendor does not control with a plan to mitigate the risks.

3 Pre-Award Documents

The objective of the Vendor's Pre Award Document is to identify risk that the Vendor does not

control or risk that is impacted by factors that the Vendor does not control. The Vendor must also identify how they will attempt to minimize the risk. If the Vendor does not identify the risk that they do not control, then the Vendor is stating the risk (stated or not stated) is under their control and a part of their contract to meet the intent of the client.

The client will send the vendor the following information to prior to starting the pre-award period:

1. A preliminary milestone schedule for the pre-award period
2. A list of risks that other Vendors' submitted in the Selection phase
3. A list of client concerns and comments
4. Contact information for all major client personnel involved in the project.
5. A summary of accepted/rejected/contemplating accepting value added items.
6. Weekly Risk Report template

The Vendor will then be expected to send back to the client for review the following Pre-Award documents:

1. A project financial summary.
2. A complete project milestone schedule.
3. A adjusted pre-award milestone schedule
4. Risk Management Plan (A list of all the risks/concerns given to the Vendor from the client and solutions to minimize each of the risks. The Vendor has the capability to combine risks that are duplications or explain why a risk is not valid).
5. A client action item list with dates the client must perform them by.
6. Performance measurements that will be used to determine performance.
7. Scope of Work
8. Weekly Risk Report

It is only after the Vendor turns in the Pre-Award documents and the client sends back comments to the Vendor on the documents that a pre-award kickoff meeting will be held. After the pre-award kickoff meeting is held the Vendor has then officially entered into the pre-award period and is expected to finalize all Pre-Award documents and complete all actions identified in section 2.

4 Pre-Award Meeting

The pre award meeting is held at the end of the pre award phase and is used to present a summary of what was developed and agreed upon during the pre award phase. The pre-award meeting is not a question and answer session. The Vendor must not wait for the meeting to ask questions. All coordination and planning with the client should be done prior to the meeting.

The Vendor should give a presentation, which walks the client through the entire project and summarizes all of the coordination/planning done during the pre-award period. The Vendor should bring their team and all the documents specified in the Pre Award Document. The Vendor should come with documents explaining what the client is responsible for in this project and should identify exactly what they want from the client with due dates. The Vendor must convince the client that they have minimized all risks and will not be surprised once the project begins. The pre-award meeting presentation (and meeting minutes, if applicable) will become part of the contract along with the other documents stated the Pre-Award Document.

5 Weekly Risk Report (WRR)

The Weekly Risk Report (WRR) is a tool for Client in analyzing the performance of the service based on risk. The WRR is expected to take minimal effort. The WRR does not substitute or eliminate weekly progress reports or any other traditional reporting systems or meetings that the Vendor may do.

The purpose of the WRR is to allow the Vendor to manage and document all risks that occur throughout a project. Risk is defined as anything that impacts project cost or project schedule. This includes risks that are caused by the Vendor (or entities contracted by the Vendor), and risks that are caused by the University (scope changes, unforeseen conditions, etc). The Client may also require the Vendor to document risks that may impact customer or client satisfaction.

SUBMISSION

The weekly report is an excel file that must be submitted on Friday of every week. The report is due every week once the Notice To Proceed is issued, until the project is 100% complete (and final payment is made). Please contact the University Project Director if you have not received an electronic version of the spreadsheet (once the Notice To Proceed has been issued). The report must be emailed to:

University Purchasing:	nancyschwend@boisestate.edu
University Project Director:	scottaylor2@boisestate.edu
University AVP IT:	maxdavis-johnson@boisestate.edu
Arizona State University:	jacob.kashiwagi@asu.edu

The completed report must be saved using the date and name of the project given by the client (Format: YYMMDD_ProjectName; For example, 'IT Project Manager, Strategy & Technical Lead' for the week ending Friday, August 12, 2011, should be labeled '110812_ITPMStrategyTechLead'). Weekly Reports are to be emailed by midnight of each Friday.

REMEMBER: The Pre Award Phase provides the Vendor with a final opportunity to protect itself, by allowing the Vendor to carefully pre-plan the project before an award is made. If the Vendor does not identify a risk or risks that they do not control, then the Vendor is stating the risk (stated or not stated) is under their control and a part of their contract to meet the intent of Client.

Attachment #3

ATTACHMENT A

RFP COVERPAGE

The Vendor must complete and submit this Attachment. This Attachment shall be the cover page for the Vendor's Proposal.

Project Number:	RFP #NS11-107
Project Name:	IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program

Vendors Name:	Huron Consulting Services LLC
Address:	550 W Van Buren St.
City:	Chicago
State:	Illinois
Zip Code:	60661
Point of Contact for this RFP:	Jason Moebius
Phone:	(312) 880-3358
Fax:	(312) 880-3201
Email:	jmoebius@huronconsultinggroup.com

The following documents are required for this proposal (please mark off each document to acknowledge that you have submitted the document in the proper format):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Attachment A | Complete and staple as cover page in your proposal (no binders) |
| <input checked="" type="checkbox"/> Attachment B | Fill in all required information on Proposal Form |
| <input checked="" type="checkbox"/> Attachment C | Complete and submit Technical Risk Plan |
| <input checked="" type="checkbox"/> Attachment C | Complete and submit Non-Technical Risk Plan |
| <input checked="" type="checkbox"/> Attachment C | Complete and submit Value Added Plan |
| <input checked="" type="checkbox"/> Attachment D | Email a "Reference List" for each critical component |
| <input checked="" type="checkbox"/> Attachment D | Compile and submit surveys for each critical component |
| <input checked="" type="checkbox"/> Attachment E | Cost proposal form |
| <input checked="" type="checkbox"/> Section 3.2.1 | Cost breakout |
| <input checked="" type="checkbox"/> Attachment G | Complete all required information |

ATTACHMENT B PROPOSAL FORM

The Proposal Form must be submitted in a sealed envelope marked "Confidential Cost Proposal."

SECTION 1 - CRITICAL TEAM MEMBER

Name of Vendor: Huron Consulting Services LLC
 Name of IT Project Manager, Strategy & Technical Lead*: Doug Gosnell

** If awarded the contract, this individual cannot be switched for the duration of the contract unless permitted by the University's Project Director.*

SECTION 2 – ADDENDA ACKNOWLEDGEMENT

Vendor acknowledges receipt of the following addenda, and has incorporated the requirements of such addenda into the proposal (*List all Addenda Issued for this RFP*):

No. 1	Date 4/22/11	No.	Date	No.	Date
No.	Date	No.	Date	No.	Date

SECTION 5 – DISCLOSURE PURSUANT TO EXECUTIVE ORDER 2007-09, STATE OF IDAHO

Applies to Bids, Quotes or Proposals offering services or the development, sale or lease/licensing of software. If you Bid, Quote or Proposal does not involve one of these, do not complete.

Name of Vendor: Huron Consulting Services LLC

BID or RENEWAL NUMBER: NS11-107

Pursuant to Executive Order 2007-09, the vendor named above hereby discloses:

By Vendor: Services under any resulting contract, or related to the development sale or lease/licensing of computer software under any resulting contract will be performed by vendor in the following countries (including the United States):

<u>Country</u>	<u>Description of work</u>
<u>United States</u>	<u>PeopleSoft Upgrade</u>
_____	_____

By subcontractor(s): Services under any resulting contract, or related to the development, sale or lease/licensing of computer software under any resulting contract will be performed by subcontractors of vendor in the following countries (including the United States):

<u>Country</u>	<u>Description of work and subcontractor name</u>
_____	_____

The selected exceptions to Executive Order 2007-09 should apply.

_____ The vendor or its subcontractor provides a unique service or software and no comparable domestically provided service or software can adequately match the unique features of that provided by the vendor or its subcontractor; or
 _____ The vendor or its subcontractor is a foreign firm hired to market Idaho services or products to a foreign country; or
 _____ The vendor or its subcontractor maintains a significant business presence in the United States and will perform only a de minimus portion of work under the contract outside the United States.

Please provide a brief narrative to explain each of the exceptions identified. Add additional pages as necessary.

SECTION 6 – SIGNATURE

The person signing this Proposal certifies that they have the authority to make the offer for their firm. The signature must be an original signature signed in blue ink.

Huron Consulting Services LLC

 Name of Company

550 W. Van Buren Street

 Street Address

Illinois

 State

60661

 Zip Code

www.huronconsultinggroup.com

 Company Website

Peter Eschenbach, Managing Director

 Printed Name of Company Representative

01-0666114

 Federal Tax ID

Peter Eschenbach

 Signature of Company Representative

5/5/2011

 Date

peschenbach@huronconsultinggroup.com

 Email

312-583-8755

 Phone

312-880-3201

 Fax

<< Please make sure to submit this Attachment in a SEALED Envelope along with the other required Attachments >>

Technical Risk Plan

Risk 1:	Public research universities operate in very unique and complex environments. The university landscape is constantly changing with new regulations, funding pressures, and governmental changes. Universities often are forced to focus only on maintaining their core operations and unable to adapt to changes or improve processes within the organization.
Solution:	We know the higher education environment, including research, better than any of our peers. We have a team of over 250 professionals, each with extensive knowledge and experience in the business of higher education. We have partnered with over 90 percent of the nation's top 100 institutions to improve business performance across their organization. Prior to consulting, our project management professional worked as an Associate Director in technology at a top 20 university and has been engaged at 5 higher education institutions.
Impact:	Our experienced resource can help Boise State implement their Enterprise Roadmap by having an in-depth understanding of the industry. We bring our expertise in the university climate, identifying areas where improvements can be made in alignment with the Boise State strategic vision.
Risk 2:	Competing firms have limited PeopleSoft 9.1 implementation and upgrade experience in a university setting.
Solution:	We have more experience implementing and upgrading PeopleSoft 9.1 in the higher education industry than any of our peers. We are currently implementing PeopleSoft 9.1 at three institutions, including a publicly funded state school, and are working with three institutions to assist with upgrades to version 9.1. In total, we have worked with over 30 higher education and healthcare organizations. We regularly share information between all of our clients so that lessons learned at one site can be quickly applied on other projects.
Impact:	Our ability to share information and leverage knowledge from one project team to another will enable Boise State to benefit from hard-won lessons at our previous and current projects. Each of our engagements has been met with success and client satisfaction.
Risk 3:	Other vendors do not fully understand the role of research within the organization and are not well versed in the technologies available to support this function.
Solution:	We were actively involved in the development of the PeopleSoft Grants system. Beginning in 1996, our personnel were engaged by PeopleSoft to assist with the design and development of the PeopleSoft grants management solution. The PeopleSoft development group continues to work closely with our personnel on each new version. We assisted in the development of enhanced functionality (e.g. PI Portal, Federal Financial Report). PeopleSoft continues to select us as its testing and implementation partner for PeopleSoft Grants because of our familiarity with the software and the depth of our knowledge of the business requirements of research administration.
Impact:	Because of our comprehensive knowledge of the functionality and limitations of the PS Grants Module, Boise State will be able to minimize customizations and implement PeopleSoft Grants or another research administration system to support its research needs.
Risk 4:	Software implementations at higher education institutions introduce a layer of complexity due to the sometimes competing interests of disparate departments within the organization.
Solution:	Due to our concentration on the higher education environment, we understand the need to build consensus across different groups within your institution. Our methodology emphasizes the importance of planning for your project, including constituents from across campus and different business functions to develop a cohesive vision and approach. Our project manager has significant experience with project leadership and has served in a management role on over 14 projects, including defining scope, identifying stakeholders, developing governance structures, and estimating budget and staffing needs.
Impact:	Investing time up front to develop a shared vision and a holistic governance structure is the focus of our methodology. By identifying the key stakeholders early, they are part of the process, increasing ownership and accountability throughout the project and reducing the

risk of missing significant project milestones.

- Risk 5:** Due to the large scale nature of this project, difficulty meeting timeline and budgetary requirements may occur.
- Solution:** We have an excellent track record of meeting our client's requirements within the timeframe and budget established by our clients. Our proven project management approach and implementation methodology has allowed us to be successful where other vendors have failed.
- Impact:** Given our strong track record of delivering the solutions our clients depend on, Boise State can minimize the risk of not meeting timeline and/or budgetary requirements. Our most recent implementation was the successful launch of the largest scale IT project in the history of a state-wide university system. Prior to engaging us, the institution paid \$28.4 million to one of our competitors for the same failed project.
- Risk 6:** Other vendors are not able to connect technology to the strategic vision and needs of the organization, leading to implementations that do not align with the institution's goals.
- Solution:** We provide services beyond IT implementation and support, enabling us to provide a broader perspective on the operations of universities and how to best utilize technologies to meet the needs of end users and business leaders. We provide over 9 core services to higher education clients ranging from strategy planning to resource optimization, regulatory compliance, and strategic sourcing. This broad perspective and commitment to the higher education industry has positioned us a vendor of choice to replace other vendors in the middle of an implementation or to repair an implementation after it has ended.
- Impact:** While assessing the use of technology within the organization, we provide observations to our clients, enabling them to leverage our expertise and prioritize opportunities. This enables the organization to focus more on business process improvements instead of the means used to achieve them. This reduces the risk of increased costs and protracted timelines as we are able to identify and mitigate issues as soon as they arise. We were engaged at over 3 institutions dissatisfied with their implementations by our competition and requested our assistance to re-implement, resulting in cost overruns of \$1.7 million at one institution.
- Risk 7:** Vendors do not invest resources and personnel beyond the immediate project deliverables.
- Solution:** Our entire team supports our clients, not just those individuals working directly with Boise State. Our clients have the benefit of accessing our pool of experienced PeopleSoft resources, which includes nationally recognized subject matter experts and individuals from the higher education industry. We promote a collaborative working environment and are committed to sharing in the hard work that will lead to the ultimate success of this project. Higher education institutions thrive on teaming, and we aim to make our involvement consistent with a collaborative spirit. We recognize the best results are most often driven from team efforts.
- Impact:** Boise State can capitalize on our network of higher education and PeopleSoft professionals and have access to benchmarking, best practices, and solutions that worked for our clients. We continue to serve as a reference to our clients long after the engagement has concluded.
- Risk 8:** Relying on an outside consultant to manage a project leaves the internal resources at the University ill prepared to manage required functions upon completion of the project.
- Solution:** Knowledge transfer is part of our methodology. We work side-by-side with our clients to give them our full attention, share accountability, and position them for their success, and focus on coaching them through each step of the implementation process. Developing client staff throughout a project is an important principle of our overall methodology, resulting in knowledgeable client personnel once we implement the system.
- Impact:** Through our partnering approach, Boise State can reduce the overall cost of the implementation and related production support during the deployment of the new system. This is a result of the lessons learned during the implementation and increased accountability from the business areas involved in the project.

Non-Technical Risk Plan

Risk 1:	Given the nature of long-term engagements, there is the possibility of staff turnover (at the University or the contractor) over the course of the Project life cycle that can significantly increase the intended cost and timeline of a project of this magnitude.
Solution:	Our firm has a long history of stability related to our employee retention. Our turnover rate is 3.47% which is significantly lower than our peer average of 20%. While certain departures are inevitable, our approach is to communicate changes immediately and work with client leadership to confirm the areas of impact. We have partnered with our clients to develop standard practices around employee retention, such as sharing the cost of transitions, conducting interviews for new staffing, and providing comparable resources from our deep team of industry leading experts.
Impact:	Our approach to staffing limits the adverse effects of turnover, decreasing risk to the overall project cost and timeline. We can leverage our skilled employee base to fill any gaps that might occur in project management.
Risk 2:	Boise State may be unable to meet the internal personnel commitments of the Enterprise System Roadmap Project.
Solution:	We focus on the higher education industry and uniquely understand the resource limitations universities face. We invest time at the beginning of a project to map the resource commitments, budget, scope, and implementation plan for a project. As the implementation proceeds, our project managers will utilize our proven issue management and risk management frameworks to identify the potential impact and develop creative solutions to mitigate the overall risk to the project understanding the limitations of the budget. We have successfully used this approach at all of our clients.
Impact:	By using these proven approaches, Boise State can understand the full impact of the staffing shortages to determine the solution that best fits the needs of project and the institution. Our first preference is to utilize solutions that do not impact the budget or timeline of the project, but rather utilize additional internal resources, reduce the overall scope of the project, or identify alternative project solutions that are less resource intensive while still meeting the overall goal of the project. Using our recommendation to hire project-based employees in lieu of consultants, one client saved \$1 million in estimated fees over the life of the project.
Risk 3:	The University may lack the tools or resources required to successfully complete the project.
Solution:	We understand our clients are often choosing an implementation partner because of the significant resource requirements a project like this will require. It is incumbent upon the firm chosen to make the very best use of those limited internal resources. Additionally, the university will look to take advantage of the knowledge and experience of our team to supplement and extend the talents of the internal team assigned to the project. Our team will work to support the resources from Boise State by providing the knowledge, tools, prior examples and best practices necessary to execute the project efficiently with the university's limited resources.
Impact:	By partnering with our client counterparts, we are able to help get the most value and productivity from the resources assigned to the project, which will reduce the risk of the overall implementation, allow the program to remain on time and reduce the need for additional outside resources, thereby reducing the cost of the overall project.
Risk 4:	PeopleSoft constantly modifies and develops changes to their software (e.g. product code, releasing monthly bundles, and quarterly maintenance packs). Certain fixes may not be in the version of PeopleSoft Boise State chooses to implement.
Solution:	Our project management professional will work with Boise State to develop a strategy for managing changes to the software, including evaluation of new functionality and software fixes. We have worked with over 30 research and healthcare institutions implementing PeopleSoft/Oracle solutions, including six clients on the 9.1 platform. This allows us to share

	insights from those clients on issues they have encountered, which versions include "must have" functionality, and access to break-fix solutions.
Impact:	Boise State will have access to the shared information from our clients on software customizations, system set up, business process design and conversion that we have performed. This will greatly reduce the cost of brainstorming, planning, and researching solutions during the Enterprise Roadmap Project.
Risk 5:	During the Implementation cycle, the institution does not provide adequate strategic direction or provide clarity on the requirements.
Solution:	We believe strongly that investing time to establish the foundation of the project during the Planning phase greatly reduces risk for the remainder of the program and for each individual project. By clearly defining the project scope, guiding principles, resource commitments and establishing a strong project management framework, the project will be in a strong position to move forward with a focused execution of the detailed project tasks in the related project plan. As part of the Project Management Office, our project management personnel will work with Boise State to develop a clear implementation plan and discuss strategic direction of the project. We believe our PMO teaming approach will yield a more successful implementation based on that shared investment.
Impact:	Implementing a sound methodology during the initial planning phase will reduce cost, preserve the project timeline, mitigate risk, and provide Boise State leadership with a sense of comfort in the approach and methodology utilized for the program.
Risk 6:	There are a vast number of stakeholders and future users of a campus-wide system implementation. This often results in a misalignment of needs and overall project goals.
Solution:	Understanding the climate and motivations of the key stakeholders is critical to an implementation. Our proven integrated, multidisciplinary approach identifies the underlying business requirements and processes associated with the project early on in the program. We then focus all efforts on identifying and delivering solutions that satisfies those needs. We partner with our clients in all areas of the organization to redirect individual goals into the overall team goals.
Impact:	By addressing potential misalignment of project direction and business needs early in the process, we can refocus the team on the collective vision and value for Boise State. This is part of our approach to developing a strong plan and managing scope. While working with our client upgrading PeopleSoft Human Capital Management and Financials, we identified the Human Resources, Finance, and Information Systems departments had competing priorities and varying definitions of success. By working with these three groups, we were able to develop common terminology and critical success factors that all areas agreed upon. By having the sound understanding of each unit's goals, the institution was able to work together to upgrade their systems while supporting the overall organizational goals.
Risk 7:	Public institutions such as Boise State are facing additional scrutiny related to funding large scale technology projects while operating within the economic environment and maintaining positive public perception.
Solution:	We recognize and understand the challenges that public universities face in the current environment when interacting with public and political entities. We partner with institutions every day and can coach Boise State in managing expectations with the various parties, both internal and external, such as executive leadership, research administration, faculty, political oversight boards, and Information Technology. We have experience working with University media relations, government executives, and key stakeholders within the organization to limit exposure and constructively navigate the internal governance structures of modern universities.
Impact:	We have experience working with universities on large scale change initiatives and can work with Boise State project leadership to provide the necessary reporting and communications with university leadership, state and local government entities, and related press public relations matters to minimize distractions to the project, comply with state and university policies and accentuate the value of the project to all interested constituencies.

Value-Added Items

- Item 1:** Given the large scope of this role, there will be a large amount of financial analysis, administrative tasks, and coordination amongst three discrete project teams. Based on our experience with implementing multiple concurrent projects, we recommend adding an additional role to the project management office to include an entry-level consultant as a Project Controller. This person would report to the project manager and be responsible for completing the financial and administrative tasks such as gathering the resource hours into a tracking tool, preparing initial status reports, scheduling and documenting meetings, establishing onboarding procedures, and preparing change orders. This will allow the project management professional to use their expertise where it is most valuable.
- Impact:** Adding this role to the project management office will allow Boise State and the project management professional to leverage their knowledge to focus on strategy and management instead of the day-to-day administration of a project of this magnitude. By bringing on lower-level consultants we can meet the resource needs of the program management function at a lower rate than our competitor. In our experience, we can assign an Analyst to fulfill this, while a competitor may recommend a manager. In addition, these lower level consultants often come to us from a University setting, so they can provide expertise which complements the normal technical expertise required for an implementation. While the initial investment in adding this role will be \$496,000 to the cost proposal, we feel it will allow Boise State to get more expertise from the project management professional. Other consulting firms, may seek to add a more expensive manager level resource for this role, which would be added at a more expensive rate (\$240 per hour is our assumption). Using our proven approach to forming a program management office with this structure would result in a net savings of \$694,400 over the life of the program when compared with the potential costs from other firms.

Survey Questionnaire – Boise State University (IT Project Manager, Strategy & Technical Lead)

Survey ID 001

To: Alan French
(Name of person completing survey)

Phone: (513) 636-8988 Fax: 513-636-7008

Subject: Past Performance Survey of: Huron Consulting Group
(Name of Company)

N/A
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: Cincinnati Children's Hospital Medical Center Date Completed Upgrade In Progress, Grants completed in 2006

Project Name: PeopleSoft FSCM, HCM, EPM and ELM 9.1 Upgrade and PeopleSoft Grants Implementation

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	10
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	10
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	10
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work – Service and Product	(1-10)	10

Alan P. French
Printed Name (of Evaluator)

Alan P. French
Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University

(IT Project Manager, Strategy & Technical Lead)

Survey ID 002To: Dave Schmidt
(Name of person completing survey)Phone: 701-777-2505Fax: 701-777-2504Subject: Past Performance Survey of: Huron Consulting Group
(Name of Company)N/A


(Name of Program Administrator)


Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: North Dakota University System Date Completed May 2008Project Name: PeopleSoft Financials 9.0 Upgrade

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	10
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	10
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	10
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work – Service and Product	(1-10)	10


 Printed Name (of Evaluator)


 Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University (IT Project Manager, Strategy & Technical Lead)

Survey ID 003

To: Mark Sweet
(Name of person completing survey)

Phone: (608) 265-9252 Fax: 608-262-5111

Subject: Past Performance Survey of: Huron Consulting Group
(Name of Company)

N/A
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: University of Wisconsin Date Completed In Progress

Project Name: PeopleSoft Grants and HCM Implementation

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	9
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	9
5	Ability to communicate	(1-10)	9
6	Ability to identify and minimize the user's risk	(1-10)	9
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	9
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	9
10	Quality of work – Service and Product	(1-10)	9

MARK SWEET
Printed Name (of Evaluator)

Mark Sweet
Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University

(IT Project Manager, Strategy & Technical Lead)

Survey ID 005

To: Kevin Fitzgerald
(Name of person completing survey)

Phone: (405) 271-1522 Fax: (405) 271-2852

Subject: Past Performance Survey of: Huron Consulting Group
(Name of Company)

N/A
(Name of Program Administrator)


Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: University of Oklahoma Health Sciences Center Date Completed May 2010
Project Name: PeopleSoft Grants Implementation

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	9
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	9
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	9
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work – Service and Product	(1-10)	10

KEVIN FITZGERALD
Printed Name (of Evaluator)


Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Feel free to contact me.

Survey Questionnaire — Boise State University

(IT Project Manager, Strategy & Technical Lead)

Survey ID 006

To: David Driesbach
(Name of person completing survey)

Phone: 305-348-7256 Fax: 305-348-4117

Subject: Past Performance Survey of: Huron Consulting Group
(Name of Company)

N/A
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: Florida International University Date Completed July 2009

Project Name: PeopleSoft Financials 9.0 Upgrade

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	10
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	10
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	10
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work — Service and Product	(1-10)	10

David Driesbach

Printed Name (of Evaluator)



Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
 Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University (IT Project Manager, Strategy & Technical Lead)

Survey ID 101

To: Ed Rodriguez
(Name of person completing survey)

Phone: (414) 229-5291 Fax: _____

Subject: Past Performance Survey of: N/A
(Name of Company)

Dotig Gosnell
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: University of Wisconsin - Milwaukee Date Completed In Progress

Project Name: HRS Implementation

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	10
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	10
5	Ability to communicate	(1-10)	9
6	Ability to identify and minimize the user's risk	(1-10)	9
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work - Service and Product	(1-10)	10

Ed Rodriguez
Printed Name (of Evaluator)

Ed Rodriguez 4-28-2017
Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University

(IT Project Manager, Strategy & Technical Lead)

Survey ID 102

To: Michele Piekutowski
(Name of person completing survey)

Phone: (864) 656-4286 Fax: _____

Subject: Past Performance Survey of: N/A
(Name of Company)

Doug Gosnell
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

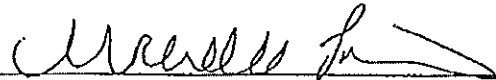
Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: Clemson University Date Completed Dec. 2010
Project Name: HR Strategic Planning and Assessment

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	10
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	10 Don't understand question exactly
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	10
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10 Don't understand change
10	Quality of work – Service and Product	(1-10)	10

Michelle Pietkowska

Printed Name (of Evaluator)



Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed survey to: Costa Neoforistos, (512) 880-3201

Survey Questionnaire – Boise State University (IT Project Manager, Strategy & Technical Lead)

Survey ID 103To: Charlie Eaton
(Name of person completing survey)Phone: (860) 496-0865 Fax: (860) 486-0536Subject: Past Performance Survey of: N/A
(Name of Company)Doug Gosnell
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: University of Connecticut Date Completed May 2005
Project Name: Financial System Strategy & Roadmap

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	9
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	9
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	10
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work – Service and Product	(1-10)	10

Charles Eaton
Printed Name (of Evaluator)

Charles Eaton
Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University

(IT Project Manager, Strategy & Technical Lead)

To: Rick Sandner Survey ID 105
(Name of person completing survey)

Phone: (973) 817-8902 Fax: 973.344.4999

Subject: Past Performance Survey of: N/A
(Name of Company)

Doug Gosnell
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: Covanta Energy, Inc. Date Completed July 2007
 Project Name: "BEST" Implementation Program

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	10
2	Ability to provide technical direction	(1-10)	10
3	Ability to provide project and strategic direction	(1-10)	10
4	Ability to develop resources within the project(s)	(1-10)	10
5	Ability to communicate	(1-10)	10
6	Ability to identify and minimize the user's risk	(1-10)	10
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	10
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	10
10	Quality of work – Service and Product	(1-10)	10

Richard J. Sandner [Signature]
 Printed Name (of Evaluator) U.P. Signature (of Evaluator)

Thank you for your time and effort in assisting University in this important endeavor.
 Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

Survey Questionnaire – Boise State University (IT Project Manager, Strategy & Technical Lead)

Survey ID 104

To: Santosh Joshi
(Name of person completing survey)

Phone: (571) 208-9474 Fax: _____

Subject: Past Performance Survey of: N/A
(Name of Company)

Doug Gosnell
(Name of Program Administrator)

Boise State University is implementing a process that collects past performance information on vendors and their key personnel. The vendor/individual listed above has listed you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: Freddie Mac Date Completed Dec. 2009

Project Name: HCM Planning, Upgrade, and Sub-Projects

NO.	CRITERIA	UNIT	
1	Ability to meet client's expectations	(1-10)	9
2	Ability to provide technical direction	(1-10)	8
3	Ability to provide project and strategic direction	(1-10)	9
4	Ability to develop resources within the project(s)	(1-10)	-
5	Ability to communicate	(1-10)	9
6	Ability to identify and minimize the user's risk	(1-10)	8
7	Leadership ability (minimize the need of owner/client direction)	(1-10)	9
8	Your comfort level in hiring the company/individual again based on performance	(1-10)	10
9	Ability to address and manage change	(1-10)	-
10	Quality of work – Service and Product	(1-10)	9

Santosh Joshi

Printed Name (of Evaluator)

Signature (of Evaluator)

5/3/2011

Thank you for your time and effort in assisting University in this important endeavor.
Please fax the completed Survey to: Costa Neofotistos, (312) 880-3201

ATTACHMENT E

Cost Proposal Form

SECTION 1 – COST PROPOSAL

Total Cost (not to exceed, fully burdened rate): \$1,200,000

SECTION 2 – COST PROPOSAL OF VALUE-ADDED OPTIONS

Provide the information below for potential Value-Added Options listed in Attachment E. Indicate the increase or decrease to the fully-burdened Total Cost for Services for the items below:

No	CRITERIA	Hourly	Total Cost
1	Adding PMO support resource (while adding this resource would increase the overall cost, we anticipate it will be significantly lower than our competitors can provide)	\$	\$ \$496,000
2		\$	\$
3		\$	\$
4		\$	\$
5		\$	\$
6		\$	\$
7		\$	\$
8		\$	\$

Cost Breakdown

Base Hourly Rate	\$200
Fully Burdened Rate	\$242

Estimated Weekly Expenses

Hotel	\$591
Meals (Idaho per diem rate)	\$184
Rental Car	\$170
Airfare	\$582
Ground Transport to Airport	\$150
Weekly Total	\$1,677

ATTACHMENT G

QUALIFICATION QUESTIONNAIRE

No.	Criteria	Response
1	How many years has your company been continuously active in project and strategic management consulting (under the current business name)?	9
2	Provide the number of projects where the proposed resource has provided project management and technical direction for system implementations.	16
3	Identify the number of ERP implementations where the proposed resource has served in a lead capacity (project or strategic management)	14
4	Has the proposed resource implemented data warehouse and business intelligence applications in a University setting?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5	Has the proposed resource implemented PeopleSoft ERP suites (Finance, Campus Solutions or HCM) in the last 5 years?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6	Has the proposed resource implemented web applications or a portal in a University environment?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
7	Are you or your company currently disqualified, de-listed or barred from doing business with the State of Idaho or Boise State University? (If you answer "Yes" your proposal will be disqualified)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
8	Are you or your company currently disqualified, de-listed or barred from doing business with any federal or state agency?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
9	Have you or your company provided similar project management consulting for other colleges or universities?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
10	Identify the number of similar project management consulting jobs that you or your company has managed:	<input type="checkbox"/> None <input type="checkbox"/> 1-5 <input checked="" type="checkbox"/> > 6
11	Have any claims been made or lawsuits filed against you or your company for non-performance or inadequate performance as a project management consultant?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
12	Is the proposed resource well versed in regulations that must be maintained within the ERP systems in Higher Education such as FERPA, HIPPA, GASB and others?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Attachment #4

STATE OF IDAHO TERMS AND CONDITIONS

1. DEFINITIONS: Unless the context requires otherwise, all terms not defined below shall have the meanings defined in Idaho Code Section 67-5716 or IDAPA 38.05.01.011.

A. Agreement – Any State written contract, lease or purchase order including solicitation or specification documents and the accepted portions of the submission for the acquisition of Property. An Agreement shall also include any amendments mutually agreed upon by both parties.

B. Contractor – A vendor who has been awarded an Agreement.

C. Property – Goods, services, parts, supplies and equipment, both tangible and intangible, including, but not exclusively, designs, plans, programs, systems, techniques and any rights and interest in such property.

D. State – The State of Idaho including each agency, and Boise State University (“University”), unless the context implies other states of the United States.

2. TERMINATION: State, at its sole discretion, can terminate this contract upon ten (10) business days’ written notice to Contractor. If State terminates the contract prior to the end date, State will work with Contractor to resolve all outstanding invoices for work completed, up to and including the termination date. State agrees to pay all expenses necessarily incurred up to the final day of project work. State shall pay invoices within thirty (30) days of receipt of such invoice.

3. RENEWAL OPTIONS: Upon mutual agreement by both parties (unless otherwise modified by a special contract term, condition, or specification), this Agreement may be extended under the same terms and conditions for one (1) year intervals or the time interval equal to the original contract period.

4. PRICES: Prices shall not fluctuate for the period of the Agreement and any renewal or extension, unless otherwise specified by the State in the bidding documents or other terms of the Agreement. Prices include all costs associated with shipping and delivery to the F.O.B. destination address, prepaid and allowed. If installation is requested by the State or specified in the State’s solicitation documents, pricing shall include all charges associated with a complete installation at the location specified.

5. ADMINISTRATIVE FEE:

A. Application of Administrative Fee:

1. All Purchase Orders (PO) and Contract Purchase Orders (CPO) issued through the Idaho eProcurement System (IPRO) shall be subject to an Administrative Fee of one point two five percent (1.25%) of the value of the Agreement, unless the PO or CPO is exempted as described below. The Administrative Fee will apply to all PO and CPO Awards issued through IPRO, regardless of Contractor’s mode of response submission to the solicitation (i.e. manual or electronic).

Standard TC (Revised 7-12-11)

2. Subsequent renewals, amendments or change orders to the initial PO or CPO, which result in an increased Agreement value, will constitute an incremental or additional award for which an additional Administrative Fee will apply; however, the additional Administrative Fee will be a Flat Fee, applied as follows:

Original value + all amendments Flat Fee

\$50,000 - \$1 Million \$ 500

\$1 Million - \$8 Million \$ 1000

\$8 Million + \$ 2000

3. Regardless of the number of renewals, amendments, and/or change orders, the total aggregate Administrative Fee assessed per PO or CPO will not exceed one hundred thousand dollars (\$100,000).

4. A contractor's failure to consider the Administrative Fee when preparing its solicitation response shall not constitute or be deemed a waiver by the State of any Administrative Fees owed by Contractor as a result of a PO or CPO Award issued through IPRO.

B. Administrative Fee Exemptions:

1. Notwithstanding any language to the contrary, the Administrative Fee referenced in Section 5.A, above, will not apply to contracts with an original awarded value of less than \$50,000; or to contracts issued through IPRO without a competitive solicitation, e.g. Emergency Procurements (EPA), Sole Source Procurements (SSA), Exempt Purchases (EXPO), awards issued under Delegated Purchase Authority (DPA), and orders placed against WSCA/NASPO or other cooperative contracts (PADD) that are exempt from the requirements for competitive bidding.

2. The Administrative Fee referenced in Section 5.A., above, will not apply to Blanket Purchase Orders (BPO) or Statewide Blanket Purchase Orders (SBPO); however, BPOs and SBPOs (like PADDs) may have a separate Administrative Fee applied to orders placed against the contract, as specifically described in the individual BPO or SBPO.

3. The State may also exempt a specific PO or CPO from the Administrative Fee requirement.

C. Payment of Administrative Fee: Contractor will remit the Administrative Fee applicable to a PO or CPO, as described in Section 5.A., above, to the IPRO Administrator, SicommNet, Inc., as follows:

1. Awards with a firm delivery date: SicommNet, Inc. will invoice Contractor for the Administrative Fee on or after the delivery date provided in the Agreement, with payment due thirty (30) days after receipt of invoice.

2. Awards with a contract start and end date: SicommNet, Inc. will invoice Contractor on either a quarterly, monthly or “per payment” basis; or may offer Contractor a prepayment option. Payment will be due thirty (30) days after receipt of each invoice.

D. Refund of Administrative Fees: In the event that a PO or CPO is cancelled by the State through no fault of the Contractor, or if item(s) are returned by the State through no fault, act, or omission of the Contractor after the sale of any such item(s) to the State, the State will direct SicommNet, Inc. to refund the Contractor any Administrative Fees remitted to SicommNet, Inc. Administrative Fees will not be refunded or returned when an item is rejected or returned, or declined, or the Agreement cancelled by the State due to the Contractor’s failure to perform or comply with specifications or requirements of the Agreement. If, for any other reason, the Contractor is obligated to refund to the State all or a portion of the State’s payment to the Contractor, or the State withholds payment because of the assessment of liquidated damages, the Administrative Fee assessed on the PO or CPO will not be refunded in whole or in part.

E. Failure to Remit Administrative Fees: If a Contractor fails to remit the Administrative Fee, as provided in Section 5.C. above, the State, at its discretion, may declare the Contractor in default; cancel the Agreement or award; assess and recover re-procurement costs from the Contractor (in addition to all outstanding Administrative Fees); seek State or Federal audits, monitoring or inspections; exclude Contractor from participating in future solicitations; and/or suspend Contractor’s online account.

6. CHANGES/MODIFICATIONS: Changes of specifications or modification of this Agreement in any particular can be affected only upon written consent of the Division of Purchasing, but not until any proposed change or modification has been submitted in writing, signed by the party proposing the said change.

7. CONFORMING PROPERTY: The Property shall conform in all respects with the specifications or the State's solicitation documents. In event of nonconformity, and without limitation upon any other remedy, the State shall have no financial obligation in regard to the non-conforming goods or services.

8. OFFICIAL, AGENT AND EMPLOYEES OF THE STATE NOT PERSONALLY LIABLE: In no event shall any official, officer, employee or agent of the State be in any way personally liable or responsible for any covenant or agreement herein contained whether expressed or implied, nor for any statement, representation or warranty made herein or in any connection with this Agreement.

9. CONTRACT RELATIONSHIP: It is distinctly and particularly understood and agreed between the parties hereto that the State is in no way associated or otherwise connected with the performance of any service under this Agreement on the part of the Contractor or with the employment of labor or the

Standard TC (Revised 7-12-11)

incurring of expenses by the Contractor. Said Contractor is an independent contractor in the performance of each and every part of this Agreement, and solely and personally liable for all labor, taxes, insurance, required bonding and other expenses, except as specifically stated herein, and for any and all damages in connection with the operation of this Agreement, whether it may be for personal injuries or damages of any other kind. The Contractor shall exonerate, defend, indemnify and hold the State harmless from and against and assume full responsibility for payment of all federal, state and local taxes or contributions imposed or required under unemployment insurance, social security, workman's compensation and income tax laws with respect to the Contractor or Contractor's employees engaged in performance under this Agreement. The Contractor will maintain any applicable workman's compensation insurance as required by law and will provide certificate of same if requested. There will be no exceptions made to this requirement and failure to provide a certification of workman's compensation insurance may, at the State's option, result in cancellation of this Agreement or in a contract price adjustment to cover the State's cost of providing any necessary workman's compensation insurance. The contractor must provide either a certificate of workman's' compensation insurance issued by a surety licensed to write workman's' compensation insurance in the State of Idaho, as evidence that the contractor has in effect a current Idaho workman's compensation insurance policy, or an extraterritorial certificate approved by the Idaho Industrial Commission from a state that has a current reciprocity agreement with the Industrial Commission. The State does not assume liability as an employer.

10. ANTI-DISCRIMINATION/EQUAL EMPLOYMENT OPPORTUNITY CLAUSE: Acceptance of this Agreement binds the Contractor to the terms and conditions of Section 601, Title VI, Civil Rights Act of 1964, in that "No person in the United States shall, on the grounds of race, color, national origin, or sex, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance." In addition, "No otherwise qualified handicapped individual in the United States shall, solely by reason of his handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance" (Section 504 of the Rehabilitation Act of 1973). Furthermore, for contracts involving federal funds, the applicable provisions and requirements of Executive Order 11246 as amended, Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, Section 701 of Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967 (ADEA), 29 USC Sections 621, et seq., the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, U.S. Department of Interior regulations at 43 CFR Part 17, and the Americans with Disabilities Act of 1990, are also incorporated into this Agreement. The Contractor shall comply with pertinent amendments to such laws made during the term of the Agreement and with all federal and state rules and regulations implementing such laws. The Contractor must include this provision in every subcontract relating to this Agreement.

11. TAXES: The State is generally exempt from payment of state sales and use taxes and from personal property tax for property purchased for its use. The State is generally exempt from payment of federal excise tax under a permanent authority from the District Director of the Internal Revenue Service

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(Chapter 32 Internal Revenue Code [No. 82-73-0019K]). Exemption certificates will be furnished as required upon written request by the Contractor. If the Contractor is required to pay any taxes incurred as a result of doing business with the State, it shall be solely and absolutely responsible for the payment of those taxes. If, after the effective date of this Agreement, an Idaho political subdivision assesses, or attempts to assess, personal property taxes not applicable or in existence at the time this Agreement becomes effective, the State will be responsible for such personal property taxes, after reasonable time to appeal. In no event shall the State be responsible for personal property taxes affecting items subject to this Agreement at the time it becomes effective.

12. SAVE HARMLESS: The Parties agree that to the extent permitted by law each will indemnify, defend, and hold harmless the other Party and its officers, directors, employees, and contractors from any third party claim for personal injury, property damage, or intellectual property infringement which arises from the gross negligence or intentional wrongdoing of the indemnifying Party. Notwithstanding the foregoing, nothing herein shall be construed as a waiver of the State's sovereign immunity or any other protection afforded the University as an agency of the State of Idaho, including but not limited to the protections afforded the State under the Idaho Tort Claims Act. The State acknowledges that Contractor makes no representations regarding and accepts no indemnification obligation with regard to any Oracle/PeopleSoft software.

The State's sole remedy hereunder shall be return of fees paid to Contractor for any service which the State demonstrates to be in breach hereof or otherwise actionable by the State. In no event shall Contractor be liable for consequential, indirect, exemplary, punitive, or incidental damages, including, without limitation, lost data or lost profits, however arising even if it has been advised of a possibility of such damages, including, without limitation, lost data or lost profits, however arising, even if it has been advised of a possibility of such damages. In no event shall Contractor's liability hereunder exceed the amount paid by the State hereunder, whether arising out of contract, warranty, strict liability, or any other cause of action, excluding acts of gross negligence or intentional tort. The State acknowledges that it is waiving any right to recovery under any state's unfair competition/unfair and deceptive acts or practices statute (or similarly named statutes) to the extent such recovery (including any attorney's fee award) exceeds amounts paid by the State to Contractor pursuant to this Agreement.

13. ORDER NUMBERS: The Contractor shall clearly show the State's Agreement order numbers or purchase order numbers on all acknowledgments, shipping labels, packing slips, invoices, and on all correspondence.

14. CONTRACTOR RESPONSIBILITY: The Contractor is responsible for furnishing and delivery of all Property included in this Agreement, whether or not the Contractor is the manufacturer or producer of such Property. Further, the Contractor will be the sole point of contact on contractual matters, including payment of charges resulting from the use or purchase of Property.

15. SUBCONTRACTING: Unless otherwise allowed by the State in this Agreement, the Contractor shall not, without written approval from the State, enter into any subcontract relating to the performance of

this Agreement or any part thereof. Approval by the State of Contractor's request to subcontract or acceptance of or payment for subcontracted work by the State shall not in any way relieve the Contractor of any responsibility under this Agreement. The Contractor shall be and remain liable for all damages to the State caused by negligent performance or non-performance of work under the Agreement by Contractor's subcontractor or its sub-subcontractor.

16. COMMODITY STATUS: It is understood and agreed that any item offered or shipped shall be new and in first class condition and that all containers shall be new and suitable for storage or shipment, unless otherwise indicated by the State in the specifications. Demonstrators, previously rented, refurbished, or reconditioned items are not considered "new" except as specifically provided in this section. "New" means items that have not been used previously and that are being actively marketed by the manufacturer or Contractor. The items may contain new or minimal amounts of recycled or recovered parts that have been reprocessed to meet the manufacturer's new product standards. The items must have the State as their first customer and the items must not have been previously sold, installed, demonstrated, or used in any manner (such as rentals, demonstrators, trial units, etc.). The new items offered must be provided with a full, unadulterated, and undiminished new item warranty against defects in workmanship and materials. The warranty is to include replacement, repair, and any labor for the period of time required by other specifications or for the standard manufacturer or vendor warranty, whichever is longer.

17. SHIPPING AND DELIVERY: All orders will be shipped directly to the ordering agency at the location specified by the State, on an F.O.B. Destination freight prepaid and allowed basis with all transportation, unloading, uncrating, drayage, or other associated delivery and handling charges paid by the Contractor. "F.O.B. Destination", unless otherwise specified in the Agreement or solicitation documents, shall mean delivered to the State Agency Receiving Dock or Store Door Delivery Point. The Contractor shall deliver all orders and complete installation, if required, within the time specified in the Agreement. Time for delivery commences at the time the order is received by the Contractor.

18. INSTALLATION AND ACCEPTANCE: When the purchase price does not include installation, acceptance shall occur fourteen (14) calendar days after delivery; unless the State has notified the Contractor in writing that the order does not meet the State's specification requirements or otherwise fails to pass the Contractor's established test procedures or programs. When installation is included, acceptance shall occur fourteen (14) calendar days after completion of installation; unless the State has notified the Contractor in writing that the order does not meet the State's specification requirements or otherwise fails to pass the Contractor's established test procedures or programs. If an order is for support or other services, acceptance shall occur fourteen (14) calendar days after completion, unless the State has notified the Contractor in writing that the order does not meet the State's requirements or otherwise fails to pass the Contractor's established test procedures or programs.

19. RISK OF LOSS: Risk of loss and responsibility and liability for loss or damage will remain with Contractor until acceptance when responsibility will pass to the State except as to latent defects, fraud

and Contractor's warranty obligations. Such loss, injury or destruction shall not release the Contractor from any obligation under this Agreement

20. INVOICING: ALL INVOICES are to be sent directly to the **ORDERING AGENCY ONLY**. The Agreement number and/or purchase order number is to be shown on all invoices. In no case are invoices to be sent to the Division of Purchasing.

21. ASSIGNMENTS: No Agreement or order or any interest therein shall be transferred by the Contractor to whom such Agreement or order is given to any other party without the approval in writing of the Administrator, Division of Purchasing. Transfer of an Agreement without approval shall cause the annulment of the Agreement so transferred, at the option of the State. All rights of action, however, for any breach of such Agreement are reserved to the State. (Idaho Code Section 67-5726[1])

22. PAYMENT PROCESSING: Idaho Code Section 67-5735 reads as follows: "Within ten (10) days after the property acquired is delivered as called for by the bid specifications, the acquiring agency shall complete all processing required of that agency to permit the contractor to be reimbursed according to the terms of the bid. Within ten (10) days of receipt of the document necessary to permit reimbursement of the contractor according to the terms of the contract, the State Controller shall cause a warrant to be issued in favor of the contractor and delivered."

23. COMPLIANCE WITH LAW, LICENSING AND CERTIFICATIONS: Contractor shall comply with ALL requirements of federal, state and local laws and regulations applicable to Contractor or to the Property provided by Contractor pursuant to this Agreement. For the duration of the Agreement, the Contractor shall maintain in effect and have in its possession all licenses and certifications required by federal, state and local laws and rules.

24. PATENTS AND COPYRIGHT INDEMNITY:

A. Contractor shall indemnify and hold the State harmless and shall defend at its own expense any action brought against the State based upon a claim of infringement of a United States' patent, copyright, trade secret, or trademark for Property purchased under this Agreement. Contractor will pay all damages and costs finally awarded and attributable to such claim, but such defense and payments are conditioned on the following: (i) that Contractor shall be notified promptly in writing by the State of any notice of such claim; (ii) that Contractor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise and State may select at its own expense advisory counsel; and (iii) that the State shall cooperate with Contractor in a reasonable way to facilitate settlement or defense of any claim or suit.

B. Contractor shall have no liability to the State under any provision of this clause with respect to any claim of infringement that is based upon: (i) the combination or utilization of the Property with machines or devices not provided by the Contractor other than in accordance with Contractor's previously established specifications unless such combination or utilization

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was disclosed in the specifications; (ii) the modification of the Property unless such modification was disclosed in the specifications; or (iii) the use of the Property not in accordance with Contractor's previously established specifications unless such use was disclosed in the specifications.

C. Should the Property become, or in Contractor's opinion be likely to become, the subject of a claim of infringement of a United States' patent, the Contractor shall, at its option and expense, either procure for the State the right to continue using the Property, to replace or modify the Property so that it becomes non-infringing, or to grant the State a full refund for the purchase price of the Property and accept its return.

25. CONFIDENTIAL INFORMATION: Pursuant to this Agreement, Contractor may collect, or the State may disclose to Contractor, financial, personnel or other information that the State regards as proprietary or confidential ("Confidential Information"). Confidential Information shall belong solely to the State. Contractor shall use such Confidential Information only in the performance of its services under this Agreement and shall not disclose Confidential Information or any advice given by it to the State to any third party, except with the State's prior written consent or under a valid order of a court or governmental agency of competent jurisdiction and then only upon timely notice to the State. The State may require that Contractor's officers, employees, agents or subcontractors agree in writing to the obligations contained in this section. Confidential Information shall be returned to the State upon termination of this Agreement. The confidentiality obligation contained in this section shall survive termination of this Agreement. Confidential Information shall not include data or information that:

A. Is or was in the possession of Contractor before being furnished by the State, provided that such information or other data is not known by Contractor to be subject to another confidentiality agreement with or other obligation of secrecy to the State;

B. Becomes generally available to the public other than as a result of disclosure by Contractor; or

C. Becomes available to Contractor on a non-confidential basis from a source other than the State, provided that such source is not known by Contractor to be subject to a confidentiality agreement with or other obligation of secrecy to the State.

26. USE OF THE STATE OF IDAHO NAME: Contractor shall not, prior to, in the course of, or after performance under this Agreement, use the State's name in any advertising or promotional media, including press releases, as a customer or client of Contractor without the prior written consent of the State.

27. APPROPRIATION BY LEGISLATURE REQUIRED: The State is a government entity and this Agreement shall in no way or manner be construed so as to bind or obligate the State of Idaho beyond the term of any particular appropriation of funds by the State's Legislature as may exist from time to time. The State reserves the right to terminate this Agreement in whole or in part (or any order placed under it) if,

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in its sole judgment, the Legislature of the State of Idaho fails, neglects, or refuses to appropriate sufficient funds as may be required for the State to continue such payments, or requires any return or "give-back" of funds required for the State to continue payments, or if the Executive Branch mandates any cuts or holdbacks in spending. All affected future rights and liabilities of the parties hereto shall thereupon cease within ten (10) calendar days after notice to the Contractor. It is understood and agreed that the State's payments herein provided for shall be paid from Idaho State Legislative appropriations.

28. FORCE MAJEURE: Neither party shall be liable or deemed to be in default for any Force Majeure delay in shipment or performance occasioned by unforeseeable causes beyond the control and without the fault or negligence of the parties, including, but not restricted to, acts of God or the public enemy, fires, floods, epidemics, quarantine, restrictions, strikes, freight embargoes, or unusually severe weather, provided that in all cases the Contractor shall notify the State promptly in writing of any cause for delay and the State concurs that the delay was beyond the control and without the fault or negligence of the Contractor. The period for the performance shall be extended for a period equivalent to the period of the Force Majeure delay. Matters of the Contractor's finances shall not be a Force Majeure.

29. GOVERNING LAW AND SEVERABILITY: This Agreement shall be construed in accordance with and governed by the laws of the State of Idaho. Any action to enforce the provisions of this Agreement shall be brought in State district court in Ada County, Boise, Idaho. In the event any term of this Agreement is held to be invalid or unenforceable by a court, the remaining terms of this Agreement will remain in force.

30. ENTIRE AGREEMENT: This Agreement is the entire agreement between the parties with respect to the subject matter hereof. Where terms and conditions specified in the Contractor's response differ from those specifically stated in this Agreement, the terms and conditions of this Agreement shall apply. In the event of any conflict between these standard terms and conditions and any special terms and conditions applicable to this acquisition, the special terms and conditions will govern. This Agreement may not be released, discharged, changed or modified except by an instrument in writing signed by a duly authorized representative of each of the parties.

31. PRIORITY OF DOCUMENTS: This Agreement consists of and precedence is established by the order of the following documents:

1. The purchase order;
2. The original solicitation document, as modified by the attached pre-award documents; and
3. Contractor's signed bid, quotation, or offer, as modified by the attached pre-award documents.

The Solicitation and the Contractor's proposal accepted by the State are incorporated herein by this reference. The parties intend to include all items necessary for the proper completion of the scope of work. The documents set forth above are complementary and what is required by one shall be binding

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as if required by all. However, in the case of any conflict or inconsistency arising under the documents, a lower numbered document shall supersede a higher numbered document to the extent necessary to resolve any such conflict or inconsistency. Provided, however, that in the event an issue is addressed in one of the above mentioned documents but is not addressed in another of such documents, no conflict or inconsistency shall be deemed to occur.

Where terms and conditions specified in the Contractor's proposal differ from the terms in this Solicitation, the terms and conditions of this Solicitation shall apply. Where terms and conditions specified in the Contractor's proposal supplement the terms and conditions in this solicitation, the supplemental terms and conditions shall apply only if specifically accepted by the Division of Purchasing in writing.

32. PUBLIC RECORDS: Pursuant to Idaho Code Section 9-335, et seq., information or documents received from the Contractor may be open to public inspection and copying unless exempt from disclosure. The Contractor shall clearly designate individual documents as "exempt" on each page of such documents and shall indicate the basis for such exemption. The State will not accept the marking of an entire document as exempt. In addition, the State will not accept a legend or statement on one (1) page that all, or substantially all, of the document is exempt from disclosure. The Contractor shall indemnify and defend the State against all liability, claims, damages, losses, expenses, actions, attorney fees and suits whatsoever for honoring such a designation or for the Contractor's failure to designate individual documents as exempt. The Contractor's failure to designate as exempt any document or portion of a document that is released by the State shall constitute a complete waiver of any and all claims for damages caused by any such release. If the State receives a request for materials claimed exempt by the Contractor, the Contractor shall provide the legal defense for such claim.

33. NOTICES: Any notice which may be or is required to be given pursuant to the provisions of this Agreement shall be in writing and shall be hand delivered, sent by facsimile, prepaid overnight courier or United States' mail as follows. For notice to the State, the address and facsimile number are:

State of Idaho
Division of Purchasing
650 W State Street – Room B15
P.O. Box 83720
Boise, ID 83720-0075
208-327-7465 (phone)
208-327-7320 (fax)

For notice to the Contractor, the address or facsimile number shall be that contained on the Contractor's bid, quotation or proposal. Notice shall be deemed delivered immediately upon personal service or facsimile transmission (with confirmation printout), the day after deposit for overnight courier or forty-eight (48) hours after deposit in the United States' mail. Either party may change its address or facsimile number by giving written notice of the change to the other party.

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34. NON-WAIVER: The failure of any party, at any time, to enforce a provision of this Agreement shall in no way constitute a waiver of that provision, nor in any way affect the validity of this Agreement, any part hereof, or the right of such party thereafter to enforce each and every provision hereof.

35. ATTORNEYS' FEES: In the event suit is brought or an attorney is retained by any party to this Agreement to enforce the terms of this Agreement or to collect any moneys due hereunder, the prevailing party shall be entitled to recover reimbursement for reasonable attorneys' fees, court costs, costs of investigation and other related expenses incurred in connection therewith in addition to any other available remedies.

36. RESTRICTIONS ON AND WARRANTIES – ILLEGAL ALIENS: Contractor warrants that any contract resulting from this Solicitation is subject to Executive Order 2009-10 [http://gov.idaho.gov/mediacenter/execorders/eo09/eo_2009_10.html]; it does not knowingly hire or engage any illegal aliens or persons not authorized to work in the United States; it takes steps to verify that it does not hire or engage any illegal aliens or persons not authorized to work in the United States; and that any misrepresentation in this regard or any employment of persons not authorized to work in the United States constitutes a material breach and shall be cause for the imposition of monetary penalties up to five percent (5%) of the contract price, per violation, and/or termination of its contract. If its contract is for the provision of services or for the sale or lease/licensing of computer software, Contractor further warrants that its contract is subject to Executive Order 2007-09 [http://gov.idaho.gov/mediacenter/execorders/eo07/eo_2007_09.html] and that it must notify the Division of Purchasing in advance if, during the term of its contract, it seeks to shift services or work that it represented would be done inside the United States to outside the United States. Failure to obtain the consent of the Division of Purchasing for such shift constitutes a material breach.

37. NON-SOLICIATION: During the term of this Agreement and for a period of one year thereafter, neither party shall solicit for employment an employee of the other party who has been directly involved with the receipt or provision of services under this Agreement. This restriction shall not apply to employees who respond to a general public solicitation not targeted toward that individual, to individuals who have left the employ of the other party prior to any solicitation, or to employees who approach the other party about employment without having been solicited.

38. OWNERSHIP AND PROPRIETARY RIGHTS: Ownership of Pre-existing Materials. Client acknowledges and agrees that Contractor is the sole and exclusive owner of all rights, including but not limited to all patent rights, copyrights, trade secrets, trademarks, and other proprietary rights in the systems, programs, specifications, user documentation, and other materials used by Contractor in the course of its provision of services hereunder which were in existence prior to the execution of this Agreement (collectively "Contractor's Materials"). The State also acknowledges and agrees that in entering into this Agreement, the State acquires no rights in Contractor's Materials. The State shall not copy, transfer, sell, distribute, assign, display, or otherwise make Contractor's Materials available to third parties. The State agrees to secure and protect each module, software product, piece of documentation, and every other portion of Contractor's Materials so as to protect all of Contractor's rights therein.

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Ownership of Tangible Work Product. The tangible property and work products created by Contractor pursuant to this Agreement ("Work Product ") shall mutually belong to the State and Contractor.

Ownership of Data Processing Know-how. The State recognizes that Contractor's business depends substantially upon the accumulation of learning, knowledge, data, techniques, tools, processes, and generic materials that it utilizes and develops in its client engagements. Accordingly, to the extent material that is used in, enhanced, or developed in the course of providing Services hereunder is of a general abstract character, or may be generically re-used, and does not contain Confidential Information of the State, then Contractor will be entitled to use such material including, without limitation: methodologies; delivery strategies, approaches and practices; generic software tools, routines, and components; generic content, research and background materials; training materials; application building blocks; templates; analytical models; project tools; development tools; inventions; solutions and descriptions thereof; ideas; and know-how (collectively "Know-how"). To the extent such Know-how is contained or reflected in the Work Product, Contractor hereby grants the State a fully paid up, perpetual license to use such Know-how only for its internal business. The State will not sublicense or sell Know-How to any third party, and will not use or exploit the Know-How to compete with the information technology and consulting business of Contractor.

39. WARRANTY: Contractor warrants that (a) the services it provides hereunder will be performed in a professional and workmanlike manner in accordance with industry standards; (b) it has the authority to enter into this Agreement; and (c) it will perform the Services in a manner that complies with all applicable laws and regulations. The State agrees that all development work performed under this Agreement using PeopleTools, Fusion Middleware development tools, or other third-party proprietary development and integration tools shall be subject to the limitations, if any, of the State's license agreements with Oracle or such other third-party software vendors.

Contractor disclaims and excludes all other express and implied warranties concerning its services, including but not limited to the warranties of merchantability, title, non-infringement, and fitness for a particular purpose, whether arising under statutory or common law.

Attachment #5

Amendment No. 1

Answers to Timely Received Vendor Questions

RFP #NS11-107 - IT PROJECT MANAGER, STRATEGY AND TECHNICAL LEAD QUESTION FORM

Boise State University

Question	RFP Section	RFP Page	Question	Response
1	5.13	14	<p>Term: Section 5.13, Insurance -- the provision regarding notice of cancellation and, as to professional liability insurance, the provision regarding additional insured.</p> <p>Rationale: As the University is probably aware, certificates of insurance no longer include a cancellation notice provision. The additional insured language does not typically apply to professional liability policies.</p> <p>Recommended: Add provision that Vendor will provide 60 days notice of cancellation of insurance; delete additional insured requirement regarding professional liability insurance.</p> <p>Explanation: Vendor does not believe the recommended verbiage changes the position of the University. It provides the same protections, but is consistent with Vendor's insurance.</p>	<p>Recommendations are acceptable.</p> <p>Correction: notice of cancellation sentence, Section 5.13 should read: <i>Upon request by the University, the vendor is required to provide a Certificate of Insurance from an insurance company licensed to do business in the State of Idaho, with a minimum AM Best rating of A-, and signed by an authorized agent. The vendor will provide a minimum sixty (60) day cancellation notice.</i></p> <p>Correction: the additional insured sentence, Section 5.13 should read: <i>The certificate must show Boise State University and the State of Idaho as additional insured for Commercial General Liability and Automobile Liability.</i></p>
2	4.2	11	<p>Term: Save Harmless (provision 13)</p> <p>Rationale: The Save Harmless provision is different from the save harmless agreement entered into by the vendor and Boise State in a recently</p>	<p>Agree in principle only, as we are not in the contract negotiation phase yet.</p>

ATTACHMENT 1

Question	RFP Section	RFP Page	Question	Response
			<p>negotiated contract.</p> <p>Recommended: The Parties agree that to the extent permitted by law each will indemnify, defend, and hold harmless the other Party and its officers, directors, employees, and contractors from any third party claim for personal injury, property damage, or intellectual property infringement which arises from the gross negligence or intentional wrongdoing of the indemnifying Party. Notwithstanding the foregoing, nothing herein shall be construed as a waiver of Client's sovereign immunity or any other protection afforded Client as an agency of the State of Idaho, including but not limited to the protections afforded Client under the Idaho Tort Claims Act. Client acknowledges that Consultant makes no representations regarding and accepts no indemnification obligation with regard to any Oracle/PeopleSoft software.</p> <p>Explanation: This is language previously agreed to by the parties which balances their interests.</p>	
3	4.2	11	<p>Term: Vendor seeks to add a limitation of liability provision identical to that included in prior negotiated contract between vendor and the University.</p> <p>Rationale: No provision included in the standard terms; vendor raises it here to avoid having consideration of the issue excluded in contract negotiations.</p>	<p>Agree in principle only, as we are not in the contract negotiation phase yet.</p>

ATTACHMENT 1

Question	RFP Section	RFP Page	Question	Response
4	4.2	11	<p>Recommended Provision: The University's sole remedy hereunder shall be return of fees paid to Contractor for any service which the University demonstrates to be in breach hereof or otherwise actionable by the University. In no event shall Contractor be liable for consequential, indirect, exemplary, punitive, or incidental damages, including, without limitation, lost data or lost profits, however arising even if it has been advised of a possibility of such damages, including, without limitation, lost data or lost profits, however arising, even if it has been advised of a possibility of such damages. In no event shall Contractor's liability hereunder exceed the amount paid by the University hereunder, whether arising out of contract, warranty, strict liability, negligence, any other tort, including intentional torts, or any other cause of action. The University acknowledges that it is waiving any right to recovery under any state's unfair competition/unfair and deceptive acts or practices statute (or similarly named statutes) to the extent such recovery (including any attorney's fee award) exceeds amounts paid by the University to Contractor pursuant to this Agreement.</p> <p>Explanation: The agreed upon language balances the risks between the parties and reflects the interactive nature of the contract.</p>	<p>Agree in principle only, as we are not in the contract negotiation phase yet.</p>

Question	RFP Section	RFP Page	Question	Response
			<p>negotiated contract between vendor and the University.</p> <p>Rationale: No provision included in the standard terms; vendor raises it here to avoid having consideration of the issue excluded in contract negotiations.</p> <p>Recommended Provision: During the term of this Agreement and for a period of one year thereafter, neither party shall solicit for employment an employee of the other party who has been directly involved with the receipt or provision of services under this Agreement. This restriction shall not apply to employees who respond to a general public solicitation not targeted toward that individual, to individuals who have left the employ of the other party prior to any solicitation, or to employees who approach the other party about employment without having been solicited.</p> <p>Explanation: As previously agreed, it balances the parties' risks of having valuable employees it has trained hired by the other party.</p>	
5	4.2	11	<p>Term: Vendor seeks to add a provision relating to ownership of intellectual property identical to that included in prior negotiated contract between vendor and the University.</p> <p>Rationale: No provision included in the standard terms; vendor raises it here to avoid having</p>	<p>Agree in principle only, as we are not in the contract negotiation phase yet. It makes sense to protect the vendor's property, processes and knowledge. This provision clearly lays out mutual ownership of deliverables. This provision will need to be carefully reviewed at the contract negotiation phase as there may be a number of materials used that have</p>

ATTACHMENT 1

Question	RFP Section	RFP Page	Question	Response
			<p>consideration of the issue excluded in contract negotiations.</p> <p>Recommended: Ownership and Proprietary Rights Ownership of Pre-existing Materials. Client acknowledges and agrees that Consultant is the sole and exclusive owner of all rights, including but not limited to all patent rights, copyrights, trade secrets, trademarks, and other proprietary rights in the systems, programs, specifications, user documentation, and other materials used by Consultant in the course of its provision of services hereunder which were in existence prior to the execution of this Agreement (collectively "Consultant's Materials"). Client also acknowledges and agrees that in entering into this Agreement, Client acquires no rights in Consultant's Materials. Client shall not copy, transfer, sell, distribute, assign, display, or otherwise make Consultant's Materials available to third parties. Client agrees to secure and protect each module, software product, piece of documentation, and every other portion of Consultant's Materials so as to protect all of Consultant's rights therein.</p> <p>Ownership of Tangible Work Product. The tangible property and work products created by Consultant pursuant to this Agreement ("Work Product") shall mutually belong to Client and Consultant.</p> <p>Ownership of Data Processing Know-how. Client recognizes that Consultant's business depends</p>	<p>been/will be developed by Boise State University of which the University will need to ensure the University retains ownership.</p>

Question	RFP Section	RFP Page	Question	Response
			<p>substantially upon the accumulation of learning, knowledge, data, techniques, tools, processes, and generic materials that it utilizes and develops in its client engagements. Accordingly, to the extent material that is used in, enhanced, or developed in the course of providing Services hereunder is of a general abstract character, or may be generically re-used, and does not contain Confidential Information of Client, then Consultant will be entitled to use such material including, without limitation: methodologies; delivery strategies, approaches and practices; generic software tools, routines, and components; generic content, research and background materials; training materials; application building blocks; templates; analytical models; project tools; development tools; inventions; solutions and descriptions thereof; ideas; and know-how (collectively "know-how"). To the extent such Know-how is contained or reflected in the Work Product, Consultant hereby grants Client a fully paid up, perpetual license to use such Know-how only for its internal business. Client will not sublicense or sell Know-How to any third party, and will not use or exploit the Know-How to compete with the information technology and consulting business of Consultant.</p> <p>Explanation: As previously agreed, it balances the parties' rights in intellectual property.</p>	
6	4.2	11	Term: Vendor seeks to add a provision relating to warranty identical to that included in prior	Agree in principle only, as we are not in the contract negotiation phase yet.

ATTACHMENT 1

Question	RFP Section	RFP Page	Question	Response
			<p>negotiated contract between vendor and the University.</p> <p>Rationale: No provision included in the standard terms; vendor raises it here to avoid having consideration of the issue excluded in contract negotiations.</p> <p>Recommended: Consultant warrants that (a) the services it provides hereunder will be performed in a professional and workmanlike manner in accordance with industry standards; (b) it has the authority to enter into this Agreement; and (c) it will perform the Services in a manner that complies with all applicable laws and regulations. Client agrees that all development work performed under this Agreement using PeopleTools, Fusion Middleware development tools, or other third-party proprietary development and integration tools shall be subject to the limitations, if any, of Client's license agreements with Oracle or such other third-party software vendors. CONSULTANT DISCLAIMS AND EXCLUDES ALL OTHER EXPRESS AND IMPLIED WARRANTIES CONCERNING ITS SERVICES, INCLUDING BUT NOT LIMITED TO THE WARRANTIES OF MERCHANTABILITY, TITLE, NON-INFRINGEMENT, AND FITNESS FOR A PARTICULAR PURPOSE, WHETHER ARISING UNDER STATUTORY OR COMMON LAW.</p> <p>Explanation: As previously agreed, it balances the</p>	

Question	RFP Section	RFP Page	Question	Response
7	Attachment A	17	<p>parties' rights in intellectual property.</p> <p>In the checklist at the bottom of the page, please clarify the proper content/format for Section 3.2.1.1 Cost Breakout. How is this different from the previous item: Attachment E Cost proposal form?</p>	<p>You refer to Section 3.2.1 Cost Breakout. For clarification, you are actually referring to Section 3.2.1.5 Cost Proposal which refers to the information required in Attachment E - Cost Proposal Form.</p> <p>Correction: Section 3.2.1.5 should read: Cost Breakout. <i>Cost submittal broken out by major areas is not rated by the selection committee or weighted in the scoring. There is no required format to the cost breakout. The Total Cost submitted in Section 1 of Attachment E will be weighted in the scoring, but the cost breakout will not be. (See Attachment E).</i></p> <p>For the cost breakout, the University is asking for a fully-burdened hourly rate when the contractor works on campus and an hourly rate when the contractor works at their place of business. Show these figures at the bottom of the Cost Proposal page. Again, the cost breakout figures are informational only and will not be rated by the selection committee or weighted in the scoring.</p>
8	Attachment E	27	SECTION 2 – COST PROPOSAL OF VALUE-ADDED OPTIONS ...Attachment E... Shouldn't SECTION 2 refer to ...Attachment C...?	Yes.
9	RFP Administrative Information And Exhibit 1	<p>Page 3</p> <p>Page 33</p>	<p>On Page 3, the "Initial Term of Contract" is stated as June 27, 2011 through December 31, 2013. This equates to 2.5 years.</p> <p>On Page 33, the "Expectation" states that the project full time hours are 5,520 over the course</p>	<p>The project is for 2.5 years from June 27, 2011 through December 31, 2013. The overall project would consist of approximately 124 project weeks and approximately 4,960 Hours assuming 40 hours per week and excluding travel time.</p>

ATTACHMENT 1

Question	RFP Section	RFP Page	Question	Response
10			of 3 years. Please clarify whether the contract is for 2.5 years or 3 years.	
	RFP Administrative Information And Exhibit 1	Page 3	Initial Term of Contract states June 27, 2010.	Correction: Section 1. Initial Term of Contract should read: <i>June 27, 2011.</i>
11	3.2.1	7	Which areas of the organization will be represented on the selection committee?	Representation from primary stakeholder areas will be involved in the selection. Individuals from University Financial Services, Human Resource Services, Student/Enrollment Management, Division of Research, Academia, and OIT will all be involved in the selection.
12	Attachment D	26	Are scanned copies of Past Performance Information (PPI) acceptable, or are faxed copies required?	Per Attachment D, Section 3.8, <i>"All of the returned surveys should be packaged together and submitted with your proposal."</i> Under the Best Value PIPS, each bidder is responsible for making sure that its past clients receive, complete and return the survey questionnaire back to the bidder which submits the completed survey questionnaires packaged together with its proposal. <i>This is different from the process that we have used for traditional bids/proposals.</i>
13	General	N/A	Can we use terms from a previous engagement at Boise State University to govern this project?	No, since you did not submit the specific terms you're asking about in a timely manner during the question period for this RFP.
14	General	N/A	Please describe Boise State's role within the State's organization (separate agency, part of the	Boise State University is autonomous in terms of purchasing except that we are mandated to

Question	RFP Section	RFP Page	Question	Response
			University of Idaho System, etc.)	participate in State contracts. As of July 1, 2010, our purchasing authority comes from the State Board of Education instead of the Division of Purchasing.
15	General	N/A	Does Boise State have any technology shared across schools/campuses (e.g. PeopleSoft shared across campuses)?	Boise State University currently is a single campus implementation. That is not expected to change over the course of the project.
16	2.3.1	5	What internal resources will be dedicated by Boise State to the Enterprise System Roadmap Program? Specifically what resources will be dedicated for project management and project governance?	Boise State University is planning to devote a significant number of internal resources to work on the projects within the roadmap program. Those individuals will be both full time and part time resources. They will come from the stakeholder areas stated above. From the standpoint of management and governance, there is a planned structure for the project. The project will be managed by an overall project director from within Boise State. The director will have a leadership team with a representative from all primary stakeholder areas. These individuals are expected full time on the project. They will be the day to day management team on the project. For governance, we have a 2 level governance structure. First is our IT Priority Committee, that will reported to on a regular basis for state, changes, updates, and issues. They will also be the first point of escalation for scope, cost or schedule change needs. The second team will be our IT Governance Committee. This group will make overall budget, strategic and significant scope decisions.
17	2.3.1	5	Does Boise State have a governance structure in mind for this Enterprise System Roadmap Project?	Yes, the project leadership team as described above will be the primary point for project governance.

ATTACHMENT 1

Question	RFP Section	RFP Page	Question	Response
18	General	N/A	How many stakeholders and from which areas of the organization will be represented on the Enterprise System Roadmap Project?	Above that for governance, we have a 2 level governance structure. First is our IT Priority Committee, that will reported to on a regular basis for state, changes, updates, and issues. They will also be the first point of escalation for scope, cost or schedule change needs. The second team will be our IT Governance Committee. This group will make overall budget, strategic and significant scope decisions.
19	2.3.1	5	The technical elements of this role will be very challenging, and we anticipate managing multiple subcontractors would make this more complex. Does Boise State anticipate awarding separate parts of the Enterprise System Roadmap Project to multiple Subcontractors?	The stakeholders will be from all primary areas listed above as well as a large number of secondary stakeholders will be included from around the campus. The exact number will be determined as the scope, timeline and overall work effort is determined for each project. The number will fluctuate over the course of the program as different areas are involved in various projects. Multiple vendors is a possibility. We are looking for this position to work primarily with the leadership team. In cases of projects where they are assigned as the project manager, they would be expected, to operate within the project governance and risk management structure for the project.
20	2.3.1:	5	Has the university definitively decided on the Peoplesoft solution or will other solutions be evaluated. The RFP specifically states implementation of PS HCM and Finance 9.1 upgrade. Will there be any consideration of other solutions?	PeopleSoft is the selected ERP system. Boise State has made a significant investment there, and that will continue. As the projects move forward, there may be a need to identify or implement 3 rd party solutions that integrate with PeopleSoft. Those will be considered over the course of the project, but the core ERP will not be re-evaluated.
21	3.2.1.1	7	Past Performance Information (PPI) states only (5)	Correction: Section 3.2.1.1 should read: <i>Past Performance Information (PPI) states only (5)</i>

Question	RFP Section	RFP Page	Question	Response
			similar projects...yet Att D mentions 5 references for the vendor AND 5 for the project manager.	<i>Performance Information (PPI) of (10) similar projects: (5) for "The Vendor" and (5) for "The Project Manager."</i>
22	4.2:	11	When does BSU anticipate answers to responder questions will be posted and/or how will bidders be notified when answers are posted?	All communication, including answers to questions, will be posted on the University's website as an amendment as indicated in Section 1 of this RFP.
23	Attachment A:	17	Regarding the format of the proposal, is the University only asking for the attachments provided to be completed given scoring is focused on those attachments? For example, we should not include a page on our project management approach or more detailed information about our core competency outside of the attachments?	Correct. The only items that will be scored are found in Section 3.2.3.
24	ATT B:	18	ATT B: Confirm sections 3 and 4 were intentionally omitted	Yes.
25	ATT C:	20	ATT C: Refers to page limits in "Section 7" but I don't see this section or any specification of page limits. Can you please provide page limits or reference to page limits in RFP.	Correction: In Attachment C, "Section 7" should read: <i>Sections 3.2.1.2 – 3.2.1.4.</i>
26	ATT D:	22	What is meant by "Credit will be given to Vendors with more high performing surveys". Would 5 surveys with an average score of 10 be better than 10 surveys with an average of 9? One shows a higher average score while the others shows more experience, consistent delivery and higher volume of satisfied customers.	No credit will be given for more surveys than 5/ea for the Vendor and 5/ea for the Project Manager. The sentence "Credit will be given to Vendors with more high performing surveys from different individuals" should have been deleted as shown in the correction below. If a survey contains both the company name and the project manager name, it will count as one (1) for

Question	RFP Section	RFP Page	Question	Response
				each. Correction: Section 3.2.1.1 should read: <i>Past Performance Information (PPI) of (10) similar projects: (5) for "The Vendor" and (5) for "The Project Manager."</i> Correction: Attachment D, Section 2.4 should read: <i>The reference list should include the firm's "best" projects.</i>
27	Attachment E Cost Proposal Form:	27	In preparing a not to exceed amount, can we assume that the number of hours will not exceed 5,520? This amount assumes that the scope will remain fixed over the course of a 3 year project and that the project will not exceed 3 years.	The project is for 2.5 years from June 27, 2011 through December 31, 2013. The overall project would consist of approximately 124 project weeks and approximately 4,960 Hours assuming 40 hours per week and excluding travel time.
28	Exhibit 1 Statement of Work Section 1, 3.1:	31	Will there be a team of individuals that are responsible for meeting with key stakeholders, documenting requirements, and preparing a design and configuration blueprint?	Yes, there will be a team. We have a separate RFP that will be released shortly seeking technical and functional expertise to work with stakeholders to define process, rules, requirements and configuration.
29	Exhibit 1 Statement of Work Section 3, 3.1:	32	How specifically does the University project management (managing the overall project) role differ from the project manager requested within this RFP? Is it expected that the University will provide a project manager as well? Or is this statement more about the project governance which can include key stakeholders and management?	The organization of the project has all management, consultants and resources reporting to an overall project director. That director will be a Boise State resource. That position is responsible for the overall management of the program. This position will work with the leadership team to insure that project management best practices are followed, project governance is followed, provide technical strategy in areas where Boise State requires assistance and serve as the project manager for assigned projects.

ATTACHMENT 1

I have received and read this Amendment No. 1:

Name of Bidder: _____ Date: _____

Signature of Authorized Agent: _____

Printed Name: _____

Attachment #6

RFP # NS11-107



BAHR - SECTION II

Days per Month in 2013												Number of Business Days per Month in 2014						Estimated Total Cost	2011 Estimated Annual Cost	2012 Estimated Annual Cost	2013 Estimated Annual Cost	2014 Estimated Annual Cost	Total Hours				
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun																
23	22	21	23	21	22	23	20	21	22	22	21																
17	22	20	23	19	20	0	0	0	0	0	0																
5	5	5	5	5	5	5	4	5	5	5	5																
138	176	160	194	152	160	0	0	0	0	0	0	\$	1,000,000	\$	171,350	\$	411,600	\$	418,640	\$	-						4,760
Program Manager Fees and Hours												\$	1,000,000	\$	171,760	\$	411,600	\$	418,640	\$	-						4,760
Estimated Expenses (20% of fees)												\$	200,000	\$	34,352	\$	82,320	\$	83,328	\$	-						N/A
Total Estimated Program Manager Cost												\$	1,200,000	**Some calculations rounded													

ADDITIONAL COST CONSIDERATIONS

1) Should additional resources be required to mitigate risk due to deviations in the expected delivery of Boise State resources or unexpected changes encountered by the project, Huron will provide additional resources to Boise State at the following fully loaded (including 20% travel expense estimate) rates:

- a) Managing Director - \$375
- b) Director - \$320
- c) Manager - \$280
- d) Associate - \$240
- e) Assistant - \$200

Proposed Invoicing Approach					
<p>Huron proposes regular monthly payments, along with quarterly milestone payments contingent on approval of the Success Evaluation by designated Boise representatives. We believe this approach provides Huron and Boise State with a reasonable means to tie payment to the performance that is within Huron's scope of control on the engagement. The proposed payment schedule is below (highlighted payments represent milestone payments):</p>					
Payment	Date	Amount	Payment	Date	Amount
1	9/1/2011	\$ 31,578.95	20	11/1/2012	\$ 31,578.95
2	9/30/2011	\$ 31,578.95	21	12/1/2012	\$ 31,578.95
3	10/1/2011	\$ 31,578.95	22	12/30/2012	\$ 31,578.95
4	11/1/2011	\$ 31,578.95	23	1/1/2013	\$ 31,578.95
5	12/1/2011	\$ 31,578.95	24	2/1/2013	\$ 31,578.95
6	12/30/2011	\$ 31,578.95	25	3/1/2013	\$ 31,578.95
7	1/1/2012	\$ 31,578.95	26	3/30/2013	\$ 31,578.95
8	2/1/2012	\$ 31,578.95	27	4/1/2013	\$ 31,578.95
9	3/1/2012	\$ 31,578.95	28	5/1/2013	\$ 31,578.95
10	3/30/2012	\$ 31,578.95	29	6/1/2013	\$ 31,578.95
11	4/1/2012	\$ 31,578.95	30	6/30/2013	\$ 31,578.95
12	5/1/2012	\$ 31,578.95	31	7/1/2013	\$ 31,578.95
13	6/1/2012	\$ 31,578.95	32	8/1/2013	\$ 31,578.95
14	6/30/2012	\$ 31,578.95	33	9/1/2013	\$ 31,578.95
15	7/1/2012	\$ 31,578.95	34	9/30/2013	\$ 31,578.95
16	8/1/2012	\$ 31,578.95	35	10/1/2013	\$ 31,578.95
17	9/1/2012	\$ 31,578.95	36	11/1/2013	\$ 31,578.95
18	9/30/2012	\$ 31,578.95	37	12/1/2013	\$ 31,578.95
19	10/1/2012	\$ 31,578.95	38	12/30/2013	\$ 31,578.95

Payment Detail and Exclusions	
1) If the success criteria related to a Success Evaluation Quarterly Payment is missed due to circumstances beyond Huron's control, Boise State will pay Huron the amount for the Success Evaluation Quarterly Payment according to the original payment schedule. If Boise State elects not to pay a Success Evaluation Quarterly Payment, Huron reserves the right to stop providing services. If Boise State related to a Success Evaluation Quarterly Payment, has not been activated due to Huron's errors or omissions, the parties will discuss any appropriate remedial action. In the event of a dispute, the parties shall address such dispute as specified in the Terms and Conditions and Huron shall continue to provide Services during the dispute resolution process set forth in the Terms and Conditions.	2) Invoices will be sent via email at the beginning of each month and are due upon presentation, as documented in the payment schedule. Amounts remaining outstanding for more than 30 days (past due), will be subject to an interest charge of 1.5% per month from the date of invoice. We reserve the right to suspend further services until payment is received on past due invoices, in which event we will not be liable for any resulting loss, damage or expense connected with such suspension.
3) We understand that our bills should be sent to: Nancy Schwend and Scott Taylor. Additional documentation should be sent to the address below: Nancy Schwend 1910 University Drive Boise, Idaho 83725-1210	4) Boise State will remit payment to Huron via ACH/EFT, using the account information provided below: Bank of America Chicago, Illinois Routing No. 071000039 Account Title: Huron Consulting Services, LLC Account Number: 5800297276 Comments: (include invoice Number to ensure proper credit)

ADDITIONAL COST CONSIDERATIONS

1) Should additional resources be required to mitigate risk due to deviations in the expected delivery of Boise State resources or unexpected changes encountered by the project, Huron will provide additional resources to Boise State at the following fully loaded (including 20% travel expense estimate) rates:

- a) Managing Director - \$375
b) Director - \$320
c) Manager - \$280
d) Associate - \$240

Attachment #7

Risk Management Plan

BAHR - SECTION II

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood High Medium Low	Impact High Medium Low	Boise State Notes
1 Technical	Inability or difficulty adopting needed process or procedural change.	Public research universities operate in unique and complex environments. While focusing on the core operations, it is sometimes very difficult to adopt the new processes and procedural changes that may be required for project success.	Boise St.	Huron will provide Boise State high level guidance for techniques designed to better promote the design and adoption of post go-live changes to processes and organizations. Boise State will be responsible for ensuring the design process incorporates the key components of an effective design participation effort. Boise State will also be responsible for any corrective action necessary should any design participant be unwilling to accommodate change or support the project objectives. If this risk materializes, Boise State will first coach the identified individual and then remove or replace any such individuals.	M	H	
2 Non-Technical	The university is not adequately prepared to accept the "organizational change" associated with the "in scope" projects.	The core components of organization change management (communication, stakeholder analysis, training, readiness planning) are necessary for any major system deployment effort. The best systems and processes are of no value if end users are not ready and willing to accept and deploy them in production.	Boise St.	Huron will provide some basic concepts to help with conducting a organization change management program and will assist with the design of the initial organization change management plan. Boise State will be responsible for the implementation of that plan, along with the external vendors selected for each project. Often, large scale programs need organization change specific consultants to support the effort or dedicated internal resources with a background in communications and change enablement to support the efforts of each project. Boise State is assumed to provide at least one program level project person to coordinate and lead a minimal org change effort. Should this prove ineffective: 1. Boise State may replace this org change leader with another more qualified university resource or 2. Boise State may provide additional qualified resources to support this org change leader. 3. Huron will provide an org change management consultant at the cost rates specified in the Program Financial Summary	M	H	How will this be assessed or decided? The IT Program Manager will provide some basic guidelines and help identify a final approach for dealing with core org changes issues (primarily focusing on communication, training approaches, and readiness review.) Example templates for use by Boise State include Change Management Plans, Change Readiness Assessment, Communication Plans and Templates, Training Plans, Training Manuals, and Desk References. Huron will assist with providing guidance in these areas, but Boise State will be responsible for executing the tasks and providing the day to day leadership in these areas. Typically, a third party change consultant(s) is often used with large, complex programs like this.
3 Non-Technical	Difficulty reaching timely decisions or expected consensus because of competing organizational interests.	Project plans necessarily assume quick project related decisions - especially related to design and configuration. Delays during these phases will have a significant effect in both time and cost throughout the project.	Boise St.	Huron program management, working with Boise State, can help create the optimum decision environment and deploy a methodology that limits this potential risk. All material business process (not departmental based) areas must have a single, identified business owner responsible for all final project decisions. The process to these decisions should be open and interactive, but single sources of accountability for each material decision and its approval are critical. Should this risk materialize: 1. Boise State will coach the business owner and verify they have the authority to make process design decisions. 2. Boise State will replace the business owner with another individual more able to accept and execute the responsibilities of timely process decisions.	M	H	
4 Non-Technical	Difficulty meeting established budgetary or timeline project constraints.	Each individual project will have budgets that roll up to an overall program budgets. Additionally, individual project and phase timelines will comprise an overall program timeline.	Boise St.	Huron program management will work with Boise State to implement tools and processes to help forecast and identify program expense issues. Additionally, the project status process will focus on monitoring program progress for potential timeline slippage. Boise State will be the primary risk owner for project budget or timeline risks as Boise State will control the resources and will approve all spending. Should a material budget or timeline slippage risk occur: 1. Boise State will prepare weekly budget and timeline variance reports for review by designated steering committee members (as opposed to bi-weekly review at steering committee meetings) 2. Corrective timeline remediation options will be provided to the steering committee based on the cause of the critical path delay 3. Scope reduction, priority, or approach change options will be provided to the steering committee to address timeline or budgetary risk issues 4. Steering committee will select or approve the best corrective option provided.	H	M	

ATTACHMENT 1

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Boise State Enterprise Roadmap
Risk Management Plan

BAHR - SECTION II

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood H=High M=Medium L=Low	Impact H=High M=Medium L=Low	Boise State Notes
Non-Technical	Inadequate business readiness for post go-live support of the new deployment.	The business organization must be prepared to execute and support the new systems and any related changes in processes. Additionally, support must be readily available to resolve business related issues post go-live and diagnose functionality related problems.	Boise St.	Change readiness evaluations and organization change methodology must be deployed to help ensure business organizations and their support organizations are ready for the deployed system changes at go live. Post go live support organizations and processes must be carefully planned and executed well prior to go-live. The assessment of these organizations and processes should be a part of the common methodology deployed for all projects and should be included in any coordinated quality assurance review of all projects. 1. Boise State will appoint an individual to be responsible for coordinating, leading, and building go live support structures, processes, and tools for each project. 2. Boise State, with Huron support, will conduct post go live support readiness reviews at approximately 60 days prior to go-live. There will be a formal readiness review at which steering committee meeting from 60 days out thru go live. 3. Should a business go live support risk materialize, Boise state will (a) add an additional qualified individual(s) to lead or support the post go live support project effort, or (b) Huron can provide a consultant alternative at the cost rates indicated in the program financial summary.	H	H	Who will perform the assessment? Boise State will need to perform the assessment to plan for production support. The IT program manager can provide some high level support guidance, and templates, but the assessment and implementation will need to be performed by Boise State.
Technical	Inadequate technical readiness for post go-live support of the new deployment.	As with business organization readiness, the technical organization must be ready for post go-live system support. This includes application and infrastructure and software vendors.	Boise St.	Readiness evaluations are also helpful to gauge IT and technical vendor readiness for a post go-live production environment. The post go-live preparation activities will be part of the project plan and should be a part of a common Quality Assurance assessment of every project. The technical post go live support readiness risk will utilize the same risk remediation steps as the business organization readiness risk, above.	L	H	Does Huron have a QA framework that will be leveraged? Who will be responsible? How is this assessment done? Huron does have a QA framework that can be provided to Boise State to help guide the Quality Assurance process for the program and each individual project; however our current budget does not provided for external resources to execute these QA tasks. Huron would be interested in assisting Boise State with this important work, should it be determined that internal resources can not be provided.
Non-Technical	Lack of sufficient application expertise and business experience implementing the "in-scope" applications. This risk includes both individual competencies and the actual availability of the required number of project staff with the needed expertise.	Successful implementation projects require project team members with substantial expertise and experience with the in scope application software and impacted business processes. Additionally, expertise is needed in implementing these tools in University environment and understanding the unique requirements of a successful deployment within the University environment.	Boise St.	Consulting and in-house staff identified to fill these application and business positions must be carefully screened and validated as appropriate for the intended roles. Assigned project team members must be monitored to ensure they are meeting the commitments to the projects as identified in the project plan. Should this risk be realized and require remediation: 1. Boise State will look for competent in house staff to fill or replace indicated positions. 2. Boise State will evaluate whether the scope requirement that requires a particular expertise can be removed from scope. 3. If no suitable in house alternative and no reductions in scope, Huron will provide staffing candidates at the cost rates indicated in the program financial summary.	H	H	If in-house staff are not sufficient and consulting to fill this gap are not achievable through budget, then what? There are several approaches we can follow, but the primary option will be to reduce the scope or lengthen the planned timeline of the individual project to allow the dedicated resources to complete the project on time. The primary goal is to deliver the critical projects on time and avoid risking the overall program time line. Additionally, resources may be shifted across projects to sure up the risk areas of the project, assuming it does not put the providing projects at risk.
Technical	Lack of sufficient technical expertise and experience implementing the "in-scope" applications. This risk includes both individual competencies and making available the required number of project staff with the needed technical expertise.	As with business and application expertise, substantial technical expertise is required for a successful implementation. This includes application development expertise, infrastructure expertise, and application administration expertise.	Boise St.	Consulting and in-house staff identified to fill these technical positions must be carefully screened and validated as appropriate for the intended roles. Additionally, after these roles have been selected, the project manager for each individual project must evaluate the effectiveness of these resources to validate they are meeting the requirements of the project within the timeframe established for their task in the project plan. 1. Boise State will look for competent in house staff to fill or replace indicated positions. 2. Boise State will evaluate whether the scope requirement that requires a particular expertise can be removed from scope. 3. If no suitable in house alternative and no reductions in scope, Huron will provide staffing candidates at the cost rates indicated in the program financial summary.	M	H	

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Boise State Enterprise Roadmap

Risk Management Plan

BAHR - SECTION II

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood H=High M=Medium L=Low	Impact H=High M=Medium L=Low	Boise State Notes
Non-Technical	Consistent methodologies are not used and all project plans and operating practices are not aligned under a single program office.	To better ensure effective oversight, delivery of project objectives, effective use of program resources, and consistent project delivery a consistent methodology should be used and all individual project plans should be integrated.	Boise St Huron	Utilize a consistent methodology across all projects. Integrate the project plans. Utilize a single steering committee to better ensure that all projects are effectively integrated and utilizing the same methodology and operating practices. Additionally, a coordinated quality assurance program with consistent set of metrics and focus areas will allow the program management office to identify potential risks and deviations from program objectives. 1. Program management will work with individual project managers to create a common, core framework for approach and methodology. (Note: some major methodology steps will be dependent on the process or technology scope.) 2. If the risk materializes, program management will increase coaching and communication efforts. The steering committee will actively support program management. 3. Consideration will be given to tailoring the methodology framework to accommodate some skill sets or and staffing situations.	M	M	
Non-Technical	Project staffing issues arise because of staff turnover, vacations, lack of performance, or unexpected time off.	During the course of a significant implementation project staffing issues may arise. Potential staffing issues are most impactful during critical project phases and activities.	Boise St	There are some basic strategies that can be used to help minimize staff turnover and help project team members cope with the stressful nature of the institution-wide projects. Some project team member turnover situations are likely inevitable during the course of a multi-year program. 1. Good project plans should assume some level of project team turnover and staffing overlap, where feasible, should be built into resource staffing plans to minimize the impact of potential departures. 2. External vendors should also be committed to providing replacement resources to minimize the impact of external resource turnover. 3. Attempts to manage stress and promote a positive work environment should be deployed. Monthly project "social" gatherings or stress relieving outings are important during a lengthy program.	H	M	
Non-Technical	A steering committee and/or senior program sponsors are not actively engaged with the program.	All successful programs and projects require the active engagement of steering committee members and executive sponsors. They are needed to handle major organization or strategic issues and to build broad support for the initiative.	Boise St	Timely, effective steering committee meetings are needed to give the steering committee and executive sponsors adequate information to engage with the program. Additionally, program and project managers need to directly ask for support and specific assistance and directions from the steering committee as required. Primarily, the steering committee and executive sponsors will serve to shore up support throughout the university community and ensure adequate resources are available to the project team. Mitigation steps for this risk are that same as St. Leadership Skills Risk (Risk Number 24)	M	H	
Technical	Formal Technical Change Control is not utilized	This technical change process helps ensure any application changes follow a disciplined process. It makes sure there the design is formally approved, development code meets standards, testing is adequate, documentation is appropriate, and approved migration methods are used.	Boise St	Identify, deploy, and enforce an effective technical change control process across all projects that adequately assess the level of effort required for the change, the criticality of the change, and the impact of the change (cost, timeline, resources) to the project and receives adequate approvals from business and technical owners. Risk Mitigation Steps: 1. Boise State identifies and formalizes the technical change process 2. Technical leads and managers enforce the process discipline at the task level 3. Project and Program Managers require adherence 4. Steering Committee enforces change processes should a significant deviation occur.	M	H	

ATTACHMENT 1

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Boise State Enterprise Roadmap
Risk Management Plan

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood High Medium Low	Impact High Medium Low	Boise State Notes
Technical	The "in scope" software vendor may provide substantial software enhancements or a significant new release prior to project completion. This may require a review of some planned implementation processes and tasks.	Major software vendors regularly deliver significant software changes. Generally, it is better to avoid baseline software changes during the course of an implementation project, but sometimes it is a strategic advantage to review the new software and accommodate changes if strategically appropriate.	Boise ST Project Vendors Huron	A consistent approach will be developed for evaluating the option of utilizing new releases or major software updates during the course of a project. The steering committee will be the final decision maker. The same mitigation steps as deployed with Scope Change Management (Risk Number 36) will be utilized for this risk.	M	M	Can we elaborate on this? The roadmap program involves a significant number of non ERP projects so this is high impact. We would like to get a little more detail on what a consistent approach is defined as? In essence, the release schedule of major system patches or "fixes" is unknown, as is the content of the vendor available software. A committee should be established to review and recommend a path for all major patch and fix releases. (This assumes we already have factored in the known upgrade releases in our planning). The committee will review the critically of the patch/fix to project go-live and the impact of applying the changes to project schedule and effort plans. Guidelines will be established early that state toward maintaining a stable project software environment. Based on the PMO recommendation, only the steering committee can approve major system software changes.
Technical	Technical infrastructure is not adequate or available as required by the project plan.	The technical infrastructure is a key component of any implementation project. This includes hardware, software, and technical resources necessary to support all servers, networking, client PCs/Laptops, operating systems, and tools needed for a technical IT project infrastructure.	Boise ST Project Vendors	Strong infrastructure leads, working closely with relevant hardware vendors, should participate in the crafting of the project plans to carefully identify infrastructure milestones and the resources needed to support them. A regular and consistent Quality Assurance program will also assist in the identification of risk and issues related to the technical infrastructure for each project and the program as a whole. The mitigation steps would include: 1. Include infrastructure availability and key milestones on project and program plans. 2. Monitor infrastructure status during weekly program/project status meetings. Escalate any material risks to the steering committee 3. Have infrastructure as a regular category of risk evaluation for each steering committee meeting 4. Identify a single Boise State individual over ALL program infrastructure for consistent leadership and priorities. 5. If infrastructure risk occurs due to resource expertise, Boise State will look for a suitable replacement or augmentation in-house. 6. Huron will work with Boise State to find a consultant infrastructure candidate - based on the required skill sets.	M	H	
Non-Technical	Adequate project management resources and project management support not assigned to the core individual projects.	Each of the core projects will require a dedicated project manager. Each project will involve significant complexity and scope and will need an individual project manager that coordinates with the Huron program manager. Additionally, support will be required for the program and project managers. Both administrative support and project "control" support to update plans, status and budget information.	Boise ST Project Vendors Huron	Alter a review of the overall scope and project milestones schedule, project managers need to be identified and assigned to the individual projects. The program manager will then work with the project managers to maintain accountability for delivery against the agreed upon timeline and identify any risks to meeting the schedule. Additionally, a consistent project approach will be deployed for all projects which will provide for greater visibility into the progress of each project and allow each project manager to utilize established tools rather than creating a unique approach and tools for each project. Risk Mitigation Steps should a project manager be identified as under performing: 1. Boise State and Huron Program Manager will provide specific coaching. 2. Boise State may replace the project manager with another more qualified university resource. 3. Boise State may provide additional qualified resources to support this project manager. 4. Huron will provide a project manager consultant at the cost rates specified in the Program Financial Summary.	M	H	
Non-Technical	Effective Issues Management Process not in place.	A standard, proactive issues management process is a key component of the overall program/project management program.	Boise ST Huron	The Huron program manager will work with Boise State project managers to deploy a standard and effective issues management process. Mitigation Steps: 1. Program management will establish an issue management process 2. The process will be communicated clearly to all project managers and team members 3. Reviews of status reports and project plans will be used to ensure adherence to issues management and proper identification and escalation of issues.	M	M	

ATTACHMENT 1

Boise State Enterprise Roadmap

Risk Management Plan

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood High Medium Low	Impact High Medium Low	Boise State Notes
Non-Technical	An Effective Project Organization Structure is not in Place	The organization and coordination of all project teams is the foundation of a successful project effort. The individual teams, their communication, reporting structure, and process are key to success.	Boise State Huron	The Huron program manager will work with Boise State project managers to deploy a project organization that effectively uses project resources. Mitigation Steps: 1. The Program/Project organization will be clearly defined, with graphical orgcharts, key role descriptions and formal approval and communication by the steering committee. 2. A summary operating and governance model communication "ad" will be defined. 3. The organization details will be presented, in person, to all project managers and team members. 4. Project responsibilities will be embodied in work team structures. Roles, responsibilities, reporting, and collaboration as indicated in the project organization will be reinforced by program and project management daily.	M	H	
Non-Technical	The Project Plan Framework and Plan Integration is not Adequate	Large programs (i.e. multiple projects) require the integration of multiple project plans and a solid framework and process to manage the plans.	Huron	The Huron program manager, working with Boise State program management, will provide a project management framework, project plan standards, and processes and methods for integrating key activities and milestones in the individual project plans. The initial "90 day plan" document in the "Scope Summary" document defines the steps and deliverables to effect this management control process.	M	M	
Non-Technical	No Scope Change Management Process Created or Not followed	Effectively managing the scope of a large, institution wide project is critical. Preventing scope creep and making sure the delivered results are still consistent with the original scope is very important.	Boise State	Huron can provide an effective process to manage program and project scope change request. Boise State will primarily implement and enforce this process. The mitigation steps are the same as "Scope May Change", Risk Item #36.	M	H	
Non-Technical	Complex Technology Change Initiatives are dynamic programs	Long Term programs, such as the Enterprise Systems Roadmap, are dynamic in nature and the resources required, overall scope, and timeline risks will evolve over the life of the program.	Boise State	Huron and Boise State will closely monitor the progress of the overall program and each individual project to identify any potential issues as soon as possible. By identifying these risks and issues early on, the program managers will have the opportunity to address these risks with a number of mitigation strategies, including reducing scope, supplementing the team with internal resources or adding external resources if necessary.	H	M	
Boise Concern	Huron experience with Migrating PeopleSoft AIX to Rod Hat	What experience or strategies do you bring to this project to minimize risk and provide strategic direction migrating PeopleSoft from AIX to Rod Hat Enterprise Unix - listed in sections 1.1 and 2.2.4 in the RFP?		Huron understands that there are many facets to the Enterprise Systems Roadmap and no one vendor or individual can provide complete expertise to manage the detailed issues and risks that may arise with each individual project. It is our approach to work closely with Boise State and external experts to effectively plan and manage the project to identify specific potential risk areas and develop detailed mitigation strategies to forestall or minimize any negative impact to the program. Sound project management principals and rigorous adherence to project scope and timeline provide a strong foundation for success, even in cases where the program manager may have limited domain expertise. For this specific risk, Huron will also leverage our experience from prior implementations working with Enterprise Linux hardware platforms, as well as our recent experience leading a project where PeopleSoft was migrated to AIX from HP as part of an upgrade to version 9.1 of HCM/FSCM, EPM, and ELM.			Experience of Proposed Project Manager in this area? This answer applies to all Boise State Questions for risks 21 thru 26. The proposed Huron Program Manager has had some level of experience or exposure in all these areas, sometimes as a PM with direct responsibilities and often as a Program manager or director with other PMs and leads having direct technical area responsibility. Given the program management nature of this role, our candidate understands how to successfully manage the program in these technical areas for a wide number of environments and organizations. He also knows how to leverage additional Huron resources and assets when helpful.
Boise Concern	Huron experience implementing Identity Management Systems	What experience or strategies do you bring to this project to minimize risk and provide strategic direction for implementing Identity Management - listed in section 1.1 in the RFP?		Huron understands that there are many facets to the Enterprise Systems Roadmap and no one vendor or individual can provide complete expertise to manage the detailed issues and risks that may arise with each individual project. It is our approach to work closely with Boise State and external experts to effectively plan and manage the project to identify specific potential risk areas and develop detailed mitigation strategies to forestall or minimize any negative impact to the program. Sound project management principals and rigorous adherence to project scope and timeline provide a strong foundation for success, even in cases where the program manager may have limited domain expertise. For this specific risk, Huron will also leverage our experience from our current implementation of Oracle's Identity Management Solution at the University of Wisconsin to provide guidance, lessons learned and sample deliverables to assist in the oversight of this project.			Experience of Proposed Project Manager in this area? Please see the answer for Risk number 21.

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Boise State Enterprise Roadmap
Risk Management Plan

BAHR SECTION II

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood H=High M=Medium L=Low	Impact H=High M=Medium L=Low	Boise State Notes
23	Boise Concern	Huron experience implementing Document Imaging solutions	What experience or strategies do you bring to this project to minimize risk and provide strategic direction for implementing a Unified Web Experience- listed in section 1.1 in the RFP?	Huron understands that there are many facets to the Enterprise Systems Roadmap and no one vendor or individual can provide complete expertise to manage the detailed issues and risks that may arise with each individual project. It is our approach to work closely with Boise State and external experts to effectively plan and manage the project to identify specific potential risk areas and develop detailed mitigation strategies to forestall or minimize any negative impact to the program. Sound project management principals and rigorous adherence to project scope and timeline provide a strong foundation for success, even in cases where the program manager may have limited domain expertise. Huron has assisted several clients with PeopleSoft implementations and upgrades who utilize document imaging solutions, such as ImageNow, and we will leverage these relationships document imaging solutions, such as ImageNow, and we will leverage these relationships			Experience of Proposed Project Manager in this area? Please see the answer for Risk number 21.
24	Boise Concern	Huron experience with Unified Web Experience technologies	What experience or strategies do you bring to this project to minimize risk and provide strategic direction for implementing a Unified Web Experience- listed in section 1.1 in the RFP?	Huron understands that there are many facets to the Enterprise Systems Roadmap and no one vendor or individual can provide complete expertise to manage the detailed issues and risks that may arise with each individual project. It is our approach to work closely with Boise State and external experts to effectively plan and manage the project to identify specific potential risk areas and develop detailed mitigation strategies to forestall or minimize any negative impact to the program. Sound project management principals and rigorous adherence to project scope and timeline provide a strong foundation for success, even in cases where the program manager may have limited domain expertise. Huron has assisted several clients with PeopleSoft implementations and upgrades who utilize document imaging solutions, such as ImageNow, and we will leverage these relationships			Experience of Proposed Project Manager in this area? Please see the answer for Risk number 21.
25	Boise Concern	Huron experience developing a Project Management Office	What experience or strategies do you bring to this project to minimize risk and provide strategic direction for developing a Project Management Office - listed in section 1.1 in the RFP?	Huron has served as the program management partner for a number of different universities, including Northwestern and Cincinnati Childrens Hospital, where Huron resources directed PeopleSoft-centric programs involving the implementation or upgrade of the Enterprise Systems Roadmap and no one vendor or individual can provide complete expertise to manage the detailed issues and risks that may arise with each individual project. It is our approach to work closely with Boise State and external experts to effectively plan and manage the project to identify specific potential risk areas and develop detailed mitigation strategies to forestall or minimize any negative impact to the program. Sound project management principals and rigorous adherence to project scope and timeline provide a strong foundation for success, even in cases where the program manager may have limited domain expertise. Huron has assisted several universities and hospitals with database house implementations utilizing data from PeopleSoft ERP applications, including HCM, ELM and FSCM. Our firm has experience with planning, design and implementation of data warehousing solutions utilizing a wide variety of vendor and custom solutions and will apply this experience to our			Experience of Proposed Project Manager in this area? Please see the answer for Risk number 21.
26	Boise Concern	Huron experience with data warehousing strategies, specifically Strategy based solutions	What experience or strategies do you bring to this project to minimize risk and provide strategic direction for developing an Strategy based data warehouse implementation - listed in section 1.1 in the RFP?	Huron is a leader in the design and implementation of research administration systems, including the PeopleSoft Grants Suite. Huron has implemented all major research administration systems, including PeopleSoft, Lawson, InfoEd, ClickCommerce, and Kuali Coeus. The implementation of a research administration system will have a significant impact on the configuration and interfaces in place for your Financials and HCM systems. Specifically, Boise must consider changes to the existing chart of account, delivered or custom integrations with all Financials modules to collect research related costs for cash management processing, interfaces for personnel information, payroll and salary encumbrance data, and potential changes to processes and configuration for budgeting, cost transfers, F&A allocations and fringe benefit allocations. To most effectively address these issues, the team responsible for the HCM and FSCM upgrade projects should have significant research administration experience to incorporate these design considerations into their efforts and ease the coordination efforts with the team selected to implement the			Experience of Proposed Project Manager in this area? Please see the answer for Risk number 21.
27	Boise Concern	Huron experience integrating research administration systems with existing FSCM and HCM systems	What experience do you have with Research Administration Systems, and how do you see the integration of new research administration components impacting the existing setups of HR & Finance?	Huron is a leader in the design and implementation of research administration systems, including the PeopleSoft Grants Suite. Huron has implemented all major research administration systems, including PeopleSoft, Lawson, InfoEd, ClickCommerce, and Kuali Coeus. The implementation of a research administration system will have a significant impact on the configuration and interfaces in place for your Financials and HCM systems. Specifically, Boise must consider changes to the existing chart of account, delivered or custom integrations with all Financials modules to collect research related costs for cash management processing, interfaces for personnel information, payroll and salary encumbrance data, and potential changes to processes and configuration for budgeting, cost transfers, F&A allocations and fringe benefit allocations. To most effectively address these issues, the team responsible for the HCM and FSCM upgrade projects should have significant research administration experience to incorporate these design considerations into their efforts and ease the coordination efforts with the team selected to implement the			Experience of Proposed Project Manager in this area? Please see the answer for Risk number 21.
28	Boise Concern	Huron experience implementing Research Administration Systems	What experience or strategies do you bring to this project to minimize risk and provide strategic direction for implementation of Enterprise Research Administration Systems listed in section 1.1 in the RFP?	In addition to the significant experience documented in the mitigation strategy documented in Risk ID 27, Huron has significant experience assisting universities and healthcare organizations select the software solution that best fits the institutions needs and developing a realistic plan and approach for the subsequent implementation. We have the largest practice in the world dedicated specifically to the business of Higher Education and assisting universities with the most complex technology, operational and strategic challenges. This significant experience will be brought to bear for Boise State as you work to implement an Research Administration Systems to support your growing research enterprise. Finally, our team will leverage our prior experience working with Boise State on research administration strategy and process assessment topics to develop a solution that not only meets the technology objectives of the universities, but also meets the business and process needs of the research community.			This mitigation, relative to a team. What is the experience level of the Proposed Project Manager in this area? Please see the answer for Risk number 21.
29	Non-Technical	Potential compensatory costs for external resources required to be on the program beyond 1 year	Federal guidelines require that individuals working outside of their home location pay additional taxes to supplement lost revenue to the home state of the individual.	Huron and Boise State have committed to avoiding or minimizing this cost during the enterprise systems roadmap project. Potential mitigation strategies include reducing the number of on-site to less than full time, reducing the overall travel expense costs, or identify a point in the project when a significant break in travel may be taken to reset the clock on the calculation of the compensatory expenses. The final approaches will be identified and agreed upon by the Huron and Boise State Program Managers.			

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TAB 6 Page 101

Boise State Enterprise Roadmap

Risk Management Plan

BAHR SECTION II

TAB 6 Page 102

Category	Potential Risk	Description	Risk Owner	Mitigation Strategy	Likelihood High Medium Low	Impact High Medium Low	Boise State Notes
Non-Technical	Project Management Resources unable to produce deliverables	There is a potential risk that resources assigned to the Roadmap project management team, may lack the abilities to be able to produce the deliverables required to properly frame, plan or execute the project, however the success of the project/program requires these items to be delivered. How can Huron specifically mitigate this risk?	Boise Huron	Providing resources with the correct skill sets is essential to the success of any project. The resources committed to the project by Boise State, Huron and other vendors must have the minimum level of experience, knowledge and basic skills required to effectively execute the tasks assigned in the project plan. Should a situation arise where a project manager struggles to meet their commitments, the Huron and Boise State program managers must provide reasonable guidance and support to the assigned resources, including coaching on individual tasks, relevant templates, sample documents and detailed draft reviews. It is important that program management, with leadership and guidance from Huron's IT Program Manager, deal with these situations proactively and effectively. Should the above remediation steps prove ineffective, the leadership must take steps to identify alternative resourcing to resolve the problem. Those solution options can be: 1. replace the project manager with another qualified Boise State resource 2. augment the poorly performing PM with another Boise State resource, or a Huron Support resource (at an additional cost) 3. replace with a Huron resource, (at an additional cost). Once the decision has been made to support with additional resources or replace, it is important to move quickly to effect the chosen mitigation path.	M	M	
Non-Technical	Limited internal project management resources	There is a potential risk that Boise State University may have limited resources with a project management background to be able to internally lead every project defined as part of the roadmap. However all projects need to have proper project management established. How can Huron specifically mitigate this risk?	Boise	Should Boise State be unable to provide detailed project management for an individual project, Huron can assist the university in several ways. The first is to help identify qualified Boise State resources with the bandwidth to manage multiple projects and provide that resource with tactical support from other Boise State resources, allowing them to focus on true PM and non-administrative tasks for two projects. Upon request, Huron will also be able to provide qualified project management resources, at additional cost, to either supplement Boise State resources or provide the necessary direct leadership for one or more projects. It is important to note that a Boise State resource must be identified as the primary project level decision maker even if a Huron resource should take over the day-to-day project management responsibilities.	M	M	
Technical	Success of the program and individual projects	The Project Management/Strategic Technical Lead is considered by Boise State University to be core to the success of the Roadmap Program/projects. The position directly works with the project management team to insure that the projects are fully planned, executed and managed effectively and correctly? How will Huron work to insure the success of the roadmap program/projects?	Huron Boise	Huron is a committed partner in the road map project and will work to support Boise State's efforts to successfully complete the Roadmap program; however the responsibility for the ultimate success of the program lies with Boise State. To provide the necessary support, the Huron IT Program Manager resources will work to establish a common framework and methodology for each project, common status reporting approach, and consistent monitoring of individual projects. By providing a common framework for executing the projects and consistency monitoring each project against consistent reporting requirements, Huron can help Boise mitigate the risk of individual projects falling behind schedule and endangering the success of the Roadmap program. The "Initial 90 Day Plan" in the "Scope Summary" document details the core program planning and preparation activities needed to initiate a successful program and reduce overall program risks.	M	M	
Non-Technical	Lack of Boise State Sr. Leadership Skills or Background	Boise State Leadership and Steering Resources lack the background or skill sets to perform project management tasks.	Boise St.	Mitigation steps to include: 1. As a proactive measure, the program managers (Huron coordinating with Boise State) will conduct basic training defining the Steering Committee roles/responsibilities and operating model at the start of the program. 2. Bi-weekly updates from Program Management will specifically "test for" (usually as part of the written bi-weekly agenda) what is needed from the steering committee and senior leadership - when specific requests are appropriate. 3. An operating process will be established with the project sponsor(s) to provide for direct, unvarnished feedback on sr. leadership and steering committee effectiveness from program management. 4. During these sponsor/program management discussions it may be decided a sr. leader or steering committee member must be removed. Generally, replacement is not necessary. Removal typically resolves the issue. If replacement is needed, Program sponsors will select a viable Boise State alternative. 5. Upon notification by program management of a required leadership change, project sponsors are expected, within two weeks, to either remove or replace the sr. leader or provide notice explaining the lack of change.	L	M	

ATTACHMENT 1

Attachment #8

I. IT PROGRAM MANAGER PROJECT SCOPE

A. IT Program Manager Scope

The purpose of the IT Program Manager Project is to assist Boise State University ('the University' or 'Boise State') with the management of the Enterprise Systems Roadmap ('Roadmap') program. Huron Consulting Group ('Huron') has been selected to assist the University with the planning, project management framework, communication, overall strategy and technical direction for various components of the Roadmap.

The University has identified the following projects as part of the Roadmap:

- Financial Chart of Accounts (Requirements Gathering & COA Design)
- HCM Core Review (Requirements, Process & Configuration Design)
- Academic Needs Assessment (Requirements, Priorities)
- Student (End User) Assessment
- iStrategy DW Implementation
- Document Imaging (Identification & Implementation)
- Unified Web Experience
- Documentation Repository
- Security and Identity Management
- IT Infrastructure Changes
- Research Management System (Identification & Implementation)
- PMO Establishment
- Finance 9.1 Upgrade
- HCM 9.1 Upgrade and Split from CS
- CS Core (Process Assessment and Re-engineering, Configuration Review, & Requirements Definition)
- Campus Solutions 9 Project
- Online Course Evaluation
- Digital Measures Implementation
- E-Advising

The definition of the scope, timeline, and resource needs of these projects has yet to be determined and will be documented during initial planning phases executed prior to the start of each project. The Huron program manager (IT PROGRAM MANAGER) will work with the Boise State Program Manager to define a common framework, toolset and implementation model to be utilized by each project, but the development of all detailed project level management deliverables, including project plan, project charter, project budget, project resource plan and project scope will be the responsibility of the project manager or team lead identified for that specific project.

The IT PROGRAM MANAGER, along with the Boise State Program Manager will establish the governance structure for the program and will serve as the primary point of contact with Boise State executive leadership and provide consistent updates on the progress of all projects in the program.

The IT PROGRAM MANAGER will provide oversight and guidance to all projects in the program, monitoring project against expected project timeline and milestones, driving project teams to achieve expected results, and working with project managers to identify and mitigate risks to the program.

THE IT PROGRAM MANGER will provide general support for strategy definition tasks and work with Boise State Leadership to identify project requirements and develop an overall approach for the program and individual projects.

Specific tasks and deliverables to be provided by Huron Consulting Group:

- Providing a resource to serve as in the IT PROGRAM MANAGER role for of the Roadmap program
- Working directly with the University's leadership to successfully direct the upgrade of all applications.
- Lead the development and maintenance of key program management deliverables:
 - Program Work plan
 - Program Resource Assignments
 - Program Project Charter
 - Program Communication Plan
 - Program Change Management Approach
 - Program Quality Assurance Approach
 - Program Issue Management Approach
 - Program Risk management Approach
 - Program Scope Change Management Approach
 - Project Level Deliverable Templates (status report, project charter, project plan)
- The IT PROGRAM MANAGER will execute the specific tasks below, with assistance from Boise State Program Management and individual project managers and leads :
 - Management of the Project Resources
 - Plan and Task Management
 - Budget Management
 - Running Team Meetings and Program workshops – as appropriate
 - Communicating project resource issues and needs in a timely manner
 - Identifying scope changes and presenting those to the project leadership team
 - Managing communications with the project leadership team and project team
 - Lead Boise State and external resources in the day-to-day program management of the Roadmap Program
- Provide access to relevant Huron knowledge capital, including work plans, approaches, deliverables, or other materials from our other higher education and healthcare technology practice.
- Assist in the development of other deliverables as described in the program/project work plan.
- Work constructively with other consultants and third parties Boise State may employ.

B. Initial "90 Day" Approach

The initial few months of Boise State Enterprise Systems Roadmap program will be a critical period where important activities are executed and key decisions regarding the program foundation for the full enterprise roadmap effort is established. There is a very specific, logical approach that Huron generally

follows to greatly improve the opportunity for the success of the overall program “infrastructure” creation.

The following “bulleted” list indicates the initial activities, in relative priority order, that we propose to execute as part of this critical first 90 days at Boise State. First, the objects and goals, at both the program and project level, will need to be reviewed and confirmed. Next, the key priorities are identified then validated with the governance council and priority committee. In concert with the effort, the general constraints of the planned roadmap scope will be gathered (resources, facilities, hardware, software, etc.) to help better understand the realistic components of a roadmap outline. An initial resource inventory should then been prepared to truly understand the known project team strengths or expected resource challenges.

With the above information, an initial, preliminary project roadmap with project by project priority and sequencing is established. With priority and initial sequencing, the effort to define and or validate the program scope takes place. We will propose using a process-based approach to review any current scope definitions and to validate the critical components of processes, application functionally, people readiness, integration, and technical infrastructure.

Prior to the actual scope definition and validation effort, the program charter will be completed and the program governance and program organization will be defined and validated. Additionally, the basic organizational change guidelines and approach will be developed – focusing on communication and end user readiness. Following the initial scope definition and validation activities, a program roadmap/plan will be created with more detail for those priority projects with a defined scope and limited detail for projects still requiring some scope definition.

The following activities, as discussed above, are the key components of the planned “initial 90 day approach” to Boise State’s Enterprise Roadmap program:

Initial “90 Day” Approach

Program Planning Deliverable	Explanation	Acceptance Criteria	Planned Completion
Identify Program Objectives & Guidelines & ID Initial Project Objectives	<p>Objectives and Guidelines: Program/Project goals as ultimately defined by the steering committee. They form the foundation for defining success measures, project decision making guidance, and design guidelines. Guidelines are more specific direction to project leadership, usually regarding approach (for example: <i>Each business process area will have a single business owner empowered to make/approve all design decisions.</i>)</p> <p><i>Note:</i> Project objectives are typically refined and revised closer to project start.</p>	<ul style="list-style-type: none"> Do the objectives provide adequate guidance for roadmap planning or project planning decisions? (i.e. Where to focus efforts) Has the steering committee openly discussed and formally approved? <p>➤ Steering Committee Reviews and Approves. (openly discussed and approved.)</p>	09/13/2011

Program Planning Deliverable	Explanation	Acceptance Criteria	Planned Completion
Identify Program /Project Priorities & High Level Constraints	Constraints: Limiting factors that project planning must take into account. For example: We will not go live on any system during Fall semester, between MM/DD to MM/DD. Constraints may include recognition of resource limitations, facilities issues, budgetary limitations, calendar issues, etc.	<ul style="list-style-type: none"> Have the following constraints been considered: <ul style="list-style-type: none"> Calendar/date constraints? Major design constraints (i.e. central HR mgt vs. decentralized)? <p>➤ Steering Committee Reviews and approves. (openly discussed and approved.)</p>	09/16/2011
Develop Initial Resource Inventory (of Priority Projects and Program Staff)	Resource Inventory: This is the available pool of project resources and includes projected acquisition of resources (either by hire or contracting) It is used to provide critical input into roadmap planning and project planning. It is also used to identify key resource/skill shortages, if they exist.	<ul style="list-style-type: none"> Does the resource inventory provide adequate guidance for roadmap and project planning? Are availability estimates realistic? Are skill set matches realistic? Are external resource acquisitions viable? <p>➤ Bolse State Program Mgt Reviews and Approves (A summary is shared with the steering committee)</p>	09/22/2011
Define Program/Project Governance and Organization	Governance and Organization: This is the program/project organization that defines the project team members' responsibilities, reporting relationships, and their primary group identification. This is typically is a set of graphics with bulleted information to clarify certain responsibilities or roles that need extra clarity. The governance model defines how the decision making and approval process works within the project organization. This also defines the initial issue management process. In large programs, the project organization will tend to evolve some and the governance model will be optimized further during the course of the project.	<ul style="list-style-type: none"> Has a graphical, hierarchal, organization chart been created? With names in all leader positions? Do leader roles, that are not intuitively obvious, have additional descriptive notes attached to the org chart? Is decision making model documented? Is senior leadership decision authority defined? Is design decision authority clear? <p>➤ Steering Committee Reviews and approves.</p> <p><i>Assumption:</i> This applies to the program and projects starting in the near term (i.e. within 3 months).</p>	09/26/2011
Define Initial Program Roadmap (initial project priority and sequencing)	Program Roadmap: This identifies the planned project sequencing and initial project durations (prior to final scope definition). The roadmap also restates and refines program/project objectives, constraints, and priorities. The roadmap will contain initial program budget estimates.	<p>Does the roadmap contain:</p> <ul style="list-style-type: none"> Project sequencing and planned durations? Refined, as appropriate, project objectives, constraints, & priorities? High level program budget estimates? <p>➤ Steering Committee Reviews and</p>	10/04/2011

Program Planning Deliverable	Explanation	Acceptance Criteria	Planned Completion
		approves.	
Finalize Program Charter	Program Charter: This identifies the high level senior management "mandate", objectives, and project sponsor guidelines and constraints for the overall program.	<p>Does the program charter contain:</p> <ul style="list-style-type: none"> • Sr. Management level objectives? • Key Priorities and Guidelines – per project sponsors? • Important, broad constraints and guidelines? • High level program definition (scope, general approach, and key outcomes) <p>➤ Steering Committee Reviews and approves.</p>	10/10/2011
Establish Basic Organizational Change Guidelines and Approach	Organization Change Guidelines & Approach: Defines the minimum basic components of an organizational change program and the high level approach – including what roles will execute the activities/tasks?	<p>Does the Org Change Guidelines and Approach Contain:</p> <ul style="list-style-type: none"> • Definition of campus wide communications responsibility and approval • Expected content of event based communications matrix/plan • Minimum end user & technical readiness validation approach • Identification of org change activities responsibility and who executes • Identification of training planning, development & execution responsibilities <p>➤ Boise State Program Mgt Reviews and Approves</p>	11/23/2011
Define Initial Project(s) Scope <i>(review prelim scope definition and validate using workshop based approach for key areas)</i>	<p>Scope Definition: Identifies the high level program and specific project scope definition for near term projects (those expected to start with six months).</p> <p>Program component is a summary level of these items for near term projects and the remain project portfolio</p>	<p>Does the scope definition include</p> <ul style="list-style-type: none"> • Scope definition for Business Processes, Applications, Data (conversion sources, material integrations), University Organizations involved, & Where Solution Deployed) • Does the program summary exist <p>➤ Steering Committee Reviews and approves.</p> <p>ISSUE: If HCM and FIN Project consultants do not start until October, this scope definition will likely be delayed and may not finish within the program planning phase.</p>	11/29/2011

Program Planning Deliverable	Explanation	Acceptance Criteria	Planned Completion
Update Original Risk Management Plan (after evaluation) and update mitigation strategies	Updated Risk Management Plan: RMP updated.	Has the initial (pre-award) risk management plan been reviewed and updated? Are the mediation options identified? Has the steering committee been informed of any material changes to the risk management plan? ➤ Boise State Program Mgt Reviews and Approves	12/08/2011
Create Program Roadmap/Plan (using scope definition and resource plans)	Revised Program Roadmap and Project Plans. With scope definitions and resource plans complete for near term projects, revise the roadmap plan and create activity/task level project plans for the near term projects.	<ul style="list-style-type: none"> Has the original roadmap plan been revised to reflect the scope definitions and resource plan? Has project sequencing been updated or validated? Are project level plans actionable and realistic? ➤ Steering Committee Reviews and approves.	12/16/2011
Using Information and data gathering in above tasks, prepare Statements of Work for all Near Term Projects.	SOWs. The statements of work, for each of the near term projects, are expected to include: <ul style="list-style-type: none"> <input type="checkbox"/> Scope <ul style="list-style-type: none"> Application & Processes Organizations Involved Data & Technology <input type="checkbox"/> Approach <ul style="list-style-type: none"> Objectives, Priorities, & Decision/Operating Guidelines Project Organization and Governance Approach/Key Methodology Components Deliverables and Acceptance Resource Plan <input type="checkbox"/> Key Assumptions <ul style="list-style-type: none"> Project Mgt Assumptions Scope Area Assumptions Approach Assumptions 	<ul style="list-style-type: none"> Is the statement of work substantially based on verified information gathering during the planning phase? (90 day plan) Does the statement of work accurately reflect the expectations of Boise State program/project sponsors and steering committee? ➤ Boise State Program Mgt Reviews and Approves then summarizes for Steering Committee review/approval	12/16/2011
Using Information and data gathered in the above tasks, define a project management framework that all projects in the roadmap will follow/utilize.	The Project Framework will include a definition of steps that all projects must/should go through, key documents and planning steps that must be completed and key outputs that must/should be produced to insure the success of the roadmap projects.	<ul style="list-style-type: none"> Does the project framework make sense and provide a solid foundation for building projects? Does the project framework provide the core components the University requires? Does the framework provide a clear path for developing project? ➤ Boise State Program Mgt Reviews and Approves then summarizes for Steering Committee review/approval	12//20/2011

II. ITEMS OUT OF SCOPE FOR THE IT PROGRAM MANAGER

- Boise State will review and approve all key decisions, including those related to scope, timeline, budget, resources, design, build, conversion, testing, and go-live. Huron will provide advice and counsel along with supporting rationale for each of these decisions. Boise State may elect to follow or disregard our advice. As a result of Boise State's decision making and budget authority, Boise State retains responsibility for the overall management and success of the program.
- We are a management consulting firm and not a CPA firm, and do not provide attest services, audits or other engagements in accordance with the AICPA Statements on Auditing Standards. We will not audit any financial statements or perform attest procedures with respect to information in conjunction with this engagement. Our services are not designed, nor should they be relied upon, to disclose weaknesses in internal controls, financial statement errors, irregularities, illegal acts or disclosure deficiencies.
- Huron will provide guidance to other vendors contracted by Boise State as part of the Roadmap Program. However, since Huron is not making the employment decision for these contractors and is not able to replace underperforming contractors, Huron will not be responsible for the delivery, performance, or quality of work provided by other vendors contracted with Boise State as part of the Roadmap Program
- The UNIVERSITY shall be responsible for the overall program management, the technical infrastructure, and support during the implementation including, without limitation, knowledge and experience of the operating environment and database. The UNIVERSITY shall be responsible for the technical architecture design, deployment, performance tuning and operations to support the Software including, without limitation, server hardware, database platform, operational procedures, and networking.
- Any newly identified projects beyond those listed above, additions to scope within currently identified projects, or requested additions to program management responsibilities will be deemed out of scope for the Roadmap program and, to the extent necessary, will be addressed through a change order process.
- Tasks established outside of the above-stated projects and related tasks will be considered out-of-scope.
- Huron is not responsible for unforeseen errors or delays caused by software application 'bugs' nor is Huron responsible for ensuring the applications are appropriately licensed or used. Potential delays incurred by the project, due to infrastructure, application, or architectural problems have not been incorporated into the scope of work. Any unforeseen issues arising in these areas and causing delays to the project may require change orders where the scope is changed.

Attachment #9

Boise State Enterprise Roadmap Program Milestone Schedule																																				
ID	Task Name	Start	Finish	2011											2012											2013										
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
1	Boise State Enterprise System Roadmap Program	Mon 9/5/11	Fri 12/27/13																																	
2	Establish Program Office & Program Planning	Tue 9/13/11	Tue 12/20/11																																	
3	Program Planning Phase (90 Day Plan)	Tue 9/13/11	Tue 12/20/11																																	
4	ID Program Objectives & Guidelines	Tue 9/13/11	Tue 9/13/11																																	
5	Identify Program /Project Priorities & High Le	Fri 9/16/11	Fri 9/16/11																																	
6	Develop Initial Resource Inventory (of Priorit	Thu 9/22/11	Thu 9/22/11																																	
7	Define Program/Project Governance and Org	Mon 9/26/11	Mon 9/26/11																																	
8	Define Initial Program Roadmap (initial proje	Tue 10/4/11	Tue 10/4/11																																	
9	Finalize Program Charter	Mon 10/10/11	Mon 10/10/11																																	
10	Establish Basic Organizational Change Guid	Wed 11/23/11	Wed 11/23/11																																	
11	Define Initial Project(s) Scope	Tue 11/29/11	Tue 11/29/11																																	
12	Update Original Risk Management Plan	Thu 12/8/11	Thu 12/8/11																																	
13	Create Program Roadmap/Plan	Fri 12/16/11	Fri 12/16/11																																	
14	Prepare Statements of Work for all Near Ten	Fri 12/16/11	Fri 12/16/11																																	
15	Establish Project Management Framework	Tue 12/20/11	Tue 12/20/11																																	
16	Project Implementations	Mon 9/5/11	Fri 12/27/13																																	
17	Phase One: Foundations	Mon 9/5/11	Thu 3/15/12																																	
23	Phase Two: Building	Mon 1/2/12	Fri 12/27/13																																	
27	Phase Three: Implementing	Mon 1/2/12	Fri 12/27/13																																	

Attachment #10

BOISE STATE BOISE STATE ACTION ITEM AND RESPONSIBILITIES LIST (And Assumptions)
IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program

ACTION ITEM		TARGET DATE
A work environment (desk, telephone, internet access, production system access, printer access) will be provided for all Huron personnel. The IT Program Manager will provide his own Huron laptop.		8/15/11
Boise State will complete all necessary system access, building access and any other administrative access requests for Huron Personnel		8/15/11
VPN access (or similar secured access) to Boise State data and applications will be established and maintained throughout the duration of the project for Huron's team members to work remotely.		8/15/11
Boise State will provide a full time program manager to work with the Huron Program Manager, as well as access to appropriately skilled program office support resources as deemed necessary by the Program Management Resource Plan and Project Plan		8/26/11
Boise State will provide any initial project organization information – with Boise State assigned roles and responsibilities – for both individual projects and the Program management Office.		8/24/2011
Boise State will provide any documentation regarding any defined project or program objectives, goals, scope, or priorities.		8/24/2011
Boise State, coordinating with Huron Consulting and during the first month following the IT Program Manager start date, will establish an approach and schedule to prevent the incurrence of compensatory tax cost to be borne by Huron Consulting. Common approaches include scheduled three day on site work weeks or four continuous weeks off site during the course of one year.	By One Month following actual Start Date of Huron IT Program Manager	

BOISE STATE BOISE STATE ACTION ITEM AND RESPONSIBILITIES LIST (And Assumptions)
IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program

ASSUMPTIONS <i>(on-going Boise State "actions" with no single target date)</i>		TARGET DATE
Boise State will be responsible, along with selected vendor resources, for the planning and successful implementation of all projects within the Enterprise System Roadmap		Will vary based on project
Boise State Leadership will actively set direction and guide the Enterprise Roadmap Program and all associated projects		Ongoing throughout the Program
Boise State resources will assist in the development of deliverables as described in each of the project work plans.		Ongoing throughout the Program
The program's Communications Strategy and Plan will be executed by Boise State.		Ongoing throughout the Program
Boise State personnel will participate in meetings, training sessions, interviews, or other sessions with Program Office Representatives as requested		Ongoing throughout the Program
Boise State will provide resources with the requested skills and experience as required in the program work plan and individual project work plans		Ongoing throughout the Program
Boise State representatives will manage relationships with associated constituencies for the program and related projects, including, but not limited to departments, advisory committees, executive committees and external partners		Ongoing throughout the Program
Boise State will work with the Huron Program Manager to proactively identify issues and recommend solutions during the pre-award phase and all phases of the Enterprise Systems Roadmap Program		Ongoing throughout the Program
Once the program resource plan has been established, Boise State Project Team Members will actively participate in the project based upon the level of participation outlined and provide status reports of all tasks completed/upcoming and document all known issues.		Ongoing throughout the Program
Boise State employees with the appropriate knowledge of the current business environment and information systems will be made available as needed and will be committed to active participation in all project work sessions in accordance with the project plan and schedule.		Ongoing throughout the Program, initial resources should be identified by 8/26/11
Boise State resources will develop deliverables and work products as assigned in the program work plan within the assigned timeframe.		Ongoing throughout the Program
Boise State will make representatives of the end user community available when needed to provide information, define requirements, and review work products.		Ongoing throughout the Program
Boise State and Huron Project Management will meet regularly to review project progress, review and approve key work products and deliverables, report status, resolve issues encountered by the project		Ongoing throughout the Program

BOISE STATE BOISE STATE ACTION ITEM AND RESPONSIBILITIES LIST (And Assumptions)
IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program

ASSUMPTIONS <i>(on-going Boise State "actions" with no single target date)</i>		TARGET DATE
teams, and identify issues to escalate to the Project Sponsors. Utilizing the program issue management process, it is expected that Boise State will resolve all issues identified as "project critical" within three (3) business days		
Boise State will provide access to existing planning, policy, procedures and process flows, technical infrastructure, application architecture, interface architecture, data model design, reporting inventory, organization charts, and job descriptions. Documentation will be provided to the project team and will be used as the basis for preparing for the initial planning and discovery and analysis sessions.	Ongoing throughout the Program	
Boise State will provide leadership resources to participate in the Program Governance Structure, and said resources will actively participate in regular meetings to set direction and guide the project, provide sponsorship for the project throughout the end user community, mobilize and staff resources needed to complete the project, resolve issues escalated by Project Management, and review and approve all key decisions on a timely basis.	Ongoing throughout the Program	
Boise State will compel all project teams to employ delivered, vanilla software whenever possible and use generally accepted business process workarounds to fill gaps identified during project Fit/Gap sessions.	Ongoing throughout the Program	
To help maximize the value of our work to you and to keep the project moving on schedule, Boise State will agree to comply with all of our reasonable requests and to provide us timely access to all information and locations reasonably necessary to our performance of the services.	Ongoing throughout the Program	
Boise State and/or other consultants shall be responsible for completing all requirements definition, application design, process design, organization design, and organization change tasks, activities, and deliverables included within the Roadmap program.	Ongoing throughout the Program	
Boise State will be responsible, along with selected vendor partners, for all technical design, application development, application tool development, and technical testing associated with the 'in scope' projects.	Ongoing throughout the Program	
Boise State shall be responsible for establishing and following such change control procedures as it deems appropriate for this engagement.	Ongoing throughout the Program	
Boise State will deploy at least one full time "program management support officer" to assist program management with key project administration efforts such as project plan maintenance, status report compilation and summary, project information research, budgetary information gathering and	Ongoing throughout the Program	

BOISE STATE BOISE STATE ACTION ITEM AND RESPONSIBILITIES LIST (And Assumptions)
IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program

ASSUMPTIONS <i>(on-going Boise State "actions" with no single target date)</i>		TARGET DATE
reporting, variance tracking, etc. Additionally, Boise State will deploy at least one full time "project management support officer" to similarly support the active project managers. The management scope of this program and many of the individual projects is quite large. This Program Manager and PM resource support is need so that program and project managers can effectively focus on their primary responsibilities.		
The Huron IT Program Manager role includes a maximum of 4,760 hours of Huron IT Program Manager time dedicated to this project. These hours are consistent with the schedule agreed upon in the IT Program Manager Financials Summary document.	Ongoing throughout the Program	
The successful delivery of our services, and the fees charged, are dependent on (i) your timely and effective completion of your responsibilities, (ii) the accuracy and completeness of any assumptions, and (iii) timely decisions and approvals by your management. You will be responsible for any delays, additional costs, or other liabilities caused by any deficiencies in the assumptions or in carrying out Boise State responsibilities.	Ongoing throughout the Program	
If applicable, we each agree to comply with the requirement of Section 1861(v)(1)(I) of the Social Security Act, as amended, and any written regulations pursuant thereto, governing the maintenance of documentation to verify the cost of services rendered under this engagement as follows: Until the expiration of four (4) years after the furnishing of services pursuant to this engagement, each Party shall make available upon written request of the Secretary of the Department of Health and Human Services, or upon request of the Comptroller General of the U.S., or any of their duly authorized representatives, the engagement letter, general business terms and any books, documents, and records that are necessary to verify the nature and extent of such costs. If either of us is requested to disclose any books, documents, or records relevant to this engagement for the purpose of an audit or investigation, the party impacted shall immediately notify the other party of the nature and scope of such request and shall make available, upon written request of the other party, all such books, documents or records.	Ongoing throughout the Program	
Boise State will provide parking on campus at no cost to all Huron or Huron affiliated project participants.	Ongoing throughout the Program	

BOISE STATE BOISE STATE ACTION ITEM AND RESPONSIBILITIES LIST (And Assumptions)
IT Project Manager, Strategy & Technical Lead for the Enterprise Systems Roadmap Program

Attachment #11

The following performance scorecard is the recommended measurement tool used to score the performance of the Huron Program Manager. Traditionally, this scorecard is updated every three months by the client steering committee. It is used as the primary tool to evaluate program management effectiveness and identify any areas requiring additional attention. Or a change in approach.

Performance Measure	Description	Score (1-10)
1 Program Organization Structure Effectiveness	- Is the program organization effectively structured to execute project plan tasks and communicate effectively among teams?	X
	- Area roles and responsibilities clear?	X
2 Program Management Communications	- Is the communication to the steering committee and project sponsors timely, accurate, and succinct?	X
	- Is the communication to individual project managers robust, timely, accurate, and succinct?	X
	- Does the project communications manager get timely program wide updates from the program manager?	X
3 Issue Management Process	- Does the program utilize an effective issue identification, tracking, and management process?	X
	- Is the steering committee adequately aware of all relevant issues?	X
4 Program Plan Integration	- Are the 'in scope' project plans effectively integrated and communicated?	X
	- Are the plans and the status summarized well for the steering committee and program sponsors?	X
5 Scope Change Management	- Is a working process in place to identify and manage scope change requests and scope change activity?	X
	- Are scope change requests effectively presented to the steering committee or relevant scope change governing body?	X
6 Milestone Completion - Program Manager Support	- How effectively did the Huron Program Manager work with PMs and other program/project leads to successfully meet defined milestones?	X
	- Did the program framework, organization, and leadership guidance effectively support milestone completion?	X

ATTACHMENT 1

- Did the Huron Program Manager effectively coach and instruct, as needed, individual project leaders to improve performance? X

- Did the Huron Program Manager work effectively with the steering committee to allocate resources, priorities, and sr. level support as needed for milestone completion? X

TOTAL SCORE ----> X

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BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

UNIVERSITY OF IDAHO

SUBJECT

Request for authority for site lease and facilities lease for longer than 5 years

APPLICABLE STATUTE, RULE, OR POLICY

Idaho State Board of Education Governing Policies & Procedures, Section V.I.5.b(1) and V.I.2.e

BACKGROUND/DISCUSSION

The City of Moscow has received \$1.7 million in federal funding to construct a public transportation center to serve the City of Moscow and the University of Idaho's (UI) students, employees and visitors. The University has \$200,000 in federal grant funds to apply to a public transit center for the University. The City is also seeking up to an additional \$800,000 in grant funds for the project, however the project can be completed by the City with the current \$1.9 million.

The City has coordinated with UI staff and administration to select a preferred site located on the University of Idaho campus at the intersection of Sweet Avenue and Railroad Street. The City seeks a site lease from the University on which to construct the facility. The facility will be owned and operated by the City. The University will retain ownership of the land and the option to retain the building at the end of the lease term (40 years with an option to extend for up to an additional 40 years).

As consideration to the University for use of the site, the City will enter into a facilities lease with the University to furnish approximately 2,500 sq feet of office space in the center for use as the University's Parking and Transportation Services.

Providing a convenient location for this transit center serving University students and staff will accommodate the regular use of public transportation to and from campus. The proposed set of transaction documents defines the extent and limit of rights established for the approximately half acre parcel needed and the office space to be used by the University.

IMPACT

The University will apply \$200,000 in federal grant funding it has previously received to develop a public transit center on campus to this City of Moscow administered project. The balance of construction costs, and the construction itself, will be provided by the City of Moscow through its grant funds. Upon completion and occupancy, the University will pay for operating costs and facility maintenance costs for the portion of the facility the University will utilize for its Parking and Transportation Services.

BUSINESS AFFAIRS AND HUMAN RESOURCES
AUGUST 11, 2011

ATTACHMENTS

Attachment 1–Proposed Memorandum of Agreement	Page 3
Attachment 2–Proposed Site Lease	Page 15
Attachment 3--Proposed Facility Lease	Page 27

STAFF COMMENTS AND RECOMMENDATIONS

The UI and City of Moscow mutually desire to apply separate federal grant funding toward the construction of a public transit center sited on University property. The City would construct, own and operate the facility. The University would retain ownership of the site, and in consideration for use of the site, the City would provide space in the facility for UI's use as its Parking and Transportations Services offices. The UI requests approval of a 40 year site and facilities lease. Staff finds that the memorandum of agreement and corresponding leases convey a significant long-term benefit to the UI and concurrently protect the property interests of the UI and the Board. Staff recommends approval.

BOARD ACTION

I move to approve the memorandum of agreement, the site lease and the facility lease with the City of Moscow in substantial conformance to the forms submitted to the Board in Attachment 1 through 3, and to authorize the University's Vice President for Finance and Administration to execute the same.

Moved by _____ Seconded by _____ Carried Yes _____ No _____

**MEMORANDUM OF AGREEMENT
BETWEEN CITY OF MOSCOW, IDAHO AND
UNIVERSITY OF IDAHO REGARDING
THE INTERMODAL TRANSIT CENTER (ITC) PROJECT**

THIS MEMORANDUM OF AGREEMENT BETWEEN CITY OF MOSCOW, IDAHO AND THE UNIVERSITY OF IDAHO REGARDING THE INTERMODAL TRANSIT CENTER (ITC) PROJECT (hereinafter “MOA”) is entered into the _____ day of _____, 2011 by and between City of Moscow, Idaho, a municipal corporation of the State of Idaho, 206 East Third Street, Moscow, Idaho, 83843 (hereinafter “CITY”), and The Board of Regents of the University of Idaho, a public corporation, state educational institution and body politic and corporate organized and existing under the Constitution and laws of the State of Idaho, P O Box 443168, Moscow, Idaho, 83844-3168 (hereinafter “UNIVERSITY”).

WHEREAS, the project will include an approximately eight thousand (8,000) square foot building that will house CITY’s public transit provider, UNIVERSITY’s Parking and Transportation Services offices, and will include external covered platform and bus loading areas to serve intra-city, inter-city, and regional surface transportation providers (hereinafter “ITC PROJECT”); and

WHEREAS, CITY has secured approximately one million seven hundred thousand dollars (\$1,700,000) of Federal Transit Administration (FTA) Grant Funding for the development of the ITC; and

WHEREAS, UNIVERSITY has secured approximately two hundred thousand dollars (\$200,000), in FTA grant awards to fund the construction of the ITC; and

WHEREAS, the plan to locate the ITC on the University of Idaho campus has lead CITY and UNIVERSITY (in consultation with administrative personnel from Region 10 of the Federal Transportation Administration) to determine that the facility would be best owned, operated and maintained by CITY; and

WHEREAS, CITY and UNIVERSITY wish to enter into a long-term site lease to allow CITY’s ITC to occupy land owned and controlled by UNIVERSITY during the useful life of the ITC and to establish the relationship and relative rights and responsibilities between CITY and UNIVERSITY throughout the PARTIES’ use of the ITC during its useful life; and

WHEREAS, CITY and UNIVERSITY intend that CITY shall retain control of use by the public transit operators serving the community and those public transit related functional components of the ITC for the duration of the ITC’s functional life (contemplated to be forty [40] years); and

WHEREAS, CITY and UNIVERSITY will proportionately share the cost of operation and maintenance of the ITC pursuant to the terms of a long term facility lease; and

WHEREAS, this necessitates the creation of legal agreements to a) permit the CITY to construct, own, and occupy the ITC upon UNIVERSITY's real property, b) permit UNIVERSITY's occupation and use of a portion of the ITC, and c) describe the PARTIES' division of the cost of ITC facility operation and maintenance;

NOW, THEREFORE, CITY and UNIVERSITY hereby agree as follows:

SECTION 1: MOA PARTIES. City of Moscow, Idaho ("CITY"), a municipal corporation of the State of Idaho, 206 East Third Street, Moscow, Idaho, 83843. The Board of Regents of the University of Idaho ("UNIVERSITY"), a public corporation, state educational institution and body politic and corporate organized and existing under the Constitution and laws of the State of Idaho, P O Box 443168, Moscow, Idaho, 83844-3168.

SECTION 2: Term of MOA. Term of this MOA shall be from the date of the last signature hereto to the simultaneous execution of a long term site lease ("Site Lease") and a long term facility lease ("Facility Lease") between CITY and UNIVERSITY for the functional life of the ITC (contemplated to be forty (40) years from the execution of the leases).

SECTION 3: ITC PROJECT Description. The purpose of the ITC PROJECT is to design, construct and operate the ITC as shown in Exhibit "A" which is anticipated to include an approximately eight thousand (8,000) square foot facility to be occupied by CITY's public transit administrative and operational staff and UNIVERSITY's Parking and Transportation Services (PTS) administrative and operational staff; three thousand (3,000) square feet of exterior covered passenger loading and bicycle parking areas and bike lockers; ten (10) overnight bus parking spaces; and an approximately two thousand five hundred (2,500) square foot exterior plaza and pedestrian area. The ITC shall include dedicated space to be occupied by CITY, or CITY's agent (hereinafter "TRANSIT SPACE"), dedicated space for PTS (hereinafter "PTS SPACE"), and shared common areas, such as building lobby areas, mechanical rooms, restrooms and the like (hereinafter "COMMON SPACE").

The ITC PROJECT Site (hereinafter "ITC SITE") is located within the City of Moscow, Idaho, on land directly adjacent to a portion of Lot 60 on the University of Idaho campus addressed as 1006 Railroad Street and located generally on the northeast corner of Sweet Avenue and Railroad Streets as shown in Exhibit "B" attached hereto and incorporated herein by this reference.

SECTION 4: CITY agrees to do the following: CITY agrees to make CITY's awarded FTA funding available for the construction of the ITC facility; secure professional services for and manage the design of the ITC (with the input and assistance of UNIVERSITY); bid, contract, and manage the construction of the ITC; convey a Facility Lease to UNIVERSITY for dedicated use of the PTS SPACE and shared use of the COMMON SPACE for the useful life of the ITC (contemplated to be forty [40] years); and to operate the ITC upon the ITC SITE as required by FTA and further provided by the Facility Lease.

SECTION 5: UNIVERSITY agrees to do the following: Make the ITC SITE available by granting the Site Lease to CITY for the purpose of CITY, its agents and contractors, constructing

City's ITC on UNIVERSITY property and then operating the ITC for the contemplated useful life of the ITC; participate within the design and construction process; and jointly occupy the ITC with CITY pursuant to the terms of the Facility Lease granted by CITY to UNIVERSITY with said Facility Lease allocating the costs of operation and maintenance of the ITC set forth therein.

SECTION 6: CITY agrees to follow all conditions of the Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905. CITY and UNIVERSITY agree that the operational costs of the ITC shall be shared in accordance with this MOA and the Facility Lease.

SECTION 7: Design and Construction Process: CITY shall lead the design and construction process with the assistance of UNIVERSITY. CITY shall manage PROJECT bid and construction process, provide final direction to contractor and architect and shall be responsible for the ITC PROJECT until completion or issuance of Certificate of Occupancy. CITY may delegate all or a portion of the construction management to UNIVERSITY with UNIVERSITY's prior consent and agreement.

SECTION 8: ITC Ownership. CITY shall own the ITC facility and improvements during and following completion of construction of the ITC PROJECT.

SECTION 9: Use of ITC and ITC SITE. CITY agrees to preserve UNIVERSITY's right of use of the PTS SPACE and COMMON SPACE and surrounding ITC SITE including passenger boarding platform, and overnight bus parking areas, and four (4) designated short-term customer parking spaces for the duration of the Facility Lease, which terms are to be incorporated into the Facility Lease.

SECTION 10: ITC Operation, Maintenance, and Improvement: The ITC shall be operated by CITY and jointly occupied by CITY and UNIVERSITY pursuant to the terms of the Facility Lease. The terms of the Facility Lease shall be in substantial conformance to the terms set forth in the draft Facility Lease attached hereto as Exhibit "C".

CITY shall operate and maintain the ITC in accordance with the landlord/tenant relationship established by the Facility Lease. CITY and UNIVERSITY shall jointly agree upon base level of utility and maintenance service (utility, janitorial, landscape and snow removal) to be provided to the ITC, PTS SPACE, and COMMON SPACE, and the cost of such services shall be shared proportionately between CITY and UNIVERSITY. Such proportionate cost sharing shall be calculated as the sum of all utility, janitorial and site maintenance costs multiplied by the percentage of dedicated space occupied by CITY or UNIVERSITY plus fifty percent (50%) of the percentage of shared COMMON AREA as illustrated in the following example:

Total Building Enclosed Square Footage =	7,245 sq. ft.
TRANSIT SPACE =	2,430 sq. ft.
PTS SPACE =	2,580 sq. ft.
COMMON SPACE =	2,235 sq. ft.
<hr/>	
Total Annual Cost = \$5 per sq. ft. x 7,245 =	\$36,225

$$\text{CITY Share} = (2,430 + (2,235 \times 0.5)) / 7,245 = 48.96 \% \times \$36,225 = \$17,737.50$$

$$\text{UNIVERSITY Share} = (2,580 + (2,235 \times 0.5)) / 7,245 = 51.04\% \times \$36,225 = \$18,487.50$$

ITC repairs and/or improvements, beyond common janitorial or minor maintenance activities, shall be jointly agreed between both PARTIES regarding the need, extent and payment for such improvements prior to the completion of such improvements. It is the intent that any such costs shall be shared in the same proportionate fashion as described herein. Should any primary building system component (such as heating and ventilation systems, plumbing systems or components, or electrical systems or components) fail and require immediate repair or replacement, both PARTIES agree that such primary system repair or replacement shall occur and the cost shall be paid by each party in the same proportionate manner described herein.

SECTION 11: ITC Ancillary Revenue Generation: Any revenue generated as a result of the construction or operation of the ITC, such as any third party tenant lease of space within the ITC, locker rental, or similar revenue that is the result of the construction of the ITC with FTA grant funding, shall be accounted for separately and may only be used for the operation of the ITC or the provision of public transit services within Moscow in accordance to Federal regulation. Revenues of PTS arising from its operations (including but not limited to parking fees, ticketing and other typical parking management revenues) shall not be considered revenues generated as a result of the construction or operation of the ITC.

SECTION 12: General Provisions

A. Records Custody, Maintenance, and Ownership

CITY shall be custodian of records in its possession or control according to Idaho law. UNIVERSITY shall be custodian of its own records, pursuant to Board of Regents custom rules and practice and according to Idaho law.

Both PARTIES shall make available to CITY all technical data of record in the respective PARTIES' possession, including maps, surveys, water quality data and other information necessary to support the ITC PROJECT.

Documents of service to the ITC PROJECT shall be the property of CITY, which shall have the exclusive and unrestricted authority to release, publish, or otherwise use them, in whole or in part. All such documents developed under this MOA shall not be subject to copyright or patent in the United States or in any other country without the prior written approval and express authorization of CITY.

B. Compliance with Applicable State or Federal Laws.

This MOA is performed in Moscow, Latah County, Idaho, and is subject to all applicable Federal and State laws, statutes, codes, any and applicable permits, ordinances, rules, orders, and regulations of any local, state, or federal government authority having or asserting jurisdiction.

C. Force Majeure

Time periods provided for performance of the obligations set forth in this MOA shall be extended for a period or periods of time equal to any period or periods of delay caused by strikes, lockouts, fire, or other casualty, litigation by third parties, the elements or acts of God, or other causes, other than financial, which are beyond the reasonable control of the party having the relevant obligation.

D. Notice and Communications, PROJECT Representatives

CITY and UNIVERSITY hereby designate their authorized representatives to act on their behalf with respect to the services and responsibilities under this MOA. The following designated representatives are authorized to receive notices, transmit information and make decisions regarding the ITC PROJECT on behalf of their respective PARTIES, except as expressly limited herein. These representatives are not authorized to alter or modify the terms and conditions of this MOA, except as provided in this MOA.

For CITY:

Name:
Address: P O Box 9203
Moscow, ID 83843
E-mail Address:

Work Telephone: 208-883-
Fax Telephone: 208-883-

For UNIVERSITY:

Name:
Address:

Work Telephone: 208-
Fax Telephone: 208-

E-mail Address:

In the event any changes are made to the authorized representatives or other information listed above, CITY and UNIVERSITY agree to furnish each other timely, written notice of such changes.

E. No Joint Venture and No Joint Powers Agreement

Nothing contained in this MOA shall be construed as creating a joint venture partnership or agency relationship between the PARTIES other than as provided in this MOA. The PARTIES herein specifically intend not to create a joint powers agreement as authorized by Idaho Code Sections 67-2326 through 67-2333.

F. Successors and Assigns

The work on the ITC PROJECT to be provided under this MOA, and any claim arising hereunder, is not assignable or delegable by either PARTY in whole or in part, without the express prior written consent of the other PARTY.

G. Severability

The illegality, invalidity or unenforceability of any term, condition, or provision of the MOA shall in no way impair or invalidate any other term, condition, or provision of the MOA. All such other terms, conditions, and provisions shall remain in full force and effect.

H. Jurisdiction and Venue

It is agreed that this MOA shall be construed under and governed by the laws of the State of Idaho. In the event of litigation concerning it, it is agreed that proper venue shall be the District Court of the Second Judicial District of the State of Idaho, in and for the County of Latah.

I. Indemnification

1. Unless otherwise determined by a condition of Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905, CITY waives any and all claims and recourse against UNIVERSITY, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to UNIVERSITY's performance of this MOA, except for liability arising out of the sole negligence of UNIVERSITY or its officers, agents, or employees. Further, subject to the limits of liability specified in Idaho Code Section 6-901 through Section 6-929, known as the Idaho Tort Claims Act, UNIVERSITY shall indemnify, hold harmless, and defend CITY against any and all claims, demands, damages, costs, expenses, or liability arising out of UNIVERSITY's performance of this MOA, except for liability arising out of the sole negligence of CITY or its officers, agents, or employees.

If CITY is determined to be solely negligent by a final decision in a court of law and such sole negligence by CITY directly results in judgment(s), costs, and/or expenses to UNIVERSITY, then CITY shall reimburse UNIVERSITY for the portion of such judgment(s), costs and/or expenses attributed to CITY as a result of such determination of CITY's sole negligence.

2. Unless otherwise required by a condition of Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905, UNIVERSITY waives any and all claims and recourse against CITY, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to CITY's performance of this MOA, except for liability arising out of the sole negligence of CITY or its officers, agents, or

employees. Further, subject to the limits of liability specified in Idaho Code Section 6-901 through Section 6-929, known as the Idaho Tort Claims Act, CITY shall indemnify, hold harmless, and defend UNIVERSITY against any and all claims, demands, damages, costs, expenses, or liability arising out of CITY's performance of this MOA, except for liability arising out of the sole negligence of UNIVERSITY or its officers, agents, or employees.

If UNIVERSITY is determined to be solely negligent by a final decision in a court of law and such sole negligence by UNIVERSITY directly results in judgment(s), costs, and/or expenses to CITY, then UNIVERSITY shall reimburse CITY for the portion of such judgment(s), costs and/or expenses attributed to UNIVERSITY as a result of such determination of UNIVERSITY's sole negligence.

J. Insurance and Notice of Claims

CITY's liability coverage is provided through the Idaho Counties Risk Management Program (ICRMP). UNIVERSITY's liability coverage is provided through a self-funded liability program administered by the State of Idaho Office of Insurance Management. Limits of liability, and of UNIVERSITY and CITY's indemnification under this MOA, with respect to claims covered by the Idaho Tort Claims Act, are five hundred thousand dollars (\$500,000) Combined Single Limits, which amount is CITY's and UNIVERSITY's limit of liability under the Idaho Tort Claims Act.

Notification. CITY and UNIVERSITY shall promptly notify the other party of any claim arising under, or otherwise related to, the provisions of this MOA. CITY and UNIVERSITY shall cooperate with the other party in defense of such claims, as provided in this MOA.

CITY and UNIVERSITY shall each provide a Certificate of Insurance or a Certificate of Financial Responsibility to the other party, evidencing coverage pursuant to this MOA. Notice of claim or incident shall be given to the ITC PROJECT representative for the party by the party receiving such claim or incident.

Following completion of the ITC PROJECT, notice of claim or incident shall be given to CITY Clerk, P O Box 9203, Moscow, Idaho, 83843, or Risk Manager, University of Idaho, P O Box 443162, Moscow, Idaho, 83844-3162.

K. Remedies and Disputes. Any and all claims, disputes or controversies arising under, out of, or in connection with this MOA, which the PARTIES hereto shall be unable to resolve within sixty (60) days, shall be mediated in good faith by the PARTIES.

Nothing in this MOA shall be construed to limit the PARTIES' choice of a mutually acceptable dispute resolution method in addition to the dispute resolution procedure outlined above, or to limit the PARTIES' rights to any remedy at law or in equity for breach of the terms

of this MOA and the right to receive reasonable attorney's fees and costs incurred in enforcing the terms of this MOA.

IN WITNESS WHEREOF, the PARTIES have executed this MOA to be effective the date first above written.

CITY:

UNIVERSITY

CITY Of Moscow, Idaho

Board of Regents Of The University Of Idaho

Nancy Chaney, Mayor

Ronald E. Smith,
Vice President for Finance Administration
Date: _____

ATTEST:

Stephanie Kalasz, CITY Clerk

Exhibit "A" – ITC Facility Plan



Exhibit "A" – ITC Facility Plan



Exhibit "B" - ITC Site



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INTERMODAL TRANSIT CENTER SITE LEASE

THIS INTERMODAL TRANSIT CENTER SITE LEASE is entered into as of the _____ day of _____, 2011, by and between THE BOARD OF REGENTS OF THE UNIVERSITY OF IDAHO, a state educational institution and body politic and corporate organized and existing pursuant to the Constitution and laws of the State of Idaho (hereinafter "UNIVERSITY") and the CITY OF MOSCOW, IDAHO, a municipal corporation of the State of Idaho (hereinafter "CITY"). This Agreement is hereinafter referred to as the "Site Lease".

RECITALS

UNIVERSITY is the owner of certain real property shown in Exhibit A ("Premises") hereto and desires to lease such property to the CITY for the purpose of permitting CITY to construct, own, and operate an intermodal transit center ("ITC") as described by the Memorandum of Agreement entered into by the parties to this Site Lease. The Memorandum of Agreement (MOA) is attached hereto as Exhibit "B", and

CITY has adequate funding to construct the ITC and has determined UNIVERSITY's site is the best location for the ITC to serve CITY residents and UNIVERSITY's students, employees, and visitors, and

Premises are currently occupied by landscaping and parking and pedestrian improvements owned by UNIVERSITY. Prior to commencement of this Lease on January 1, 2012, UNIVERSITY has provided CITY with ample opportunity to inspect and test the condition of the Premises. Therefore, when CITY takes possession of Premises, CITY will accept the Premises in its "AS-IS" condition with all faults, if any, including both latent and patent defects. UNIVERSITY is not making, will not make, has not made and expressly disclaims any representations or warranties, express or implied, with respect to any aspect, feature or condition of the Premises including, without limitation, the existence of hazardous waste or the suitability of Premises for CITY's intended use. CITY's use and occupation of the Premises under this Site Lease will be at CITY's sole risk and in reliance solely upon CITY's inspection or non-inspection, as the case may be, as to the condition of Premises; and

This Site Lease is granted to CITY by UNIVERSITY upon condition that CITY simultaneously grants to UNIVERSITY a long term lease providing UNIVERSITY with operational use of a portion of the completed ITC ("Facility Lease") as provided by the MOA.

NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:

- A. Recitals: The parties acknowledge the foregoing Recitals are true and are incorporated into this Site Lease as if set forth in full.

- B. Premises: UNIVERSITY hereby leases to CITY, subject to the conditions expressed herein, certain real property located in the City of Moscow in Latah County, Idaho, commonly known as 1006 Railroad Street and more specifically shown in Exhibit "A" attached hereto and incorporated herein, and together with a non-exclusive right for reasonable vehicular and pedestrian and ingress and egress over and across adjacent property owned by the UNIVERSITY (excluding any public rights of way), all of which as they may exist from time-to-time, sufficient to provide reasonable access to and from, for the reasonable use of the Premises.
- C. Initial Term and Renewal Term: The Site Lease commences January 1, 2012 and shall terminate on December 31, 2051 ("Initial Term"). If, as provided by the agreed upon conditions for renewal of the Facility Lease, the parties renew the Facility Lease, then this Site Lease shall be renewed for a term that is concurrent with such Facility Lease term renewal ("Renewal Term"), but such renewal term shall not extend beyond December 31, 2091, unless such further renewal is agreed upon by both parties, by separate written agreement.
- D. Rent: In lieu of rent for this Site Lease, City shall lease space in the completed ITC to UNIVERSITY as provided by the MOA.
- E. Development: CITY shall have the right to construct, own, and operate ITC as described in the MOA.
- F. Removal of Buildings and Improvements: CITY shall, at the end of the Initial Term or, if extended, the Renewal Term, at CITY's sole cost and expense, remove or cause to be removed all buildings, structures, foundations, footings, materials signs or signboards, debris or other articles or facilities owned or used by CITY or CITY's contractors or placed on, above or below the surface of Premises by CITY or CITY's Contractors. CITY agrees to restore and level Premises to a condition satisfactory to UNIVERSITY. In the event the buildings and improvements are deemed by UNIVERSITY to be functional at the time of Site Lease termination, and CITY wishes to abandon rather than demolish and remove the buildings and improvements, UNIVERSITY shall accept the surrender of the Premises with the building and improvements left intact on the Premises. Unless otherwise agreed in writing by the Parties, CITY shall not be entitled to compensation for any value attributed to the buildings or improvements removed or abandoned to UNIVERSITY under the terms of this Site Lease. Unless otherwise agreed to in writing by the Parties, CITY shall remove CITY's and any contractor's personal property from Premises at the end of the Term. CITY is granted a period of thirty (30) days following the termination date of this Site Lease to effect such removal.
- G. Taxes and Fees: CITY or CITY's contractors shall pay all applicable taxes, fees, special assessments or other charges which may become due or which may be assessed against Premises, against CITY or its contractors, against the business conducted or personal property placed or used on Premises and against any and all improvements placed thereon during or for the period of the term of Site Lease even though such taxes, fees, special assessments, or other charges may not become due and payable until after termination of Site Lease.
- H. Right to Assign: Except to the extent described by the MOA in regards to other parties providing specific public transportation services at the ITC, CITY shall not assign this

Site Lease or sublet the Premises, or any part or portion thereof, without the prior written consent of UNIVERSITY. In the event of assignment of this Site Lease or other permission granted by CITY to public transportation service providers operating at the ITC, CITY is responsible for ensuring compliance with the occupation terms of this Site Lease from any assignee or subtenant. In the event of sale by UNIVERSITY of the property on which the Premises are located, UNIVERSITY shall be released from any and all obligations or duties arising under this Site Lease. In the event that UNIVERSITY's rights and obligations hereunder are assigned to a third party or Premises are sold to a new owner, UNIVERSITY shall cause such successor in interest to expressly assume in writing all of UNIVERSITY's duties and obligations pursuant to this Site Lease.

- I. Permitted Use: CITY shall use and occupy Premises for the sole and exclusive purpose of constructing, operating, and maintaining the ITC. Use of the Premises for purposes other than the ITC as defined in the MOA are not permitted without written request from CITY and the written approval of UNIVERSITY.
- J. Utilities: CITY agrees to pay all utilities required by CITY or assign payment responsibility to any contractor performing or operating on Premises or as otherwise provided by the MOA and Facility Lease.
- K. Indemnification and Insurance:

CITY and UNIVERSITY are each considered a Governmental entity under the Idaho Tort Claims act (Idaho Code 6-901 through 6-929). CITY's liability coverage is provided through the Idaho Counties Risk Management Program (ICRMP). UNIVERSITY's liability coverage is provided through a self-funded liability program administered by the State of Idaho Office of Insurance Management. Limits of liability, and of UNIVERSITY and CITY's indemnification hereunder, with respect to claims covered by the Idaho Tort Claims Act, are five hundred thousand dollars (\$500,000) Combined Single Limits, which amount is CITY's and UNIVERSITY's limit of liability under the Idaho Tort Claims Act. Nothing in this agreement shall be construed so as to expand the liability of CITY or UNIVERSITY beyond the limit of liability under the Idaho Tort Claims Act for any claims covered by such act.

Indemnification between CITY and UNIVERSITY:

1. Unless otherwise determined by a condition of Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905, CITY waives any and all claims and recourse against UNIVERSITY, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to UNIVERSITY's performance hereunder, except for liability arising out of the sole negligence of UNIVERSITY or its officers, agents, or employees. Further, subject to the limits of liability specified in Idaho Code Section 6-901 through Section 6-929, known as the Idaho Tort Claims Act, UNIVERSITY shall indemnify, hold harmless, and defend CITY against any and all claims, demands, damages, costs, expenses, or liability arising out of UNIVERSITY's performance of this MOA, except for liability arising out of the sole negligence of CITY or its officers, agents, or employees.

If CITY is determined to be solely negligent by a final decision in a court of law and such sole negligence by CITY directly results in judgment(s), costs, and/or expenses to UNIVERSITY, then CITY shall reimburse UNIVERSITY for the portion of such judgment(s), costs and/or expenses attributed to CITY as a result of such determination of CITY's sole negligence.

2. Unless otherwise required by a condition of Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905, UNIVERSITY waives any and all claims and recourse against CITY, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to CITY's performance hereunder, except for liability arising out of the sole negligence of CITY or its officers, agents, or employees. Further, subject to the limits of liability specified in Idaho Code Section 6-901 through Section 6-929, known as the Idaho Tort Claims Act, CITY shall indemnify, hold harmless, and defend UNIVERSITY against any and all claims, demands, damages, costs, expenses, or liability arising out of CITY's performance of this MOA, except for liability arising out of the sole negligence of UNIVERSITY or its officers, agents, or employees.

If UNIVERSITY is determined to be solely negligent by a final decision in a court of law and such sole negligence by UNIVERSITY directly results in judgment(s), costs, and/or expenses to CITY, then UNIVERSITY shall reimburse CITY for the portion of such judgment(s), costs and/or expenses attributed to UNIVERSITY as a result of such determination of UNIVERSITY's sole negligence.

Insurance Requirements for CITY and UNIVERSITY.

CITY's liability coverage is provided through the Idaho Counties Risk Management Program (ICRMP). UNIVERSITY's liability coverage is provided through a self-funded liability program administered by the State of Idaho Office of Insurance Management. Limits of liability with respect to claims covered by the Idaho Tort Claims Act, are five hundred thousand dollars (\$500,000) Combined Single Limits, which amount is CITY's and UNIVERSITY's limit of liability under the Idaho Tort Claims Act. CITY and UNIVERSITY shall maintain their insurance through ICRMP and the State of Idaho Office of Insurance Management, throughout the term hereof.

Notification. CITY and UNIVERSITY shall promptly notify the other party of any claim arising under, or otherwise related to, the provisions hereof. CITY and UNIVERSITY shall cooperate with the other party in defense of such claims.

CITY and UNIVERSITY shall each provide a Certificate of Insurance or a Certificate of Financial Responsibility to the other party, evidencing coverage pursuant hereto. Notice of claim or incident shall be given to the representative for the party by the party receiving such claim or incident.

Indemnification by Third Parties.

Subtenants or contractors of CITY (other than UNIVERSITY) shall be required to indemnify, defend and hold the State of Idaho, and UNIVERSITY and its governing board, employees, agents, and assigns harmless from and against any and all claims, losses, damages, injuries, liabilities and all costs, including attorneys fees, court costs and expenses and liabilities incurred in or from any such claim, arising from any breach or default in the performance of any obligation on CITY's or subtenant's/contractor's part to be performed under the terms of this Site Lease, or arising from any act, negligence or the failure to act of subtenant or contractor, or any agents, contractors, employees, invitees or guests thereof. CITY shall require any subtenants or contractors to provide indemnification to UNIVERSITY, as provided above.

Insurance by Third Parties.

During the Term of this Site Lease, subtenants or contractors of CITY shall be required to carry the types and limits of insurance shown in this insurance clause, and to provide UNIVERSITY with a Certificate of Insurance. At any time, UNIVERSITY reserves the right to amend insurance requirements or require a security bond, if circumstances warrant such action. Additionally and at its option, UNIVERSITY may request certified copies of required policies and endorsements. Such copies shall be provided within (10) ten days of UNIVERSITY's request. All insurers shall have a Best's rating of AV or better and be licensed and admitted in Idaho. CITY shall furnish UNIVERSITY with a certificate of insurance executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth below. All policies required shall be written as primary policies and not contributing to nor in excess of any coverage UNIVERSITY may choose to maintain. All certificates shall provide for thirty (30) days' written notice to UNIVERSITY prior to cancellation or material change of any insurance referred to therein. All policies shall name State of Idaho and the Regents of the University of Idaho as an additional insured. Certificates shall be mailed to: P O Box 443162, Moscow, Idaho, 83844-3162, Attn: Risk Management. All policies shall contain waiver of subrogation coverage or endorsements.

Failure of UNIVERSITY to demand such certificate or other evidence of full compliance with these insurance requirements or failure of UNIVERSITY to identify a deficiency from evidence that is provided shall not be construed as a waiver of CITY's obligation to maintain such insurance. Failure to maintain the required insurance may result in termination of this Site Lease at UNIVERSITY's option. By requiring insurance herein, UNIVERSITY does not represent that coverage and limits will necessarily be adequate to protect CITY, and such coverage and limits shall not be deemed as a limitation on CITY's liability under the indemnities granted to UNIVERSITY in this Site Lease. CITY shall require any subtenants or contractors to comply with the insurance provisions of this Site Lease. In the event CITY is not occupying space and is enforcing the subtenant's compliance with these insurance provisions, CITY shall not be responsible, as a requirement of this Site Lease, to maintain the specific insurance required below:

CITY shall obtain or require subtenants (other than UNIVERSITY) or contractors to obtain insurance of the types and in the amounts described below:

1. Commercial General and Umbrella Liability Insurance. CITY (or subtenant) shall maintain Commercial General Liability (CGL) and, if necessary, commercial umbrella insurance with a limit of not less than \$1,000,000 each occurrence and in the aggregate. If such CGL insurance contains a general aggregate limit, it shall apply separately to the Demised Premises and shall not be less than \$1,000,000. CGL insurance shall be written on standard ISO occurrence form (or a substitute form providing equivalent coverage) and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract including the tort liability of another assumed in a business contract.
 2. Commercial Auto Insurance. CITY (or subtenant) shall maintain a Commercial Auto policy with a Combined Single Limit of \$1,000,000; Underinsured and Uninsured Motorists limit of \$1,000,000; Comprehensive; Collision; and a Medical Payments limit of \$10,000. Coverage shall include Non-Owned and Hired Car coverage.
 3. Personal property. CITY (or subtenant) shall purchase insurance to cover CITY's (or subtenant's) personal property. In no event shall UNIVERSITY be liable for any damage to or loss of personal property sustained by CITY (or subtenant), whether or not insured, even if such loss is caused by the negligence of UNIVERSITY, its employees, officers or agents.
 4. Workers' Compensation. Where required by law, CITY (or subtenant) shall maintain all statutorily required coverages including Employer's Liability.
- L. Hazardous/Materials: CITY shall not, nor shall it allow others to, accumulate, use, or store on the Premises materials classified as hazardous, biomedical or toxic waste except in compliance with environmental laws and other applicable state, federal, or local laws, rules or regulations. CITY shall comply and require its contractors to comply with any lawful order by an entity reposed with authority to regulate the use, accumulation, storage or disposal of hazardous waste. CITY shall not be responsible for any of such materials placed on the Premises by or through the UNIVERSITY prior to or during this Site Lease. As used herein, the term "environmental laws" shall mean the Comprehensive Environmental Response Compensation and Liability Act of 1980, as amended (CERCLA), the Resource Conservation Recovery Act, as amended (RCRA), the Federal Water Pollution Control Act, the Clean Air Act and any similar local, state or federal law, rule, ordinance or regulation. As used herein, the term "hazardous materials" shall mean any hazardous substance, pollutants, contaminants, or other hazardous waste or toxic substances defined in any environmental laws including, without limitation, petroleum and petroleum products, asbestos and asbestos containing materials, PCBs and urea-formaldehyde. In the event CITY or its contractors or subcontractors placed hazardous materials in violation of any environmental laws on the Premises during or prior to the date of the Site Lease, CITY shall, at CITY's cost and expense, cause such testing to be performed and shall cause any such hazardous materials to be removed, remediated or abated in compliance with all environmental laws. CITY hereby agrees to indemnify, defend, and hold UNIVERSITY harmless from and against any and all claims, damages, liabilities, costs, expenses (including reasonable attorneys' fees), causes of action and judgments arising out of or

related to hazardous materials existing in, or under the Premises caused by CITY or its contractors during or prior to the date of this Site Lease.

- M. **Property Encumbrances:** This Site Lease is subject to all applicable restrictions and all limitations of record, and is subject to any and all easements for public utilities of record.
- N. **Waste and Nuisance Prohibited:** CITY shall comply, during the term of this Site Lease, with all applicable laws affecting the Premises, the violation of which might result in any penalty assessed upon the UNIVERSITY or forfeiture of the UNIVERSITY's title to the Premises. CITY shall not commit, or suffer to be committed, any waste on the Premises or improvements, or any nuisance.
- O. **Remedies and Forbearance/Waivers:** No delay or omission on the part of the UNIVERSITY or CITY to exercise any right or power granted herein shall impair any such right or power nor shall be construed as a waiver thereof, and every such right or power may nevertheless be exercised.
- P. **Officials, Agents, and Employees Not Personally Liable:** It is agreed that in no event shall any official, officer, employee or agent of the UNIVERSITY, nor any official, officer, employee or agent of the CITY be in any way personally liable or responsible for any covenant or agreement herein contained, whether expressed or implied, nor for any statement, representation or warranty made herein or in any way connected with this Site Lease.
- Q. **Quiet Enjoyment:** UNIVERSITY covenants that the CITY shall have the peaceful and quiet enjoyment of the Premises for the term of the Site Lease.
- R. **Right of Entry:** CITY shall permit the UNIVERSITY and the agents and employees of the UNIVERSITY to enter into and upon the Premises at all reasonable times for the purpose of inspecting the same for compliance with the terms of this Site Lease; provided, however, that UNIVERSITY shall first give twenty four (24) hours written notice of its desire to inspect the Premises and such inspection shall be accompanied by a designated representative of the CITY. Such notice for right of entry and inspection procedures shall not apply during an emergency in which such notice is impractical and UNIVERSITY's access to the Premises is necessary for preservation of life and/or property.
- S. **Default:** In the event UNIVERSITY shall at any time deem CITY to be in breach of this Site Lease, UNIVERSITY shall promptly notify CITY, in writing, stating specifically the nature of any such alleged breach. CITY shall not be deemed to be in default hereunder unless CITY fails to commence to cure any such default within ninety (90) calendar days after its receipt of such written notice and to diligently proceed to cure such default within a reasonable time. In the event of default, UNIVERSITY shall have all rights and remedies provided by law.
- T. **Attorney Fees and Costs:** In the event that either party to this Site Lease shall enforce any of the provisions hereof in any action at law or in equity the prevailing party to such litigation shall be entitled to recover from the other party or parties all costs and expenses, including reasonable attorney fees, incurred therein.
- U. **Integration:** This Site Lease embodies the entire agreement regarding the disposition of the rights associated with the Premises and represents the understanding of the parties relating to

the subject matter herein and supersedes all prior understandings relating thereto. This Site Lease shall not be modified except in writing signed by all parties to be bound.

- V. Execution of Documents: The parties agree that they shall sign or cause to be signed all documents necessary to the effectuation of this Site Lease or any of the provisions herein.
- W. Authority to Enter Lease: UNIVERSITY has the authority to enter into this Site Lease and the execution, delivery of this Site Lease and the performance of the contractual obligations set forth herein are not in violation of any federal, state, or local statute, ordinance, rule or regulation and that no consents not already obtained are required. Individuals signing on behalf of UNIVERSITY and CITY have the delegated authority to obligate their respective entity as provided by this Lease.
- X. Notices: All notices under this Site Lease shall be in writing and shall be deemed to have been duly given on the date of service if served personally on the party to whom notice is to be given, or on the date of mailing if mailed to the party to whom notice is to be given by registered or certified United States mail, postage prepaid, and properly addressed as follows:

If to the UNIVERSITY: Board of Regents of the University of Idaho
 Attn: Vice President for Finance and
 Administration University of Idaho
 Moscow ID 83844-3168

If to the CITY: City of Moscow
 Attn: City Supervisor
 PO Box 9203
 Moscow ID 83843

The addresses provided above may be changed and additional addresses or notices may be specified from time to time by notice given in writing in accordance with this Section.

- Y. Binding Effect: This Site Lease shall be binding upon and shall inure to the benefit of the heirs, personal representatives, successors and assigns of the parties.
- Z. Severability: If any term or provision of this Site Lease or the application of it to any person or entity or circumstances shall to any extent be invalid or unenforceable, the remainder of this Site Lease or the application of such term or provision to persons, entities or circumstances, other than those as to which it is invalid or unenforceable, shall not be affected thereby, and each term and provision of this Site Lease shall be valid and shall be enforced to the extent permitted by law.
- AA. Headings: Section headings contained herein are for convenience and reference and are not intended to define or limit the scope of any provisions of this Site Lease.
- BB. Counterparts: This Site Lease may be simultaneously executed in several counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.
- CC. Time of the Essence: Time is of the essence of this Site Lease, and of each and every covenant, term, condition, and provisions thereof.

DD. Nondiscrimination and Affirmative Action: UNIVERSITY and CITY shall not discriminate against any employee or applicant for employment in the performance of this Site Lease, with respect to tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of race, sex, color, religion, age, status as disabled or a veteran, or physical or mental handicaps, national origin or ancestry. Breach of this covenant may be regarded as a material breach of this Site Lease. UNIVERSITY and CITY certify that they do not, and will not maintain segregated facilities or accommodations on the basis of race, color, religion or national origin. Regarding any position for which an employee or an applicant is qualified, the UNIVERSITY and CITY agree to take affirmative action to employ, train, advance in employment, and retain individuals in accordance with applicable laws and regulations including:

1. For nondiscrimination based on race, color, religion, sex or national origin, this includes, but is not limited to, the U.S. Constitution, and Parts II and IV of Executive Order 11246, September 24, 1965 (30 FR 12319). Grantee disputes related to compliance with its obligations shall be handled according to the rules, regulations, and relevant orders of the Secretary of Labor (See 41 CFR 60-1.1).
2. For nondiscrimination based on Disabled or Vietnam Veterans this includes, but is not limited to, the Vietnam Era Veterans Readjustment Assistance Act of 1972, as amended (38 U.S.C. 4012)(the Act); Executive Order 11701, January 24, 1973 (38 CFR 2675, January 29, 1973); and the regulations of the Secretary of Labor (41 CFR Part 60-250).
3. For nondiscrimination based on the Handicapped this includes, but is not limited to, Section 503 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 793)(the Act); Executive Order 11758, January 15, 1974; and the regulations of the Secretary of Labor (41 FR Part 60- 741).
4. For nondiscrimination based on Age this includes, but is not limited to, executive Order 11141, February 12, 1964 (29 CFR 2477).
5. UNIVERSITY and CITY shall include the terms of this clause in every subcontract or purchase order exceeding \$50,000 and shall act as specified by the Department of Labor to enforce the terms and implement remedies.

EE. Venue, Governing Law: Any legal proceeding instituted between the parties shall be in the courts of the County of Latah, State of Idaho, and each of the parties agrees to submit to the jurisdiction of such courts. It is further agreed that this Agreement shall be governed by the laws of the State of Idaho.

IN WITNESS WHEREOF, the parties have caused this Site Lease to be executed effective as of the day and year first above written.

UNIVERSITY:

CITY:

BOARD OF REGENTS OF THE
UNIVERSITY OF IDAHO

CITY OF MOSCOW

By _____
Ronald E. Smith, Vice President
Finance and Administration

By _____
Nancy Chaney, Mayor

ATTEST:

Stephanie Kalasz, City Clerk

Date _____

Date _____

Exhibit "A" - ITC Site



EXHIBIT “B”

Memorandum of Agreement

INTERMODAL TRANSIT CENTER FACILITY LEASE

THIS INTERMODAL TRANSIT CENTER FACILITY LEASE (hereinafter “Facility Lease”) is entered into as of the _____ day of _____, 2011, by and between the Board of Regents of the University of Idaho, a state educational institution and a body politic and corporate organized and existing under the Constitution and laws of the State of Idaho (“UNIVERSITY”) and the City of Moscow, Idaho, a municipal corporation of the State of Idaho (“CITY”).

I. BASIC PROVISIONS.

The following basic provisions are a part of this Lease:

A. Lessee. The Board of Regents of the University of Idaho (UNIVERSITY) is the lessee whose current mailing address is Vice President for Finance and Administration, Moscow, Idaho, 83844-3168.

B. Lessor. City of Moscow is the lessor CITY’s current mailing address is P O Box 9203, Moscow, Idaho, 83843.

C. Premises and Common Space. The leased premises are located at 1006 Railroad Street, Moscow, Idaho and comprise approximately 2580 square feet of space exclusively provided to UNIVERSITY under the terms of this Facility Lease (“Premises”) and shared use of approximately 2235 additional square feet to be used for public waiting areas, restrooms, hallways and building systems (“COMMON SPACE”), as well as exterior public transportation facilities which includes passenger boarding platforms, overnight bus parking areas and associated walking areas and vehicular access routes (“EXTERIOR COMMON SPACE”), all as shown on the attached Exhibit “A”.

D. Permitted Use. The use of Premises by UNIVERSITY permitted under this Facility Lease shall be limited to dedicated office space for the purposes of operating UNIVERSITY’s Parking and Transportation Services and COMMON SPACE to provide public waiting areas, restrooms, hallways and building systems associated with UNIVERSITY’s uses.

E. Initial Term and Commencement Date. This Facility Lease shall commence upon completion of the Intermodal Transit Center (ITC) as evidenced by issuance to CITY of a Certificate of Occupancy from the applicable certifying agency or department (the “Commencement Date”) and shall end on December 31, 2051 (“Initial Term”).

F. Rent and Monthly Operating Costs. As provided by the Memorandum of Agreement (“MOA”) between these parties (attached as Exhibit “B”), CITY shall provide Premises and associated COMMON SPACE without payment of rent required. UNIVERSITY shall pay CITY

the monthly amounts as calculated in Section IV.C. of this Facility Lease for custodial services, grounds keeping, exterior snow removal, and utilities (“Operating Costs”).

G. Facility Costs. UNIVERSITY and CITY shall pay amounts calculated in Section IV.D. of this Facility Lease for facility repair, maintenance, or replacement materials and services (“Facility Costs”). Facility Costs shall not include repair or replacement due to fire or other casualty loss.

II. GRANT OF PREMISES AND POSSESSION.

A. Grant of Premises. CITY leases to UNIVERSITY and UNIVERSITY leases from CITY the Premises subject to the terms and conditions of this Facility Lease.

B. Possession. CITY shall deliver possession of the Premises (including the rights, privileges, benefits, rights-of-way and easements now or in the future appurtenant to the Premises) to UNIVERSITY on the Commencement Date. During the Initial Term, CITY covenants on behalf of itself and its respective successors and assigns to provide quiet and peaceable possession of the Premises to UNIVERSITY, subject to the express provisions of this Facility Lease.

III. INITIAL TERM AND RENEWAL TERM.

This Lease shall terminate on December 31, 2051. Prior to January 1, 2047, CITY shall determine if CITY intends to continue operating and maintaining the ITC (as such operation, maintenance, and uses are described by the MOA between the two parties) for a period that extends beyond the Initial Term. If so, CITY shall notify UNIVERSITY in writing of its intent to extend the provisions of this Facility Lease for a specified period that shall not extend past December 31, 2091. Upon such notice requesting an extended term, and UNIVERSITY’S determination that CITY has satisfactorily maintained the ITC to an extent that makes the facility functional for CITY and UNIVERSITY’S continued use, UNIVERSITY shall extend the term of the ITC Site Lease for the same period (which shall not extend past December 31, 2091). Such extended term shall be referred to as the “Renewal Term” and all relevant provisions of the Initial Term shall be in force for such Renewal Term.

IV. PAYMENT OF OPERATING AND FACILITY COSTS.

A. Payment of Operating and Facility Costs. UNIVERSITY agrees to pay CITY, its share (as provided herein) of Operating Costs and Facility Costs for the Premises, COMMON SPACE and EXTERIOR COMMON SPACE.

B. Date and Form of Payments. Payments for Operating Costs shall be paid monthly and in accordance with Section IV.C. of this Facility Lease. Facility Costs shall be paid periodically as provided in Section IV.D. of this Facility Lease. Each payment is due within fifteen (15) days of CITY’s invoice date for Operating Costs and Facility Costs as calculated in accordance with Sections IV.C. and IV.D. of this Facility Lease. All payments shall be made payable to “City of Moscow”, and mailed to the attention of “Finance Department, PO Box

9203, Moscow, Idaho, 83843” or such different address or person as CITY shall provide to UNIVERSITY by written notice.

C. Calculation of Operating Costs. CITY shall calculate and submit to UNIVERSITY all monthly Operating Costs for the entire building and EXTERIOR COMMON SPACE shown in the attached Exhibit “A”, and multiply that sum by 0.5104 (the multiplier representing UNIVERSITY’s share of Operating Costs).

D. Determination and Calculation of Facility Costs. CITY shall determine the ITC facility maintenance needs for repair, maintenance, and replacement of COMMON SPACE, EXTERIOR COMMON SPACE, and all building components, systems, and equipment not exclusively located in or serving the Premises nor for those portions of the building spaces dedicated to CITY’s exclusive use (“ITC Facility Maintenance Needs”). ITC Facility Maintenance Needs shall not include repair or replacement due to fire or other casualty loss. Determination of ITC Facility Maintenance Needs and an estimate of Facility Costs to meet such ITC Facility Maintenance Needs, and proposed ITC maintenance project completion dates shall be presented to UNIVERSITY annually (if any). In consultation with UNIVERSITY, but at the ultimate determination of CITY, CITY shall define project scope, coordinate project completion and make payment for such project to performing vendors, CITY employees, or contractors. Based upon the total project costs to complete the defined work (including reasonable costs for work CITY’s employees perform), CITY shall multiply the total cost of such work by 0.5104 (the multiplier representing UNIVERSITY’s share of Facility Costs) to determine the payment due from UNIVERSITY for each ITC Facility Maintenance Need addressed and completed. In the event of actual failure or partial failure of any building component, system, or equipment (that is defined above as an ITC Facility Maintenance Need), that in the CITY’s determination requires immediate repair or replacement, CITY shall arrange for the immediate completion and payment of such work. Based upon the total reported costs to complete this work, CITY shall multiply the total cost of such work by 0.5104 (the multiplier representing UNIVERSITY’s share of Facility Costs for the building) to determine the payment due from UNIVERSITY for such project.

V. OPERATION OF PREMISES.

A. UNIVERSITY’s Use of Premises. The Premises shall be occupied and used by UNIVERSITY only for the Permitted Use and for no other purpose. UNIVERSITY will not commit waste on the Premises, COMMON SPACE or EXTERIOR COMMON SPACE, or disfigure or deface any part of the building, grounds, or any other part or portion of the Premises, including fixtures, carpeting, or wall coverings (painted surfaces of the Premises). UNIVERSITY further covenants that it will repair and maintain the furnishings fixtures and equipment exclusively occurring within the Premises (but not including components, systems, and equipment that serve the overall building, such as portions of mechanical, electrical and plumbing systems that serve the ITC facility outside the Premises) , at UNIVERSITY’s effort and expense throughout the Initial Term.

B. CITY’s Obligations. Subject to the provisions of Section IV.D. of this Facility Lease for UNIVERSITY’s payment of its share of Facility Costs, CITY shall provide repair,

maintenance, and replacement materials and services to the building, COMMON SPACE and EXTERIOR COMMON SPACE. CITY is not obligated or authorized to perform such work within the Premises, except by separate written agreement with UNIVERSITY describing scope and cost assignment (if agreed upon by both parties).

C. Utilities and Custodial Services. Subject to the provisions of Section IV.C. of this Facility Lease, CITY shall be responsible for and shall promptly pay all charges to provider, when due, for water, natural gas, electricity, and any other utility, custodial or other service (excluding phone, internet and television) if used upon or furnished to the Premises or COMMON SPACE or EXTERIOR COMMON SPACE. Unless caused by the negligent or intentional acts or omissions of CITY or its representatives, CITY shall not be liable in damages or otherwise for any failure or interruption of (i) any utility service being furnished to the Premises, or (ii) the heating, ventilating and air conditioning system. No such failure or interruption, whether resulting from a casualty or otherwise, shall entitle UNIVERSITY to abate the payments for other Operating or Facility Costs UNIVERSITY is required to make under this Facility Lease.

D. Signs. No permanent signs affixed to the Premises shall be installed, replaced or improved by UNIVERSITY without CITY's prior written consent. All such installation, replacement, improvement or maintenance of signs shall be at UNIVERSITY's sole expense.

E. Modification to Premises by UNIVERSITY. UNIVERSITY shall neither make nor undertake any modification or improvement to the Premises unless CITY has given its prior written consent, which consent may be withheld, delayed or conditioned as CITY may elect in CITY's discretion. Such modification of the Premises shall comply with all of the following requirements:

1. UNIVERSITY shall supply CITY with a complete set of construction drawings for CITY's review and approval at least sixty (60) days prior to UNIVERSITY's proposed commencement of any construction work; and

2. UNIVERSITY may perform construction as provided by Section V.E. or UNIVERSITY shall retain a licensed and bonded contractor, approved in writing by CITY, to perform any construction work (for alterations, repair of fire or casualty, or other construction). The contractor shall carry public liability and property damage insurance, standard fire and extended coverage insurance, with vandalism and malicious mischief endorsements, during the period of construction.

F. Hazardous Material Use. UNIVERSITY and CITY shall not cause or permit any Hazardous Material to be brought upon, kept, used, disposed, or discharged, in, on, from or about the Premises, COMMON SPACE, or EXTERIOR COMMON SPACE by their agents, employees, contractors, customers, clients, guests or invitees except as incidental to UNIVERSITY's permitted use of the Premises or CITY's maintenance, repair or other ownership obligations for the Premises, and only in quantities that are less than the quantities that are required to be reported to governmental or other authorities under applicable law or regulations. UNIVERSITY and CITY shall comply with all applicable laws and regulations

regulating the use, reporting, storage, discharge and disposal of Hazardous Material. As used in this Facility Lease, the term “Hazardous Material” means any hazardous or toxic substance, material or waste that is or becomes regulated by any federal, state or local governmental authority or political subdivision. The term “Hazardous Material” includes, without limitation, any material or substance that is (i) defined as a “hazardous substance” under applicable law, (ii) petroleum, (iii) asbestos, (iv) polychlorinated biphenyl (“PCB”), (v) designated as a “hazardous substance” pursuant to Section 311 of the Federal Water Pollution Control Act (33 U.S.C. §1321), (vi) defined as a “hazardous waste” pursuant to Section 1004 of the Solid Waste Disposal Act (42 U.S.C. §6903), (vii) defined as a “hazardous substance” pursuant to Section 101 of the Comprehensive Environmental Response, Compensation and Liability Act (42 U.S.C. §9601), (viii) defined as a “regulated substance” pursuant to Section 9001 of the Solid Waste Disposal Act (Regulation of Underground Storage Tanks), 42 U.S.C. §6991, (ix) considered a “hazardous chemical substance and mixture” pursuant to Section 6 of the Toxic Substance Control Act (15 U.S.C. § 2605), or (x) defined as a “pesticide” pursuant to Section 2 of the Federal Insecticide, Fungicide and Rodenticide Act (7 U.S.C. § 136).

G. **Covenant Against Liens.** UNIVERSITY will not directly or indirectly create or cause to be created or to remain, and will promptly discharge, at UNIVERSITY’s sole expense, any mechanics’ lien or similar lien against the Premises which UNIVERSITY created or caused to be created by UNIVERSITY’s work on the Premises. UNIVERSITY has no authority or power to cause or permit any mechanics’ lien or similar lien created by act of UNIVERSITY, operation of laws, or otherwise to attach to or be placed upon CITY’s title or interest in the Premises. Any lien against UNIVERSITY shall attach only to UNIVERSITY’s leasehold interest in the Premises. UNIVERSITY may contest, at UNIVERSITY’s sole expense, any lien, and the lien may remain pending resolution of the challenge. UNIVERSITY shall indemnify and hold CITY harmless from any and all loss, damage or expense occasioned by the lien challenge and shall provide such security as CITY may reasonably demand. If the lien is adjudged to be valid, the challenging party shall promptly pay and discharge the lien. CITY will not directly or indirectly create or cause to be created or to remain, and will promptly discharge, at CITY’s sole expense, any mechanics’ lien or similar lien against the Premises which CITY created or caused to be created by CITY’s work on the Premises.

H. **CITY’s Right of Entry.** After providing written notice to UNIVERSITY not less than twenty-four (24) hours prior to an intended entry or with UNIVERSITY’s verbal consent, CITY and CITY’s agents may enter the Premises to inspect the general condition and state of repair of the Premises. CITY’s entry may be supervised by UNIVERSITY. In the event of an emergency arising within the Premises that endangers property or persons, the notice requirement is waived by UNIVERSITY.

VI. CHANGES IN THE PARTIES.

A. **Relationship of Parties.** Nothing contained in this Facility Lease shall be construed as creating the relationship of principal or agent, partnership or joint venture. Neither the assignment of Operating Costs nor any other provision of this Facility Lease, nor any act of the parties, shall be deemed to create any relationship other than that of lessor and lessee.

B. Successors and Assigns. This Facility Lease shall benefit and bind the successors and permitted assigns of CITY and UNIVERSITY.

C. Prohibition on UNIVERSITY Assignment. UNIVERSITY may not assign all or a part of this Facility Lease unless UNIVERSITY first obtains the written consent of CITY.

VII. LOSS AND DAMAGE TO PREMISES.

A. UNIVERSITY's Possession at Own Risk. UNIVERSITY covenants and agrees that neither CITY nor its agents shall be liable in any way for personal injuries or property damages sustained by UNIVERSITY, its employees, visitors, or by any occupant of the leased Premises, or by any other persons or organizations claiming through UNIVERSITY, resulting from the condition, state of repair, or use of the Premises, COMMON SPACE or EXTERIOR COMMON SPACE, or any part thereof, or of any equipment therein or appurtenances thereto, or resulting directly or indirectly from any act or negligence of UNIVERSITY or of any other person or persons excepting the CITY or its agent. Neither CITY nor its agents shall be liable for damage to UNIVERSITY's personal property or for any loss suffered by UNIVERSITY caused in any manner whatsoever.

B. Insurance. CITY shall insure the building, including the Premises, COMMON SPACE and EXTERIOR COMMON SPACE through CITY'S policy with the Idaho Counties Risk Management Program (ICRMP) in the same or substantially similar fashion as CITY insures its other buildings. UNIVERSITY shall have no obligation to obtain or pay for such insurance.

C. UNIVERSITY's Insurance. No insurance is provided by CITY for UNIVERSITY's personal property or for UNIVERSITY's permitted business operations. UNIVERSITY shall insure and be solely responsible for any and all lines of insurance coverage for business operations, and for personal property, of every kind or nature, which is not part of the Premises. UNIVERSITY shall, at UNIVERSITY's sole cost and expense, either obtain the insurance UNIVERSITY and CITY deem advisable, or shall be deemed to be self-insured. UNIVERSITY waives all rights on any insurance purchased by, or risk funding arrangements of, CITY.

D. Waiver of Subrogation. To the extent permitted by their respective insurers, CITY and UNIVERSITY (and each person claiming an interest in the Premises through CITY or UNIVERSITY) release and waive their entire right of recovery against the other for direct, incidental or consequential or other loss or damage arising out of, or incident to, the perils covered by insurance carried by each party, whether due to the negligence of CITY or UNIVERSITY. If necessary, all insurance policies may be endorsed to evidence this waiver.

E. Effect of One Party's Actions on Other Party's Insurance. Neither party shall do or permit to be done anything that shall invalidate any insurance carried by the other party.

F. Damage or Destruction of Premises. In the event of damage to or destruction of the improvements to the Premises by fire or other casualty, CITY shall either (a) promptly repair such damage or cause such damage to be repaired, in which event the Facility Lease shall

continue in full force and effect, or if agreeable to UNIVERSITY (b) terminate the Facility Lease upon written concurrence from UNIVERSITY within ninety (90) days of the damage. In the event the damage is caused by the negligence or willful act or omission of the UNIVERSITY, UNIVERSITY shall be obligated to provide insurance proceeds to the extent such proceeds are available to repair, restore or rebuild and UNIVERSITY shall deliver all insurance proceeds and/or assign any causes of action it may possess against any person or entity to CITY. If UNIVERSITY elects to proceed under subsection (a) above, during the period of damage, distribution, repair, restoration or rebuilding, this Facility Lease shall remain in effect.

VIII. DEFAULT BY UNIVERSITY OR CITY.

A. Default by UNIVERSITY. UNIVERSITY shall be in default under this Facility Lease if any of the following occur: (i) UNIVERSITY fails to pay when due any Operating or Facility Cost or other payment required to be paid by UNIVERSITY under this Facility Lease; (ii) UNIVERSITY fails to perform or observe any other covenant, agreement or condition which UNIVERSITY is required to perform or observe and the failure shall not be cured within thirty (30) calendar days after delivery of written notice to UNIVERSITY of the failure (or, if the cure cannot be effected within the thirty (30) day period, then within the additional period of time as may be required to cure the default provided UNIVERSITY is diligently and continuously pursuing the cure to completion).

B. Remedies of CITY. In the event of UNIVERSITY's default as set forth in Section VIII.A., CITY shall have the remedies set forth in this Facility Lease by the giving of prior written notice to UNIVERSITY at any time during the continuance of the event of default. CITY's remedies are cumulative and not alternative remedies.

1. Legal and Equitable Remedies. CITY shall have all remedies available at law or in equity.

2. Termination of Lease. In the event of a UNIVERSITY default, in addition to all other rights and remedies available to CITY in law and equity, CITY may (i) change the locks and lock the doors to the Premises and exclude UNIVERSITY from the Premises, (ii) enter the Premises and remove all persons and property therefrom without being liable for prosecution or any claim for damages for the removal, (iii) declare the Facility Lease terminated, (iv) commence litigation for the any amounts due CITY and to become due under the Facility Lease, and for any damages sustained by CITY, (v) hold the UNIVERSITY liable for the reasonable cost of obtaining possession of the Premises.

3. Advance. In the event of UNIVERSITY's default, CITY may remedy the default for the account and at the expense of UNIVERSITY. If CITY at any time, by reason of the default, is compelled to pay, or elects to pay, any money or do any act which will require the payment of any money, or is compelled to incur any expense, including reasonable attorneys' fees, in instituting or prosecuting any action or proceeding to enforce CITY's rights under this ITC facility Lease, the money paid by CITY, with interest from the date of payment, shall be additional rent and shall be due from UNIVERSITY to CITY as rent.

C. Default by CITY. CITY shall be in default under this Facility Lease if CITY fails to perform or observe any covenant, agreement or condition which CITY is required to perform or observe and the failure shall not be cured within sixty (60) calendar days after delivery of written notice to CITY by UNIVERSITY of the failure (or, if the cure cannot be effected within the sixty-day period, then within the additional period of time as may be required to cure the default provided CITY is diligently and continuously pursuing the cure to completion).

D. Remedies of UNIVERSITY. In the event of CITY's default as set forth in Section VIII.C., UNIVERSITY shall have all rights provided at law or in equity, except UNIVERSITY expressly waives any right to the abatement or withholding of Operating or Facility Costs payable to CITY under this Facility Lease (because such costs represent reimbursement for actual costs incurred by CITY for services and material provided to UNIVERSITY). UNIVERSITY's obligation to pay Operating and Facility Costs is independent of all other rights, and UNIVERSITY may not withhold payment of such costs from CITY or pay to other parties or into any escrow or holding account because of the default or alleged default of CITY.

IX. TERMINATION OF LEASE.

A. Events of Termination. This Facility Lease shall terminate upon the occurrence of one or more of the following events: (i) by mutual written agreement of CITY and UNIVERSITY; (ii) by CITY pursuant to the express provisions of this Facility Lease; (iii) upon expiration of the Initial Term or Renewal Term; (iv) by reason of Section VII.F. relating to destruction of the Premises; or (v) UNIVERSITY may unilaterally terminate this Facility Lease by notifying City of early termination in writing not less than three months prior to the noticed early termination date.

B. Surrender of Possession. In the event of early termination resulting from default by UNIVERSITY, UNIVERSITY will immediately surrender possession of the Premises to CITY. If possession is not immediately surrendered, CITY may, in compliance with the laws of the State of Idaho, re-enter and repossess the Premises and remove all persons or property. UNIVERSITY shall restore the Premises to a broom clean and functional condition, with the exception of (i) ordinary wear and tear, and (ii) alterations, improvements and additions which CITY approved in writing prior to installation and which CITY has not directed UNIVERSITY in writing to remove. If UNIVERSITY fails to properly restore the Premises, CITY, at UNIVERSITY's expense, may restore the Premises in any reasonable manner that CITY may choose. In the event of termination for any other reason, UNIVERSITY shall have no obligation to surrender Premises.

X. CLAIMS AND DISPUTES.

A. Rights and Remedies Cumulative. Except as expressly provided in this Facility Lease, each party's rights and remedies described in this Facility Lease are cumulative and not alternative remedies.

B. Nonwaiver of Remedies. A waiver of any condition stated in this Facility Lease shall not be implied by any neglect of a party to enforce any remedy available by reason of the failure

to observe or perform the condition. A waiver by a party shall not affect any condition other than the one specified in the waiver and a waiver shall waive a specified condition only for the time and in the manner specifically stated in the waiver. The acceptance by CITY of payment previously due from UNIVERSITY after termination of the Facility Lease or after termination of UNIVERSITY's right of possession shall not alter, diminish, affect or waive the Facility Lease termination, termination of possession, default or remedy.

C. Indemnification and Insurance.

CITY and UNIVERSITY are each considered a Governmental entity under the Idaho Tort Claims act (Idaho Code 6-901 through 6-929). CITY's liability coverage is provided through the Idaho Counties Risk Management Program (ICRMP). UNIVERSITY's liability coverage is provided through a self-funded liability program administered by the State of Idaho Office of Insurance Management. Limits of liability, and of UNIVERSITY and CITY's indemnification hereunder, with respect to claims covered by the Idaho Tort Claims Act, are five hundred thousand dollars (\$500,000) Combined Single Limits, which amount is CITY's and UNIVERSITY's limit of liability under the Idaho Tort Claims Act. Nothing in this agreement shall be construed so as to expand the liability of CITY or UNIVERSITY beyond the limit of liability under the Idaho Tort Claims Act for any claims covered by such act.

Indemnification between CITY and UNIVERSITY:

1. Unless otherwise determined by a condition of Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905, CITY waives any and all claims and recourse against UNIVERSITY, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to UNIVERSITY's performance hereunder, except for liability arising out of the sole negligence of UNIVERSITY or its officers, agents, or employees. Further, subject to the limits of liability specified in Idaho Code Section 6-901 through Section 6-929, known as the Idaho Tort Claims Act, UNIVERSITY shall indemnify, hold harmless, and defend CITY against any and all claims, demands, damages, costs, expenses, or liability arising out of UNIVERSITY's performance of this MOA, except for liability arising out of the sole negligence of CITY or its officers, agents, or employees.

If CITY is determined to be solely negligent by a final decision in a court of law and such sole negligence by CITY directly results in judgment(s), costs, and/or expenses to UNIVERSITY, then CITY shall reimburse UNIVERSITY for the portion of such judgment(s), costs and/or expenses attributed to CITY as a result of such determination of CITY's sole negligence.

2. Unless otherwise required by a condition of Federal Transit Administration Tiger II Grant No. ID-79-0001 Key No. 12905, UNIVERSITY waives any and all claims and recourse against CITY, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to CITY's performance hereunder, except for liability arising out of the sole negligence of CITY or its officers, agents, or employees. Further, subject to the limits of liability specified in Idaho Code Section 6-901 through Section 6-929, known as the Idaho Tort Claims Act, CITY shall indemnify, hold harmless, and defend UNIVERSITY against any and all claims, demands, damages, costs,

expenses, or liability arising out of CITY's performance of this MOA, except for liability arising out of the sole negligence of UNIVERSITY or its officers, agents, or employees.

If UNIVERSITY is determined to be solely negligent by a final decision in a court of law and such sole negligence by UNIVERSITY directly results in judgment(s), costs, and/or expenses to CITY, then UNIVERSITY shall reimburse CITY for the portion of such judgment(s), costs and/or expenses attributed to UNIVERSITY as a result of such determination of UNIVERSITY's sole negligence.

Insurance Requirements for CITY and UNIVERSITY.

CITY's liability coverage is provided through the Idaho Counties Risk Management Program (ICRMP). UNIVERSITY's liability coverage is provided through a self-funded liability program administered by the State of Idaho Office of Insurance Management. Limits of liability with respect to claims covered by the Idaho Tort Claims Act, are five hundred thousand dollars (\$500,000) Combined Single Limits, which amount is CITY's and UNIVERSITY's limit of liability under the Idaho Tort Claims Act. CITY and UNIVERSITY shall maintain their insurance through ICRMP and the State of Idaho Office of Insurance Management, throughout the term hereof.

Notification. CITY and UNIVERSITY shall promptly notify the other party of any claim arising under, or otherwise related to, the provisions hereof. CITY and UNIVERSITY shall cooperate with the other party in defense of such claims.

CITY and UNIVERSITY shall each provide a Certificate of Insurance or a Certificate of Financial Responsibility to the other party, evidencing coverage pursuant hereto. Notice of claim or incident shall be given to the representative for the party by the party receiving such claim or incident.

Indemnification by Third Parties.

Subtenants or contractors of UNIVERSITY who occupy or perform services on the Premises shall be required to indemnify, defend and hold CITY and its governing board, employees, agents, and assigns harmless from and against any and all claims, losses, damages, injuries, liabilities and all costs, including attorneys fees, court costs and expenses and liabilities incurred in or from any such claim, arising from any breach or default in the performance of any obligation on UNIVERSITY's or subtenant's part to be performed under the terms hereof, or arising from any act, negligence or the failure to act of subtenant, contractor, or any agents, contractors, employees, invitees or guests thereof.

Insurance by Third Parties.

During the Term hereof this, subtenants or contractors of UNIVERSITY shall be required to carry the types and limits of insurance shown in this insurance clause, and to provide CITY

with a Certificate of Insurance. At any time, CITY reserves the right to amend insurance requirements or require a security bond, if circumstances warrant such action. Additionally and at its option, CITY may request certified copies of required policies and endorsements. Such copies shall be provided within (10) ten days of CITY's request. All insurers shall have a Best's rating of AV or better and be licensed and admitted in Idaho. UNIVERSITY shall furnish CITY with a certificate of insurance executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth below. All policies required shall be written as primary policies and not contributing to nor in excess of any coverage CITY may choose to maintain. All certificates shall provide for thirty (30) days' written notice to CITY prior to cancellation or material change of any insurance referred to therein. All policies shall name State of Idaho and the Regents of the University of Idaho as an additional insured. Certificates shall be mailed to: P O Box 443162, Moscow, Idaho, 83844-3162, Attn: Risk Management. All policies shall contain waiver of subrogation coverage or endorsements.

Failure of CITY to demand such certificate or other evidence of full compliance with these insurance requirements or failure of CITY to identify a deficiency from evidence that is provided shall not be construed as a waiver of UNIVERSITY's obligation to maintain such insurance. Failure to maintain the required insurance may result in termination of this Site Lease at CITY's option. By requiring insurance herein, CITY does not represent that coverage and limits will necessarily be adequate to protect UNIVERSITY, and such coverage and limits shall not be deemed as a limitation on UNIVERSITY's liability under the indemnities granted to CITY in this Site Lease. UNIVERSITY shall require any subtenants or contractors to comply with the insurance provisions of this Site Lease. In the event UNIVERSITY is not occupying space and is enforcing the subtenant's compliance with these insurance provisions, UNIVERSITY shall not be responsible, as a requirement of this Site Lease, to maintain the specific insurance required below:

UNIVERSITY shall obtain or require subtenants or contractors to obtain insurance of the types and in the amounts described below:

1. Commercial General and Umbrella Liability Insurance. UNIVERSITY (or subtenant/contractor) shall maintain Commercial General Liability (CGL) and, if necessary, commercial umbrella insurance with a limit of not less than \$1,000,000 each occurrence and in the aggregate. If such CGL insurance contains a general aggregate limit, it shall apply separately to the Demised Premises and shall not be less than \$1,000,000. CGL insurance shall be written on standard ISO occurrence form (or a substitute form providing equivalent coverage) and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract including the tort liability of another assumed in a business contract.
2. Commercial Auto Insurance. UNIVERSITY (or subtenant/contractor) shall maintain a Commercial Auto policy with a Combined Single Limit of \$1,000,000; Underinsured and Uninsured Motorists limit of \$1,000,000; Comprehensive; Collision; and a Medical Payments limit of \$10,000. Coverage shall include Non-Owned and Hired Car coverage.
3. Personal property. UNIVERSITY (or subtenant/contractor) shall purchase insurance to cover UNIVERSITY 's (or subtenant's) personal property. In no event shall CITY be liable for any damage to or loss of personal property sustained by UNIVERSITY (or subtenant/contractor),

whether or not insured, even if such loss is caused by the negligence of UNIVERSITY, its employees, officers or agents.

4. Workers' Compensation. Where required by law, UNIVERSITY (or subtenant/contractor) shall maintain all statutorily required coverages including Employer's Liability.

D. Hazardous Material Indemnification

1. By CITY. During and after the Term of this Facility Lease, CITY shall indemnify and hold UNIVERSITY harmless from any and all costs (including costs of remediation or clean-up and any proceedings related thereto), claims, judgments, damages, penalties, fines, liabilities or losses (including, without limitation, diminution in value of the Premises, damages for the loss or restriction on use of rentable or useable space or any amenity of the Premises, damages arising from any adverse impact on marketing of space, and sums paid in settlement of claims, attorneys' fees, consultant fees and expert fees) which arise during or after the Term as a result of CITY's breach of the obligations stated in Section V.F. regarding Hazardous Material. This indemnification of UNIVERSITY by CITY includes, without limitation, costs incurred in connection with any investigation of site conditions or any cleanup, remedial, removal, or restoration work required by any federal, state, or local governmental agency or political subdivision because of Hazardous Material present in the soil or ground water on or under the Premises. Without limiting the preceding, if the presence of any Hazardous Material on the Premises caused or permitted by CITY results in any contamination of the Premises, CITY shall promptly take all actions at CITY's sole expense as are necessary to return the Premises to the condition existing prior to the introduction of any Hazardous Material to the Premises.

2. By UNIVERSITY. During and after the Term of this Facility Lease, UNIVERSITY shall indemnify and hold CITY harmless from any and all costs (including costs of remediation or clean-up and any proceedings related thereto), claims, judgments, damages, penalties, fines, liabilities or losses (including, without limitation, diminution in value of the Premises, damages for the loss or restriction on use of rentable or useable space or any amenity of the Premises, damages arising from any adverse impact on marketing of space, and sums paid in settlement of claims, attorneys' fees, consultant fees and expert fees) which arise during or after the Term as a result of UNIVERSITY's breach of the obligations stated in Section V.F. regarding Hazardous Material. This indemnification of CITY by UNIVERSITY includes, without limitation, costs incurred in connection with any investigation of site conditions or any cleanup, remedial, removal, or restoration work required by any federal, state, or local governmental agency or political subdivision because of Hazardous Material present in the soil or ground water on or under the Premises. Without limiting the preceding, if the presence of any Hazardous Material on the Premises caused or permitted by UNIVERSITY results in any contamination of the Premises, UNIVERSITY shall promptly take all actions at UNIVERSITY's sole expense as are necessary to return the Premises to the condition existing prior to the introduction of any Hazardous Material to the Premises.

E.

F. Dispute Resolution. If the parties disagree regarding the performance of this Facility Lease, then the parties agree to engage in direct discussions to settle the dispute. If the disagreement cannot be settled by direct discussions, then the parties may agree to attempt to settle the disagreement in an amicable manner by mediation. Thereafter, any unresolved disagreement arising from or relating to this Facility Lease or a breach of this Facility Lease shall be resolved as provided by law. The provisions of this Section X.F. shall not apply to disputes arising from UNIVERSITY's default in the performance of any obligation to make Operating or Facility Cost payments as provided herein.

G. Attorney Fees and Costs. If a party is in default under this Facility Lease, then the defaulting party shall pay to the other party reasonable attorney fees and costs (i) incurred by the other party after default and referral to an attorney and (ii) incurred by the prevailing party in any litigation (including any attorney fees on appeal).

H. Interpretation. The law of the State of Idaho shall govern this Facility Lease. The courts in the State of Idaho shall have exclusive jurisdiction. The invalidity of any portion of this Facility Lease shall not affect the validity of any other portion of this Facility Lease. This Facility Lease constitutes the entire, completely integrated agreement regarding the lease of Premises from CITY to UNIVERSITY and supersedes all prior memoranda, correspondence, conversations and negotiations in regard to such facility leasing. Whenever the consent of either party is required to an action under this Facility Lease, consent shall not be unreasonably withheld or delayed.

XI. GENERAL PROVISIONS.

A. Notices. All notices under this Facility Lease shall be in writing and shall be deemed to be delivered on the date of delivery if delivered in person or by fax, or on the date of receipt if delivered by U.S. Mail or express courier. Proof of delivery shall be by affidavit of personal delivery, machine generated confirmation of fax transmission, or return receipt issued by U.S. Postal Service or express courier. Notices shall be addressed to the address set forth below:

LESSOR:

City of Moscow
P O Box 9203
Moscow, Idaho 83843

LESSEE:

Board of Regents of the University of Idaho
Vice President for Finance and Administration
P O Box 443168
Moscow, Idaho 83844-3168

B. Brokers. Each party hereto represents and warrants to the other party that the representing party has no arrangement with any realtor, broker or agent in connection with the negotiations of this Facility Lease. Each party agrees to defend, indemnify and hold the other party harmless from any cost, expense or liability for any compensation, commission or charges claimed by any realtor, broker or agent arising out of the actions of the indemnifying party with respect to this Facility Lease.

C. Non-recording. This Facility Lease shall not be recorded. A Memorandum of Lease executed by both parties hereto may be recorded.

D. Time is of the Essence. Time is of the essence with respect to the obligations to be performed under this Facility Lease.

E. UNIVERSITY and CITY understand that the leased premises has been funded in whole or in part with funds from the Federal Transit Administration (FTA), U. S. Department of Transportation. As such, the following provisions apply:

(1) Nondiscrimination - In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the UNIVERSITY and CITY agree that they will not discriminate against any person in the United States from participating in, denied the benefits of or otherwise subject that person to discrimination under the use, benefit, participation, enjoyment or treatment of the subject Premises, or an employee or applicant for employment, because of race, color, creed, national origin, sex, age, or disability. In addition, the UNIVERSITY and CITY agree to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.

(2) Equal Employment Opportunity - The following equal employment opportunity requirements apply to the underlying contract:

(a) Race, Color, Creed, National Origin, Sex - In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the UNIVERSITY and CITY agree to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 et seq., (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect the lease of the Premises during the course of this lease. UNIVERSITY and CITY agree to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or

termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, UNIVERSITY and CITY agree to comply with any implementing requirements FTA may issue.

(b) Age - In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § § 623 and Federal transit law at 49 U.S.C. § 5332, UNIVERSITY and CITY agree to refrain from discrimination against present and prospective employees for reason of age. In addition, UNIVERSITY and CITY agree to comply with any implementing requirements FTA may issue.

(c) Disabilities - In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. § 12112, UNIVERSITY and CITY agree that they will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, UNIVERSITY and CITY agree to comply with any implementing requirements FTA may issue.

(3) UNIVERSITY and CITY also agree to include these requirements in each sublease issued on the Premises.

F. Non-use of Names and Trademarks. No party to this Facility Lease shall, without express written consent in each case, use any name, trade name, trademark, or other designation of any other party hereto (including contraction, abbreviation, or simulation) in advertising, publicity, promotional, or similar activities or context.

XII. SIGNATURES

UNIVERSITY

CITY

Board of Regents of the University of Idaho

City of Moscow, Idaho

Ronald E. Smith, Vice President for
Finance and Administration

Nancy Chaney, Mayor

ATTEST:

Dated: _____

Stephanie Kalasz, City Clerk

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Exhibit “A” – ITC Facility Plan



Exhibit “B”

Memorandum of Agreement