



*USDA FOREST SERVICE*

# VALUE ANALYSIS STUDY SUMMARY

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SO Location for Nez Perce–Clearwater National Forests Combination

Nez Perce-Clearwater National Forests

January 9 – 13, 2012

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## **Value Analysis is...**

an organized method for evaluating  
an item, a project, process, or system,  
to achieve the required function(s) at optimum cost.

### **INVESTIGATION**

Gathering information, finding out what the project is about.

### **ANALYSIS**

Looking for the components that have the highest potential for  
significant improvement, cost reduction, or both.

### **SPECULATION**

Brainstorming alternative ways to meet the primary function(s).

### **EVALUATION**

Identifying the best alternatives.

### **DEVELOPMENT**

Forming complete descriptions of the best alternatives.

### **PRESENTATION**

Presenting findings, alternatives, and recommendations to management.

## Value Analysis Summary

### Team Members

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### Results

This study primarily focuses on the long term solution for the location of the Supervisors Office. The team analyzed six potential locations with multiple options at some locations. We analyzed 5 alternatives which included Kamiah, Grangeville and Orofino. We recommend the Kamiah location. However, we felt it was most important to provide decision rationale for the FLT to use when determining the SO location. For this purpose, background information has been provided. The Choosing by Advantages matrix can be modified by the FLT to help them select the final location.

The SO office space will be provided in Kamiah by renovating FS owned office, residences and warehouse. In Grangeville, the FS owned warehouse will be renovated to office space and additional office space will be leased. In Orofino, all office space will be leased.

This study did not address needed warehouse and shop space. This type of space is less expensive to lease than office space.

## **Description of Current Situation**

As budgets have trended downward, so will our need for change of existing facilities. The combination of the two Forests is consistent with the Northern Region's "Roadmap" for sharing leadership since it reduces the number of rangers, staff officers and program managers. One combined unit can provide more consistent customer service and land management in the geographic area.

The Regional Forester made the decision to combine the two Forests in December of 2010. In order to implement this decision, the Nez Perce and Clearwater National Forests are working toward a unified organization with a single Supervisor's Office. This study primarily focuses on the long term solution, approximately 10-12 years, of the Forest combination.

## **Description of Alternatives**

In all alternatives, 45 "non-Forest" employees were not included in space and cost estimates in our alternatives. The FLT will need to determine whether or not to provide space for these needs. We did focus on the transitioning details; we focused on the long term final solution.

### **Alternative 1: Kamiah SO**

#### **Most Advantageous Alternative**

This Alternative would consist of supplying all necessary SO office space in Kamiah through renovating existing structures. In Grangeville, convert a structure to office space and lease additional office space. In Orofino, lease needed office space.

The biggest advantage to this option is the low cost of converting the site and structures to an SO facility. In addition, this proposed office site locates SO, staff, and FLT employees on a single site in a neutral location centrally located for the combined Forests. This action increases cohesiveness by eliminating unnecessary travel of supervisors and staff, resulting in more effective planning of meetings as well as enhancing contact between management and employees.

The central location creates essentially equidistant traveling to forest extremities. The result will be longer field days to any extremity compared to operating out of two SOs, but the necessity for overnight travel should be reduced, enabling easier compliance with travel caps and evenings spent back with families.

Within the town of Kamiah, there are a few medical clinics, small assortment of religious denominations, tribal services, grocery store, local restaurants, and few other services. The Kamiah housing market is comparable to surrounding areas. Kamiah has a population of 1,295 people and hosts a tribal office.

The location of the Kamiah site along the highway provides good visibility to the public, an element of high importance to both the communities and public served.

**Kamiah Site:**

Offices in Kamiah will need to support an existing 12 employees, plus the added proposed SO load of 61 employees totaling 73 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 14,600 sf of office space is needed in Kamiah.

This alternative optimizes the utilization of owned structures on the Kamiah site. The minimum 14,600 sf of office space can be achieved through renovation of existing structures. By eliminating new construction costs and the need for a lease, this renovation option requires the least expense to create 14,600 sf of office space.

Existing structures needing renovation consist of a 6,540 sf office, 2,250 sf office, 2,970 sf warehouse, and two 2,350 sf bunkhouses totaling 16,460 sf potential office space.

**Grangeville Site:**

With an SO established in Kamiah, offices in Grangeville will need to support a remaining 45 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 9,000 sf of office space is needed in Grangeville.

Under this alternative, the minimum 9,000 sf of office space needed in Grangeville will be acquired through the conversion of an existing FS owned 6,915 sf warehouses to office space combined with a lease of a 2,085 sf minimum office. Utilizing existing FS property in Grangeville produces the lowest cost solution of satisfying office space standards.

**Orofino Site:**

With an SO established in Kamiah, offices in Orofino will need to support 27 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 5,400 sf of office space is needed in Orofino.

Under this alternative, the minimum 5,400 sf of office space needed in Orofino can only be obtained through a lease as the FS owns no property in Orofino.

## **Alternative 0: Kamiah SO**

### **Second Most Advantageous Alternative**

This alternative would consist of supplying all necessary SO office space in Kamiah through renovating and adding on to the existing Kamiah office. In Grangeville, lease needed office space. In Orofino, lease needed office space.

The biggest advantage to this option is that the cohesiveness of a single SO would be maximized. This proposed office site locates SO, staff, and FLT employees in a single office on a single site in a neutral location centrally located for the combined Forests. This action maximizes cohesiveness by eliminating unnecessary travel of supervisors and staff resulting in more effective planning of meetings as well as enhancing contact between management and employees. By building onto existing office space, this is a relatively inexpensive alternative but would require construction funds that are on hold indefinitely.

The central location creates essentially equidistant traveling to forest extremities. The result will be longer field days to any extremity compared to operating out of two SOs, but the necessity for overnight travel should be reduced, enabling easier compliance with travel caps and evenings spent back with families.

Within the town of Kamiah, there are a few medical clinics, small assortment of religious denominations, tribal services, grocery store, local restaurants, and few other services. The Kamiah housing market is comparable to surrounding areas. Kamiah has a population of 1295 people and hosts a tribal office.

The location of the Kamiah site along the highway provides good visibility to the public, an element of high importance to both the communities and public served.

#### **Kamiah Site:**

An office in Kamiah will need to support an existing 12 employees, plus the added proposed SO load of 61 employees totaling 73 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 14,600 sf of office space is needed in Kamiah to support a future SO and existing employees.

This alternative utilizes the existing FS owned office on the Kamiah site. The existing office is 6,540 sf. The 6,540 sf will be renovated with an additional 8,058 sf new construction added to the existing office.

#### **Grangeville Site:**

With an SO established in Kamiah, offices in Grangeville will need to support a remaining 45 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for

employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 9,000 sf of office space is needed in Grangeville.

Under this alternative, the minimum 9,000 sf of office space needed in Grangeville will be acquired through a lease.

**Orofino Site:**

With an SO established in Kamiah, offices in Orofino will need to support 27 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 5,400 sf of office space is needed in Orofino.

Under this alternative, the minimum 5,400 sf of office space needed in Orofino can only be obtained through a lease as the FS owns no property in Orofino.

**Alternative 3: Kamiah SO**

**Third Most Advantageous Alternative**

This Alternative would consist of utilizing existing FS owned office space in Kamiah and leasing the remaining needed office space. In Grangeville, lease needed office space. In Orofino, lease needed office space.

The biggest advantage to this option is probability of funding. By eliminating new construction costs and minimizing renovation costs, funding this alternative has the highest probability under the present economic climate. In addition, this proposal locates SO, staff, and FLT employees at a neutral location centrally located for the combined Forests. This action increases cohesiveness by reducing highway travel of supervisors and staff resulting in more effective planning of meetings as well as enhancing contact between management and employees.

The central location creates essentially equidistant traveling to forest extremities. The result will be longer field days to any extremity compared to operating out of two SOs, but the necessity for overnight travel should be reduced, enabling easier compliance with travel caps and evenings spent back with families.

Within the town of Kamiah, there are a few medical clinics, small assortment of religious denominations, tribal services, grocery store, local restaurants, and few other services. The Kamiah housing market is comparable to surrounding areas. Kamiah has a population of 1,295 people and hosts a tribal office.

The location of the Kamiah site along the highway provides good visibility to the public, an element of high importance to both the communities and public served.

**Kamiah Site:**

An office in Kamiah will need to support an existing 12 employees, plus the added proposed SO load of 61 employees totaling 73 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 14,600 sf of office space is needed in Kamiah.

This alternative utilizes the existing FS owned office on the Kamiah site. The existing 6,540 sf office will be renovated with the remaining needed 8,058 sf office space leased.

**Grangeville Site:**

With an SO established in Kamiah, offices in Grangeville will need to support a remaining 45 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 9,000 sf of office space is needed in Grangeville.

Under this alternative, the minimum 9,000 sf of office space needed in Grangeville will be acquired through a lease.

**Orofino Site:**

With an SO established in Kamiah, offices in Orofino will need to support 27 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 5,400 sf of office space is needed in Orofino.

Under this alternative, the minimum 5,400 sf of office space needed in Orofino can only be obtained through a lease as the FS owns no property in Orofino.

**Alternative 6: Orofino SO****Fourth Most Advantageous Alternative**

This Alternative would consist of supplying all necessary SO office space in Orofino through a lease. In Kamiah, utilize existing office space and convey excess residences. In Grangeville, convert a structure to office space and lease additional office space.

The biggest advantage to this option is that the location of the Orofino site along the highway provides good visibility to the public, an element of high importance to both the communities and public served. In addition, this proposed office site locates SO, staff, and FLT employees on a single site in a single location. This action provides cohesiveness by eliminating unnecessary travel of supervisors and staff

resulting in more effective planning of meetings as well as enhancing contact between management and employees.

The offset location makes for a shorter commute to the north end of the forest but will likely require overnight stays when traveling to the southeastern corners of the Forest.

Within the town of Orofino, there are a multiple medical facility options to include a hospital, moderate assortment of religious denominations, grocery stores, local restaurants, community college extension courses, hardware stores, and multiple other services. The Orofino housing market is comparable to surrounding areas. Orofino has a population of 3,142 people and hosts a county seat.

**Orofino Site:**

Offices in Orofino will need to support an existing 27 employees, plus the added proposed SO load of 61 employees totaling 88 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 17,600 sf of office space is needed in Orofino.

Under this alternative, the minimum 17,600 sf of office space needed in Orofino can only be obtained through a lease as the FS owns no property in Orofino.

**Grangeville Site:**

With an SO established in Orofino, offices in Grangeville will need to support a remaining 45 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 9,000 sf of office space is needed in Grangeville.

Under this alternative, the minimum 9,000 sf of office space needed in Grangeville will be acquired through the conversion of an existing FS owned 6,915 sf warehouse to office space combined with a lease of a 2,085 sf minimum office. Utilizing existing FS property in Grangeville produces the lowest cost solution of satisfying office space standards.

**Kamiah Site:**

With an SO established in Orofino, offices in Kamiah will need to support 12 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 2,400 sf of office space is needed in Kamiah.

Under this alternative, the minimum 2,400 sf of office space needed in Kamiah already exists with an excess of 6,390 sf (all FS owned). It is proposed that the two bunkhouses and converted office residence be conveyed to help supplement renovation costs of the Grangeville warehouse conversion.

## **Alternative 5: Grangeville SO**

### **Fifth Most Advantageous Alternative**

This alternative would consist of supplying all necessary SO office space in Grangeville through converting an owned warehouse to office space combined with a lease. In Kamiah, utilize existing office space and conveying excess residences. In Orofino, lease needed office space.

The biggest advantage to this option is the locations amenities aiding in recruiting as well as employee retention. This proposal eliminates unnecessary travel of supervisors and staff resulting in more effective planning of meetings as well as enhancing contact between management and employees.

The offset location makes for a shorter commute to the south end of the forest but will likely require overnight stays when traveling to the northeastern corners of the Forest.

Within the town of Grangeville, there are a multiple medical facility options to include a hospital, moderate assortment of religious denominations, grocery stores, local restaurants, community college extension courses, hardware stores, and multiple other services. The Grangeville housing market is comparable to surrounding areas. Grangeville has a population of 3141 people and hosts a county seat.

#### **Grangeville Site:**

Offices in Grangeville will need to support an existing 45 employees, plus the added proposed SO load of 61 employees totaling 106 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 21,200 sf of office space is needed in Grangeville.

Under this alternative, the minimum 21,200 sf of office space needed in Grangeville will be acquired through the conversion of an existing FS owned 6,915 sf warehouse to office space combined with a lease of a 14,285 sf minimum office. Utilizing existing FS property in Grangeville produces the lowest cost solution of satisfying office space standards.

#### **Orofino Site:**

With an SO established in Grangeville, offices in Orofino will need to support 27 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 5,400 sf of office space is needed in Orofino.

Under this alternative, the minimum 5,400 sf of office space needed in Orofino can only be obtained through a lease as the FS owns no property in Orofino.

### **Kamiah Site:**

With an SO established in Grangeville, offices in Kamiah will need to support 12 employees. Office size is calculated by using the regional standard of 200 sf office space per person. This includes workstations for all workgroups, filing and meeting spaces, offices for staff, and support space for employees including break room, central files, mail, copy, and supply rooms. To satisfy this requirement, a minimum of 2,400 sf of office space is needed in Kamiah.

Under this alternative, the minimum 2,400 sf of office space needed in Kamiah already exists with an excess of 6,390 sf (all FS owned). It is proposed that the two bunkhouses and converted office residence be conveyed to help supplement renovation costs of the Grangeville warehouse conversion.

### **Funding Sources**

When remodeling is less than \$100,000 per year, it is feasible to complete the work with maintenance funding (FMCP09). However, any major remodeling (over \$100,000 per year) generally requires capital investment (CIP) funding (CMFC). Currently, and for the foreseeable future, CIP funding is non-existent. CIP projects over a \$100,000 must be regionally approved. Previously, projects needed to be submitted 5+ years in advance, however, due to recent budget shortfalls in the CIP budget, a new process is going to be developed.

The funding for leases are easier to obtain, but requires space planning to ensure the proper type and amount of space is leased. If there is an existing lease, such as the one at Orofino, generally new leases for the same function cannot begin until the existing lease expires. The process to initiate a new lease can begin now for Orofino, but the contract may not be signed until the other lease expires. Sole source leases are difficult to obtain since the majority of leases have to be competitively bid.

### **Conveyances**

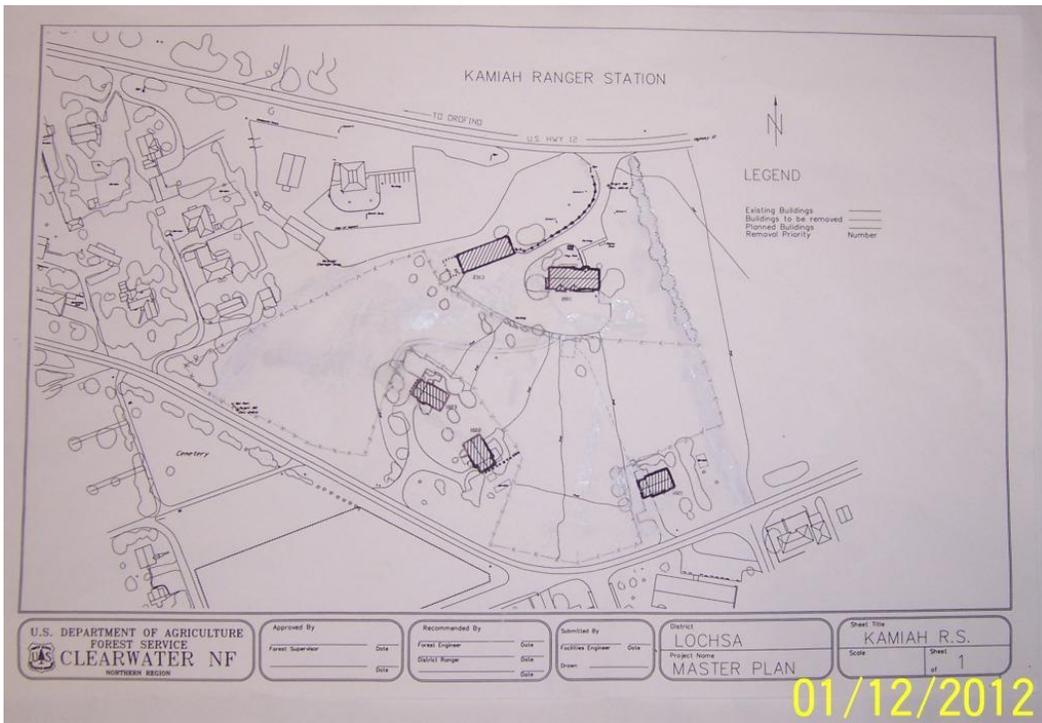
Kamiah and Kooskia are currently on the conveyance list, but the conveyances are on hold. The Kooskia conveyance is unlikely to occur due to heritage issues. Three of the proposed alternatives include conveying the residences at Kamiah. This would help offset the cost of implementing the new SO location. Once a conveyance is decided upon, it takes an average of 3 years to complete the sale and often results in less profit than anticipated. The funding can be used for new construction or maintenance.

## Alternative Summary Table

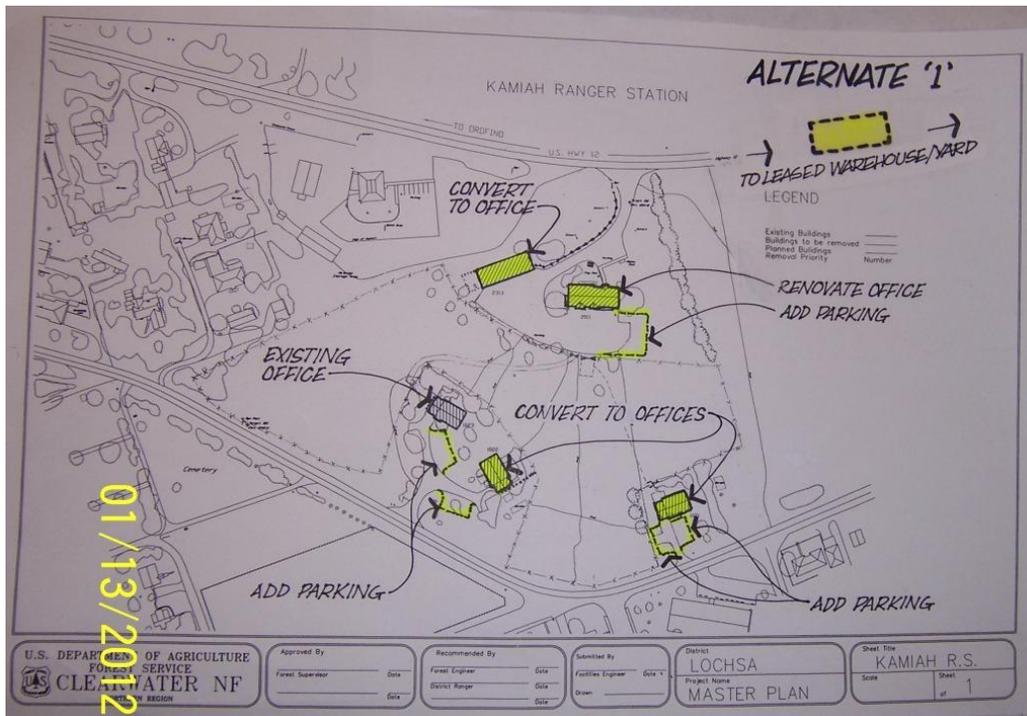
	Alternative 0	Alternative 1	Alternative 3	Alternative 5	Alternative 6
<b>SO Location</b>	Kamiah	Kamiah	Kamiah	Grangeville	Orofino
<b>Kamiah</b>	Renovate and addition to existing office, convey residences	Renovate existing space	Utilize existing office, lease additional needed	Convey residences	Convey residences
<b>Grangeville</b>	Lease	Renovate existing warehouse, lease additional	Lease	Renovate existing warehouse, lease additional	Renovate existing warehouse, lease additional
<b>Orofino</b>	Lease	Lease	Lease	Lease	Lease
<b>Alternative CBA Ranking</b>	2	1	3	5	4
<b>Net Present Value Costs</b>	\$11,900,000	\$7,900,000	\$11,600,000	\$12,500,000	\$12,500,000
<b>Initial Renovation Cost</b>	\$654,200	\$2,151,500	\$0	\$691,500	\$691,500
<b>New Construction Cost</b>	\$2,014,500	\$0	\$0	\$0	\$0
<b>Leased Costs/Year</b>	\$345,600	\$179,640	\$485,040	\$472,440	\$472,440
<b>Conveyance</b>	-\$300,000	\$0	\$0	-\$300,000	-\$300,000

# Sketch of Proposed Location of SO

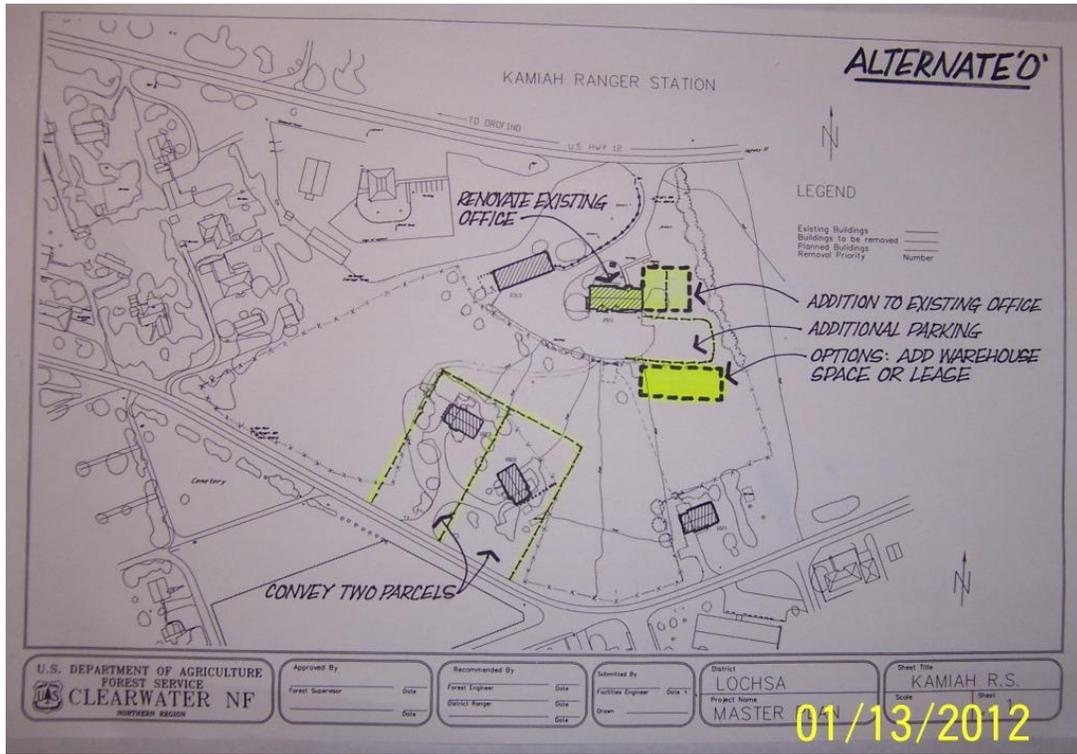
## Kamiah Existing Site



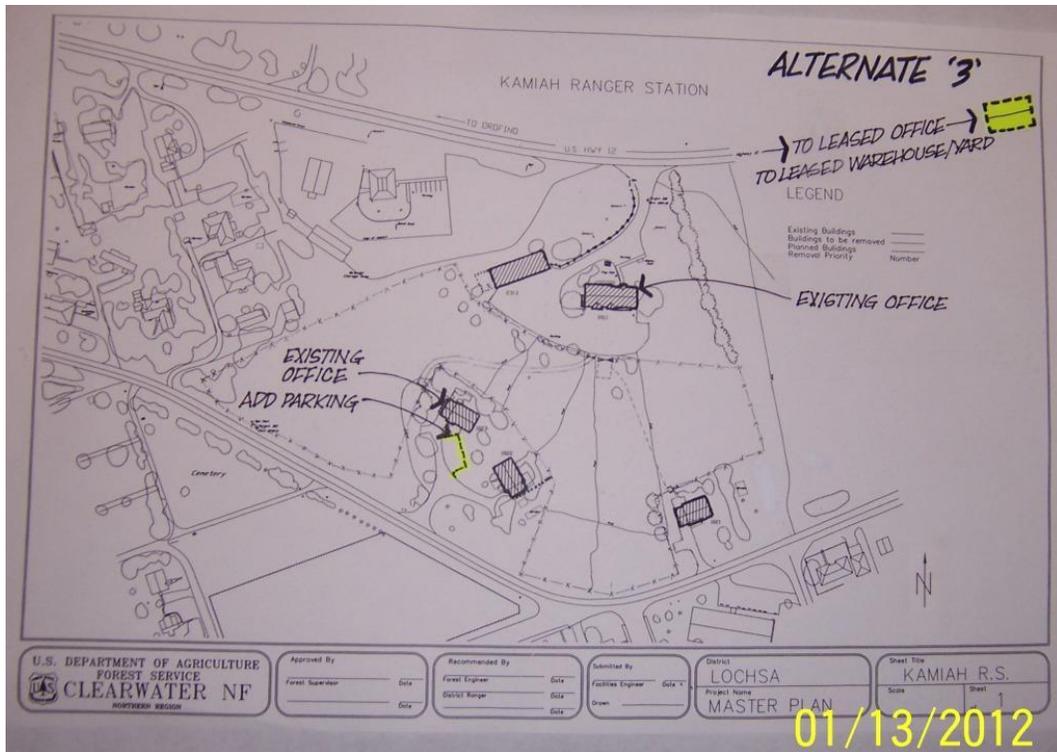
## Alternative 1



### Alternative 0



### Alternative 3



## Proposed Alternative Advantages

EXISTING CONDITIONS	PROPOSED ALTERNATIVE CONCEPT
2 Forests	1 Forest
2 Supervisors Offices	1 Supervisors Office
Each SO centralized for each forest	New SO centralized for new Forest
Forest were divided by districts	Forest divided by zones and districts
Leased and Owned Facilities	Leased and Owned Facilities
330 Employees	300 Employees
Travel Caps	Travel Caps
274 SF/emp average at Kamiah, Grangeville & Orofino	200 SF/employee at Kamiah, Grangeville & Orofino
Net Present Value = \$21,700,00	Net Present Value = \$7,900,000 to \$11,900,000

## Suggested Short Term Strategies

- Continue renovations of non-office facilities as needed.
- Begin long term planning/funding for a single office should the opportunity occur.
- If there is a shortage of office space, conference rooms can be converted to offices and meeting space leased from the community.
- Look for ways to utilize excess leased space as it is vacated. e.g. Daycare, bunkhouse, etc
- Begin process for acquisition of space for Orofino employees for 2014.
- Consider flexible lease in Orofino for remaining SO employees or require them to work in Kamiah starting at this time.

## Comments

- Current Facilities Construction funding is non-existent.
- The final combination will result in smaller workspaces for many employees.
- Renovations can be done over multiple years as space is needed during transition.
- Some renovation alternatives result in reduced warehouse space which may need to be replaced, relocated or leased.
- Explore options for partnership dollars where other agencies utilize our facilities.
- Look for opportunities to house single employees, LEI, visitor information in with other agencies.