

**AGENDA**  
**SPECIAL COUNCIL MEETING OF THE MAYOR AND CITY COUNCIL**  
**IN THE COUNCIL CHAMBERS – 81 ELKHORN ROAD**  
**CITY OF SUN VALLEY, IDAHO**  
**MAY 12, 2015 - 1:00 P.M.**

**CALL TO ORDER**

**ROLL CALL**

**PLEDGE OF ALLEGIANCE**

**PUBLIC COMMENT** - *The Mayor and Council welcome comments from the public on any subject. Please state your name and address for the record. Public comments may be limited to three (3) minutes. Please note this is the only time during this meeting that public comment time will be provided.*

**MAYOR AND COUNCIL RESPONSE TO PUBLIC COMMENT (5 min.)**

**COUNCIL COMMENT (5 min.)**

**MAYOR COMMENT (5 min.)**

**QUESTIONS FROM THE PRESS (3 min.)**

**WORK SESSION - REVIEW AND DISCUSSION OF THE PROPOSED FISCAL YEAR 2016 BUDGET**

**PRESENTATIONS - EXTERNAL CONTRACTS (60 min.)**

1. Prosecuting Attorney, Frederick Allington (15 min.); .....1
2. Blaine County Housing Authority (15 min.); .....11
3. Sun Valley Economic Development (15 min.); .....44
4. Mountain Rides Transportation Authority (15 min.); .....63

**ACTION/DISCUSSION ITEMS (10 min.)**

5. Discussion and action on Morning Star Road drainage and shoulder repair project (5 min.); ...76
6. Discussion and action on short-term employment agreement for Interim Community Development Director John Gaeddert (5 min.); .....81

**EXECUTIVE SESSION**, if called, pursuant to Idaho Code 67-2345 Sections (a), (b) and (f).

**ADJOURNMENT** - *Meeting will conclude after the completion of agenda items or at the latest 9:00 p.m. Any item under discussion or consideration at 9:00 p.m. will be completed. Any remaining items on the agenda will be scheduled for another meeting.*

# City of Sun Valley

## EXTERNAL CONTRACT OVERVIEW

Acct No	Account Description	FY 2013	FY 2014	FY 2015	FY 2016	Notes and Descriptions of line item purchases
		Prior Year 2	Prior Year 1	ADOPTED	PROPOSED	
10-411-689	MARKETING SERVICES	250,000	209,250	300,000	300,000	SVMA
10-411-692	ECONOMIC DEVELOPMENT, CULTURAL AND INFORMATION SERVICES	10,000	5,000	8,500	10,000	SVED
10-411-694	PUBLIC TRANSIT SERVICES	250,000	250,000	250,000	280,000	Mountain Rides
10-421-428	PROSECUTION OF MISDEMEANORS	23,205	23,205	23,901	23,205	Frederick Allington
42-470-703	COMMUNITY HOUSING SERVICES	5,000	10,000	18,000	18,000	BCHA

**CITY PROSECUTING ATTORNEY**  
**FREDERICK C. ALLINGTON**  
115 SECOND AVENUE SOUTH  
HAILEY, IDAHO 83333  
(208) 788-7802  
Fax: (208) 788-7901

April 29, 2015

The Honorable Dewayne Briscoe,  
Sun Valley City Mayor  
P.O. Box 416  
Sun Valley, ID 83353

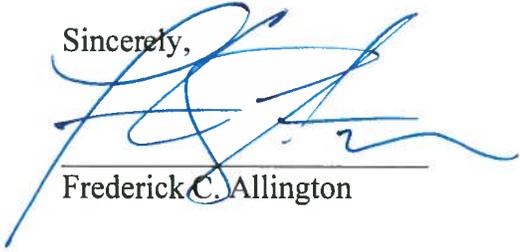
Dear Mayor:

I have enclosed a copy of my proposed Contract for legal services for your review. The Contract is identical to the one currently in effect. The current amount paid by the City is \$23,901 per year and I am not seeking an increase.

As I have done in the past, included is an itemized time sheet from October, 2014 to April, 2015. The number of hours is consistent with prior years and if my time spent for trainings, task force meetings and being on call 24/7 were taken into account, the figure would be approximately equal to my current contract rate.

I look forward to meeting with you and the City Council to discuss my rates and work out a figure that is both fair for the City and myself.

Sincerely,



---

Frederick C. Allington

## **AGREEMENT FOR PROSECUTION OF CITY MISDEMEANORS**

AGREEMENT made this \_\_\_\_\_ day of \_\_\_\_\_, 2015, between FREDERICK C. ALLINGTON, ESQ., hereinafter referred to as "Attorney", and THE CITY OF SUN VALLEY, IDAHO, ( hereinafter referred to as "City");

### **WITNESSETH**

WHEREAS, Idaho Code §50-208 requires that the city attorney, his/her deputies or contract counsel of any municipality shall prosecute those violations of county or city ordinances, state traffic infractions and state misdemeanors committed within the municipal limits; and

WHEREAS, Idaho Code §§50-208 and 50-301 allows any city to contract for alternative additional counsel when deemed advisable; and

WHEREAS, THE City desires to contract with Attorney to prosecute those violations of county or city ordinances, state traffic infractions and state misdemeanors committed within the municipal limits of the City when arresting or charging officer is an employee of one of the City; and

WHEREAS, Attorney desires to contract with the City to accept the duty and receive the authority to prosecute those violations of county or city ordinances, state traffic infractions and state misdemeanors committed within the municipal limits of the City when the arresting or charging officer is an employee of one of the City; and

WHEREAS, The City deems the expenses corresponding to the services provided by Attorney as ordinary and necessary pursuant to Art. VIII, §3 of the Constitution of the State of Idaho; and

NOW, THEREFORE, in consideration of the foregoing and the City's payment to the Attorney of compensation hereinafter provided, the parties hereby agree as follows:

#### **1. PERFORMANCE OF SERVICES.**

- A. Attorney will prosecute all misdemeanor crimes, traffic offenses, and ordinance violations occurring within the city limits for which an arrest is made or a citation issued by an officer of City and appeals thereof from magistrate to district court.
- B. In addition, Attorney agrees to provide the City with the following specific services:
  - (1) Render legal advice, when requested, to the City's police departments and police officers on a 24 hour per day seven (7) days per week basis (insofar as

is possible) regarding all police matters relating to criminal law and criminal procedure; and

- (2) Office consultation with City's police officers concerning the filing of charges; and
- (3) Draft all complaints, arrest and search warrants, and summonses relating to criminal charges; and
- (4) Prepare for and conduct all probable cause hearings in cases related to criminal charges; and
- (5) Draft affidavits in support of search warrants and arrest warrants; and arrange, prepare for and conduct all hearings necessary to obtain said warrants; and
- (6) Prepare for and conduct all hearings or motions scheduled for a hearing in any case within the scope of this Agreement, and any appeal thereof from magistrate to district court. Such hearings include but are not limited to, arraignments, bond hearings, motions to suppress and sentencing; and
- (7) Prepare and conduct all trials in any case within the scope of this Agreement, whether such trial shall be by bench or by jury, and any appeal thereof; and
- (8) Keep informed of new developments in criminal law and criminal procedure.

C. The inclusion of any services by specific reference in this Agreement is not intended as an exclusion of other services necessary and proper to the fulfillment of this Agreement.

D. The Attorney agrees that all services provided pursuant to Section 1 of this Agreement shall be in accordance with the Idaho State Bar Association's Rules of Professional Responsibility.

2. **TIME OF PERFORMANCE AND TERMINATION.** This Agreement shall be in full force and effect from the 1<sup>st</sup> day of October, 2015 through the 30<sup>th</sup> day of September, 2016

### 3. **COMPENSATION**

A. Compensation per year of TWENTY THREE THOUSAND NINE HUNDRED ONE DOLLARS (\$23,901) will be paid to Attorney as consideration for providing

AGREEMENT FOR PROSECUTION

Page 2

the services necessary to the fulfillment of this Agreement from October 1, 2015 through September 30, 2016.

- B. Attorney agrees that the compensation fixed in paragraph 3A above shall constitute the total amount of compensation to be awarded under the terms of this Agreement with one half payment due on the first day of October and the second half due on first day of April commencing on October 1, 2015.
- C. Compensation to all other persons, entities and organizations for services and materials necessary to the fulfillment of the terms of this Agreement, including professional liability insurance, shall be the sole responsibility and obligation of Attorney; Attorney shall have the discretion to hire or retain such clerical, administrative, paralegal or legal help as may be necessary to the fulfillment of the terms of this Agreement.

4. **INDEPENDENT CONTRACTOR STATUS.** Attorney is retained only for the purposes and to the extent set forth in this Agreement. The parties to this Agreement intend that the relationship of the Cities to the Attorney shall be that of an independent contractor. As such, the Attorney shall not be entitled to any benefits which the City may provide to their respective employees, including, but not limited to, unemployment compensation, medical insurance or similar benefits. Nothing herein shall be construed to constitute an intent to form a partnership, employment, joint venture or other relationship except as acknowledged herein by the parties, The parties shall, at all times, take all necessary actions to maintain such relationship, including, but not limited to, the filing of necessary tax documents consistent herewith.

5. **COSTS OF PROSECUTION.** City is responsible to pay directly any and all costs of prosecution of their respective cases including, but are not limited to, witness fees, travel costs and transcript costs. For costs of prosecution in excess of ONE HUNDRED and no/100 Dollars (\$100.00), the Attorney will review the merits of the case and reasons for the costs with the Chief of Police for the City who, in turn, has full discretion to authorize payment of the projected costs of prosecution.

6. **CONFLICT OF INTEREST.**

- A. To the extent that a conflict of interest arises due to a criminal defendant's employment position, the city where the alleged offense occurred, with the assistance of Attorney, shall arrange and pay for the prosecution. Such criminal defendants shall include, but are not limited to, elected and appointed city officials, law enforcement personnel, Blaine County Prosecuting and Deputy Prosecuting Attorneys. Attorney shall make a good faith effort to arrange for a conflict prosecutor at no charge.

- B. To the extent that a conflict of interest arises due to a criminal defendant's position as a practicing attorney whom Attorney has significant contact with as opposing counsel, the Attorney shall make a good faith effort to arrange for a conflict attorney to prosecute the case without charge. If Attorney cannot arrange for such a conflict attorney, then the city where the alleged offense was committed shall arrange and pay for the cost of prosecution.
- C. To the extent that a conflict of interest arises that is not addressed in Subsections 6A or 6B, Attorney shall arrange and pay for the cost of prosecution.
7. **DISCRETION.** Attorney shall have ultimate discretion in all charging decisions, plea agreements and dispositions of cases prosecuted on behalf of City, but will fully consider the requests and input of the chiefs of police of City with regard to particular cases or class of cases.
8. **COMPLIANCE WITH LAWS.** The Attorney agrees to comply with all federal, state, city and local laws, rules and regulations.
9. **TERMINATION OF AGREEMENT.** Either party may terminate this agreement upon 30 days written notice.
10. **AMENDMENTS/ASSIGNMENT.** This Agreement may only be changed, modified, amended or assigned upon the written consent of all the parties.
11. **HEADINGS.** The headings in this Agreement are inserted for convenience and identification only and are in no way intended to describe, interpret, define or limit the scope, extent or intent of this Agreement or any provisions hereof.
12. **SEVERABILITY.** Every provision of this Agreement is intended to be severable. If any term or provision hereof is deemed invalid or unenforceable by a court of competent jurisdiction, such decision or decisions shall not affect the validity of the remaining portions hereof, which shall continue in full force and effect and applicable to all circumstances to which it may validly apply.
13. **BINDING AGREEMENT.** This Agreement and the terms and provisions hereof shall inure to the benefit of and be binding upon the respective successors and assigns of the parties hereof.
14. **ENTIRE AGREEMENT.** This Agreement shall constitute the entire agreement of the parties and is the sum total of the agreements and understandings of the parties hereto, and supersedes and replaces any other written or oral agreements or understandings.

15. **INTERPRETATION.** This Agreement shall be liberally construed in accordance with the general purposes of this Agreement and the laws of the State of Idaho.
16. **NO PRESUMPTION.** No presumption shall exist in favor of or against any party to this Agreement as the result of the drafting and preparation of this document.
17. **EXECUTION.** This Agreement may be executed simultaneously in one or more counterparts, each of which shall be deemed an original, but all together shall constitute one and the same instrument.
18. **ACCEPTANCE.** The parties fully understand all of the provisions of this Agreement, and believe them to be fair, just, adequate and reasonable, and accordingly accept the provisions of this Agreement freely and voluntarily.
19. **AUTHORITY.** Each City hereby represents and acknowledges that the execution of this Agreement has been duly authorized and approved by each City herein.
20. **INDEMNIFICATION.** From and after the commencement of this Agreement, Attorney hereby agrees to hold the City harmless and indemnify the City from any claims arising or resulting from the Attorney's handling of the prosecution of any matter pursuant to this Agreement. This provision is intended to cover all aspects of the Attorney's involvement in a prosecution, including all decisions or conduct prior to charging a defendant as well as thereafter. The term "claims" as used herein shall mean and include any and all liabilities, damages injuries, losses, causes of action, judgments, rights or demands of every kind, asserted or which may be asserted.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first above written.

ATTORNEY:

CITY OF SUN VALLEY, IDAHO

---

Frederick C. Allington

---

The Honorable Dewayne Briscoe,  
Mayor

CASE	MISDEMEANOR TIME DESCRIPTION	TIME	TOTAL
CR14-2625	11/4/14 T/C w Walt and Cliff re charges investigation of case 11/5 Review File 11/5 Legal Research 11/5 Arraignment 12/5 Prepare Discovery 12/8 Pretrial Conference 1/12/15 Pretrial Conference 2/9 Pretrial Conference 2/17 Review Stipulation and Entry of Guilty Plea	.5 3.0 .5 1.0 1.0 1.0 1.0 .1 .2	8.3
CR14-2566	10/29 Review P/C. police reports 10/30 Review request for Discovery, NOA 11/25 Prepare Response to Discovery 12/1 Review file for PTC 12/1 Pretrial Conference 2/9 Sentencing Hearing, Change of Plea	.5 .2 1.0 .5 1.0 1.0	5.2
CR15-87	1/19 Review File 1/26 Arraignment, Sentencing	.5 1.0	1.5
CR14-2437	10/7 Review P/C police reports 11/17 Review File and Pretrial Conference 1/9 Review Discovery Request 1/16 Prepare Discovery Response 1/26 Review File and Sentencing	.5 1.0 .5 1.0 1.0	4.0
CR14-2367	10/1 Research case file, research possible felony charges 10/20 Arraignment 11/12 Review Request for Discovery 11/17 Prepare Discovery 11/17 Review File and Pretrial Conference 1/12 Review File/Final PTC/Change of Plea 3/16 Sentencing Hearing continued, Review file 3/30 Review Alcohol Evaluation and File 3/30 Sentencing Hearing	1.0 1.0 .5 1.0 1.0 1.0 .5 .5 1.0	7.5
CR15-274	2/4 Review Police Report 2/9 Review File, Arraignment, Bench Warrant 2/23 Review File , Arraignment 2/26 Review Request for Discovery 3/20 Prepare Discovery 3/23 Review File and Pretrial Conference 4/20 Review File, Sentencing Hearing, Change of Plea	.5 1.0 .5 1.0 1.0 1.0 1.0	6

CR14-2102	9/8 Review file	.5	3.5
	9/8 Arraignment	1.0	
	9/12 Review Request for Discovery	.5	
	11/8 Review File and Pretrial Conference	1.0	
	1/13 Review File/Motion to Dismiss	.5	
		TOTAL	36

CASE	INFRACTION TIME DESCRIPTION	TIME	TOTAL
CR15-001	1/7 Meeting with Defendant: review of proof of insurance 1/7 Prepare Motion and Order to Dismiss	.2 .5	.7
CR15-0764	3/20 Meet with Defendant, review documents 3/20 Prepare Motion to Dismiss	.2 .5	.7
CR15-867	4/17 Meet with Defendant, review documents 4/17 Prepare Motion to Dismiss	.2 .5	.7
		TOTAL	2.1



April 29, 2015

Mayor Dewayne Briscoe & City Council  
Sent Via Email

Dear Mayor Briscoe and City Council Members:

Thank you for the opportunity to continue BCHA's relationship with the City of Sun Valley by considering our Contract for Service for FY 2016 in which we will serve as the city's housing department, the regional housing authority and the steward of Community Homes in Sun Valley. The Blaine County Housing Authority and its Board of Commissioners has valued our services to the City of Sun Valley for FY 2016 at \$18,000 and respectfully requests the City Council to allocate funds for this amount in its FY 2016 budget. This is the same value as our contract for service in FY 2015. However, BCHA will provide additional services to the City of Sun Valley, its residents and employers in FY 2016. **We are offering more services to the City of Sun Valley for the same cost!**

### **New BCHA Services in FY 2016** The Lift Tower Lodge

BCHA is operating the Lift Tower Lodge to provide short-term housing for low-income, seasonal and temporary workers.

In the first three months of BCHA's operation of the Lift Tower Lodge we have provided a housing solution for forty (40) individuals for a total of four hundred and forty-one (441) nights. While the majority of these workers directly support our resort economy, there is diversity among the residents. Occupations range from kitchen worker, to lift operator, to on-mountain photographer, to traveling hospital workers.

In addition to the obvious support for our resort economy there are other, less visible, benefits BCHA is able to provide. For example, we were able to provide an alternative housing option to two individuals who were living in a studio apartment in Sun Valley with a total of five people. Removing two individuals from this overcrowded living situation is an obvious benefit to everyone involved. It also surely benefited the immediate neighbors.

### Housing Counseling Services

Quality housing counseling services are a valuable asset in any community. Unfortunately, the closest counseling services available to Sun Valley and Blaine County residents are in Twin Falls or Boise, until now. BCHA Program Administrator, Bobi Bellows, has obtained HUD certifications for Pre-Purchase, Post-Purchase, Maintenance and Preservation and Foreclosure Prevention counseling. BCHA will provide these services to all Sun Valley and Blaine County residents, not just BCHA applicants and owners.

## **Contract for Service Performance**

### Asset Management

BCHA conducts annual compliance reviews to ensure the occupancy and other standards of the Deed Covenants on Sun Valley's eight (8) Community Homes are met. Additionally, we conduct compliance reviews on all ninety-five (95) Community Homes in BCHA's stewardship.

We want to note that BCHA's Community Housing program provides impacts to the City of Sun Valley and its employers beyond the eight Community Homes within city limits. There are at least fifteen (15) households who work in Sun Valley, but reside in Community Housing in other parts of Blaine County. Several of these households are City of Sun Valley emergency responders.

### Database Management

BCHA maintains the county's only database of low and moderate income households looking for affordable housing. We update the database on a continuing basis. In the last twelve months, we have qualified seventy-six (76) new household applicants and we have removed fifty-eight (58) household applicants from the database for a net of plus eighteen (+18). Seventeen (17) of the new applicants are employed in the City of Sun Valley. Also in the past twelve months, BCHA has placed seventeen (17) households in Community Housing.

In summary, BCHA worked directly with one hundred and thirty-four (134) household applicants in the past twelve months, about twenty percent (20%) of whom live or work in Sun Valley.

### Housing Benefit Review

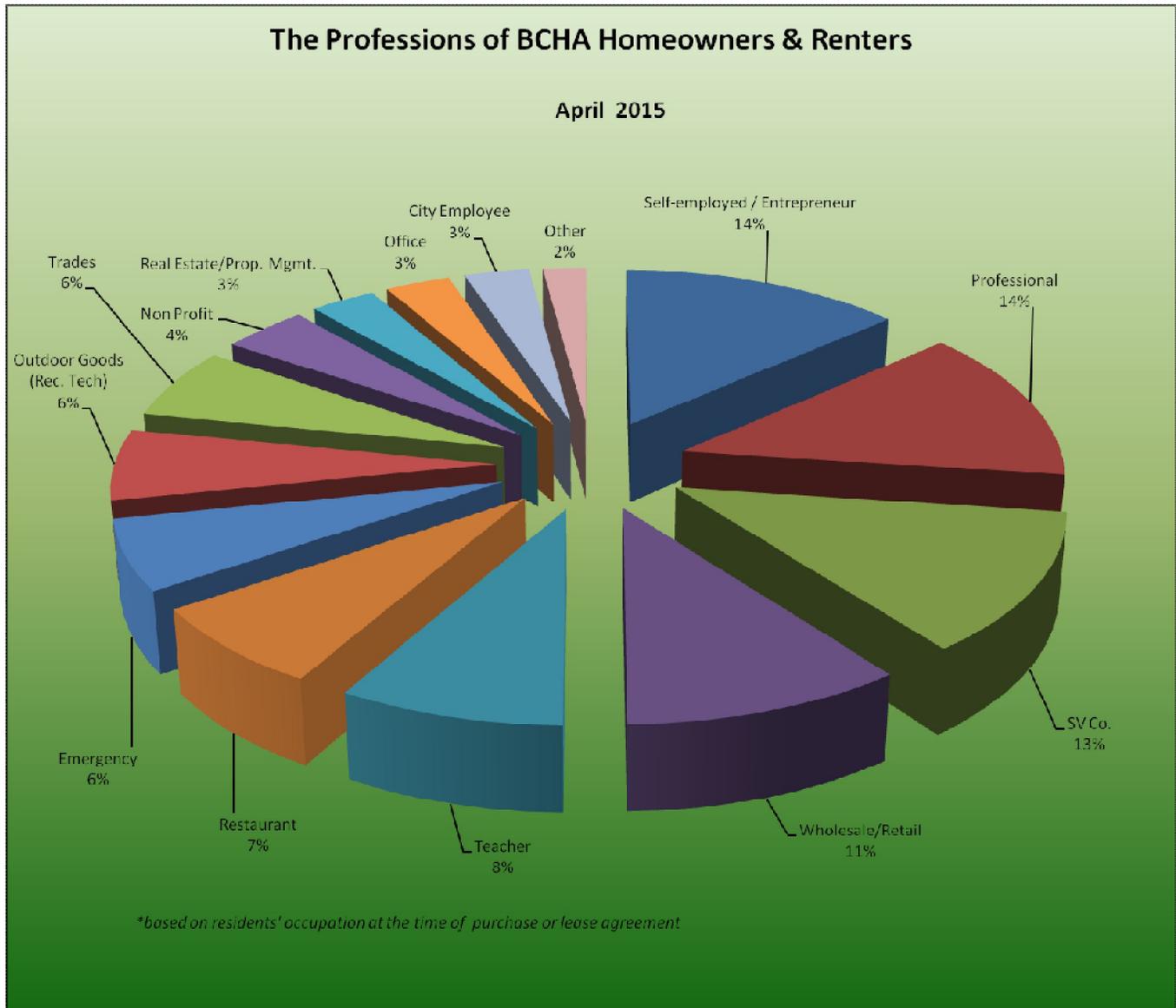
In July 2015, BCHA will conduct an annual review of the City's housing benefit provided to qualified city employees. BCHA keeps current and historical rental data for the north and south valley markets. With pertinent information provided by the city, BCHA will analyze employee income, local housing and utility costs and compare them to widely accepted affordability standards. We will present our findings to the Mayor and Council.

## **BCHA Fiscal Performance**

BCHA revenue has historically been derived from two categories: Community Housing Administration fees and Contracts for Service with the jurisdictions that are represented on our Board of Commissioners. In FY 2013 BCHA added two new revenue sources; Rental Management and New/Other Income. In the first year we generated \$11,000 in new revenue in these categories. In FY 2014 we generated \$21,000 in these two categories. In FY 2015 we budgeted \$21,500 in these two categories and are on pace to generate at least that amount. For FY 2016, we are budgeting just over \$25,000 for these categories. Developing these additional revenues requires human and financial capital. **BCHA's contract for service with the City of Sun Valley provides critical support for the human and financial capital required to continue to diversify our revenues.**

## Who Are the BCHA Owners and Renters?

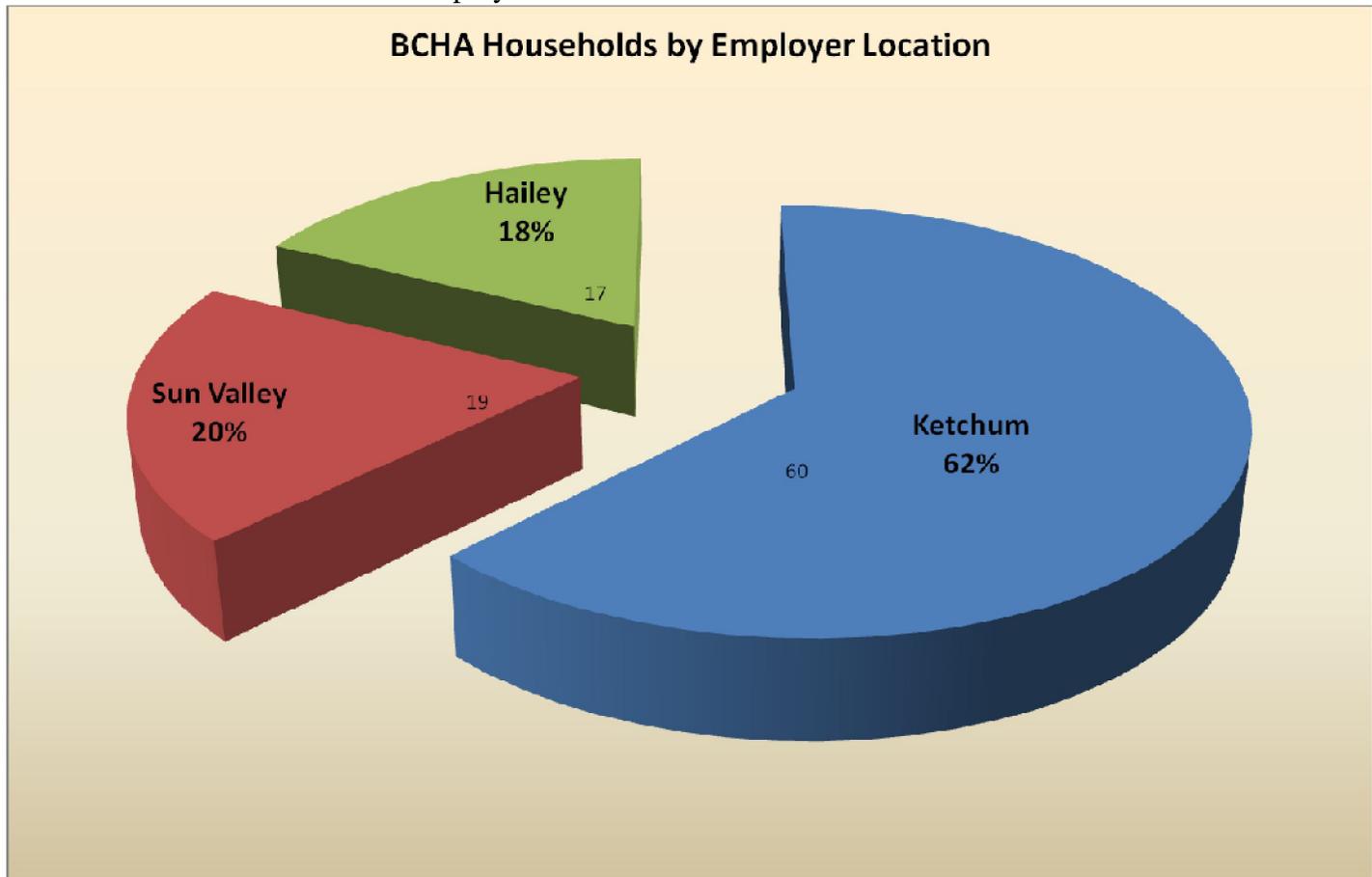
The chart below shows the professions of BCHA owners and renters.



The benefits of BCHA's programs and services are clearly demonstrated here. The three largest percentages of residents are the Self-employed Entrepreneurs, Professionals and employees of Sun Valley Company. The employees of Sun Valley's largest employer have access to affordable housing thanks to our housing programs. This allows the Sun Valley Company to focus on operating an internationally recognized resort and compete for visitors in the destination resort market.

A common theme in advancing economic development efforts for Sun Valley is the need to diversify our economy with non-seasonal businesses and supporting, encouraging and recruiting entrepreneurs and young professionals. BCHA has been, and continues to support these households. With little fanfare BCHA has been running one of the most significant and successful programs to support these highly sought after households.

The chart below shows where the employers of BCHA owners and renters are located.



This data demonstrates that BCHA's programs and activities have an impact beyond Sun Valley's municipal boundaries. While only eight percent (8%) of BCHA's Community Home's are within Sun Valley's city limits, twenty percent (20%) of BCHA residents work for employers within the City of Sun Valley. The data also demonstrates the added value the city is able to leverage by contracting with BCHA. BCHA is able to utilize certain economies of scale and provide a higher level and a greater scope of service than the city could provide if it were to develop its own programs limited to the city itself.

### Proportionality Metrics

For the past several years, the Sun Valley City Council has put a high value on the proportionality of their external contracts for service. This section provides several metrics to support the value of BCHA's services to the city. It also demonstrates value the city is able to leverage for its tax-payers by contracting with BCHA.

The series of charts below evaluate several different metrics BCHA used to formulate our \$18,000 contract for service value with the City of Sun Valley. These metrics only look at benefits within the city's municipal boundaries. We need to note that there are dozens of ways in which BCHA programs and services benefit the City and its businesses outside its municipal boundaries. Here are just two examples: 1) there are at least two Sun Valley firefighters living in Community Housing outside of Sun Valley city limits and 2) twenty percent (20%) of all Community Homeowners work for employers based in Sun Valley. These benefits are not reflected in the numbers in the charts below and are part of the value-added services provided by BCHA.

The values below are based on BCHA's proposed FY 2016 operating budget of \$272,955. We look at workforce first because that is the segment of the population to whom BCHA services are targeted:

<b>By Work Force</b>		
Total Blaine County Workforce	11,640	
		<b>Sun Valley</b>
Sun Valley Work Force		1398
Percentage of Work Force		12%
<b>Value of BCHA Contract for Service</b>		<b>\$32,783</b>

Source: SVED 2014 Economic Summit Profiles

Next we look at the location of each resident's employer:

<b>By Employer Location (current occupants)</b>		
Total BCHA Homes	97	
		<b>Sun Valley</b>
Sun Valley Employees		19
Percentage of Total		20%
<b>Value of BCHA Contract for Service</b>		<b>\$53,465</b>

Source: BCHA 2015 Data

Next we look at the number of Community Homes within Sun Valley:

<b>By Community Homes in Jurisdiction</b>		
Total Community Homes	97	
		<b>Sun Valley</b>
Sun Valley Community Homes		8
Percentage of Community Homes		8%
<b>Value of BCHA Contract for Service</b>		<b>\$22,512</b>

Source: BCHA 2015 Data

Finally we look at total population:

<b>By Population</b>		
Total Blaine County Population	21,323	
		<b>Sun Valley</b>
Sun Valley Population		1394
Percentage of Population		7%
<b>Value of BCHA Contract for Service</b>		<b>\$17,845</b>

Source: SVED 2014 Economic Summit Profiles

The average of the four metrics above is \$31,651. The fact that BCHA is able to provide our service for \$18,000 demonstrates the economies of scale and value-added service available to Sun Valley by contracting with BCHA.

## Summary

This contract for housing service is an avoided cost for the City of Sun Valley. If BCHA did not provide these housing services the city would need to contract with some other organization or assign these services to an internal employee(s). The cost of our proposal represents approximately one-quarter to one-third of a full time equivalent employee. Further, a city employee would only be able to focus on efforts within city limits. By contracting with BCHA at \$18,000, Sun Valley gets 2.5 full time equivalent employees dedicated to providing housing services to the City of Sun Valley with a county-wide scope. This is the definition of value for the city.

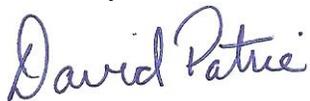
The latest data available from the Sun Valley Board of Realtors demonstrates consistently high housing costs in an unaffordable market. In the first quarter of 2015, the average single family home price in the resort market (Sun Valley, Elkhorn, Ketchum & Warm Springs) was \$1,226,980 and the median price in this market was \$950,000. Using the median home price, and applying widely accepted affordability standards, we can determine that a household needs to earn an annual income of nearly \$275,000 to afford the median home in this market. Clearly there needs to be an alternative for working families in Sun Valley and Blaine County. BCHA is that alternative.

BCHA has raised our level of service through increasing revenue and finding efficiencies over the last three years. To continue to raise our level of service and to serve the workers, employers and citizens of Sun Valley we need a contract for service that is reflective of the value and contributions our services provide to the city. The information in this letter provides several approaches and several reasonable bases for our proposed fee for service.

In a nutshell, the City of Sun Valley's contract for service with BCHA is an essential resource needed to continue to achieve the results we have enjoyed over the past several years and to continue to provide a high level of service to our constituents.

I am happy to answer any questions or address any concerns as you continue your budget discussions. The Blaine County Housing Authority values our partnership with the City of Sun Valley and we look forward to continue working with and for you in 2016.

Sincerely,



David Patrie  
Executive Director

Attachments: BCHA proposed budget FY 2016  
BCHA Strategic Direction 2011-2016

cc. Susan Robertson - City Administrator  
Alissa Weber - City Clerk  
BCHA Board of Commissioners

---

*The Blaine County Housing Authority's mission is to advocate, promote, plan and preserve the long-term supply of desirable and affordable housing choices in all areas of Blaine County in order to maintain an economically diverse and vibrant community.*

**BCHA FY 2016 Budget - Draft\_2015-04-15**

BCHA OPERATING and PROGRAM BUDGET	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Original	FY 2015 Amended		FY 2016 Draft
					9/17/2014	1/21/2015		4/15/2015
<b>Income</b>								
CH Administrative Fees	\$5,430	\$22,845	\$18,750	\$44,172	\$18,750	\$18,750		\$20,000
Contracts for Services	\$141,115	\$147,500	\$152,500	\$152,500	\$160,500	\$160,500		\$160,500
Grant Income			\$14,100	\$0	\$5,000	\$1,500,000		\$15,000
Other / New Income		\$7,270		\$7,960	\$6,950	\$6,950		\$7,600
Rental Mgmt Income		\$3,595	\$15,301	\$17,377	\$16,500	\$16,500		\$18,150
Lift Tower Lodge						\$39,960		\$51,390
Interest Income	\$275	\$255	\$300	\$116	\$300	\$300		\$315
<b>Total Revenue</b>	<b>\$146,820</b>	<b>\$181,465</b>	<b>\$200,951</b>	<b>\$222,125</b>	<b>\$208,000</b>	<b>\$1,742,960</b>	<b>Total Revenue</b>	<b>\$272,955</b>
<b>Expenses</b>								
<b>Payroll &amp; Benefit Expenses</b>								
Salary; Executive Director	\$55,000	\$60,530	\$65,000	\$65,267	\$67,600	\$67,600		\$70,300
Salary; Program Administrator	\$36,865	\$35,955	\$47,000	\$46,791	\$48,900	\$48,900		\$50,800
Bonus Program						\$9,600		\$0
Salary; Part-time Staff Assistant					\$6,000	\$12,000		\$12,000
Sub Total Payroll/Benefit Expenses	\$19,545	\$19,210	\$25,950	\$22,462	\$25,630	\$25,630		\$29,900
<b>Total Payroll Expenses</b>	<b>\$111,410</b>	<b>\$115,695</b>	<b>\$137,950</b>	<b>\$134,520</b>	<b>\$148,130</b>	<b>\$163,730</b>	<b>Total Payroll Expenses</b>	<b>\$163,000</b>
<b>Lift Tower Lodge</b>								
Operating Expenses	\$0		\$0	\$0	\$0	\$33,154		\$44,705
<b>Lift Tower Lodge Sub-total</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,154</b>		<b>\$44,705</b>
<b>Capital Outlay</b>								
Community Home (Real Estate) Purchase	\$0		\$0	\$0	\$0	\$1,500,000		
Computer Equipment								
Office Furniture	\$300							
<b>Capital Outlay Sub-total</b>	<b>\$300</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>
<b>General and Administrative</b>								
Ads	\$240	\$205	\$500	\$0	\$500	\$500		\$500
Audit & Bookkeeping	\$3,260	\$560	\$3,600	\$3,570	\$250	\$250		\$4,000
Computer Equipment			\$1,200	\$0		\$0		
Computer Expenses	\$765	\$885	\$1,000	\$414	\$1,000	\$1,000		\$500
Contract Labor	\$2,415	\$2,975	\$5,000	\$0	\$2,500	\$2,500		\$2,500
Dues & Subscriptions & Credentials	\$555	\$325	\$2,275	\$1,997	\$2,000	\$2,000		\$2,000
HOA Dues	\$0	\$820	\$5,880	\$5,557	\$6,000	\$6,000		\$6,000
Legal & Professional	\$470	\$555	\$5,000	\$445	\$3,000	\$3,000		\$3,000
Liability Insurance	\$2,815	\$1,900	\$2,080	\$2,236	\$2,100	\$2,100		\$2,800
Meals & Entertainment	\$660	\$615	\$750	\$555	\$900	\$900		\$900
Mileage Reimbursement	\$1,565	\$1,150	\$1,100	\$1,714	\$1,600	\$1,600		\$1,600
Office Expenses	\$2,475	\$4,220	\$4,500	\$3,164	\$3,500	\$3,500		\$3,500
Postage & Delivery	\$340	\$225	\$0	\$0	\$0	\$0		\$0
Rent	\$4,800	\$8,980	\$11,700	\$11,618	\$12,570	\$12,570		\$13,000
Repairs		\$230	\$750	\$1,468	\$400	\$400		\$400
Telephone & Internet/Website expenses	\$3,830	\$3,905	\$4,000	\$4,467	\$4,000	\$4,000		\$5,000
Utilities	\$640.00	\$435.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
<b>G &amp; A Sub-Total</b>	<b>\$24,830</b>	<b>\$27,985</b>	<b>\$49,335</b>	<b>\$37,205</b>	<b>\$40,320</b>	<b>\$40,320</b>		<b>\$45,700</b>

**BCHA FY 2016 Budget - Draft\_2015-04-15**

BCHA OPERATING and PROGRAM BUDGET	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Original	FY 2015 Amended		FY 2016 Draft
					9/17/2014	1/21/2015		4/15/2015
<b>Program Budgets:</b>								
	\$685	\$3,175	\$7,000	\$3,797	\$6,000	\$6,000	CHAMP - Community Housing Asset Management Program	\$6,000
	\$3,510	\$3,505	\$5,000	\$3,424	\$5,000	\$5,000	CHIP - Community Housing Initiative Program	\$5,000
	\$640	\$3,505	\$9,000	\$4,695	\$4,750	\$4,750	Capacity - Building Capacity for the Future	\$4,750
<b>Programs Sub-Total</b>	<b>\$4,835</b>	<b>\$10,185</b>	<b>\$21,000</b>	<b>\$11,916</b>	<b>\$15,750</b>	<b>\$15,750</b>	<b>Programs Sub-Total</b>	<b>\$15,750</b>
<b>Sub-Total Expense</b>	<b>\$141,375</b>	<b>\$153,865</b>	<b>\$208,285</b>	<b>\$183,641</b>	<b>\$204,200</b>	<b>\$1,752,954</b>	<b>Sub-Total Expense</b>	<b>\$269,155</b>
Operating Contingency		\$2,215	\$5,687	\$0	\$3,800	\$3,800	Operating Contingency	\$3,800
<b>Total Expense</b>	<b>\$141,375</b>	<b>\$156,080</b>	<b>\$213,972</b>	<b>\$183,641</b>	<b>\$208,000</b>	<b>\$1,756,754</b>	<b>Total Expense</b>	<b>\$272,955</b>
<b>Income less Expenses</b>	\$5,445	\$25,385	(\$13,021)	\$38,484	\$0	-\$13,794	<b>Income less Expenses</b>	\$0
<b>Fund Balance Transfer</b>						\$13,794	<b>Fund Balance Transfer</b>	
							<b>Budget Balance</b>	<b>\$0</b>
<b>Contract for Service Income</b>								
Blaine County	\$63,650	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000		\$70,000
City of Ketchum	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000		\$70,000
City of Sun Valley	\$5,000	\$5,000	\$10,000	\$10,000	\$18,000	\$18,000		\$18,000
City of Bellevue					\$0	\$0		\$0
City of Hailey	\$6,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500		\$2,500
	<b>\$144,650</b>	<b>\$147,500</b>	<b>\$152,500</b>	<b>\$152,500</b>	<b>\$160,500</b>	<b>\$160,500</b>		<b>\$160,500</b>



## BCHA FY 2016 Budget - Draft\_2015-04-15

CHAMP	Community Housing Asset Management Program		Associated strategies
CHU marketing & Outreach	Direct costs of flyers, print ads, radio, real estate magazines	\$5,000	Commitment to Mission, Goal III(A): Facilitate timely sales and re-sales of community homes. Strategy 2. Develop a plan to expand the pool of qualified applicants for community housing.
placeholder		\$1,000	
	Sub-Total	\$6,000	

## BCHA FY 2016 Budget - Draft\_2015-04-15

CHIP	Community Housing Initiative Program		Associated strategies
		\$2,000	
Implement a case management and HUD certified counseling program.	Blaine County does not have many HUD Certified counseling services available. We will identify ways to make these types of services to Blaine County residents through research, gaining credentials and forming partnerships.	\$2,000	Commitment to Mission, Goal I(B) Provide highest quality service and communications to community home owners and tenants. Strategy 3. Determine needs/interests of community home owners and tenants and create programs/services to meet these needs.
		\$500	
		\$500	
	Sub-Total	\$5,000	

## BCHA FY 2016 Budget - Draft\_2015-04-15

Capacity	Building Capacity for the Future		Associated strategies
Board development		\$1,000	Commitment to Operational Excellence, Goal I(A) Expand organizational capacity; Strategy 1. Determine staff needs and create learning opportunities including, but not limited to online training, workshops, externships (e.g. HUD, IHFA).
Staff development	Targeted, Strategic Training to leverage future income producing opportunities for BCHA	\$3,000	Commitment to Operational Excellence, Goal I(A) Expand organizational capacity; Strategy 1. Determine staff needs and create learning opportunities including, but not limited to online training, workshops, externships (e.g. HUD, IHFA).
Website	Continuous improvements and upgrades to meet increasing demand.	\$750	Commitment to Operational Excellence, Goal II(A): Sustain transparent, accountable and quality stewardship of public and private resources. Strategy 2. Improve capacity to use technology (including planning, IT support and use of data to inform needs and decisions).

Sub-Total     \$4,750

# BCHA FY 2016 Budget - Draft\_2015-04-15

## Lift Tower Lodge - Income and Expenses

Single Room Occupancy Forecast		
	Target Incomes	
	Low	High
	\$12,000	\$21,500
30% of income for housing	\$3,600	\$6,450
monthly rent	\$300	\$538
average monthly rent	\$419	

max. rent is \$540/mo.

Estimate Annual Revenue					
	No. of Rooms	Occupancy	Ave. Monthly Rent	Monthly Income	Annual Income
Single Room Occupancy Income	14	60%	\$419	\$3,518	\$42,210
Two Bedroom Apartment Income	1	90%	\$450	\$405	\$4,860
Temporary workers weekly rentals	5	0%	\$800	\$0	\$0
Cleaning Fees (8 rooms ave.)	8	100%	\$45	\$360	\$4,320
Laundry Income	0	100%	\$100	\$0	\$0
<b>Total Revenue</b>				<b>\$4,283</b>	<b>\$51,390</b>

**Comments**

60% is conservative  
 reduced rent for on-site manager duties  
 Contingency Plan if Low-income use needs additional subsidy  
 Potential future income

Estimate Annual Operating Expenses		Annual Expense
<u>Payroll and/or Labor</u>		
contract labor for requirements above rent trade, manager cleaner (\$240/mo)		\$1,500 \$2,880
<u>Insurance</u>		
ICRMP estimate (adding \$250k building and \$25k staff)		\$725
<u>Utilities</u>		
Electric		\$9,000
Cable & wireless		\$3,500
Trash		\$700
Sewer		\$1,500
<u>Administrative</u>		
BCHA office overhead		
Office Supplies		\$500
Phone		\$500

trade for reduced rent

staff assistant time and ED / PA support, not included in budget calcs b/c double counts payroll expenses

## BCHA FY 2016 Budget - Draft\_2015-04-15

### Lift Tower Lodge - Income and Expenses

<u>Repair &amp; Maintenance</u>		
General Bldg. Maintenance (electrical, other handyman items)	\$7,000	
Cleaning Equipment & supplies (carpets, etc)	\$500	
Exterminating	\$500	no history of pests, but just in case
Landscaping & Supplies	\$2,000	
Plumbing Rep. & Supplies	\$750	
Appliance Maintenance	\$350	
Snow Removal	\$1,600	
Roof Repairs	\$0	new in 2013
Window Repair & Cleaning	\$700	
<u>Capital Expenditures</u>		
New Appliances & Furniture (coffee makers, microwave, misc. furniture)	\$2,000	
<u>Marketing</u>		
General	\$1,500	
<u>Capital Reserve Contributions</u>		
Annually	\$3,000	
Contingency	\$4,000	-10% of expenses
<b>Total Expenses</b>	<b>\$44,705</b>	
<b>Estimated Net Revenue</b>	<b>\$6,685</b>	

# *Strategic Direction*

for

## Blaine County Housing Authority

# 2011-2016



# Introduction

Blaine County Housing Authority's Vision is to ensure that all people of low to moderate income will live in safe, attractive, and affordable homes in Blaine County. Our communities accrue significant economic benefit and social vitality when workers and their families live close to their employment: businesses thrive when residents spend their dollars locally, when sales and property tax dollars stay in the community, and when a robust citizenry engages in their hometown activities, schools, churches, and government.

Early assessments of the need for housing that is affordable to the workforce suggested that hundreds of units needed to be built. While those goals have not been met and local jurisdictions have repealed ordinances that would have brought the cities and county closer to achieving them, the Blaine County Housing Authority (BCHA) remains committed to finding innovative ways to increase the number of community homes in Blaine County.

The recent recession has caused many people to lose their jobs, work fewer hours or for lower wages, or move farther away from their work. Over 300 homes have been foreclosed on since 2007, and many homes' values are significantly less than at their peak just a few years ago. Nevertheless, despite a drop in property values, median home prices in Blaine County continue to exceed affordability standards for most working households. In fact, with Blaine County unemployment reaching 10.1% in January 2011, the population of low- to moderate-income households unable to afford a median-priced home has grown as more families have either lost ownership of their property or are living on reduced wages and struggling to pay rent or make their mortgage payments.

Our community and elected officials have come to depend on the Blaine County Housing Authority to respond effectively to the vital need for safe, attractive, affordable workforce housing. We are committed to tackling the county-wide affordable housing issues as the economy recovers. A top priority is to work in partnership with community stakeholders and decision makers to develop creative housing solutions for low- to moderate-income families, seniors, and the disabled. It is also important for us to preserve the housing assets already created for generations to come and to advocate for affordable housing as a critical component of the complex whole that is economic sustainability.

The attached Strategic Direction has been created to provide guidance to the Blaine County Housing Authority over the next five years and to assist policymakers, advocates, and the public in addressing the housing needs of its workforce, seniors, and disabled individuals. To many people, the Blaine County Housing Authority is the Wood River Valley's *de facto* "Department of Housing"; we heartily accept this responsibility and have prepared this document to set our course, identify benchmarks for regional planning, and to provide context for local policy discussions.





## Executive Summary

The Strategic Direction for Blaine County Housing Authority, 2011-2016, includes goals, objectives, and strategies organized under three overarching directions:

1. Commitment to mission includes preserving existing housing assets; planning for the future needs of Blaine County workforce, seniors, and disabled persons; improving quality communications with clients, stakeholders, currently underserved populations, and the public; creating innovative approaches to current housing issues; and establishing new partnerships that support sustainable communities
2. Commitment to financial security, performance, and accountability includes finding more ways to leverage funding resources to support expanded services and programs
3. Commitment to operational excellence includes board and staff education and using input from users to improve service levels and programs

The Commissioners and staff recognize that the environment in which the plan was prepared during the first half of FY 2011 was dynamic and that the local and national economy is – and will remain – unsettled for some time to come. Thus, the strategic direction is subject to a certain amount of “settling” as the future becomes more focused. Additionally, the county-wide housing needs assessment, due to be completed by October 2011, will inform the plan and may suggest revision to it.

Finally, prior to implementation, the strategies proposed will be analyzed to determine their program costs, revenue needs, and organizational commitment, and then budgeted accordingly. We view this plan as providing direction to help us work towards meeting our vision between FY2011 through FY2016.

# Mission

The Blaine County Housing Authority's mission is to advocate, promote, plan, and preserve the long-term supply of desirable and affordable housing choices in all areas of Blaine County in order to maintain an economically diverse, vibrant, and sustainable community.

# Vision

The vision of Blaine County Housing Authority is that all people of low to moderate income will live in safe, attractive, and affordable housing in the community of their choice within Blaine County. For our organization this means expanding services, improving access to housing options, and encouraging economic stability for all. We will work in partnership and collaboration with other agencies, organizations, and entities to plan for the sustainable vitality of our community and will respond to affordable housing needs by providing timely and efficient service.



# Core Values

Values that guide us in making decisions and articulate what we stand for:

- ACCOUNTABILITY** – taking responsibility for our decisions and policies to ensure the public's trust
- INTEGRITY** – acting with honesty, consistency and transparency
- COMMITMENT** – putting people first as we work steadfastly toward our mission
- SERVICE** – focusing on the customers' needs and delivering quality programs
- PARTNERSHIPS** – sharing common goals and collaborating to meet community needs
- INNOVATION** – seeking new and creative policies and programs that make positive change in the lives of individuals and families

# Blaine County Housing Authority Board of Commissioners

**Linda Thorson**, Chair  
**Heather E. Kimmel**, Vice Chair  
**Heather C. Hammond**, Treasurer  
**Bonnie Moore**, Commissioner  
**Carter Ramsay**, Commissioner  
**Chase Hamilton**, Commissioner

# Blaine County Housing Authority Staff

**Kathy Grotto**, Executive Administrator  
**Nancy Smith**, Program Director



# Direction 1: Commitment to Mission



## Preserve and maintain existing housing assets

Since 2000, ninety-two community homes have been built and held in private ownership. 59 ownership units and 5 rental units are located in Ketchum, reflecting its place as today's primary employment center in the Wood River Valley. The remaining units are deed restricted ownership homes in Sun Valley (8), Hailey (13), and unincorporated Blaine County (7). The 2011 estimate of the combined asset value of these homes is \$14.2 million; the average value of an individual Community Home in Blaine County is \$169,444.1

Blaine County Housing Authority (BCHA) considers the long-term preservation of these assets our greatest

responsibility, so that as these homes are resold to other working families they remain a desirable and are viewed as positive features within the larger mixed income neighborhood. Thus, to achieve and sustain this important goal, BCHA will work closely with community homeowners to see that their homes are kept in marketable condition and that through continued communication, we can provide early assistance as needed.

While household incomes of many of our community home residents have surely been impacted by the recent economic downturn, we are proud that, to-date, no BCHA deed-restricted homes have been lost to foreclosure.

*1 Includes all ownership units, occupied or for sale as of March 30, 2011.*

Ensure that Community Homes are maintained to a standard that meets or exceeds neighborhood standards

## OBJECTIVE STRATEGIES

1. Develop maintenance standards and a maintenance checklist for Community Home owners that describe requirements for the physical condition of CH at the time of resale
2. Help CH owners (and HOAs, if requested) to develop capital reserve budgets and maintenance and repair timelines by conducting home needs evaluations to identify maintenance requirements; track corrections process
3. Provide home maintenance training workshops, including programs that improve home efficiency
4. Explore funding assistance programs for energy-saving retrofits for older community homes

Provide highest quality service and communications to community home owners and tenants

1. Develop case management program that includes on-site review of owners' financial condition, resale counseling, maintenance planning, home energy efficiency, etc.
2. Improve and expand information distribution using the website, e-newsletter, and social networking
3. Determine needs/interests of community home owners and tenants and create programs/services to meet these needs
4. Continue to identify, assist, and respond to inquiries from distressed (default or near-default) community home owners to help them stabilize mortgage-related issues
5. Continue to provide referrals to approved professional services (e.g. Idaho Housing & Finance Association) such as credit counseling, loan modification and foreclosure avoidance programs to assist community homeowners and tenants

Preserve community home affordability & protect the public's investment

1. Strengthen deed covenants to (a) ensure BCHAs ability to gain access to community homes to conduct maintenance needs evaluations; (b) establish consequences (of fee or fine) to breaches of covenants, and (c) clarify the approval process schedule for capital improvements and depreciation
2. Develop policy that identifies acceptable and unacceptable loan types
3. Establish written procedures for responding to notice of default
4. Continue to diligently monitor compliance of community home owners to ensure adherence to occupancy, maintenance and all other provisions of deed restrictions
5. Verify that goals of preserving long term affordability and community homeowner asset building are met by tracking resale prices and amount of homeowner equity gain/loss
6. Conduct bi-annual review of Community Housing Guidelines and revise as needed

# Direction 1: Commitment to Mission



## Lead a community-wide process to reach consensus on a shared commitment to provide safe and affordable housing for low-to moderate-income residents in Blaine County as an essential component of economic stability

A full range of housing choices builds our economic vitality and sustainability by improving the ability to attract and retain employees. Additionally, the ongoing local spending and taxes generated as a result of homes being constructed and then occupied by the working community represent millions of dollars annually.

The collapse of the housing bubble and the current foreclosure crisis demonstrate the importance, for everyone's economic security, of a balanced housing market, with a mix of prices and home type. Plunging home prices have caused some to question the continued need for an affordable housing program. Let us be clear: the fact that home prices are less expensive than they were even three years ago does not mean that those homes are affordable for low- to moderate-income households in our communities. A new housing needs assessment is necessary to help us understand how the recent economic upheaval has impacted affordable housing issues

in our community and will serve as a baseline for strategic planning and policy development.

In April 2010, a team from the Center for Housing Policy presented their report to Blaine County Housing Authority (BCHA) and ARCH Community Housing Trust entitled, "Recommendations for an Affordable and Workforce Housing Strategy in Blaine County, Idaho". Among the top recommendations by this team were to "conduct a housing needs assessment" and to "create a county-wide affordable housing plan that includes a vision and implementation strategy." To achieve this goal, BCHA will use the results of the needs assessment as well as seek public input to create a set of guiding principles and a plan that will match affordable housing needs with community resources and will work closely with community leaders and other stakeholders to assure their full commitment to implementing it.

Conduct a housing needs assessment for Blaine County

1. Collect, analyze and evaluate regional and local data necessary to provide a comprehensive picture of our area's housing needs and to identify specific housing needs of each jurisdiction
2. Identify 5-10 key areas in which BCHA must be successful in order to accomplish its mission
3. Work with Blaine County GIS & Planning departments to regularly update the data model created for the needs assessment

## OBJECTIVE STRATEGIES

Prepare, execute and implement a county-wide housing plan, coordinated among different levels of government

1. Work with jurisdictions and housing partners to create a housing plan based on findings and analysis of the needs assessment study, guiding principles, professional advice and public input
2. Gain commitments for funding and participation from each jurisdiction that are fair and equitable
3. Create a county-wide “housing unit allocation plan” including negotiable criteria for development within each jurisdiction
4. Create a marketing plan to motivate the broader public to actively engage in the community housing planning process

Help elected leaders create policies that champion community housing as a necessary component of stable, healthy communities

1. Survey elected officials and planning department personnel to understand their concerns or roadblocks to support; perform review upon each election cycle
2. Educate all new elected officials in “BCHA 101” within the first quarter of taking office.

# Direction 1: Commitment to Mission



## Serve Blaine County residents and workers with integrity and respect by matching their housing needs with safe, attractive, and affordable housing

Having a wide range of places to live from which to choose allows families to stay and grow; it helps older people to remain near friends and family; and it lets people just starting out to build assets toward financial stability. These are the residents and workers that Blaine County Housing Authority (BCHA) values and aims to serve. We believe that when their housing is secure, people take pride in their community and become full participants in their community and its economic life.

The recent global recession and on-going unemployment within Blaine County has devastated the housing resale market, and the amount of time for resale of market rate homes sometimes exceeds a year. However, for the past two years, the average turnaround time for

deed-restricted homes under BCHA's administration has been five months from Notice of Intent to Sell to closing. This indicates that BCHA has successfully preserved community home prices at affordable levels and that there remains a significant demand for well-maintained community homes.

BCHA intends to achieve this goal by providing excellent service to workers and residents and by expanding our efforts to reach more of the public including the Spanish speaking population, seniors, veterans, and the disabled. We will also continue to improve our marketing strategies and maintain an ample pool of applicants that are ready, willing, and able to purchase community homes as they become available.

Facilitate timely sales and re-sales of community homes

1. Develop a standardized marketing protocol for sales/resales of community homes, including optional approaches depending on unit type, as well as backup sales policies and procedures for properties on the market for a longer period than average

2. Develop a plan to expand the pool of qualified applicants for community housing

3. Create short-term funding strategy to pay for unmet maintenance needs to bring community homes to marketable condition for resale (including county conferred bridge loans, BCHA asset preservation funds, local jurisdictions in-lieu fee reserve funds)

4. Educate community homeownership applicants to be fully qualified and prepared for long term home ownership commitment, including an understanding of applicable deed restriction, land lease, or other conditions that ensure ongoing affordability

## OBJECTIVE STRATEGIES

Increase public's awareness and understanding of available community housing programs

1. Actively disseminate information about community housing (including pertinent local market data) to potential homebuyers/tenants homeowners, as well as the general public, via media and public relations channels
2. Create readily accessible housing information to address needs of economic development efforts, including website information that is useful to new and/or expanding businesses
3. Utilize survey information to identify local employers that either offer or wish to offer housing assistance to support employee retention; analyze response rate to determine if formal employer-assisted housing program is warranted
4. Create a public document outlining all "tools" (e.g. services and programs ) available from BCHA

Augment efforts to connect with underserved populations

1. Implement Limited English Proficiency (LEP) plan to reach Spanish speaking population and partner with La Alianza Multicultural Center to expand our contact base
2. Provide rental information/liason services with Category 1-2 applicants, seniors and the disabled
3. Create specific communications plan to promote community housing to seniors, veterans, the disabled, and Latino and other underrepresented populations, and to engage them in meaningful participation in the planning process
4. Identify and actively promote affordable housing opportunities to those who commute to Blaine County jobs
5. Continue to provide referrals to appropriate housing agencies to citizens in need (e.g. emergency shelter, legal aid, fair housing, etc.)

# Direction 1: Commitment to Mission



## Increase the quantity and expand the diversity of affordable housing types and options for the low-to moderate-income market

Though the historical model for affordable housing development in Blaine County has been homeownership, current and forecast economic and employment conditions preclude many from owning a home. The need to secure safe and affordable housing, however, still remains an issue. Therefore, Blaine County Housing Authority (BCHA) must shift/expand its focus to meet current realities and will examine other affordable housing models of merit.

BCHA serves low- to moderate-income households throughout Blaine County. At the time of this writing, 86% of the applicants in our community homeowner database have earnings at or below the Area Median Income (AMI). In 2010, Blaine County's AMI was \$78,000 for a family of four. Over three-fourths of the homes administered by BCHA are deed-restricted to maintain affordability for families earning between 50% and 100% of AMI.

As incomes continue to be affected by the recession and foreclosures continue at an alarming pace, BCHA believes that the need for safe and affordable housing will

continue to grow. The new housing needs assessment is expected to confirm and quantify the wide range of affordable housing needed throughout the county.

Applicant households are seeking a wide range of housing types, from condominiums to single family homes, in all locations in the Wood River Valley. BCHA will support efforts by our partners and private housing developers to build or acquire additional and diverse types of affordable dwellings. The repeal of inclusionary housing ordinances by the local jurisdictions has gravely impacted the development of new affordable housing stock. Nevertheless, BCHA continues to seek creative alternatives for the creation of critical community housing. Current indications are that market rate homes will continue to lose value into 2011 as they have throughout the past few years. This provides a rare opportunity for market rate homes to be acquired at favorable prices in the upcoming months and converted to deed restricted homes for sale or for rent. Through partnerships and collaboration, these and other opportunities will serve to achieve this goal.

Assist as many low to moderate income households as feasible to secure safe affordable housing in Blaine County

### OBJECTIVE STRATEGIES

1. Create a balanced housing program which provides strong options for both homeownership and rental housing
2. Work with community leaders to evaluate and develop appropriate funding options that will create more housing opportunities for those households who are in the low to moderate income categories
3. Explore rental partnerships with ARCH
4. Assist ARCH and advocate for their development projects
5. Collaborate with and support Ketchum CDC and Sustain Blaine initiatives that contain affordable housing elements

Increase opportunities for converting market rate housing units to community homes

1. Create study group of representatives of jurisdictions and local housing organizations to expand the “housing toolkit” via the use of existing market rate housing stock. Strategies may include:
  - 1) acquisition of market rate residential properties for rehabilitation and conversion to deed restricted rental or ownership housing (e.g. Ketchum condos);
  - 2) convert unoccupied (e.g. absentee) properties to deed restricted rentals or rent-to-own ownership units;
  - and 3) enlist landlords to adopt BCHA rental pricing guidelines and identify funding sources needed to incentivize/subsidize preservation of long term affordability.
2. Create a pilot project to restore and/or preserve affordability in targeted neighborhoods and among certain housing types

Support completion of development projects that have deed restricted community housing components to ensure they become high-functioning neighborhoods

1. Work with jurisdictions to identify and implement alternative methods for developers to meet community housing obligations (for example, affordable rentals or rent-to-own options)
2. Work with developers to identify correct pricing ranges for current conditions

# Direction 1: Commitment to Mission



## Advocate for a affordable housing that supports sustainable communities

Blaine County Housing Authority (BCHA) intends to take the lead in promoting collaboration between the many organizations that have recognized housing as an important component of an economically sustainable future and that are currently working to promote and develop community housing including ARCH Community Housing Trust, the Ketchum Community Development Corporation, and Habitat for Humanity. Further, BCHA wants to foster broader collaboration and coordination between housing organizations and those entities that focus on education, transportation, and the environment, as they are all important constituents of economic sustainability.

The intersection of housing, transportation and energy policy has become a major area of focus nationwide. The Obama Administration's Partnership for Sustainable Communities brings the Environmental Protection Agency, Housing and Urban Development, US Department

of Agriculture, and Department of Transportation together to ensure that their funding considers a affordable housing, transportation, and environmental protection together. Energy and the environment are taking center stage at several local planning and building departments here in Blaine County. Gasoline prices approaching \$4.00 per gallon in the Valley also remind us of the importance of helping workers live close to their place of employment.

When housing, transportation, and utilities are a affordable, families have more income to spend on local goods and services. Quite simply, a affordable, energy-efficient homes that are close to work and schools help the economy. Blaine County is fortunate to have active and interested groups pursuing these interests. BCHA intends to advocate for and assist in the coordination of many of them that ultimately affect the affordability of housing and the sustainability of our quality of life.

Identify and support efforts among partners with common housing-related goals

1. Form a working group of organizations with intersecting goals to develop strategies and coordinate activities (e.g. share strategic plans, research data, public promotion & marketing) that will align community resources, save money and further each entity's housing mission
2. Seek partnerships, programs and policies that reduce housing-related expenses such as energy and transportation

## OBJECTIVE STRATEGIES

Encourage all residential development, urban renewal projects, and land use decisions to align with sustainable, livable policies

1. Recommend improvements to comprehensive plans and ordinances that will promote and encourage the provision of community housing
2. Advocate for the implementation of sustainable development standards (e.g. Livable Communities), including access to transportation, energy efficiency, and green building currently being promoted by city and county planners

Increase understanding of the relationship between attractive, affordable housing and economic sustainability among realtors, developers, local bankers, and the community at large

1. Publicize the economic benefits of community housing, including data on cumulative incomes and local spending of residents of long-standing community housing developments (e.g. Fields at Warm Springs) as evidence of economic contribution
2. Work closely with local and regional lenders to increase their dollar-volume commitment to residential lending to qualified low-to-moderate income households as well as development of sound, unsubsidized mortgage products for this group

## ***Direction 2: Commitment to Financial Security, Performance, and Accountability***



### **Acquire, allocate and deploy adequate financial resources to achieve organizational objectives, sustainable financial health, and long-term viability**

Historically, Blaine County Housing Authority (BCHA) has been funded primarily by the local governments. Currently, each jurisdiction in which Community Homes are located (Sun Valley, Ketchum, Hailey, and Blaine County) pays for the services provided by BCHA: these funds represent 84% of BCHA's FY 2011 operating budget. The balance of BCHA's funding comes from administrative fees from community home sales and resales. Community housing is an important part of the cities' and county's infrastructure, and BCHA provides the services necessary to create and support that infrastructure since the jurisdictions do not have their own housing departments. Further, BCHA provides essential functions such as annual compliance monitoring and communications with homeowners to ensure that housing assets are preserved. BCHA also maintains an active database of applicants that are ready, willing, and able to purchase community homes as they become available and provides education, outreach, advocacy, and planning services.

Continued investment by local stakeholders is essential to community buy-in and acknowledges that our community places significant value on securing safe, attractive housing for those who live and work here. Significantly reduced funding from local jurisdictions, however, has forced BCHA to curtail all but its most essential programs and services. While the quality of service has remained high despite staff levels being reduced by half, increasing the staff's workload is not sustainable. Therefore, other funding options must be sought if BCHA wishes to expand its programs. For example, BCHA has recently secured grants totaling over \$30,000 to fund a county-wide housing needs assessment.

BCHA will seek to meet this important financial goal by exploring every feasible option for expanding its funding "toolkit", as well as by seeking ongoing and fair financial commitments from all jurisdictions served.

Increase revenue-generating options to underwrite ongoing operations and programs critical to BCHA's mission

## **OBJECTIVE STRATEGIES**

1. Create funding "toolkit", including, but not limited to:
  - a) administrative-fee modifications;
  - b) federal, state and local grants/contract for services;
  - c) public-private partnerships;
  - d) partnerships for bonding opportunities
2. Explore feasibility of managing properties created through LIHTC funding
3. Seek legislative relief/change to improve capacity for local authorities/coalitions to fund affordable housing programs and services through fees or taxes
4. Seek partners who can access capital, developable land, and/or subsidies otherwise unavailable to BCHA to develop/rehab workforce housing that would be administered by BCHA

Secure reliable funding agreements from municipal and county stakeholders

1. Employ multi-year contracts for services with jurisdictions as outsourced “housing departments”
2. Implement equitable funding model/schedule of values for jurisdictions to fund BCHA operations, programs and activities
3. Assist jurisdictions in protecting and growing in-lieu monies to fund BCHA operations, programs and services and for use by partners in affordable housing creation

Develop financial plan to manage limited/changing resources

1. Annually prioritize resource allocations in support of strategic objectives and ensure long term viability
2. Appraise effectiveness of undertaken projects and work with stakeholders and community to adjust accordingly for maximum program impact

# Direction 3: Commitment to Operational Excellence



## Achieve and maintain a high level of staff and board skill, knowledge, and experience

Blaine County Housing Authority (BCHA) operates with a staff of two full-time employees. While the construction of new community homes has slowed significantly due to the recession and the loss of inclusionary zoning, the BCHA staff faces significant new challenges. These challenges ranging from mortgage lending issues that make qualifying buyers and completing home sales more complicated and time consuming to threats of foreclosure faced by homeowners throughout the community require significantly more time and greater skill to counsel, research, and resolve than in times past.

Broadening and strengthening staff knowledge and experience is a priority of the Board of Commissioners. The NeighborWorks® home counselor certification achieved by BCHA's Program Manager is an example of the Board's commitment to staff growth that ultimately serves our community better.

Similarly, the expertise and experience of the Board of Commissioners is critical to BCHA's optimum performance, and the Board seeks to expand its knowledge through a variety of learning opportunities. The creation of a citizen's advisory committee is viewed as another way to expand the capabilities of our organization.

Expand organizational capacity

1. Determine staff needs and create learning opportunities including, but not limited to online training, workshops, externships (e.g. HUD, IHFA)
2. Conduct internal operations improvement review to streamline activities and align staff skills with operational needs
3. Activate a citizens advisory committee to augment board and staff expertise and to identify new leadership
4. Identify commissioners' strengths and support educational opportunities/incentives that build board capacity
5. Employ training tools and networking opportunities to sustain leadership at board and advisory levels
6. Create in-house resource list of trusted advisors and professional services from key operational areas (such as legal, financial, management, etc.) to engage as needed

## OBJECTIVE STRATEGIES

Ensure seamless staff and Board transitions

1. Create management succession plan and recruitment plan



## Maintain the standards of a superior organization

As a quasi-governmental agency, Blaine County Housing Authority (BCHA) is entrusted with stewarding public resources that produce and preserve community housing stock and contribute to the operating budget. We have been fiscally responsible as evidenced by clean financial audits as well as by no-frills operating budgets. We have improved transparency over the past years by introducing standardized reporting (including regular in-person presentations), consistent public meeting notice, and broader communications with our stake-

holders and the community at large. As BCHA moves toward expanding its programs, our aim is to examine and fully understand the resources needed to implement them.

BCHA will strive to meet this goal by evaluating the effectiveness and efficiency of our programs—especially as new programs are introduced. We will develop feedback methods to identify perceived areas of need or potential improvement and then address them.

Sustain transparent, accountable and quality stewardship of public and private resources

1. Create process model to document upfront costs, staffing needs, responsibilities, timelines, sustainability, and revenue generating potential of the proposed strategy or activity
2. Improve capacity to use technology (including planning, IT support and use of data to inform needs and decisions)
3. Implement best practices management tools for operations and programs, including fiscal accountability

## OBJECTIVE STRATEGIES

Retain focus on effective, efficient and accessible services and programs

1. Use anonymous feedback methods to identify inefficiencies, unfairness, and other perceived problems and implement procedural changes or education to address the identified issues
2. Regularly test if community has high confidence in the ability of BCHA to successfully manage its public duties
3. Create stakeholder feedback program to monitor and improve effectiveness of reports
4. Invest in productivity improvements as needed



**Strategic Direction for Blaine County Housing Authority  
2011-2016**

*Published April 2011*



**SUN VALLEY  
ECONOMIC  
DEVELOPMENT**

# **Investment Opportunities 2015**

# Philosophy and Ideology

## *Our Vision:*

*Sustainable economic growth throughout the Sun Valley region*

## *Our Mission:*

*Preserve and advance the Sun Valley region's economic vitality and diversity while recognizing the values of its citizens*



## *Our Strategic Approach:*

- *Initiate, develop and deliver **projects & services** consistent with the mission in a timely and effective fashion.*
- *Establish a platform for **communication, collaboration & cooperation** between the key public and private stakeholders in the Sun Valley region.*
- *Provide rational advocacy, general guidance and technical expertise on **relevant economic, business & policy issues***

# Improving the Blaine County Economy

## Our Organization:

- ✓ Fifth full year of operation
- ✓ Public/Private partnership
- ✓ 2 Full-time resources
- ✓ Diverse board membership:
  - 6 public sector
  - 13 private sector
  - 1 Department of Commerce
- ✓ Participation from the largest employers in Blaine Co.

## Our Value Proposition:

- ✓ **More Jobs:** Retain existing and attract new
- ✓ **Improve Sales:** Increase visitors and business traffic
- ✓ **Better Decision Making:** Timely data & analysis on local economy
- ✓ **Remove Obstacles:** Improve local business environment
- ✓ **Significant ROI:** real and positive community-wide impact of sponsored projects & programs

# Targeted Projects & Services



# Long Term Goal Development

- Focus on an aspiration that would move the dial for the Blaine Co.'s economy
- Initial goal established for 10% of Blaine's approximate \$1 billion GDP, or \$100m in 10 Yrs
- New goal for 10 Blaine Co. "economic impact" organizations being explored via Big Tent process
- Consensus goal to be discussed with Community in Fall 2015



# Our Key Accomplishments

- Designation by the State as the “go-to” organization for business relocations to Blaine County
- Delivery of critical analysis/support to secure expanded tourism services for new routes and hotels
- Certification of the region as a United State Olympic & Paralympic Training Site
- Catalyst for ongoing development of Sun Valley Culinary, Human Performance Lab, Olympic Center & Youth Dorms
- Host of Quarterly Forums and Annual Summit on economic and community growth strategies
- Production of comprehensive annual economic profiles for each municipality and the County
- Implementation of a Band of Angels & Mentors program to advise and fund local entrepreneurs, established businesses and potential relocations

# Potential Community Impacts

No.	Project or Service	Activities	SVED Contribution to Success	Current or Potential Impacts (Based peak or total as appropriate)					
				Existing Jobs (# FTE's impacted)	New Jobs (# Full Time)	New Jobs (# Indirect)	New Visitors (5th Yr - # per year)	New Initial Investment (\$m)	New Direct Economic Impact (1st 5 Yrs -\$m)
1	Tourism	Support improved air, lodging & transport services	Moderate	4,000	158	185	11,456	214	153
2	Culinary	Develop Sun Valley Culinarium & New Restaurants	High	637	28	158	900	9	18
3a	OPTS - Olympic Center	Develop Olympic Center air action facility	High	116	12	14	8,000	9	8
3b	OPTS - Human Performance Lab	Create HPL for OPTS and community athletes			2	6	423	0.5	5
5	Local Investment	Identify & Develop Tools to Grow 1) Existing & 2) New Businesses	High	25	30		na	0.5	1.3
				13	20		na	0.5	1.5
<b>TOTAL PROJECT IMPACTS</b>				<b>4,907</b>	<b>250</b>	<b>363</b>	<b>20,779</b>	<b>233</b>	<b>187</b>

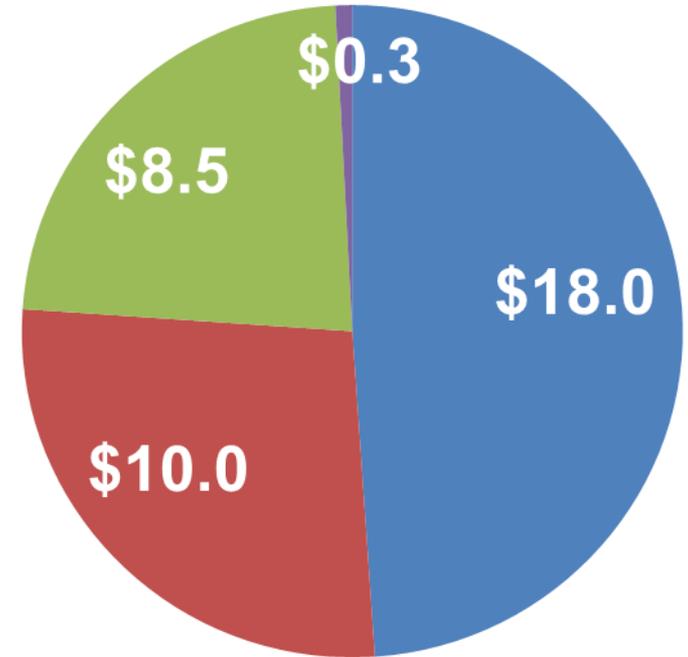
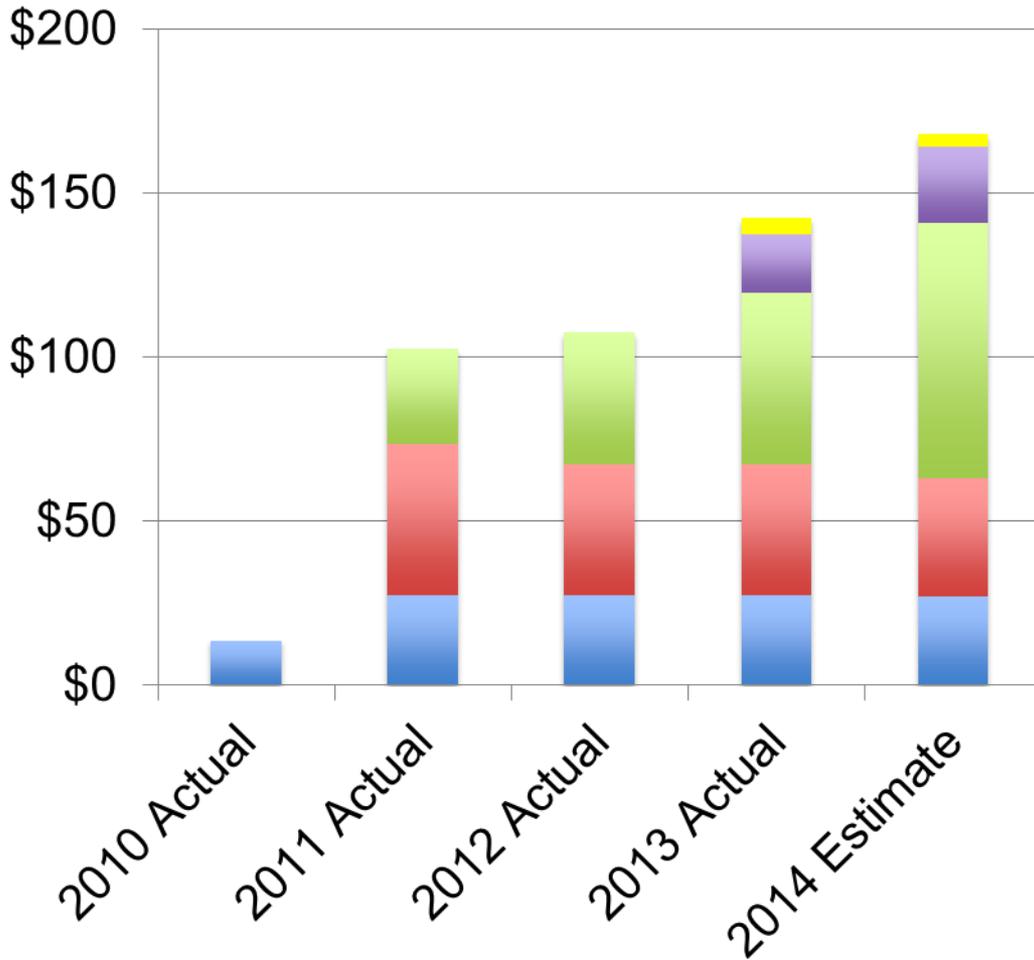
# Potential City Impacts

Key Projects	Sun Valley Resort eRevenue*	City of Sun Valley eLOT
<b>Culinary Institute</b>	~\$0.2 m/year	~\$4,000/year
<b>Olympic Center</b>	~\$1.2 m/year	~\$21,000/year
<b>HPL</b>	~\$0.05 m/year	~\$200/year

*\*Primarily Lodging, with some Recreation<sup>51</sup> & Food components*

# Our Fundraising

Public Sector FY15 Actuals (000)\*



■ Blaine Co    ■ Ketchum  
■ Sun Valley    ■ Hailey

\* SVED calendar fiscal year overlaps City FY15

■ Commerce    ■ Public    ■ Private \$  
■ Private IK    ■ Grants

	'11	'12	'13	'14
Private %	28%	37%	43%	62%

# Our Budget

<b>\$000 Accruals Basis</b>	<b>2014 Actuals</b>	<b>2015 Budget</b>
<b>Total Revenue (Ex In-Kind)</b>	<b>135</b>	<b>169</b>
Compensation Expenses	117	141
Project Expenses	15	6
Office Admin Expenses	7	8
Marketing/Other Expenses	7	2
<b>Total Expense</b>	<b>146</b>	<b>157</b>
<b>Reserve (Loss)</b>	<b>(11)</b>	<b>12</b>

# Our 2015 Ask – City of Sun Valley

## Value Proposition:

- On-street communication with 100+ business members
- Significant efforts towards North Valley projects that will increase LOT receipts
- Attraction of entrepreneurs & conversion of visitors to residents
- Accurate, timely & useful economic data and analysis
- Extremely cost effective economic development resources with no benefit burden

Public Entity Funding History	'12	'13	'14	Proposed '15
Ketchum	\$10k	\$15k	\$10k	\$20k
Sun Valley	\$5k	\$10k	\$8.5k	\$10k
Hailey	\$3k	-	\$0.3k	\$1k
Blaine Co.	\$20	\$20k <sup>54</sup>	\$18k	\$25k



# SUN VALLEY ECONOMIC DEVELOPMENT

[www.SunValleyEconomy.org](http://www.SunValleyEconomy.org)

Harry@SunValleyEconomy.org

# Supplemental Slides

# Advocacy - Key Issues Being Monitored

## **INFRASTRUCTURE:**

- Redundant Power Line Hailey to Ketchum
- Ketchum Power Committee
- State funding for public transportation
- Blaine County Road & Bridge Levy
- Community Solar Projects
- Liquor licenses for resort conference facilities
- Four vs Five day work week at Blaine County Depts
- Broadband access

## **DEVELOPMENT:**

- AuBerge Resort Sun Valley hotel
- Aspen Limelight hotel
- Quigley Canyon project

## **LAND USE:**

- Proposed height extensions downtown west Ketchum
- County Comp Plan / data exchange
- Conjunctive Water Calls
- Bellevue Comp Plan / proposed Annexation

## **RECREATION:**

- Boulder-White Clouds National Monument / Simpson wilderness proposal
- River Park north of Ketchum
- Craters Moon Monument name change<sup>57</sup> to National Park

# Sun Valley Culinary Institute



## Markets & Clients:

- High-end food & wine aficionados
- Local residents and 2<sup>nd</sup> homeowners
- Existing 200,000 annual visitor base
- New visitors from 27 million culinary tourists
- Sun Valley Co. food & beverage seasonal staff

## State-of-the-Art Facility

- High-end kitchen & equipment
- Demonstration cooking area
- Retrofit, lease or build options



# Sun Valley Olympic Center

Snowboard  
Free ski  
Alpine  
Skateboard  
Mtn Bike  
BMX  
In Line  
Cheer  
Gymnastics  
Media

## POTENTIAL PARTNERS

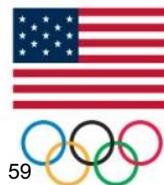


Camps	Passes	Drop Ins	Lessons
-------	--------	----------	---------



## Markets & Clients:

- US youth action & recreation market of 21 million
- Woodward's 750, 000 and SVC's 350,000 social media followers
- SVSEF and other elite teams

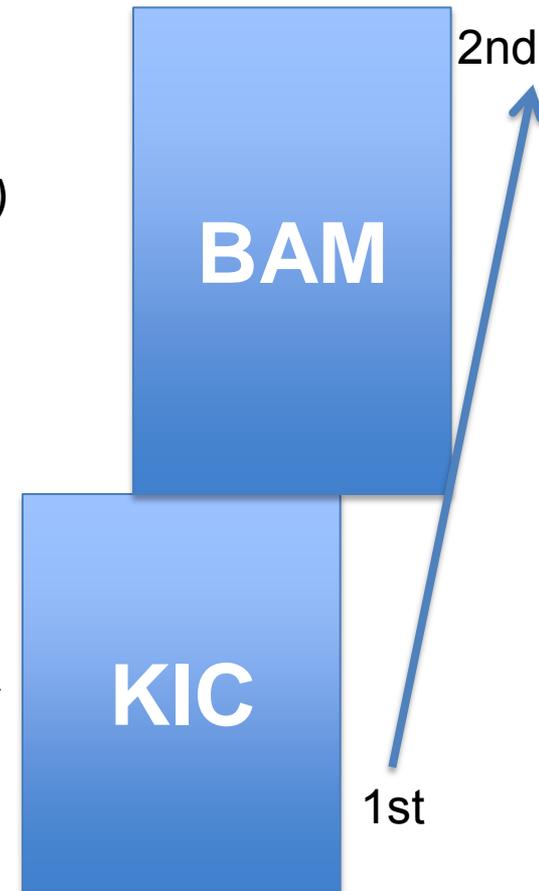


U.S. OLYMPIC  
AND PARALYMPIC  
TRAINING SITE

SUN VALLEY SKI EDUCATION FOUNDATION

# Local Investment Programs

- ✓ Concept endorsed & adopted as a result of 2013 Economic Summit
- ✓ Two step strategic approach:
  1. *Ketchum Innovation Center (KIC)*
  2. *Band of Angels & Mentors Program (BAM)*
- ✓ Collaborating with Ketchum on KIC programs & activities
- ✓ Spearheading BAM with:
  - ✓ 45+ mentors w/ expertise in banking, finance & start-ups
  - ✓ 50+ local businesses in food, energy, internet & services sectors
  - ✓ Early local funding success with TRI applications/awards, WinUru raise, other ongoing activities



# Project Collaboration



**SVED MEMBERS:**

Amanda Breen Law  
American Capital Advisory  
Ameri-Title  
Anticipate  
Atkinson's  
Atlantic Aviation  
Barry Peterson Jewelers  
Becker, Chambers  
Blaine County  
Blaine County Pilots  
Blaine County Rec District  
Blaine County School District  
Boise State University  
CastleRock Capital  
Charles Friedman  
Christensen Global Strategies  
Christiana Building  
Clear Creek Disposal  
College of Southern Idaho  
Colonnade Building  
Community School  
Conrad Brothers Construction  
Copy Center Ketchum  
Cornerstone Bar & Grill  
COX Communications  
DL Evans Bank  
Dale Ewerson  
Dave Theobald  
Davis Embroidery  
DESPOS  
Dick Fenton  
Dick Fosbury  
Douglas Brown Consulting  
Eagan Real Estate  
Elephant's Perch  
Engel & Assocs

Feltman, Garrison  
First American Title  
Fly Sun Valley Alliance  
Fox Creek Interiors  
Friedman Memorial Airport  
Fulton & Assocs  
Grabher Construction  
Harry Griffith  
Idaho Department of Commerce  
Idaho Independent Bank  
Idaho Mountain Express  
Idaho Power  
Idaho State University  
Integrated Technologies  
Intermountain Gas  
Jerry Seiffert  
Jim Garrison  
JohnAlan Partners  
Justen Company  
Kearns McGinnis & Vandenberg  
Kenny-Bogue Commercial Real Estate  
Ketchum  
Ketchum Limelight Hotel  
Kneadery  
Knob Hill Inn  
Lallman, Felton, Peterson & Pierce  
Lawson, Laski, Clark & Pogue  
Len Harlig  
Limpopo Design  
Linda Haviik  
Lori Nurge  
Lutz Rental  
Magleby Construction  
Marketron  
Mead & Hunt  
Michael Doty & Assocs

Mountain Images Gallery  
Mountain West Bank  
Neuhoff Communications  
Perry's  
Pioneer Saloon  
Power Engineers  
Rick LeFaivre  
Rocky Mountain Hardware  
St. Luke's Wood River  
SAWTOOTH Brewery  
SAWTOOTH Club  
Scott Miley Roofing  
Select Health  
Sentinell Fire & Security  
Shafran Foundation  
Shorty's  
Silver Creek Outfitters  
SISTER in Ketchum  
SMITH  
State Farm Patrick Buchanan  
Sun Valley  
Sun Valley Air Club  
Sun Valley Harvest Festival  
Sun Valley Marketing Alliance  
Sun Valley Property News  
Sun Valley Realtors  
Sun Valley Resort  
Sun Valley Shutters & Shades  
Sun Valley Title  
Sturtevant's  
T's & Temptations  
US Bank  
Valley Gas  
Washington Federal  
WEBB  
Wendy Jaquet  
Wilson Construction

Wood River Insurance  
Wood River YMCA  
ZENERGY  
ZIONS Bank



**FY2016 (Oct 1, 2015 – Sept 30, 2016) Budget Request  
For Public Transportation Services  
To City of Sun Valley**

**Requested amount:** \$280,000.00 base request, plus possible additions

**Specific services supported by request:**

Fixed Route public transportation bus services including Red Route, Blue Route, and Valley Route. Mountain Rides also provides transportation planning assistance, vanpool services and coordination on bike and pedestrian infrastructure improvements.

This \$280,000 request is higher than current year and includes the following:

- Increase in labor costs
- Maintaining Red Route services as currently operated
- Improving Blue Route service to have ½ hour commute service year-round and better late night service by incorporating lessons learned from night owl service

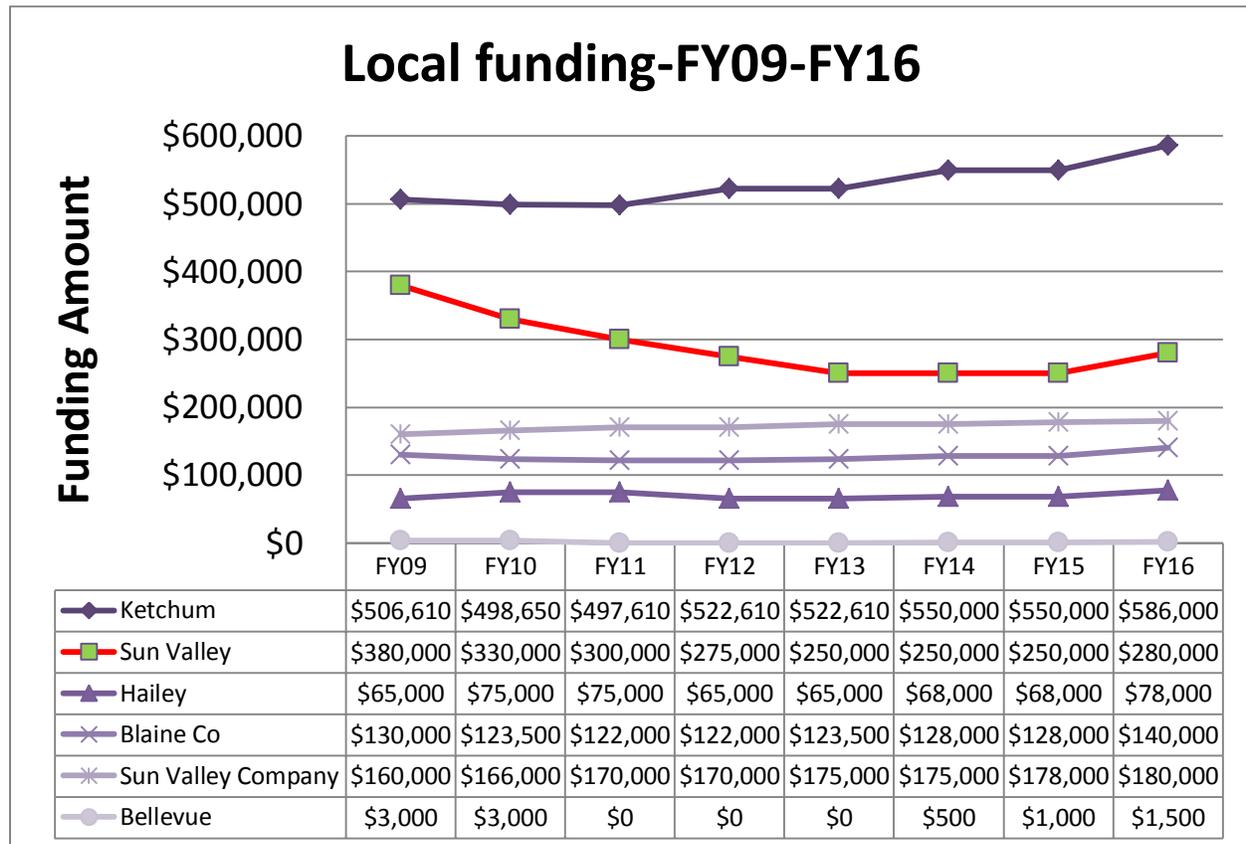
In addition to this base request of \$280,000, Mountain Rides is requesting that the City of Sun Valley consider funding these service improvements as a menu of options above and beyond the \$280,000:

- \$30,000 towards a new service connecting Freidman airport and Sun Valley with fixed route bus service
- \$25,000 towards improved Valley Route service, midday and later night service connecting Sun Valley with all of the Wood River Valley
- \$5,000 towards improved Bronze Route service
- \$8,000 to expand MR BikeShare program to Sun Valley

**Comparison to past years' request for funding:**

FY2009 = \$380,000.00; FY2010 = \$330,000.00; FY 2011 = \$300,000.00; FY2012 = \$275,000.00; FY2013 = \$250,000.00; FY2014 = \$250,000; FY2015 = \$250,000; FY2016 = \$280,000 requested plus options.

**Historical comparison to other funding partners:**



**Description of operational/business functions:**

Mountain Rides is the comprehensive provider of public transportation programs within the City of Sun Valley and adjacent communities including fixed route bus, commuter bus, demand response van service, vanpool, rideshare, and bike and pedestrian programs. We are a public agency, established as a Joint Powers Agreement, of which the City of Sun Valley is one of the partners. Our transit services include free Town Routes in Ketchum and Sun Valley (this is where the City of Sun Valley funding is used), a fare based commuter Valley Route that runs the length of the Wood River Valley, a Hailey Town, and 15 commuter vanpool routes, 6 of which terminate in the City of Sun Valley. Our organization has anywhere from 28-42 employees, depending upon how much service we have at any given time of the year. The bulk of those employees are in our operations department (drivers) and maintenance department.

**Description of benefits to City of Sun Valley, its visitors, residents, home owners and employees:**

Mountain Rides mission is to provide cost effective transportation alternatives to the single occupant vehicle for those who live in, work in or visit the City of Sun Valley including fixed route transit, vanpool, rideshare, bike/ped and transportation planning. The City of Sun Valley sees the benefit of Mountain Rides in various forms including an amenity for visitors and benefit to second home owners; increased mobility for those who live, work or visit the City of Sun Valley; better economic attractiveness

with strong transportation options; better transportation related infrastructure that improves our community; and cost savings to the City of Sun Valley residents who take advantage of our services. Mountain Rides improves the quality of life and overall mobility of our community, which is important, regardless of whether you ride or not.

**Description of Accomplishments in past year:**

1. Overall ridership of 520,236 one-way rides in calendar 2014 (vs. 484,850 in calendar 2013)
  - a. This was despite cuts in service and is the first time in the ENTIRE history of public transportation in Blaine County that we have broken the half million mark in total ridership
  - b. This is the highest per capita in the state and second highest overall
2. Had a completely incident and accident free year for 2014 due to increased training and safety procedure focus
3. Grew partnership programs with specific rider groups
4. Continued to work towards an intermodal transportation in downtown Ketchum
5. Completed design for our south valley facility
6. Updated and implemented a new brand for our services that is more modern and attractive
7. Led effort to develop a bike and pedestrian master plan for Blaine County – plan has been adopted by all parties involved, including Sun Valley
8. Expanded bikeshare program with 40 bikes in 2015 with 20 in Hailey and 20 in Ketchum; hoping to expand to Sun Valley next year
9. Kept local and federal funding stable and continue to provide a high level of service throughout Sun Valley
10. Restored federal funding for FY2016 and beyond
11. Continue to improve customer information sources with better stop signage, indoor electronic real-time route info, outdoor electronic real-time route info, continually improving website, and more comprehensive signage
12. Increased our partnership with Sun Valley Company by partnering on new vanpool routes
13. Increased farebox and advertising revenue
14. Kept our overall burden rate low at 28%

**Goals for the coming year:**

- Develop a 5 year business plan
- Continue to execute the fundamentals
- Strengthen LOT funding share and develop new funding
- Complete salary survey
- Work on continuous service improvements; including possible service to Friedman airport

**Attachments:** Current FY2015 Budget, Strategic Work Plan for 2015

**Mountain Rides Transportation Authority  
Consolidated FY2015 Final Budget: ALL FUNDS SUMMARY**

**REVISED 4/15/2015**

	FY2015 Budget ADOPTED 9/17/14	FY2015 Budget REVISED 4/15/2015	% Difference FY15 revised vs. FY15 orig
<b>Revenue</b>			
Operations Fund	2,532,420.00	2,547,495.00	0.6%
Capital Equipment Fund	240,660.00	278,660.00	15.8%
Capital Equipment Reserve Carryover	150,000.00	150,000.00	0.0%
Capital Equipment use of reserves	0.00	0.00	n/a
Work Force Housing Fund	31,150.00	31,150.00	0.0%
Work Force Housing Reserve Carryover	30,000.00	30,000.00	0.0%
Work Force Housing use of reserves	-600.00	-600.00	0.0%
Facilities Fund	1,327,500.00	1,197,935.00	-9.8%
Facilities Reserve Carryover	150,000.00	150,000.00	0.0%
Facilities Fund use of reserves	-86,480.00	-86,480.00	0.0%
Contingency Fund	79,800.00	112,901.00	41.5%
Contingency Reserve Carryover	275,000.00	275,000.00	0.0%
Contingency Fund use of reserves	-29,750.00	-62,851.00	111.3%
<b>Total Revenue</b>	<b>4,699,700.00</b>	<b>4,623,210.00</b>	<b>-1.6%</b>
<b>Expense</b>			
Operations Fund	2,532,420.00	2,547,495.00	0.6%
Capital Equipment Fund	228,000.00	268,000.00	17.5%
Work Force Housing Fund	31,150.00	31,150.00	0.0%
Facilities Fund	1,327,500.00	1,197,935.00	-9.8%
Contingency Fund	79,800.00	112,901.00	41.5%
<b>Total Expense</b>	<b>4,198,870.00</b>	<b>4,157,481.00</b>	<b>-1.0%</b>
<b>Gross Revenue</b>	<b>500,830.00</b>	<b>465,729.00</b>	<b>-7.0%</b>
<b>Less Fund Balances held in Reserve</b>			
Capital Equipment Fund Reserve	162,660.00	160,660.00	-1.2%
Work Force Housing Fund Reserve	29,400.00	29,400.00	0.0%
Facilities Fund Reserve	63,520.00	63,520.00	0.0%
Contingency Fund Reserve	245,250.00	212,149.00	-13.5%
<b>Total Fund Balances in Reserve</b>	<b>500,830.00</b>	<b>465,729.00</b>	<b>-7.0%</b>
<b>NET REVENUE (Gross Revenue minus Funds Held in Reserve)</b>	<b>0.00</b>	<b>0.00</b>	

SUMMARY OF TOTAL LOCAL FUNDING REQUESTS	FY2014 Breakout		FY2015 Breakout		
	operating	capital	FY2015	operating	capital
City of Ketchum	\$ 475,750.00	\$ 74,250.00	\$ 550,000.00	\$ 484,000.00	\$ 66,000.00
City of Sun Valley	\$ 216,250.00	\$ 33,750.00	\$ 250,000.00	\$ 220,000.00	\$ 30,000.00
City of Hailey	\$ 58,820.00	\$ 9,180.00	\$ 68,000.00	\$ 59,840.00	\$ 8,160.00
City of Bellevue	\$ 173.00	\$ 27.00	\$ 500.00	\$ 500.00	\$ -
Blaine County	\$ 108,000.00	\$ -	\$ 108,000.00	\$ 108,000.00	\$ -
SV CO	\$ 151,375.00	\$ 23,625.00	\$ 178,500.00	\$ 157,080.00	\$ 21,420.00
	\$ 1,010,368.00	\$ 140,832.00	\$ 1,155,000.00	\$ 1,029,420.00	\$ 125,580.00



---

# Strategic Work Plan for 2015

## *For adoption February 4, 2015*

---

### Overview

Mountain Rides is coming off a year filled with much success including:

- ✓ Record ridership of over 500,000 one-way trips in calendar year 2014 (a first in the history of public transportation in Blaine County)
- ✓ Our safest year in the past 6 years with no at-fault accidents and very limited incidents
- ✓ Very stable, conscientious and experienced staff
- ✓ Receipt of all approvals and entitlements allowing two key capital projects, the Ketchum transportation hub and the Bellevue south valley facility, to move forward
- ✓ Receipt of two leadership awards from the Community Transportation Association of Idaho
- ✓ Launch of a fresh new brand for Mountain Rides
- ✓ Coordination of the development of regional bike and pedestrian master plan, resoundingly supported and applauded by all Wood River Valley governments and stakeholders

In order to move forward successfully into 2015, Mountain Rides must continue to be looking ahead, planning for the future and executing on its plans. Each year Mountain Rides looks at what it must accomplish in order to fulfill its overarching vision, which is to be the sustainable transportation backbone of Blaine County and adjacent communities in order to improve the livability and attractiveness of the region.

On January 7, 2015, the Mountain Rides board of directors met to discuss the upcoming year and develop plans for the organization to accomplish. This discussion was lively and varied, but four main themes were apparent including:

- Complete the hub and the south valley facility, even if they are reduced in scope to meet budget constraints
- Continue to focus on fundamentals of safety, customer service and high quality operations
- Plan for the future in terms of funding opportunities and challenges and the associated service impacts
- Be a partner that stands ready to help solve transportation challenges in the community

These broad themes were then discussed in more detail, according to strategic priorities for the coming year. These strategic priorities are listed in priority order with a detail of what exactly the priority entails, what actions are necessary to accomplish the goals and the overall timeframe for accomplishment.

## Strategic Priorities

### **Strategic priority #1 – Complete major capital projects**

2015 will see the completion of two major capital projects – the south valley facility and the downtown Ketchum transportation hub. These are high priority projects that will define Mountain Rides operations for many years to come and are the highest priority for the coming year. This strategic priority carries over from the 2014 priorities and will take significant concentrated effort on behalf of board and staff to complete before the end of 2015.

These projects are both heading towards a spring construction start, so organizational resources will be stretched between January and April to ensure that the projects get in the ground. Here is a look at major milestones by month for each project:

#### For the hub:

- Jan 2015 – using the knowledge gained from the unsuccessful hub bid in August 2014, bid drawings and documentation will be updated with the project broken into different bid alternatives to give us a better chance of meeting our budget. The full board will receive an update on the bid development at its regular board meeting. Design team will be working on all updates to bid package with support from Mountain Rides' staff.
- Feb 2015 – construction bid package will be released at the Feb 4 special board meeting. Staff will respond to any bidder questions or clarifications in conjunction with design team.
- March 2015 – bids will be due on March 4<sup>th</sup>. Finance and Performance committee will do initial review and make recommendation to full board. Full board will award bid at its March 18<sup>th</sup> meeting.
- April 2015 – construction will start on April 15<sup>th</sup>.
- May 2015 – construction will be underway. Mechanism for handling change orders must be in place. Coordination with the City of Ketchum will also be critical during this time.
- June 2015 – construction will be complete on June 20<sup>th</sup>, ahead of the busiest summer weekends. Ribbon cutting and celebration.
- July 2015 – as part of budgeting and service planning process, Mountain Rides route operations should be adjusted to best utilize the hub going forward.

#### For the south valley facility:

- Jan 2015 – bid drawings and documentation will be created with a focus on developing a project that will meet budget.

- Feb 2015 – the planning and marketing committee will look at a draft of the construction documents and the finance and performance committee will look at the project budget. The design team will update the documents based on feedback received.
- March 2015 – construction bid package will be released at the March 4<sup>th</sup> special board meeting. Staff will respond to any bidder questions or clarifications in conjunction with design team.
- April 2015 – bids will be due on April 1<sup>st</sup>. Finance and Performance committee will do initial review and make recommendation to full board. Full board will award bid at its April 15<sup>th</sup> board meeting.
- May 2015 – construction start
- June –Nov 2015 – construction in full swing with 180 day construction period. Mechanism for handling change orders must be in place.
- Dec 2015 – Mountain Rides will move in and start operating out of the new facility. Ribbon cutting and celebration.

The tracking and completion of these projects is of the highest priority and work associated with completing these projects will take precedence over all other priorities.

## **Strategic priority #2 – Complete a 5 year business development plan**

Mountain Rides has been operating without a business development plan for the past few years and needs a defined direction for growth, funding and capital projects in the coming years. A clear 5 year business plan would provide the roadmap for Mountain Rides that shows all of our funding partners, as well as the community at large, our assumptions about revenue, expenses, service levels, programming and staffing over the coming 5 years.

When Mountain Rides was formed in 2007, there was a clear 5 year plan that set the course for growth and development of the organization. Mountain Rides followed this plan as it merged all the different transportation organizations into one and executed a host of initiatives that strengthened and grew the organization. By 2012 most of the big ideas in that original plan were fully realized including mergers, expansions, service improvements, ridership gains and funding growth. Since 2012, Mountain Rides hasn't had a fully expressed plan for where the organization hopes to go over the coming 5 years. Developing and adopting this plan will fill this gap and give us something for which to reach.

The plan will be informed by and encompass parts of many existing planning efforts including:

- 5 year Capital Improvement Plan
- Annual budget process
- Annual service plan
- Annual Marketing and Communications Plan

The timing for the development of this plan will be:

- Feb 2015 – outline of plan components presented and reviewed at planning and marketing committee meeting

- April 2015 – financial assumptions and components will be reviewed at finance and performance committee meeting
- May 2015 – first rough draft to be reviewed at planning and marketing committee meeting
- June 2015 – draft plan will be presented at special board meeting
- July 2015 – plan presented and adopted at regular board meeting
- September 2015 – service plan aspects of the business plan incorporated into design of new schedule

### **Strategic priority #3 – Continue to develop funding with planning for any changes in federal funding; evaluate opportunities for dedicated local option tax (LOT)**

The board discussed the need to continuously adapt to funding uncertainties, especially the potential decrease in federal funding. The board also decided that Mountain Rides must revive the effort to explore more dedicated local funding through the LOT. If Mountain Rides could receive a fixed percentage of local option funding from the partners that have it, we could better plan and predict local funding. If LOT funding were to improve in the coming years, Mountain Rides could re-establish bus service that was cut in the past few years and could also look to expand services.

In order to carry out this strategic priority, there are several different action items that must be accomplished including:

- Creation and adoption of a contingency plan that defines how and where Mountain Rides would cut service in the case of lower than expected funding
- Begin conversations with the funding partners about how a dedicated percentage of LOT could work for funding public transportation in Blaine County
- Stay involved at state level in conversations about how federal money is allocated and awarded under an updated application process
- See Strategic Priority #5 regarding potential service to FMAA and use of Air Service LOT

This approach to increasing LOT funding will require considerable research and very careful thought so as to protect the current LOT funding that Mountain Rides receives. The work at a state level regarding changes to how federal funding is awarded and allocated will involve attendance and involvement at various state level meetings including the Public Transportation Advisory Committee meetings, the task force on mobility management, as well as quarterly meetings of the District 4 Coordination Council.

The outline of major tasks:

- Jan 2015 – begin work at a staff level on a contingency plan. Executive Director will attend the state task force meeting at ITD on mobility management, where potential changes to provider funding will be discussed.
- Feb 2015 – review the first draft of the contingency plan at the special board meeting. Executive Director will attend the last of the mobility management task force meetings. Outcomes from that meeting will move to the PTAC for review and consideration.

- March 2015 – adopt the contingency plan at the special board meeting on March 4<sup>th</sup>.
- March 2015 – evaluate our options for increasing LOT funding during the joint committee meeting and set a direction
- April – May 2015 – research possible avenues for the LOT dedicated funding percentage effort and develop alternatives. In conjunction with this research will be discussions with elected officials on how this dedicated LOT for public transportation could work and best be presented. Present results to Finance and Performance committee at the May meeting.
- June 2015 – present dedicated LOT plan to the full board for adoption at the June regular board meeting.
- July – Oct 2015 – work with local funding partners on support for a fixed percentage goal for LOT for public transportation going forward.

#### **Strategic priority #4 – Evaluate employee compensation package and make adjustments as soon as possible**

The last salary survey was completed in 2008 and needs to be updated and reviewed. Mountain Rides has not had a significant change in its compensation or benefits package since the 2008 salary survey. As a result, we are starting to lose employees to better employment opportunities, and long-time employees are finding themselves with limited opportunities for wage increases.

In order to remain a competitive and attractive workplace for existing and new employees, Mountain Rides needs to carry out a survey of pay rates for comparable positions within organizations that could be considered peers, namely our local municipal funding partners, other resort transit agencies and other large Idaho agencies. In addition to pay rates, Mountain Rides must look at its complete benefits package to see how things like health insurance, paid time off, retirement and other employee benefits compare.

Since we have a template from the previous salary survey and contacts within the industry, Mountain Rides can carry out this work on its own without having to hire a consultant. This effort will take considerable research time to complete but isn't overly complex work. This effort will be carried out with support and direction from the Finance and Performance Committee and should be completed in time to incorporate into Mountain Rides' FY2016 budget.

Major work for this priority includes:

- Feb 2015 – methodology for collecting and comparing wage and benefit information will be reviewed at Finance and Performance committee meeting
- March 2015 – staff roundtable on pay and benefits to understand what is most important to cross section of employees
- March - April 2015 – research and data collection will be carried out
- May 2015 – preliminary results and recommendations will be presented to the Finance and Performance Committee meeting. Updates and additional research will be done based on committee input.

- June 2015 – draft of salary survey results will be presented to the full board at the special board meeting.
- July 2015 – final salary survey and resulting update to compensation and benefits package will be completed and adopted at the July special board meeting
- August 2015 – at the regular August board meeting, the updated pay chart and benefit costs will be adopted and incorporated as part of the Mountain Rides’ FY2016 budget. Implementation at the start of FY2016.

**Strategic priority #5 – Start conversations on airport service and Galena service; be a partner ready to help**

The board discussed the community transportation needs that exist outside of the current services provided by Mountain Rides, most notably direct service connecting Friedman airport with Ketchum-Sun Valley and service for the highway corridor extending north of Ketchum to Galena Lodge to serve the winter and summer recreation demands to various trailhead destinations.

The board agreed that Mountain Rides should be involved in these conversations in the community about transportation challenges for airport service and Galena. Mountain Rides may not be the ultimate solution to these challenges, but we should be ready to define how we could help and what would be involved to start a new service. By investigating these options, Mountain Rides is staying true to its mission, vision and goals of being a comprehensive transportation resource for Blaine County.

This priority shouldn’t involve a lot of work trying to proactively develop solutions. Mountain Rides should simply stay engaged on these issues and make sure that relevant stakeholders understand that Mountain Rides is available to evaluate how public transportation may be part of the solution, if given the resources. For the coming year, the timeline and tasks for this priority include:

- April 2015 – Mountain Rides will attend a Fly Sun Valley Alliance and Air Service board meeting to introduce the possibility of an express route to/from the airport.
- May 2015 – Mountain Rides will sit down with BCRD and the Sawtooth National Recreation Area, and ITD, to understand the needs and possibilities for Galena bus service during peak times.
- June 2015 – staff will report to the board at regular board meeting as to the status of the discussions about these services.
- August 2015 – if requested, costs will be developed for potential new service in 2016 that can be presented to specific stakeholders who may be able to fund the startup of service.
- Sept – Oct 2015 – if any new service has funding identified, the service will be developed as part of the FY2016 service planning process. Implementation of any potential airport or Galena service will depend on funding for both operations and capital equipment.

**Strategic priority #6 – Incorporate opportunities for service improvements into the annual budgeting and service planning process**

This priority represents a continual focus on strong, existing fundamentals that are already in place to allow Mountain Rides to improve. Being focused on improvements to operations and service planning must continue to define Mountain Rides, regardless of whether funding is increasing or decreasing.

Mountain Rides will continue to use the spring and fall schedule updates as opportunities to incrementally improve existing services by evaluating the need for route changes, schedule tweaks, service cuts and/or service enhancements. In short, Mountain Rides must continue to stay nimble and adapt to shifting demographics, ridership patterns, funding and community needs.

Going forward, Mountain Rides will look at the following:

- March 2015 - evaluate night owl service performance and look at options for incorporating better night service into future schedules and budget requests.
- April 2015 – present service plan adjustments that will need to be in place once the hub is in operation to Planning and Marketing Committee at its April meeting.
- May 2015 - determine what the budget will allow in terms of a 2015 summer season start and if a later summer start still has to be included in the summer-fall schedule. Staff will also look at incremental improvements to existing services that maximizes funding for community benefit and ridership opportunities.
- June – Sept 2015 – work on service plan opportunities in conjunction with budget development and budget requests to funding partners. Involvement will be required for both committees and the full board throughout the process.
- Oct 2015 – adopt the FY2016 service plan that optimizes funding, takes advantage of opportunities and reflects newly constructed facilities (all routes will benefit from the Ketchum hub and the south valley facility).
- Nov 2015 – implement FY2016 service plan.

## **Strategic priority #7 – Continue to work on fundamentals in all areas and departments**

The board wants to keep Mountain Rides firing on all cylinders in all areas of its day to day functions. With so much success in 2014, Mountain Rides must continue to stay focused on the fundamentals of safe, high quality, customer-focused services and programs that meet the community needs in 2015. The other priorities in this strategic work plan will take much focus and concentrated effort, but the day to day running of a strong organization must continue to take precedence, especially for those staff with existing, heavy workloads that are required to keep Mountain Rides running.

This strategic priority is really about incremental progress that should continue to be made in all areas of Mountain Rides. Most of these efforts are already underway and some are included in other Mountain Rides' planning documents.

The items that were identified during the strategic workshop that represent continued execution of fundamentals:

- Capital Improvement Plan – add a CIP project for improving bus stop signage system-wide.
- New brand – continue to roll out the new brand as quickly as budget and resources will allow.
- Technology projects – research possibility for an app; look at installing additional real-time next bus information signage at key stops; look at opportunities for electronic fareboxes and refillable bus passes.
- Renew Joint Powers Agreement – the document that makes Mountain Rides an entity will expire in October of 2015, so it must be renewed by all the existing JPA partners well ahead of October 2015 to allow for organizational continuity.
- Finish items identified in audits – continue to add and improve policies/procedures like Passenger Code of Conduct, Investment policy, boarding and alighting (bus stop standards) and safety standards.

Apart from the renewal of the JPA, which must happen before October 2015, this list will not be tied to specific timeframes and will instead be spread across the year, as time allows. With a high level of baseline, day-to-day work for a very small staff, combined with all the other strategic priorities, there is a very limited amount of time for completing all that has been identified in this document. Given that reality, Mountain Rides must remain flexible and opportunistic on the lower priority items that don't have a strict timeframe.

## Vision, Mission, and Goals

All of the priorities for 2015 are related to our vision, mission and goals. This year, the group didn't discuss the vision, mission and goals because it was felt that the current ones are serving us well. As a reminder the vision, mission and goals are stated here.

The stated vision of Mountain Rides is:

To be the sustainable transportation backbone of Blaine County and adjacent communities in order to improve the livability and attractiveness of the region.

The central purpose and role of Mountain Rides is to:

Manage transportation demand by providing access and mobility to those who live, work, or visit Blaine County with public transportation service alternatives to the single occupancy vehicle that are environmentally sustainable, energy efficient, attractive, safe, convenient, reliable, and cost-effective.

The business goals of Mountain Rides are:

1. Provide and advocate for transportation solutions in Blaine County that reduce the number of single occupancy vehicle trips.
2. Maintain and develop sources of short and long term, sustainable funding support.
3. Provide transportation solutions that are cost effective.
4. Promote knowledge and increase awareness of transportation issues and the impact of transportation choices.

5. Promote regional cooperation on transportation issues in order to help fulfill all of Mountain Rides' other goals.

## 2015 Success Factors

In order to execute for 2015, Board and staff discussed what is needed to support the activities of Mountain Rides. It was agreed that, by and large, Mountain Rides structure is well suited for the work ahead in 2014. In particular, it was agreed that it is important to:

- Continue to communicate to the community and to our funding partners the relevance and importance of Mountain Rides
- Follow the Marketing and Communications plan and implementing the strategies will help grow support and ridership, even as service is flat or declining, and continue to focus on ridership growth and 100% customer satisfaction
- Communicate effectively internally so that we can all be aware of what Mountain Rides is doing, what direction we are heading and how all the pieces fit together
- Keep capital equipment needs in mind and continue strong capital asset planning

## Conclusion

With clear priorities for 2015 and solid execution, Mountain Rides will continue to operate a best in class organization that is a model for regional, multi-modal transportation organizations in rural resort areas.



**CITY OF SUN VALLEY  
REPORT TO THE CITY COUNCIL**

---

TO: Honorable Mayor and City Council  
FROM: Bill Whitesell, Street Superintendent  
SUBJECT: Morning Star Road Drainage and Shouldering Repair  
DATE: 5/7/2015

---

Street Department staff has identified areas along Morning Star Road that are in need of drainage and shouldering repair. These areas have erosion issues that continue to plug culverts and deposit silt into the barrow ditches. I have requested bids on the project but the bids had not been received at the time of Council packet distribution. The bids, however, will be available for Council review on or before the May 12<sup>th</sup> meeting.

**Recommendation:**

City Council authorize the Mayor to enter into an agreement with lowest qualified bidder for drainage and shouldering repair on Morning Star Road.

**Attachments:**

Bid specifications.

**Funding:**

Line item 10-431-780

## **MORNING STAR**

### **INDEPENDENCE CREEK RD**

- ❖ Reestablish swale up Independence on stop sign side
- ❖ Picture 1
- ❖ Distance 126 FT

### **INDEPENDENCE AND MORNING STAR**

- ❖ Reestablish swale around the corner
- ❖ Picture 2
- ❖ Distance 265 FT

### **MORNING STAR BUS STOP**

- ❖ Clean out shoulder from exposed culvert to Arrow Wood
- ❖ Add perforated pipe (approx. 120ft) and connect to outlet of culvert
- ❖ Reestablish swale and compact shoulder
- ❖ Picture 3
- ❖ Distance 160 FT

### **721-706 MORNING STAR**

- ❖ Clean out swale, Remove willows, Compact shoulder
- ❖ Pictures 4-6
- ❖ Distance 356 FT

### **715 MORNING STAR**

- ❖ Culvert under drive way broken, Find brake and repair
- ❖ Picture 7
- ❖ Distance 112 FT

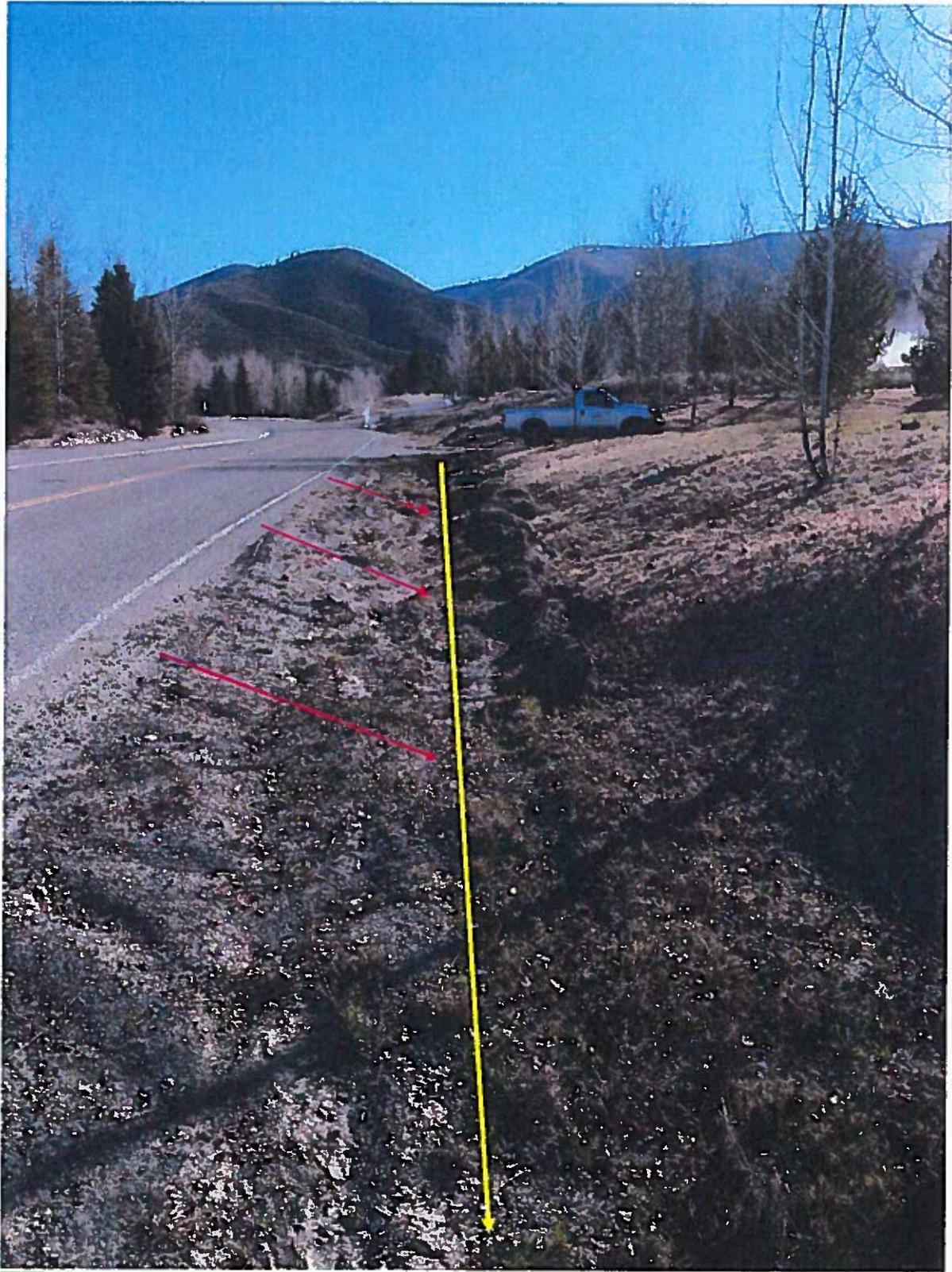
### **715-706 MORNINGSTAR**

- ❖ Reestablish swale
- ❖ Pictures 8-9
- ❖ Distance 518 FT

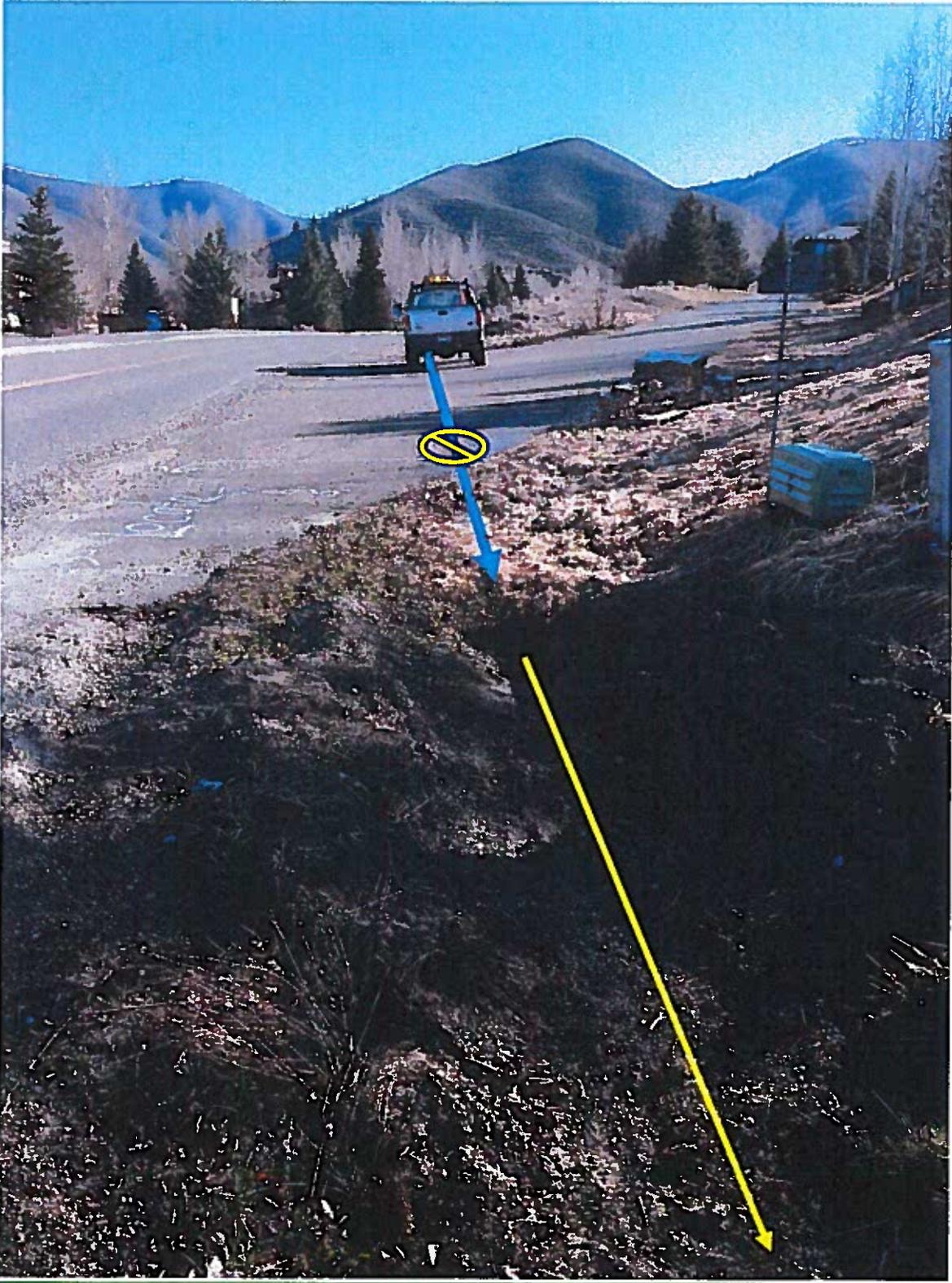
### **PARKER GULCH**

- ❖ Reestablish swale from stop sign to fire hydrant
- ❖ Expose catch basin
- ❖ Picture 10
- ❖ Distance 35 FT

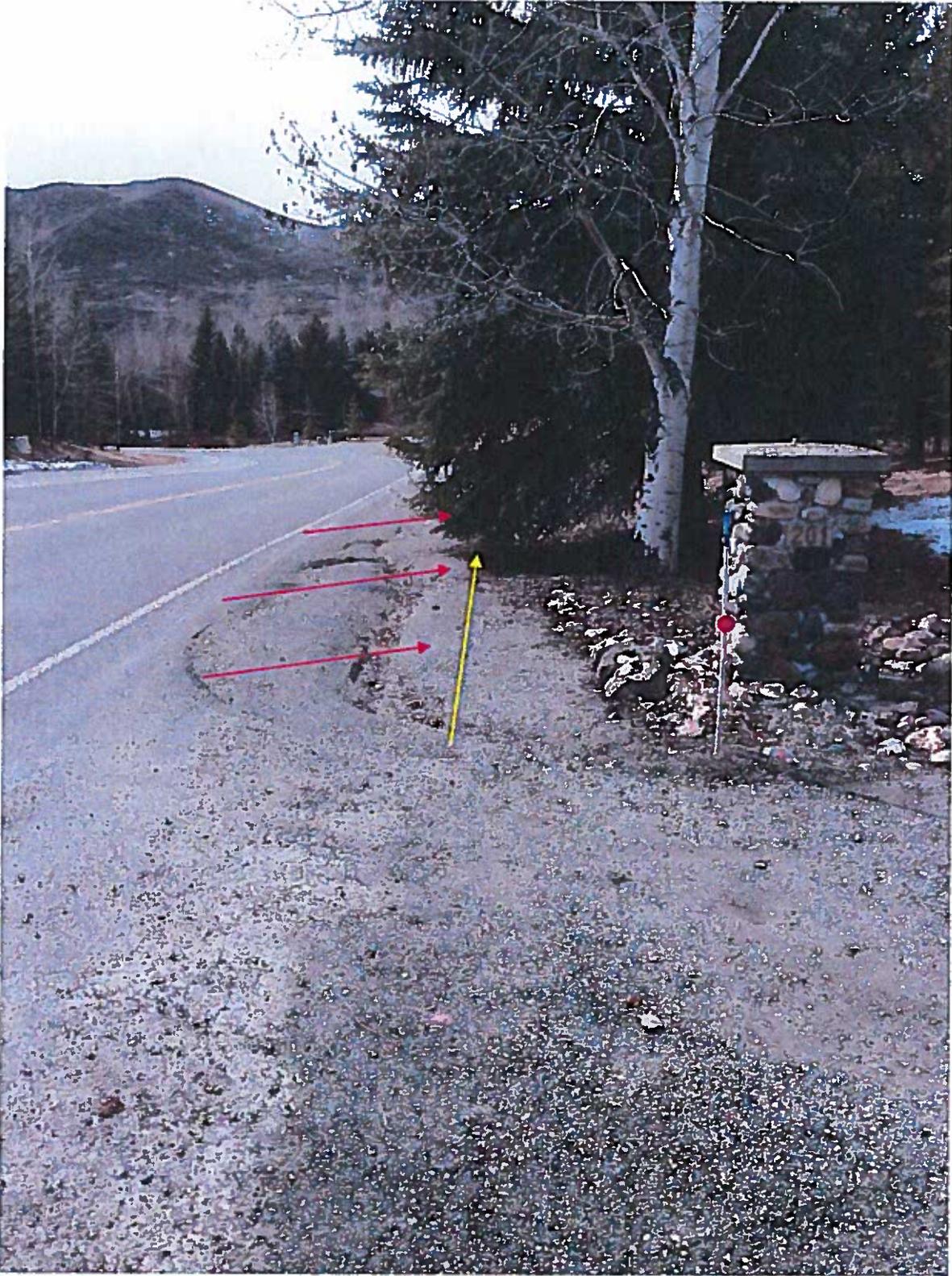
**MORNING STAR #5**



MORNING STAR #7



**MORNING STAR #15**



**SHORT-TERM EMPLOYMENT AGREEMENT  
TEMPORARY COMMUNITY DEVELOPMENT DIRECTOR  
CITY OF SUN VALLEY, IDAHO**

THIS SHORT-TERM EMPLOYMENT AGREEMENT hereinafter "Agreement", effective the ~~19th~~ 12th day of ~~February~~ May, 2015, by and between the CITY OF SUN VALLEY, State of Idaho, a municipal corporation, hereinafter called "Employer", and John Gaeddert, hereinafter called "Employee" is made in contemplation of the following:

**RECITALS**

WHEREAS, Employer desires to employ the services of said Employee as a Temporary Community Development Director for the City of Sun Valley; and

WHEREAS, it is the desire of Employer to provide certain terms and conditions of employment of said Employee; and

WHEREAS, Employee desires to accept employment as Temporary Community Development Director for the City of Sun Valley pursuant to the terms and conditions hereof.

NOW, THEREFORE, in consideration of the mutual covenants and promises herein contained, and the above Recitals which are incorporated herein, the parties agree as follows:

**SECTION 1. DUTIES**

Employer hereby agrees to employ said Employee as Temporary Community Development Director for the City of Sun Valley to perform the functions and duties which the Mayor shall assign from time to time. A job description is attached hereto as Exhibit "A" and incorporated by reference. The Mayor or the Mayor's designee may modify the job description at any time.

**SECTION 2. TERM, PERFORMANCE REVIEW**

The term of this Employment shall commence ~~February 19~~ May 16, 2015 and shall terminate on May ~~15~~ 31, 2015 or upon ~~fifteen~~ three (~~15~~ 3) days' written notice by either party to the other. In the Mayor's capacity as Chief Administrative Officer, only the Mayor of Sun Valley shall have the right to terminate this Agreement on behalf of Employer. Upon any termination, Employee shall have no right to severance pay.

**SECTION 3. COMPENSATION**

A. Employer agrees to compensate Employee for Employee's services at a rate of ~~Three thousand two hundred fifty and 00~~ Nine hundred sixty and 20 cents (\$~~3,250.00~~ 960.20) per pay period (every two weeks), less applicable withholdings, payable at the same time as other employees of the Employer are paid. ~~Excepting the weeks beginning February 16<sup>th</sup>, March 16<sup>th</sup> and March 23<sup>rd</sup>,~~ The Employee shall regularly work ~~twenty~~ ten (~~20~~ 10) hours per week for the City. Given the nature, and duties required, the position is considered **exempt** from the overtime requirements of the Federal Fair Labor Standards Act.

B. During the course of Employee's term of employment, Employer will not pay into the Public Employees' Retirement System of Idaho ("PERSI"), for the account of Employee, in accordance with the policy established by Employer for all employees of Employer unless required by the PERSI system.

**SECTION 5. EXPENSE REIMBURSEMENT**

Employer recognizes that certain expenses of a non-personal and generally job-affiliated nature may be incurred by Employee from time to time, and hereby agrees to reimburse or to pay actual expenses as approved by the Mayor and in accordance with the travel and other policies of the Employer.

**SECTION 6. LIMITATION ON WORK**

During the course of the Employee's term of employment, the Employee will not work on or be involved in any action involving the Lane Meadows annexation or subdivision either on behalf of the City of Sun Valley nor outside entities or persons involved with the Lane Meadows project.

**SECTION 7. INDEMNIFICATION**

Consistent with Idaho Code § 6-903, City agrees to indemnify and hold harmless Employee from claims, liabilities, or causes of action brought against Employee which are related to the course and scope of Employee's employment or which arise out of any act or omission within the course and scope of Employee's employment; provided, the City may refuse a defense or disavow and refuse to pay any judgment for Employee if it is determined that such act or omission of the Employee was not within the course and scope of Employee's employment or included malice or criminal intent. Notwithstanding any provision in this Agreement, the City will only indemnify Employee for ordinary negligence but shall not indemnify Employee for acts that are grossly negligent, reckless, or intentional.

**SECTION 8. OTHER TERMS AND CONDITIONS OF EMPLOYMENT**

The Mayor, in consultation with the Employee, shall fix such other terms and conditions of employment, as the Mayor may determine from time to time to be appropriate, relating to the performance of Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement. Employee is bound by all terms of the Sun Valley Personnel Manual with the following exceptions upon approval of the Mayor or Mayor's designee:

~~Employee will receive twenty five unpaid days off during the contract period.~~

Employee is allowed to work a flexible work schedule within the time periods sent forth in Exhibit "B" or with written approval of the Mayor or Mayor's designee.

**SECTION 9. NOTICES**

Notices pursuant to this Agreement shall be given by deposit in the custody of the United States Postal Service, postage prepaid, addressed as follows or to such other address as may be provided by written notice by a party:

- (1) Employer: Mayor  
City of Sun Valley  
P.O. Box 416  
Sun Valley, ID 83353
- (2) Employee: John Gaeddert  
P.O. Box 2368  
Hailey, ID 83333

Alternatively, notices required pursuant to this Agreement may be personally served by hand delivery. Notice shall be deemed given as of the date of personal service or as of the date of deposit of such written notice in the course of transmission in the United States Postal Service.

**SECTION 10. GENERAL PROVISIONS**

A. The text herein shall constitute the entire Agreement between the parties.

B. If any provision, or any portion thereof, in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected and shall remain in full force and effect.

IN WITNESS WHEREOF, the City of Sun Valley has caused this Agreement to be signed and executed in its behalf by its Mayor, and duly attested by its City Clerk, and the Employee has signed and executed this Agreement, as of the date and year first above written.

EMPLOYER

EMPLOYEE

CITY OF SUN VALLEY, a  
municipal corporation

John Gaeddert

By: \_\_\_\_\_  
Dwayne Briscoe, Mayor

\_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Alissa Weber, City Clerk

**SHORT-TERM EMPLOYMENT AGREEMENT  
TEMPORARY COMMUNITY DEVELOPMENT DIRECTOR  
CITY OF SUN VALLEY, IDAHO**

THIS SHORT-TERM EMPLOYMENT AGREEMENT hereinafter "Agreement", effective the 12th day of May, 2015, by and between the CITY OF SUN VALLEY, State of Idaho, a municipal corporation, hereinafter called "Employer", and John Gaeddert, hereinafter called "Employee" is made in contemplation of the following:

**RECITALS**

WHEREAS, Employer desires to employ the services of said Employee as a Temporary Community Development Director for the City of Sun Valley on a limited basis; and

WHEREAS, it is the desire of Employer to provide certain terms and conditions of employment of said Employee; and

WHEREAS, Employee desires to accept employment as Temporary Community Development Director for the City of Sun Valley pursuant to the terms and conditions hereof.

NOW, THEREFORE, in consideration of the mutual covenants and promises herein contained, and the above Recitals which are incorporated herein, the parties agree as follows:

**SECTION 1. DUTIES**

Employer hereby agrees to employ said Employee as Temporary Community Development Director for the City of Sun Valley to perform the functions and duties which the Mayor shall assign from time to time. A job description is attached hereto as Exhibit "A" and incorporated by reference. The Mayor or the Mayor's designee may modify the job description at any time.

**SECTION 2. TERM, PERFORMANCE REVIEW**

The term of this Employment shall commence May 16, 2015 and shall terminate on May 31, 2015 or upon three (3) days' written notice by either party to the other. In the Mayor's capacity as Chief Administrative Officer, only the Mayor of Sun Valley shall have the right to terminate this Agreement on behalf of Employer. Upon any termination, Employee shall have no right to severance pay.

**SECTION 3. COMPENSATION**

A. Employer agrees to compensate Employee for Employee's services at a rate of Nine hundred sixty and 20 cents (\$960.20) per pay period (every two weeks), less applicable withholdings, payable at the same time as other employees of the Employer are paid. The Employee shall regularly work ten (10) hours per week for the City. Given the nature, and duties required, the position is considered **exempt** from the overtime requirements of the Federal Fair Labor Standards Act.

B. During the course of Employee's term of employment, Employer will not pay into the Public Employees' Retirement System of Idaho ("PERSI"), for the account of Employee, in accordance with the policy established by Employer for all employees of Employer unless required by the PERSI system.

#### **SECTION 5. EXPENSE REIMBURSEMENT**

Employer recognizes that certain expenses of a non-personal and generally job-affiliated nature may be incurred by Employee from time to time, and hereby agrees to reimburse or to pay actual expenses as approved by the Mayor and in accordance with the travel and other policies of the Employer.

#### **SECTION 6. LIMITATION ON WORK**

During the course of the Employee's term of employment, the Employee will not work on or be involved in any action involving the Lane Meadows annexation or subdivision either on behalf of the City of Sun Valley nor outside entities or persons involved with the Lane Meadows project.

#### **SECTION 7. INDEMNIFICATION**

Consistent with Idaho Code § 6-903, City agrees to indemnify and hold harmless Employee from claims, liabilities, or causes of action brought against Employee which are related to the course and scope of Employee's employment or which arise out of any act or omission within the course and scope of Employee's employment; provided, the City may refuse a defense or disavow and refuse to pay any judgment for Employee if it is determined that such act or omission of the Employee was not within the course and scope of Employee's employment or included malice or criminal intent. Notwithstanding any provision in this Agreement, the City will only indemnify Employee for ordinary negligence but shall not indemnify Employee for acts that are grossly negligent, reckless, or intentional.

#### **SECTION 8. OTHER TERMS AND CONDITIONS OF EMPLOYMENT**

The Mayor, in consultation with the Employee, shall fix such other terms and conditions of employment, as the Mayor may determine from time to time to be appropriate, relating to the performance of Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement. Employee is bound by all terms of the Sun Valley Personnel Manual with the following exceptions upon approval of the Mayor or Mayor's designee:

Employee is allowed to work a flexible work schedule within the time periods set forth in Exhibit "B" or with written approval of the Mayor or Mayor's designee.

#### **SECTION 9. NOTICES**

Notices pursuant to this Agreement shall be given by deposit in the custody of the United States Postal Service, postage prepaid, addressed as follows or to such other address as may

be provided by written notice by a party:

- (1) Employer: Mayor  
City of Sun Valley  
P.O. Box 416  
Sun Valley, ID 83353
- (2) Employee: John Gaeddert  
P.O. Box 2368  
Hailey, ID 83333

Alternatively, notices required pursuant to this Agreement may be personally served by hand delivery. Notice shall be deemed given as of the date of personal service or as of the date of deposit of such written notice in the course of transmission in the United States Postal Service.

**SECTION 10. GENERAL PROVISIONS**

A. The text herein shall constitute the entire Agreement between the parties.

B. If any provision, or any portion thereof, in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected and shall remain in full force and effect.

IN WITNESS WHEREOF, the City of Sun Valley has caused this Agreement to be signed and executed in its behalf by its Mayor, and duly attested by its City Clerk, and the Employee has signed and executed this Agreement, as of the date and year first above written.

EMPLOYER

EMPLOYEE

CITY OF SUN VALLEY, a  
municipal corporation

John Gaeddert

By: \_\_\_\_\_  
Dewayne Briscoe, Mayor

\_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Alissa Weber, City Clerk

## COMMUNITY DEVELOPMENT DIRECTOR

### **GENERAL STATEMENT OF DUTIES:**

The Community Development Director performs, administers, directs, and oversees the activities and operations of the Community Development Department including planning, zoning, community development, building inspection and permitting, code enforcement, and related functions and programs. Serves as a key member of the management team.

### **SUPERVISION RECEIVED:**

Serves under the direction of City Administrator unless directed otherwise by the Mayor.

### **SUPERVISION EXERCISED:**

Supervises Associate Planner, Planning Technician, GIS Specialist, Building Official, and Assistant to the Building Official

### **DISTINGUISHING CHARACTERISTICS OF CLASS:**

Key traits are the ability to work independently as well as part of a team, establish priorities and organize own workload, and maintain effective working relationships with the public and other employees. This position must be able to address complaints and problems courteously, deal effectively with several situations at one time, and be responsive while contending with frequent interruptions and deadlines.

### **EXAMPLES OF WORK:**

- Performs and manages complex and sensitive professional planning projects, research, and analysis.
- Oversees specialized planning functions such as new development proposals, redevelopment proposals, and environmental studies.
- Conducts research and analysis, and prepare recommendations regarding proposals for additional Community Development programs, grants and/or services.
- Interprets, applies, and ensures compliance with Federal, State, and local policies, procedures, laws, and regulations.
- Implements the City's Comprehensive Plan and other planning projects.
- Attends and supports local agencies and groups, such as Sun Valley Economic Development.
- Receives and processes applications for the Department including preparation and presentation of staff reports.
- Responds to public inquiries and provides information relating to Departmental policies and procedures.
- Composes staff research, recommendations, findings or long-range planning recommendations using a variety of software including Microsoft Office.
- Establishes and maintains a variety of Departmental files, permits and records.
- Performs project work on planning items including preparation and facilitation of the public process, research and presentation, and meeting facilitation and direction for ordinance and/or policy implementation.
- Assigns work and supervises to Departmental staff and ensures appropriate training is provided.
- Prepares and manages annual Department budget.
- Administers community/stakeholder participation processes as needed to support community development projects, guided by public notice and open meetings requirements.

## EXHIBIT "A"

---

- Advises various councils, boards, commissions and elected officials in planning-related issues.
- Manage the solicitation process, contracting, and performance of contractors needed in planning and community development projects.
- Coordinates assigned activities with other City departments, officials, outside agencies, and the public; fosters cooperative working relationships among City departments and with intergovernmental and regulatory agencies and various public and private groups; provides highly responsible and complex professional assistance in areas of expertise; and performs related work as required.
- Evaluates operations and activities of assigned responsibilities.
- Attends a number of meetings including evening meetings as necessary.
- Maintains regular business day work hours and works additional hours as may be necessary to meet job requirements.
- Performs other duties as assigned.
- Performs own clerical, filing, and schedule management.

### **REQUIRED SKILLS, KNOWLEDGE AND ABILITIES:**

Knowledge of rules of effective English usage and grammar; general office practices, procedures, and clerical techniques; land use, zoning, and subdivision planning principles, terminology, and practices; computer applications including Microsoft Office, internet applications, database management, and ArcView/ArcMap GIS software; and familiarity with the Idaho Local Planning Act. Knowledge of pertinent federal, state and local laws, codes and regulations governing the administration of planning and community development. Knowledge of the principles and practices of public administration including budgeting, purchasing, maintenance of public records; the City's personnel rules and policies; and principles and practices of management and supervision. Ability to communicate effectively in writing and/or verbally in one-on-one settings, group settings, or on the telephone. Ability to present proposals and recommendations clearly and concisely in public meetings. Ability to establish priorities and work independently while staying accountable. Ability to independently research issues; organize material from various sources; address complaints and problems courteously; accurately classify, file and retrieve materials and documents; and read and comprehend maps and development plans. Ability to develop clear, concise and comprehensive technical reports, correspondence and other written materials. Ability to exercise sound and independent judgment within general policy guidelines; analyze complex planning and community development issues and problems; evaluate alternative solutions; and develop sound conclusions, recommendations and courses of action. Considerable skill in the art of diplomacy and cooperative problem solving. Ability to establish and maintain effective working relationships with the Mayor, City Council, Planning and Zoning Commission, other City employees, other governmental agencies, private and community organizations, developers, citizens of the community, and others encountered in the course of work. Ability to operate a motor vehicle. Competency in operating a personal computer, copy machine, fax machine, and other office equipment.

### **LICENSE**

Possession of a valid Idaho Class "D" driver's license and the ability to maintain it as a condition of continued employment is required.

### **PHYSICAL REQUIREMENTS**

Mobility adequate to perform required office duties including reaching and bending for files and related office items; use hands and fingers adequately for operating vehicles, writing, typing, and use a computer, copier, and fax machine and their related functions; lift office files, binders and small office

## EXHIBIT "A"

---

equipment, as needed; visit existing and proposed development and construction sites; and operate a motor vehicle. Vision adequate to operate vehicles and office equipment, read instructions and follow directions; hearing and verbal communication ability adequate to converse on the telephone, in person, and before groups. Must possess the ability to occasionally lift, carry, push and/or pull materials and objects weighing up to 25 pounds. The position requires occasional work-related travel by personal or City vehicle and/or commercial transportation including infrequent overnight stays to participate in business-related meetings or professional development activities. It also requires frequent attendance at meetings, including some that are conducted outside of regular business hours.

### **SALARY RANGE**

\$79,475 – \$111,750 annually

### **REQUIRED EDUCATION AND EXPERIENCE**

A Bachelor's degree in planning or a related field from an accredited college or university is required. A Master's degree in planning or a related field is preferred. A minimum of seven years of increasingly responsible experience in planning or a closely related field including three years of planning staff supervision is required. AICP certification is desirable. Municipal ski resort planning experience is a plus.

**EXHIBIT "B"**

		Monday	Tuesday	Wednesday	Thursday	Friday
<b>WEEK OF MAY 18, 2015</b>	8 AM -	*****	*****	*****	*****	
	11 AM	*****	*****	*****	*****	
	11 AM -	*****	*****	*****	*****	
	1 PM/2 PM	*****	*****	*****	*****	
	2 PM -	*****	*****	*****		
	6 PM/9 PM	*****	*****	*****		
<b>WEEK OF MAY 25, 2015</b>	8 AM -		*****	*****	*****	
	11 AM		*****	*****	*****	
	11 AM -		*****	*****	*****	
	1 PM/2 PM		*****	*****	*****	
	2 PM -		*****	*****		
	6 PM/9 PM		*****	*****		

**LEGEND**

\*\*\*\*\* Time blocks available for Employee to work on-site (at City Hall).

**NOTE:**

Weekly work hour commitments by Employee may be met by a combination of on-site and remote efforts. Remote efforts will not exceed 2.5 hours per week. For example, Employee may work remotely on Fridays due to being out-of-town to attend BSU Ph.D. Public Policy and Administration classes on Thursday evenings and on Fridays.