AGENDA ITEM SUMMARY

DATE: 08/08/2011 DEPARTMENT: Administration /Legal DEPT. HEAD SIGNATURE: HD

SUBJECT
Joint Powers Agreement with multiple cities and counties for the purpose of forming a pooled entity for health insurance.

BACKGROUND:
Ketchum City Administrator Gary Marks and his insurance consultant Charlynn Harless presented the pooled insurance concept to the Hailey City Council last summer. The city council asked that the benefits committee review the proposal, which was done and recommendations were made that Hailey enter into the JPA in November, 2010. Legal concerns arose about the penalty clause for early withdrawal. With the concept still at its inception, the city council was unwilling to take the risk of entering into a 3-year agreement with withdrawal penalties when it was not clear that the endeavor would be successful.

In the meantime, 31 jurisdictions have entered into the III-A Joint Powers Agreement, with an aggregate 615 employees represented. Five other jurisdictions, including Hailey, are considering signing, which would increase the membership pool to an excess of 800 employees. Having set an early target of 400 members as being a safe number with which to self-insure, the III-A is ready to negotiate with insurers for a self or partial self insurance plan. A cut-off for JPA sign-up has been set in early August, so that the actuaries involved with III-A can use a stable number for these negotiations. Sign-up will resume in January, 2011, after an established buy-in amount has been set by the III-A board for members signing onto the already agreed upon, stable, insurance base. Health risks of incoming groups will need to be considered at that time as well.

Hailey has cut $85,000 from its benefits budget for FY 2012. Our benefits year begins January 1, which is also the target start date for III-A benefits to those jurisdictions within the JPA. Hailey is negotiating with its insurers now to redefine the benefits plan to achieve this $85,000 reduction. The redesigned plan will potentially significantly increase the deductible, significantly increase the out-of-pocket maximum, eliminate certain benefits such as wellness or vision, and potentially reduce the HRA/VEBA contribution currently made to employees for coverage of deductibles and co-pays. After achieving these reductions, the new premium which Hailey establishes for FY 2012 will be the premium we are expected to pay as III-A members, and the benefits we have established through this redesign will be the benefits provided by the III-A.

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS:
In the future, Hailey can expect a less severe increase in premium costs through III-A, approximately 5% per year rather than the 12% to 25% increases we are currently seeing. The III-A Board has established as its target fund reserve a $4.5 million amount prior to reducing or returning premiums to members. This reserve will be used to fund claims, and will take several years to achieve.

The cost of entering the JPA is $9.06 per employee per month, a fee which pays for the administration of the organization. Because III-A has its own health consultant, Hailey will be able to cancel its current health-consultant contract, which costs us approximately $7/month per employee. The difference of $1400 is well worth the future cost avoidance which will be achieved through the JPA.

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:
We recommend Council move to enter into the Joint Powers Agreement III-A for the purpose of forming a health insurance pool of counties and cities, and authorize signature of agreement prior to August 10.

FOLLOW UP NOTES
JOINT POWERS AGREEMENT

Idaho Independent Intergovernmental Authority

This AGREEMENT is entered into this ___ day of __________, 2011, for the purpose of facilitating the collective participation and negotiation of its members of health benefits coverage with vendors doing business in Idaho or through health benefit pooling.

I. RECITALS

WHEREAS, public entities are authorized to provide their officers and employees with health care benefits; and

WHEREAS, each of the undersigned, hereinafter designated as MEMBERS, are authorized by Idaho Code Section §67-2326 et seq. to enter into agreements with one or more public entities for the purpose of jointly exercising any power common to said public entities; and

WHEREAS, each of the undersigned, hereinafter designated as MEMBERS, are authorized by Idaho Code Section §41-4101 et seq. to provide for joint public agency self-funded health care programs; and

WHEREAS, each of said MEMBERS has been duly authorized by its respective governing body to enter into this Agreement;

NOW, THEREFORE, BE IT AGREED BY AND BETWEEN the parties hereto as follows:

II. PARTIES

The parties to this Agreement shall be those public agencies listed in Exhibit A, which is attached hereto and incorporated herein as though set forth verbatim. From and after the effective date of this Agreement, other public entities may become parties and participate in this
Agreement pursuant to the provisions set forth below.

III. **PURPOSE AND COMMON POWER**

The purpose sought to be achieved by the parties to this Agreement is the joint exercise of the powers conferred by Idaho Code Section §67-2326 *et seq.* and Idaho Code Section §41-4101 *et seq.* to provide officers and employees of MEMBERS with benefits in the most cost-effective manner possible while emphasizing quality, price stability and financial solvency. The MEMBERS will seek to accomplish this purpose either through health benefit pooling, as authorized by Idaho Code Section §41-4101 *et seq.*, or the purchase of health benefits from outside carriers as authorized by Idaho Code Section §67-2326 *et seq.*

IV. **IDAHO INDEPENDENT INTERGOVERNMENTAL AUTHORITY**

By this Agreement there is created the Idaho Independent Intergovernmental Authority (hereinafter AUTHORITY), a separate public agency formed to carry out the purposes set forth above. In the event that the AUTHORITY provides for health benefit pooling, it shall immediately take the necessary steps to comply with the notice and filing requirements of Idaho Code Section §41-4103. The debts, liabilities and obligations of the AUTHORITY shall not be debts, liabilities or obligations of the respective parties hereto except as otherwise provided in this Agreement or Bylaws.

V. **BYLAWS**

For purposes of the performance of any and all activities arising under the terms of this Agreement, the AUTHORITY shall be governed by this Agreement and its duly adopted Bylaws. Each party to this Agreement hereby agrees to adhere to this Agreement and the Bylaws in good faith and to be bound thereby. In case of a conflict between the provisions of this Agreement and the Bylaws, the provisions of this Agreement shall prevail. The Bylaws may
be amended from time to time by the BOARD OF DIRECTORS of the AUTHORITY in the 
manner set forth below.

VI. MEMBERSHIP DELEGATION

Each MEMBER may appoint a DELEGATE to represent it at the annual meeting of the 
MEMBERSHIP DELEGATION. At this meeting, the BOARD shall report to the 
DELEGATION and the DELEGATION shall elect the BOARD OF DIRECTORS as provided 
herein. Each MEMBER to this Agreement may change its DELEGATE at any time provided 
that the MEMBER gives the chairperson of the AUTHORITY’S BOARD OF DIRECTORS 
written notice of the change prior to the first meeting at which each new DELEGATE attends for 
the purpose of representing the MEMBER. Each DELEGATE is entitled to cast one vote on 
each action item at any duly constituted meeting of the DELEGATION at which he or she is 
present.

A quorum shall consist of the presence of DELEGATES representing fifteen percent of 
the MEMBERS, provided that a minimum of ten DELEGATES must be present for the 
transaction of AUTHORITY business at a meeting of the DELEGATION. However, in the 
event that there are than twenty MEMBERS of the AUTHORITY, a quorum shall consist of the 
presence of DELEGATES representing twenty-five percent of the MEMBERS, provided that a 
minimum of two DELEGATES must be present for the transaction of AUTHORITY business at 
a meeting of the DELEGATION. A vote of a majority of the MEMBERS present at any such 
annual meeting shall be sufficient to approve an action of the AUTHORITY.

VII. BOARD OF DIRECTORS OF THE AUTHORITY

This Agreement shall be administered and contracts with vendors shall be executed by 
the AUTHORITY’S BOARD OF DIRECTORS, hereinafter referred to as the “BOARD.” The
membership of the BOARD OF DIRECTORS shall be as follows: the BOARD OF DIRECTORS shall consist of no more than eleven members. Five directors shall be chosen based on the number of employees eligible for enrollment in the AUTHORITY's medical program for each MEMBER. The five MEMBERS having the highest number of such eligible employees shall have a DIRECTOR on the BOARD OF DIRECTORS. The MEMBER shall submit the name of the prospective DIRECTOR to the MEMBERSHIP at the annual meeting for ratification by a majority of the MEMBERS present at such annual meeting.

For the first two years following the formation of the Authority, the City of Ketchum shall be entitled to have a DIRECTOR on the BOARD OF DIRECTORS.

Ninety days prior to the annual meeting of the MEMBERS, the BOARD shall verify the number of eligible employees for each MEMBER in order to determine the five MEMBERS that are entitled to a DIRECTOR on the BOARD OF DIRECTORS. Such DIRECTORS shall hold seats numbered one through five on the BOARD OF DIRECTORS.

Five additional directors shall be elected from the DELEGATION, provided that no MEMBER shall have more than one DIRECTOR on the BOARD OF DIRECTORS. The BOARD OF DIRECTORS shall appoint one additional DIRECTOR. Such elected and appointed DIRECTORS shall hold seats numbered six through eleven on the BOARD OF DIRECTORS.

Positions six through eleven on the BOARD OF DIRECTORS shall be staggered after the first term, which shall be for a period of one year. THE BOARD OF DIRECTORS shall determine the length of the second term for positions six through eleven in order to stagger the terms. Thereafter, terms for positions numbered six through eleven shall be for a term of three years, and shall be staggered so that not more than two terms expire each year.
In the event that a DELEGATE on the BOARD OF DIRECTORS resigns his position or is no longer able to serve, the BOARD shall appoint a DELEGATE to fill the vacancy for the remainder of the term.

VIII. MEETINGS OF THE MEMBERSHIP DELEGATION AND BOARD OF DIRECTORS

There shall be an annual meeting of the MEMBERSHIP DELEGATION. The BOARD OF DIRECTORS shall meet at least once each quarter. Minutes shall be kept of all BOARD and DELEGATION meetings by the Secretary of the BOARD. A simple majority of the BOARD shall constitute a quorum for the transaction of business. Each DELEGATE shall have one (1) vote at DELEGATION meetings and each DIRECTOR shall have one (1) vote at DIRECTOR meetings. DELEGATES and DIRECTORS must be present at the meeting to vote.

All meetings of the DELEGATION and the BOARD shall be subject to the Idaho Open Meetings Act (Idaho Code Section §67-2340 et seq.). The BOARD shall adopt rules and regulations for conducting DELEGATION and BOARD meetings in conformity with the law.

IX. OFFICERS OF THE BOARD

The officers of the BOARD OF DIRECTORS shall consist of the Chair, Vice-Chair and Secretary.

The Chair shall be responsible for developing meeting agendas and conducting meetings. The Chair shall be authorized to make administrative decisions on behalf of the AUTHORITY subject to the Bylaws and BOARD policies.

The Vice-Chair shall fulfill the Chair’s duties in his or her absence.

The Secretary shall cause minutes of all meetings to be kept and shall, upon request, cause a copy of the minutes to be forwarded to any member of the AUTHORITY. The Secretary shall fulfill the duties of the Chair and Vice-Chair in their absence.
For the first two years following the formation of the Authority, the City of Ketchum’s DIRECTOR shall be entitled to hold the position of Chair.

X. **POWERS AND DUTIES OF AUTHORITY BOARD OF DIRECTORS**

The BOARD shall exercise the power to procure health and welfare benefits through the establishment of self-funded programs and contracts with health benefit carriers. In order to facilitate the exercise of said power by the BOARD, the BOARD shall have the authority to do all acts reasonably necessary to effectuate said exercise, which acts shall include, but not be limited to, the adoption of resolutions and policies, the amendment of the Bylaws, the election of its officers; the execution of contracts; the employment of agents or employees; the incurrence of debts, liabilities and/or obligations which shall not constitute debts, liabilities and/or obligations of any party to this Agreement except as otherwise provided in this Agreement; the acquisition, holding, and/or disposition of property, funds, services and other forms of assistance from persons, firms, corporations and/or any public entity/agency; and to sue and be sued in its own name. The BOARD is specifically empowered to approve the design of programs, program provisions, establish reserves, adopt budgets, select vendors and set premium rates. The BOARD shall also have the powers specifically conferred upon it by the Bylaws attached hereto as Exhibit B and such other powers as are expressly conferred in this Agreement and by any subsequent, duly authorized amendment hereto. The BOARD may amend the Bylaws by two-thirds vote of MEMBERS present provided a quorum exists.

In the event of lack of a quorum, current BOARD MEMBERS shall continue to serve until changed by the DELEGATION.
XI. **FUNDS OF THE AUTHORITY**

A. **ESTABLISHMENT OF AUTHORITY FUNDS**

The BOARD shall establish funds and accounts for the purpose of funding claim payments, payment of premiums to insurers contracting with the AUTHORITY and administrative and capital expenses under the AUTHORITY's self-funded program(s). Revolving bank accounts may be established to facilitate payment of claims. Deposits to and withdrawals from these funds shall be made as provided herein and in the Bylaws. All money acquired by or belonging to the AUTHORITY shall be kept in said funds. Books and records of the AUTHORITY shall be open for inspection at all reasonable times. All records are public information and will be available upon request.

B. **ANNUAL CONTRIBUTIONS**

For each fiscal year commencing October 1, and ending September 30, each party to this Agreement shall contribute to the AUTHORITY an amount equal to the total estimated annual cost of its participation in the self-funded or insured programs of the AUTHORITY as calculated by the BOARD. Such contributions may be paid to the AUTHORITY in monthly installments at the beginning of each calendar month based upon the number of employees enrolled in each program. Contributions will be deposited in a special fund established by the BOARD.

C. **ADJUSTMENT OF CONTRIBUTIONS**

During the course of each fiscal year covered by this Agreement, the BOARD shall review and determine whether contribution rates should be adjusted to reflect substantial changes in anticipated costs or other unforeseen events occurring after the commencement of the fiscal year. In the event the BOARD determines that an immediate change in premium rates is required, the BOARD shall provide at least sixty days notice to MEMBERS before such change
in premium rate is effected.

D. CONTRIBUTIONS FOR FUTURE YEARS

For the 2011-12 fiscal year and each fiscal year thereafter, the BOARD shall transmit to
each party by no later than sixty days preceding the commencement of the new fiscal year the
party's premium rates for such year. The premium rates so projected shall constitute the limit of
each party's annual liability for costs unless subsequently adjusted by the BOARD OF
DIRECTORS as herein provided.

E. TREASURER/FISCAL AGENT OF THE AUTHORITY

1. The BOARD may appoint the Fiscal Agent of the AUTHORITY. In this capacity, the Fiscal Agent shall:

   (a) Receive and receipt for all money of the AUTHORITY and
       place it in the treasury of the Treasurer so designated to the credit of the
       AUTHORITY;

   (b) Verify and report in writing on the first day of July,
       October, January, and April of each year to the AUTHORITY and to the
       MEMBERS the amount of money he holds for the AUTHORITY, the
       amount of receipts since his last report, and the amount paid out since his
       last report.

2. The BOARD shall appoint a Treasurer of the AUTHORITY. In this capacity, the Treasurer shall:

   (a) Be responsible upon his official bond for the safekeeping
       and disbursement of all AUTHORITY money so held by him;

   (b) Pay any other sums due from the AUTHORITY from
AUTHORITY money, or any portion thereof, at the direction of the Fiscal Agent.

F. SERVICES OF THE TREASURER

The charge duly specified by resolution of the BOARD as the cost to be reimbursed for the services of the Treasurer and the Fiscal Agent arising out of the performance of any act reasonably related to this Agreement shall be a proper charge against the funds of the AUTHORITY.

G. ANNUAL REPORT AND AUDIT

The BOARD shall, following the close of the fiscal year, provide a written report of all financial activities for such fiscal year to each of the member entities in accordance with applicable laws and regulations. The BOARD shall also contract with a certified public accountant to make an annual audit of the accounts and records. The audit will be performed in accordance with all applicable laws and regulations and in accordance with generally accepted accounting principles. The certified public accountant shall prepare a report regarding the audit which shall be filed as a public record.

H. ACTUARIAL REPORT

On an annual basis the BOARD shall contract for an actuarial study of all self-funded programs to establish reserve levels, set appropriate funding and premium rates and ensure compliance with state and federal laws and regulations.

XII. ELIGIBILITY FOR MEMBERSHIP

Any "public agency" as defined in Idaho Code Section §67-2327 (hereinafter "entity/agency), may be eligible for participation in the health care benefit programs established pursuant to this Agreement if, and only if, such public entity/agency satisfies all of the following

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requirements:

A. The public entity/agency must be located within the State of Idaho.

B. The public entity/agency cannot be an agency of the state government.

C. Written application for admission to the program must be filed with the BOARD by no less than sixty (60) days prior to the effective date of membership.

D. The application must be accompanied by a formal resolution of the governing body of such public entity/agency authorizing the inclusion of the entity/agency into this program. As the BOARD deems appropriate, additional information may be required.

E. The application must thereafter be ratified by a majority of the entire MEMBERSHIP of the DIRECTORS of the BOARD. The decision of the BOARD shall be final.

F. Following the determination specified in paragraph E hereof, the BOARD shall notify the applying entity/agency of the anticipated total contributions computed for the first year's participation by the entity/agency, which total shall include an additional assessment, in an amount recommended by the BOARD, constituting the applying entity/agency's share of accumulated reserves. The notice shall also inform the applying entity/agency of the amount of its first monthly payment. The applying entity/agency shall be deemed to be admitted to the AUTHORITY upon deposit of its first monthly payment and this assessment.

F. All eligible, full-time employees of MEMBERS must participate in programs offered by the AUTHORITY except elected officials and individuals who provide proof of other medical, dental or vision benefit coverage under a policy on which the coverage is primary for the employee seeking to waive coverage and would remain primary whether or not the employee is covered by the AUTHORITY. Retirees of the MEMBERS may also participate in
AUTHORITY programs provided such participation complies with Idaho law and provided that there has been no lapse in coverage between active status and retired status.

XIII. WITHDRAWAL BY MEMBER

A. NOTIFICATION

Any MEMBER may elect to withdraw from MEMBERSHIP in the AUTHORITY and from participation in its programs effective September 30 of any year by giving written notice to the AUTHORITY by no later than July 1 of the same year. It shall be a condition precedent to the making of such an election that the MEMBER has completed not less than three full fiscal years as a MEMBER of the AUTHORITY immediately prior to the proposed effective date of its withdrawal. The notice of withdrawal shall consist of a resolution adopted by the governing body of the MEMBER, expressly stating the party's intention to exercise its right hereunder to withdraw effective the next succeeding September 30.

A MEMBER which withdraws without complying with the above paragraph will be subject to a penalty equal to the premiums paid or charged against the MEMBER for the twelve (12) month period prior to the effective date of the MEMBER'S unauthorized withdrawal. The penalty shall be paid in full within ninety (90) days following the date of unauthorized withdrawal. In the event that such penalty is determined to be a violation of Article VII, Section 3, of the Idaho Constitution, such penalty shall not be assessed.

B. UNFUNDED LIABILITY

The MEMBER must pay in full the amount of its proportionate share of any cumulative unfunded liability as determined by the BOARD. The penalty shall be paid in full within ninety (90) days following the date of unauthorized withdrawal.
C. RE-ADMISSION

A MEMBER which has withdrawn must be a non-MEMBER for a period of two (2) complete program years and must apply for membership pursuant to Section XIII.

XIV. INVOLUNTARY TERMINATION OF MEMBER

The AUTHORITY may, if it deems such action necessary to achieve the purposes stated hereinabove, elect to terminate any MEMBER’s participation under this Agreement without that MEMBER’s consent. The terminated MEMBER shall have the financial responsibilities expressed in Article XVII.B. Such action may only be taken upon an affirmative vote of two-thirds of all the MEMBERS of the BOARD OF DIRECTORS followed by ninety (90) days' written notice to the party of its involuntary termination.

XV. DISSOLUTION OF AUTHORITY

The term of this agreement is intended to be perpetual. The AUTHORITY may elect at any time to terminate its joint activities carried on pursuant to this Agreement. Such election shall not be effective unless authorized by duly adopted action of each of the governing bodies of at least three-fourths of the current MEMBERS.

XVI. DISTRIBUTION OF FUND UPON WITHDRAWAL OR INVOLUNTARY TERMINATION OF A MEMBER OR UPON DISSOLUTION OF AUTHORITY

The monies deposited in the funds of the AUTHORITY, and any other property acquired by or belonging to the AUTHORITY pursuant to this Agreement, may not be returned or distributed or otherwise disposed of except as specifically provided herein.

A. WITHDRAWING MEMBERS

Any MEMBER electing to withdraw pursuant to the provisions of Paragraph XIII shall not remain obligated for any and all run-out claim liability which exceeds its proportionate share
of incurred but not reported (IBNR) reserve. There will be no time limit applied with respect to
when liability was incurred or when notice of the claim is received by the AUTHORITY. In no
event shall a MEMBER exercising its unilateral right to withdraw be entitled to any refund or
repayment of contributions or reserves.

B. **IN VOLUNTARY TERMINATION OF A MEMBER**

Any MEMBER whose participation in this program is terminated involuntarily pursuant
to Paragraph XIV shall continue to be liable for any claims paid in the same manner as specified
in subparagraph A for withdrawing MEMBERS, as well as any and all other liabilities or
obligations incurred by the AUTHORITY as a direct or indirect result of that MEMBER's
participation in this Agreement.

C. **DISTRIBUTION OF ASSETS AND LIABILITIES**

Upon the dissolution of the AUTHORITY pursuant to Paragraph XV, the BOARD shall
be authorized to take all necessary and reasonable steps to conclude the affairs of the
AUTHORITY and to satisfy and extinguish any and all outstanding debts, liabilities, or
obligations, including those involved in litigation, pending as of the effective date of the
dissolution. All remaining assets of the AUTHORITY shall be pro-rated among the MEMBERS
by program based on the average monthly enrollment for the twelve (12) month period
immediately preceding the date of dissolution.

**XVII. INVESTMENT OF SURPLUS FUNDS**

The BOARD is hereby authorized to exercise its discretion to invest as it deems advisable
any monies deposited with the AUTHORITY which are not required for the immediate
necessities arising under this Agreement. Investments made pursuant to this paragraph shall be
made in the same manner and upon the same conditions as is provided under Idaho law for
public agencies.

**XVIII. BONDING AND INSURANCE COVERAGE**

DIRECTORS of the BOARD shall be required to obtain and file with the Secretary of the BOARD an official bond in an amount not less than $10,000 if they will have charge of, handle or have access to property of the AUTHORITY. The premium for each bond shall be paid from monies deposited in the AUTHORITY.

The BOARD shall secure errors and omissions coverage for the AUTHORITY and BOARD members at limits to be determined by the BOARD.

**XIX. SEVERABILITY**

In the event that any portion of this Agreement is hereafter found or declared to be void or otherwise rendered inoperative in any way, the remainder of this Agreement shall continue in full force and effect separate and apart from the portions so invalidated.

**XX. AUTHORITY TO AMEND AGREEMENT**

The MEMBERSHIP DELEGATION shall have the authority to amend this Agreement by a three-fourths vote at a properly noticed meeting.

**XXI. VENDOR-CARRIER SELECTION**

The selection of vendors and consultants for the AUTHORITY shall be at the sole discretion of the BOARD. Program offerings shall be at the sole discretion of the BOARD.

DATED:______________, 2011 ENTITY NAME

BY ________________________________

Title ________________________________

APPROVED AS TO FORM:

By ________________________________

Legal Counsel

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CITY OF HAILEY
RESOLUTION NO. 2011-26

RESOLUTION OF THE CITY COUNCIL FOR THE CITY OF HAILEY
AUTHORIZING THE EXECUTION OF A JOINT POWERS AGREEMENT
(Idaho Independent Intergovernmental Authority)

WHEREAS, the City of Hailey desires to enter into a Joint Powers Agreement between the City of Hailey, the City of Ketchum, and several other Idaho governmental jurisdictions for the purpose of forming an interagency insurance group;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HAILEY, IDAHO, that the City of Hailey approves the attached Joint Powers Agreement and authorizes the Mayor to execute the Joint Powers Agreement.

Passed this 8th day of August, 2011.

City of Hailey

______________________________
Richard L. Davis, Mayor

ATTEST:

______________________________
Mary Cone, City Clerk
Idaho Independent Intergovernmental Authority

“We’re NOT an insurance company...we’re independent!”

A Health Care Joint Powers Authority
The III-A is:

- A strategic partnership of Idaho cities supporting cities to provide health care benefits to their employees.
- A partnership organized in February, 2011 by Idaho cities through a Joint Powers Agreement.
- Governed by a Board of Directors who are elected or appointed officials of our member cities.
- Administered by employees of Idaho cities.
- Supported by health benefit, actuarial and legal professionals.
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Voting Cities - Next Week:
- Aberdeen
- Arco
- Soda Springs
- Outback
Our Mission:

• To control the cost of health coverage for our member cities by proactively reducing claims through wellness programs and eliminating the profit margin and marketing costs associated with traditional commercial insurance plans. Our fiduciary responsibility is to our members...not a profit margin.

• To provide affordable, quality health care coverage for our members, the employees of Idaho cities.

• To achieve our primary objectives of cost control and rate stability and the provision of quality coverage through an independent self-funded health benefits pool.
Idaho Independent Intergovernmental Authority

Our Board of Directors:

Chair: Gary Marks, City Administrator, City of Ketchum
Vice Chair: Amy Wynn, Mayor, City of American Falls
Secretary: Ben Merchant, City Administrator, City of Jerome
Director: Steven Furhiman, Mayor, City of Ammon
Director: Mark Mitton, City Administrator, City of Burley
Director: Barry McDaniel, City Councilmember, City of Council
Director: Rick Watkins, City Administrator, City of Fruitland
Director: Ross Hyatt, Finance Director, City of Jerome
Director: Amy Bishop, Econ Dev Director, City of Montpelier
Director: Jared Mitton, City Administrator, City of Oakley
Director: Dave Wendell, City Councilmember, City of Shoshone
Director: To-be-determined, City of Lava Hot Springs
Our Professional Support:

**Charlynn Harless:** The III-A Board of Directors is supported by Charlynn Harless, President and CEO of Legacy Enterprises Benefits Consulting, an employee benefit consulting firm. Charlynn is an expert in the field of municipal health benefits and has been active in building and advising public sector health benefit pools for the past 34 years. Her work has included benefit programs for the State of Nevada Employee Benefits Program, four California school district benefit pools, and the Montana Association of Counties (MACo) employee benefit pool. She was also instrumental in building the Montana Municipal Interlocal Authority (MMIA), a self-funded benefits pool for Montana cities. Charlynn continues to manage the MACo and MMIA self-funded benefit pools.
Our Professional Support:

**Stephanie Bonney:** Legal support for the III-A is provided by Stephanie Bonney, a partner at the Moore Smith Buxton & Turcke law firm located in downtown Boise. Stephanie's practice emphasizes the areas of local government, natural resources, land use law and administrative law. She represents several Idaho cities, counties, and other government entities. Stephanie also teaches a graduate course in Environmental Law for the University of Idaho and is a Hearing Officer for the Idaho Department of Health and Welfare. Prior to joining the Moore Smith Buxton & Turcke firm, Stephanie was an associate of the Idaho Falls law firm of Pike & Smith P.A. She is currently working closely with officials at the Idaho Department of Insurance related to the formation of the III-A benefits pool.
Our Professional Support:

David Turner: Owner of Turner Consulting, a benefit consulting and actuarial service company. Dave Turner is a health benefits actuary and is providing actuarial services to the III-A Board’s self-funding efforts. Prior to forming Turner Consulting, Dave held positions with Hewitt Associates, KPMG Peat Marwick, and Aetna Health Plans. He has worked with many of the largest public and private organizations on the West Coast and was a key professional in the formation of the Montana Municipal Interlocal Authority in 2004. Dave has been a guest speaker and author to numerous industry organizations and publications. He currently serves as the health benefits actuary for the Idaho National Labs.
Our Professional Support:

**Meritain Health:** The II-A Board is currently working with John Cooper of Meritain Health on issues related to third party administration of the II-A self-funded pool benefit plans. Meritain Health is one of the nation's largest administrators of self-funded benefit plans and has over 20 years of experience serving clients of all sizes throughout the nation. Meritain Health currently serves as the third party administrator for the City of Burley's self-funded benefit plans.
Our Strategy – Strength through Pooling:

- Most Idaho cities, because of their small size, are not able to negotiate the lowest cost, high-quality health care coverage for their employees. And, their choice in coverage is limited.
- Pooling our resources provides our cities with a more stable long-term health coverage solution than independently purchasing from commercial health care insurers, which may be competitive today and out of reach tomorrow.
- Participating together through a self-funded pool creates a meaningful opportunity for reducing and stabilizing the cost of health care benefits.
- Pooling our resources means we have tremendous bargaining leverage with provider networks, wellness program administrators, third party claims administrators and stop loss insurers.
Our Inspiration – Montana Municipal Interlocal Authority:

- Our benefits consultant, Charlynn Harless, and our Board President, Gary Marks, were both key figures in the creation of the Montana Municipal Interlocal Authority, known as the MMIA, in 2004. The MMIA is a self-funded health benefits pool created by, and governed by Montana cities and towns.

- Today, the MMIA program consists of 76 Montana cities and towns totaling more than 2,000 enrolled employees. The vast majority of MMIA member cities and towns are small employer groups of less than 30 employees. It's largest member group represents 400 employees.
Our Inspiration – Montana Municipal Interlocal Authority (Continued):

- After seven years in operation, the MMIA Health Benefits Program has accumulated reserves in excess of $9 million.

- Through actively managing pool resources, aggressively incentivizing wellness among enrolled employees and their families, and eliminating the profit margins found in commercial health care insurers, MMIA’s average annual premium increase since inception in 2004 has been held to just five (5) percent. Some years have been higher and some lower and in 2010 the pool renewed at no rate increase.
The Timeline to Create a Self-Funded Pool:

- The III-A Board is actively working with its team of professionals to address requirements of the Idaho Department of Insurance necessary to implement a self-funded benefits pool on January 1, 2012.
- The Board and its professional team are currently developing policies for the program and, in concert with the Idaho Department of Insurance, developing its application for a self-funded pool program.
- The Board will accept new member cities through August 10, 2011. After that date, cities will not be eligible to enroll in the III-A until January 1, 2012, the date the III-A is projected to become self-funded. This temporary moratorium on new memberships is necessary to allow the III-A application to the Idaho Department of Insurance to be finalized.
The Timeline to Create a Self-Funded Pool (Continued):

- After implementation of the self-funded pool, the Board will likely require new members to "buy-in" for their share of the pool's reserves. Therefore, it is financially prudent for your city to join the III-A prior to the August 3rd deadline.
The Membership Process:

• Although the III-A's membership emphasis has focused on city governments, the organization will accept any "public agency" into membership that is located in the State of Idaho and which is NOT an agency of the state government.
• Membership requires a three-year commitment during which time the III-A guarantees that all its members can maintain their current level of health care benefit coverage, exclusively retain the ability to make decisions about benefit and/or contribution changes or negotiate with and on behalf of their employees.
• Changes to a member city's benefits or contributions during the three-year commitment can occur at the will of each member city.
The Membership Process (Continued):

- The purpose of the three-year commitment is to ensure the stability and creditability of the III-A pool. Members committed to each other through our partnership will ensure the strongest possible pool.
- Once a city has joined, a monthly implementation fee will be assessed to fund the creation of the self-funded pool. We do not have paid staff or facilities to maintain, however, expenses for consulting, legal counsel, actuary services and liability insurance are being incurred during the implementation process. The Board has instituted a $9.06/per employee/per month fee to defray these expenses. These fees are far less than any future anticipated “buy-in” fees for pool reserves. So, joining before the August 3rd deadline is still the most economical route to membership.
The Membership Process (Continued):

Membership requires three (3) steps:
1. Your City Council must adopt the Joint Powers Agreement. A copy of the Joint Powers Agreement has been included at the end of this electronic tutorial.
2. Your City must submit a copy of your current health care plan’s Plan Document.
3. Your City must submit a copy of your current health care plan’s premium billing to Charlynn.

Remember: Joining before August 3rd will avoid potential “buy-in” fees for pool reserves.
Q and A: Answering frequently asked questions.

**Question:** Why is there a three-year membership commitment required?

**Answer:** Members of the III-A need assurance that other members will not be jumping in and jumping out of the pool, creating adverse selection, instability in rates and non-competitive stop-loss premiums. Members committed to each other through our III-A partnership will insure the strongest possible pool for the benefit of all.
Q and A: Answering frequently asked questions.

**Question:** How are cities of various sizes represented on the Board of Directors?

**Answer:** The III-A has an eleven member board. Five (5) directors are selected from the cities representing the greatest enrollments and five (5) additional directors are elected from among the smaller cities. An eleventh (11th) member is elected by the Board of Directors. Members of the current Board of Directors are from American Falls, Ammon, Burley, Council, Fruitland, Jerome, Ketchum, Lava Hot Springs, Montpelier, Oakley, and Shoshone.
Q and A: Answering frequently asked questions.

**Question:** How does membership in a self-funded pool offer greater opportunities for cost savings without reducing benefits, as compared to a commercial insurer?

**Answer:** Membership in a self-funded pool (1) eliminates profit margins, (2) provides the advantage of cash flow (claim expenses are only paid as they are incurred), (3) claims costs are reduced by spreading them among a larger risk pool (a larger group of insureds) and (4) unspent funds from contributions can generate investment/interest earnings. In addition, administration costs can be reduced through the competitive bid process.
Q and A: Answering frequently asked questions.

**Question:** What coverage plans are available through III-A?

**Answer:** Medical, dental and vision self-funded plans will be available through the III-A. Cities join the III-A with their current medical, dental and vision benefit plans. In addition, the Board of Directors will be looking into life and disability insurance group plans for its members on a voluntary basis.
Q and A: Answering frequently asked questions.

**Question:** If our City Council wants to change our plan of benefits or employee contribution levels during the three-year commitment, would such changes be allowed?

**Answer:** Yes. Changes are allowed solely at the discretion of each member’s City Council at any time during the three-year commitment.
Q and A: Answering frequently asked questions.

**Question:** If our city joins the III-A will our health insurance premiums go down?

**Answer:** No. Joining the III-A will not immediately result in lower contributions (formerly premiums). Our objective is to reduce the rate of increase going forward, which is the common experience of self-insured pools.
Q and A: Answering frequently asked questions.

**Question:** Can my city join the III-A if health insurance is not currently offered to employees? If yes, what coverage plans would be available to us?

**Answer:** Yes. Coverage plans available would be based upon your city’s desired contribution level. Your City would select from among the existing plans offered by III-A members.
Q and A: Answering frequently asked questions.

**Question:** How can I learn more about the III-A program?

**Answer:** The III-A has held a series of information meetings at different locations around Idaho. So far, meetings have been held in Chubbuck, Twin Falls, Meridian, and Post Falls. A meeting is being planned for the Moscow/Lewiston area in the near future (date to be announced) and a meeting at the upcoming AIC meeting in June is also being planned. Questions may also be addressed by contacting our benefits consultant, Charlynn Harless, at chharless@praynet.com.
Question: Where do I send my unanswered questions to assure I receive a factual response?

Answer: You may contact our benefits consultant, Charlynn Harless, at

[Contact Information]
AGENDA ITEM SUMMARY

DATE: 8/8/2011  DEPARTMENT:  Legal  DEPT. HEAD SIGNATURE:  

SUBJECT:
Resolution No. 2011-27 appointing three (3) members to the Friedman Memorial Airport Authority

AUTHORITY:  □ ID Code  □ IAR  □ City Ordinance/Code  
(IFAPPLICABLE)

BACKGROUND/SUMMARY OF ALTERNATIVES CONSIDERED:

I am enclosing a proposed Resolution No. 2011-27, which appoints three (3) members to the Friedman Memorial Airport Authority. The Council needs to discuss the appropriate length of appointment and whether the terms should be staggered. I have been told that Susan's present term will expire May 2012, and that Martha's present term will expire May 2013.

Ned

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS  Casele #
Budget Line Item #  YTD Line Item Balance $
Estimated Hours Spent to Date:  Estimated Completion Date:  Phone #:
Staff Contact:  Comments:

ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS:  (IFAPPLICABLE)

____  City Attorney  ____  Clerk / Finance Director  ____  Engineer  ____  Building
____  Library  ____  Planning  ____  Fire Dept.  
____  Safety Committee  ____  P & Z Commission  ____  Police  
____  Streets  ____  Public Works, Parks  ____  Mayor  

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:

Motion to approve Resolution No. 2011-27 and to authorize the mayor to sign.

FOLLOW-UP REMARKS:
CITY OF HAILEY
RESOLUTION NO. 2011-27

A RESOLUTION APPOINTING MEMBERS TO THE GOVERNING BOARD OF THE FRIEDMAN MEMORIAL AIRPORT AUTHORITY AND PROVIDING FOR TERMS

WHEREAS, the City of Hailey has approved and executed the Amended and Restated Joint Powers Agreement ("Agreement") for the Friedman Memorial Airport Authority;

WHEREAS, the Agreement provides that the City of Hailey appoint three (3) members to the Governing Board of the Friedman Memorial Airport Authority and that each appointed city members shall be appointed for such period as may be determined by the City of Hailey; and

WHEREAS, the Hailey City Council now desires to appoint three members to the Governing Board of the Friedman Memorial Airport Authority, and to fix their terms of office.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF HAILEY, IDAHO, AS FOLLOWS:

1. The following persons shall be appointed to the Governing Board of Directors of the Friedman Memorial Airport Authority with the following terms:

<table>
<thead>
<tr>
<th>Appointed Member</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martha Burke</td>
<td></td>
</tr>
<tr>
<td>Don Keirn</td>
<td></td>
</tr>
<tr>
<td>Susan McBryant</td>
<td></td>
</tr>
</tbody>
</table>

2. This Resolution shall be in full force and effect from and after its passage and approval.

Passed and Adopted on this ______ day of August, 2011.

RICHARD L. DAVIS, Mayor

ATTEST:

MARY CONE, City Clerk
AGENDA ITEM SUMMARY

DATE: 8/8/2011  DEPARTMENT: Legal  DEPT. HEAD SIGNATURE: 

SUBJECT:
AIP Grant (supplemental planning)

AUTHORITY: □ ID Code □ IAR □ City Ordinance/Code 
(If Applicable)

BACKGROUND/SUMMARY OF ALTERNATIVES CONSIDERED:

I am enclosing a letter and proposed Resolution authorizing an application for federal funds. As indicated by the enclosed documents and according to representatives from FMAA, the funds are for supplemental planning for the draft EIS

Ned

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS:
Case 
Budget Line Item # YTD Line Item Balance $
Estimated Hours Spent to Date: Estimated Completion Date: 
Staff Contact: Phone 
Comments:

ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS: (If Applicable)

City Attorney Clerk / Finance Director Engineer Building
Library Planning Fire Dept. 
Safety Committee P & Z Commission Police
Streets Public Works, Parks Mayor

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:

Make a motion to approve the attached resolution and to authorize the mayor to sign.

FOLLOW-UP REMARKS:
July 25, 2011

Ned C. Williamson, Esq.
Hailey City Attorney
115 Second Avenue South
Hailey, ID 83333

Re: Friedman Memorial Airport/Grant of Federal Funds

Dear Ned:

The Friedman Memorial Airport Authority, through its sponsors Blaine County and the City of Hailey, has applied for a federal grant. The grant is in the amount of $902,500.00. The grant is to be used for supplemental planning for the draft EIS.

As you know, in order the for the Authority to receive the federal funds, the City of Hailey must execute a resolution authorizing the Application, adopting and ratifying the representations and assurances contained in the Application and authorizing the Mayor to execute the grant. To that end, I have enclosed a proposed Resolution authorizing Rick and Mary to execute the necessary documentation on behalf of the City.

If the proposed Resolution authorizing receipt of the grant meets with your approval, I would appreciate it if you would present it to the City Council for its consideration as soon as possible. If the Council approves the Resolution, please send me an executed copy for transmittal to the FAA.

If you have any questions or if I can provide any further information, please do not hesitate to contact me at your earliest convenience. Thank you for your assistance.

Sincerely,

Barry J. Luboviski

BARRY J. LUBOVISKI
JANET C. WYGLE
ROBERT J. FALLOWFIELD
LEE RITZAU

LUBOVISKI, WYGLE, FALLOWFIELD & RITZAU, P.A.

BJJ/jj
Enclosure
cc: Friedman Memorial Airport Authority
CITY OF HAILEY RESOLUTION NO.____
BEFORE THE CITY COUNCIL OF HAILEY, IDAHO


WHEREAS, the City of Hailey, along with the County of Blaine, Idaho, as Sponsors of the Friedman Memorial Airport, have submitted a Project Application dated July 12, 2011 to the Federal Aviation Administration, U.S. Department of Transportation, for a grant of Federal funds for a project at, or associated with, the Friedman Memorial Airport, which Project Application has been approved by the FAA. Such project consists of supplemental planning for the draft EIS.

WHEREAS, the City Council hereby authorizes the execution of the Application for Federal Assistance dated July 12, 2011, and Standard DOT Title VI Assurances dated July 12, 2011, on its behalf, as Co-Sponsor of the Friedman Memorial Airport, along with Blaine County, Idaho, by Richard R. Baird, Airport Manager.

WHEREAS, the City Council hereby adopts and ratifies the representations and assurances contained in the Application for Federal Assistance, and the Standard DOT Title VI Assurances, both dated July 12, 2011.

WHEREAS, the City Council hereby authorizes the Mayor to ratify, accept and execute said Grant of Federal funds for the above-stated project, and as Co-Sponsor, further adopts and ratifies any terms and conditions of such Grant.
ADOPTED AND APPROVED this ____ day of ____________ , 2011.

By ____________________________________________
   The Honorable Rick Davis
   Mayor, City of Hailey

ATTEST:

______________________________________________
Mary Cone
City Clerk

RESOLUTION NO. _______ / Page 2
AGENDA ITEM SUMMARY


SUBJECT
Fire Consolidation/Collaboration Steps

AUTHORITY: □ ID Code 50-1017    □ IAR    □ City Ordinance/Code

BACKGROUND:

On July 25, 2011, Emergency Services Consultant, International (ESCI) presented its final report to the Hailey City Council. The council did not accept any specific annexation/consolidation recommendation, but instead instructed staff to identify collaborative steps by which the agencies can work together.

Chief Chapman has attached the following recommendations and table to report activity to date and future activity.

The City Administrator spoke at length with ESCI during their last visit about ESCI’s report recommendation #28 stating that Hailey replace Engine 3, a pumper truck. In this conversation and previous conversations, ESCI expressed grave concern about the replacement of this pumper. They insist that the biggest challenge to the fire services is staffing numbers, and there are plenty of apparatus and trucks. Our bottleneck isn’t engines, its staffing. Purchase of a new pumper only increases maintenance costs, and we would be better served by taking the $132,000 Development Impact Fees we have are proposing to budget to replace Engine #3 and instead utilize those funds in a shared endeavor with WRFD for a shared station or training facility.

We expressed concern that in the event of multiple fire incidents, additional equipment would be needed (as well as additional manpower). ESCI suggests that in the event of multiple incidents, we draw in equipment from Fairfield, the Magic Valley, and Ketchum, rather than buy new equipment.

Chief Chapman is prepared to add station/training center funding as one of the strategies to be worked through with our partners.

Please see attached a letter regarding consolidation from the City of Bellevue.

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS:
Budget Line Item #       YTD Line Item Balance $

ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS:

□ City Attorney      □ Clerk / Finance Director      □ Engineer      □ Mayor
□ P & Z Commission   □ Parks & Lands Board       □ Public Works □ Other

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:

Discuss staff recommendations.

FOLLOW UP NOTES:
City of Hailey  
Wood River Fire & Rescue  
Emergency Services Consulting International  

To Heather Dawson, City Administrator and Hailey Fire Chief Mike Chapman.  

To James Frehling, Wood River Fire & Rescue Board of Commissioners and Bart Lassman, Fire Chief.  

Re: cooperative effort feasibility study for municipal fire departments  

To all participants:  

Please be advised that the Bellevue Mayor and Council wish to thank the City of Hailey, Wood River Fire and Rescue, Lane Wintermute, Martin Goughnour, and Rob Strong of Emergency Consulting International, for their support and assistance in conducting the fire and emergency medical services study.  

The City of Bellevue found the comprehensive assessment / analysis, to be useful in understanding the other participant’s functional capabilities, infrastructure, goals and future action plans.  

Per our extensive research, studies, community town hall meeting and further Council discussions, the Bellevue Mayor and Council hereby respectfully request to no longer be included in the cooperative effort feasibility study for municipal fire departments at this time.  

The Mayor and Council will pursue enhancements of the city’s infrastructure for its existing fire station and equipment as well as a new fire station strategically located to provide an acceptable level of service to the entire city limit boundaries. In doing so the city will have a viable facility, benefiting all citizens of Bellevue, adjoining Blaine County properties, and the City of Hailey, should a cooperative effort be pursued in the future.  

The City of Bellevue appreciates the opportunity to have participated in this very important study, and has found all parties to be excellent to work with.  

Sincerely,  

Mayor, Christopher Koch
Memorandum

To: Hailey City Council  
Date: August 2'nd, 2011  
RE: Request for Recommendations Related to Cooperative Services.

Dear Council Members,

Per your request, I have outlined a number of recommendations for increased cooperation between the fire departments located in the southern end of the Wood River Valley. I recognize that there are numerous other efforts possible, however due to the economic situation I have chosen the efforts that would have the greatest impact for the least cost. Please consider the following options:

- Work with WRF&R and Bellevue FD to standardize Standard Operating Procedures between the three department
- Better coordination of basic required training courses and requirements for new members, and recognition of qualified instructors. These could include:
  - Firefighter I & II Classes
  - Hazardous Materials Awareness & Operations Classes
  - Incident Command Classes
  - Basic and Advanced Wildfire & Refresher Training
  - Basic Vehicle Extrication Training
- Increase in the current “Joint Department Training” currently being held twice a year, to quarterly.
- Consideration of “Mixed Crews” to allow for daytime staffing of WRF&R Station 3 (South of Bellevue).
- Provide Fire Marshal services to WRF&R and/or Bellevue for constructions plans review and building and inspection services
- Resumption of WRF&R’s participation in the South County Auto Aid Agreement

These efforts, if successful would go a long way in supporting the ESCI recommendations:

Hailey #1, #33, #34, #35, #36, #39, #40 and #42
Bellevue #4, #17, #33, #34, #35, #36, #37, #38, #41 and #42
WRF&R #1, #6, #23, #33, #34, #35 and #37

Please deliberate on my suggestions and provide guidance on how you would like for me to proceed.

Respectfully presented by

[Signature]
<table>
<thead>
<tr>
<th>Recommendation #</th>
<th>Project Description</th>
<th>Estimated Cost</th>
<th>Difficulty Factor</th>
<th>Estimated Time</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation # 16</td>
<td>Identify feedback and training needs</td>
<td>Staff Time</td>
<td>Low</td>
<td>1 Hour</td>
<td>Completed</td>
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<tr>
<td>Recommendation # 17</td>
<td>Consider LOSAP</td>
<td>Proposed cost $26,000/year</td>
<td>Moderate</td>
<td>6 Hours</td>
<td>Considered but too expensive to implement</td>
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<tr>
<td>Recommendation # 18</td>
<td>Develop risk-based inspection schedule</td>
<td>Staff</td>
<td>Easy</td>
<td>8 Hours</td>
<td>Anticipated completion in 2011</td>
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<tr>
<td>Recommendation # 19</td>
<td>Conduct annual Hose &amp; Ladder testing</td>
<td>Private Company $3,500</td>
<td>Easy</td>
<td>5 Hours Staff Time</td>
<td>Pending Budget approval of funding for testing</td>
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<tr>
<td>Recommendation # 20</td>
<td>Develop OSHA Respiratory Plan</td>
<td>Staff</td>
<td>Easy</td>
<td>8 Hours</td>
<td>Anticipated completion in 2011</td>
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<tr>
<td>Recommendation # 21</td>
<td>Replace Engine #3</td>
<td>Staff - $375,000</td>
<td>Difficult</td>
<td>750 Hours</td>
<td>High-Pending budget approval</td>
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<td>Recommendation # 22</td>
<td>Develop new Incident Action Plan</td>
<td>Staff</td>
<td>Moderate to High</td>
<td>Undetermined</td>
<td>Moderate to High</td>
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<tr>
<td>Recommendation # 23</td>
<td>Develop Incident Action Plan</td>
<td>Staff</td>
<td>moderate</td>
<td>3 Days</td>
<td>Considered but too expensive to implement</td>
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<tr>
<td>Recommendation # 24</td>
<td>Single Training Officer for All agencies</td>
<td>Share cost of instructor cost of approx $75K/Year</td>
<td>Moderate to Difficult</td>
<td>Undetermined</td>
<td>Moderate to High</td>
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<tr>
<td>Recommendation # 25</td>
<td>Shared record Management System</td>
<td>Staff time &amp; $2,500/year</td>
<td>Low to Moderate</td>
<td>Est. 40 Hours</td>
<td>Low to Moderate</td>
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<td>Recommendation # 26</td>
<td>Common Training Night</td>
<td>Staff Time</td>
<td>Low - Difficult</td>
<td>Minimal</td>
<td></td>
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<tr>
<td>Recommendation # 27</td>
<td>Develop Joint Training Site</td>
<td>Significant Staff &amp; volunteer time</td>
<td>Difficult</td>
<td>1,000+ hours</td>
<td>High</td>
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</tbody>
</table>