TASK FORCES

As part of the public input process, three task forces comprising Blaine County residents, professionals, and leaders served as advisory boards to Sustain Blaine on the topics of talent attraction and retention, land use, and innovation. Each task force submitted final reports to Sustain Blaine and TIP that included recommendations for strategies related to their subject areas. Many – but not all – of these recommendations were incorporated into the economic strategy for Blaine County. The task force's full reports are included in this appendix.

Talent Task Force - Retention and Recruitment Subcommittee

RECOMMENDATION 1 – Professional Opportunity/Advancement/Mentorship

Inventory existing mentoring programs and development a broad-spectrum mentoring initiative from individual career counseling and development to business startup and other professional business assistance, using business-networking platforms as appropriate.

A well-rounded mentoring program will have three functions:

- Business development/entrepreneur mentoring
- Professional skills/leadership/career advancement mentoring
- Free or low cost short-term, informal skills and knowledge-oriented programs by local and visiting experts

A quality mentoring program will have several key elements:

- A stable of mentors with diverse skills and interests - male and female, with good coaching skills and available hours during several months of the year.
- A training program to transmit a core of working principles to all mentors.
- A program for attracting and selecting mentees for both entrepreneur and professional development mentoring.
- A program for attracting and selecting mentors for both entrepreneur and professional mentoring.
- A rationale for matching mentees and mentors.

- A monitoring and feedback process for both mentees and mentors to ensure successful matches and measurable (i.e. tangible) mentoring outcomes.
- A broad set of educational topics to assist individuals in business development and career growth.

Brief status of known mentoring and business education programs in the valley:

- Individuals who want business startup or professional/career mentoring have found mentors on their own.
- Jigsaw has a business development/entrepreneur mentoring program.
- Jigsaw has a yearly business plan competition providing startup entrepreneurs with the opportunity to present their business ideas to mentors with investing, financial, legal, and entrepreneurial experience.
- Brian Matsuoka of SBDC provides mentoring for small-business owners at Hailey CSI by appointment.
- La Alianza is working to develop a leadership program for Latinos.
- CSI plans a "Leadership Series" for the fall of 2009. Locals who have been or are leaders in their fields will be invited to share their leadership experiences at scheduled gatherings. This series will provide education, community involvement for local leaders, and potential mentoring hook-ups.
- Jigsaw offers brown bag and featured speaker lunches that provide skills-based learning and the business perspective of successful leaders in their fields. These also provide networking opportunities that can lead to mentorship.
- Various other local programs exist which are sponsored (or well-publicized by) Sun Valley Online, CSI, nonprofits, etc.

ACTION STEPS
Sustain Blaine (or successor agency)

- Fully inventory existing local resources and programming in mentoring, career development training, business education and business development assistance.
- Using this inventory, develop a calendar of business development activities. This and the following item should be developed in conjunction with or as a sublink to the "portal" that has been recommended by the Branding subcommittee .
- Work with Jigsaw and other local resources to create a centralized "clearinghouse" source for networking of mentoring, training and employment opportunities with potential candidates. This includes identifying

and working with an appropriate technological resource (i.e. Sun Valley Online) to create an appropriate web/social or business network-based presence.

- Establish a committee on an ongoing basis to work with Jigsaw and other participating agencies to establish and promote an ongoing valley-wide mentoring program with written standards. Research and take advantage of what has worked in other places in this regard.

College of Southern Idaho

Develop a Leadership Series that will help LINK the community resource of highly-talented and experienced retirees from major leadership positions in various industries WITH local community members who are in the early stages of their careers (in fields ranging from business to education to health care to the arts). The goals will be:

- To allow developing professionals in this rural community to learn from people with high-level, world-class professional experience
- To give the retirees more insight into the dynamics of our community
- To foster organic mentoring relationships which serve both ends

The Leadership Series would consist of a group that meets monthly for a 1.5 hour class. Class size would be limited to 25 participants to maximize the potential for dialogue and networking between participants, and between participants and the speakers. Each month, a different industry leader will speak to the group on the topic of her/his choice related to leadership and professional growth.

Implementation: Fall 2009

RECOMMENDATION 2 – Investment

Develop resources for funding and oversight of local start-ups/entrepreneurs/growing businesses.

ACTION STEPS
Sustain Blaine Subcommittee (or successor agency)

- Evaluate Idaho Fund to determine whether it presents viable local opportunities.
- Determine which of the following model(s) are most viable for Blaine County:
  - Clearinghouse to match local & part-time investors with local businesses/entrepreneurs

- Angel fund individuals in angel groups like Keiretsu Forum
- Business Development Corporation
- Local banks creating local revolving loan fund
- Creation of pass-book loan system where locals can contribute to an account that provide seed loans

- Evaluate existing Business Development legislation in Idaho, and develop a plan to promote same if it is inadequate
- Identify blue chip business leaders to make investment decisions and oversee funds.
- Identify advisors available for guidance.
- Identify and solicit potential investors.

ADDITIONAL RECOMMENDATION – Business incubator grant opportunity

Sustain Blaine is aware that a USDA grant opportunity exists for the development of a business incubator project. It is recommended that a subcommittee be established immediately to meet with USDA representatives, prepare and submit an application for this grant.

Talent Task Force - Brand Subcommittee

The Brand Subgroup of the Talent Retention and Brand Task Force met four times during January and February of 2009. Through a process of distilling ideas obtained from the November 2008 community input meetings, to developing steps to take those ideas to strategies that can be implemented, the Brand team then refined its focus to three actionable strategies.

This report starts with a presentation of the three strategies. Also attached as pertinent background information, are the individual reports from each team meeting. The team's objective:

> Identify strategies which can expand the county's "brand" beyond the traditional ski-resort driven identity to both widen the opportunities to attract a pool of potential talent to the county and broaden tourism development.

The team's task was two-fold:

- Explore options for leveraging and building the county's "brand."
- Identify options to broaden and promote the tourism segment of the economy.

RECOMMENDATION 1

Develop a web based shared common portal to the "Sun Valley" brand – a comprehensive connection/link to everything we have (see attached "Sun Valley Brand" – Shared Common Portal map).

- Development of the portal will require outside professional expertise. Examples of such portals exist in the country.
- Careful and constant management the common portal will be vital. It was the consensus that the portal must represent the best interests of all participants in the portal.
- Control of the portal should be neutral, not maintained by a commercial or special interest, but rather operated by a representative valley-wide agency.
- The portal should have the ability to allow interested parties to sign up to receive e-mail from any and all participants linked to it.
- The portal should be allowed to expand to a broader area which could include the greater South Central Idaho region and the Stanley to Salmon area.

- Implementation and marketing of the portal and re-branding will be vitally important. This may necessitate the hiring of a marketing company.
- The attached "Sun Valley Brand Portal Map" is an example of how the portal could act as a comprehensive connection/link. This is an example and may not be complete.

RECOMMENDATION 2

Expand an existing festival or event into a series of events with county-wide participation with perhaps one mega event as an anchor.

- The team determined it is important as a strategy to expand two existing events from different seasons each into a series of events or a week-long event.
- One of the two events to be expanded should be during the winter season; the other should be during the September/October time period.
- As an alternative to the fall (September/October) time period, the second event could be expanded in the May/June timeframe.
- A third alternative, depending on availability of resources, would be to expand three existing events in the timeframes mentioned above.
- Key criteria for expansion of events should include utilizing a variety of venues throughout the entire valley, making the events inclusive, diversifying the events to add music, recreation, arts, and cultural and educational components into the larger series of events.
- The events should also focus on a diversity of activities to attract all ages and families with youth activities and night life throughout the larger events.
- Consideration should be given to expanding those events which can be guided by those who are passionate and will incorporate their enthusiasm to drive the success of the expanded events.
- Examples of possible existing events which could be expanded to larger, more diverse series of events include: The Sustainability Conference, Trailing of the Sheep, Boulder Mountain Tour, Northern Rockies Folk Festival, Wellness Festival, etc.
- Attention should be given to surrounding regional festivals and events and available entertainment.

RECOMMENDATION 3

Expand the opportunities for cross marketing of existing conferences and visitors.

TASK FORCES

- Seek out and develop channels to connect local efforts with out-of-area opportunities. Develop educational opportunities of what the "Sun Valley" brand has to offer.
- Utilize the shared common portal for cross marketing opportunities.
- Familiarize those who are connected to conferences and conventions outside the area with the "Sun Valley" brand and portal (i.e. create "Sun Valley" Ambassadors – the Governor, our Congressional delegation, business leaders, nonprofit leaders).
- Create and expand "viral marketing" approaches.
- Improve communications connectivity infrastructure to make conference and visitor experiences easier, more productive and connected to the rest of the world while they are here.

Land Use/Develoopment Task Force

The Land Use/Development Task Force met January 9, 16, and 30, and February 6 and 13, 2009, with 11-15 people in attendance representing the cities, county, airport, development, real estate, transportation, land conservation, smart growth, and general interest. The basis of the discussion was the purpose/objectives outlined by TIP Strategies in a memorandum to Sustain Blaine dated December 16, 2008. The Task Force was provided with the notes from the November 2008 Community Workshop held at the YMCA in Ketchum and directed to the information/PowerPoint presentations on www.blainecounty.org from the prior workshops/meetings with TIP to gain knowledge of the Sustain Blaine efforts. The members were directed to the assessment on the website to understand the baseline developed by TIP in the Discovery Phase of the project.

During this Opportunity Phase, initially the Task Force identified and discussed current zoning for commercial and industrial uses, vacant land, current land use applications and the availability of sites for long term economic diversity and stability. Sites not currently zoned as such were also identified and discussed.

A matrix was developed to assist in evaluating the sites. Criteria given consideration included the following:

- the need to develop versus the existing availability of infrastructure, including transportation,
- natural gas, electricity, information systems, sewer, water,
- the relative costs of land,
- jurisdictional issues,
- the players needed in acquiring, planning and development,
- the level of support from jurisdictions and groups,
- environmental constraints, and
- availability of the site(s).

After consulting with TIP Strategies by telephone at its meeting February 6, 2009, the Land Use/Development Task Force proceeded to consider the various sites under the categories of land uses identified as health care, institute, light industrial and mixed use. The full matrix of uses and locations and the accompanying criteria was considered to be more detailed than TIP called for at this point in the process.

GENERAL CONCLUSIONS – The following are not prioritized or offered in particular order.

1. Relocation of the Friedman Memorial Airport presents compounded opportunities for economic diversity and stability for Blaine County. From the Statement Purpose and Need/Alternatives Working Paper Draft by Landrum & Brown, July, 2008: A new airport doubles enplaned passengers in 15 years; generates as

much as $32 million in additional direct and indirect/induced revenue; generates as much as $10.3 million in additional direct and indirect/induced earnings; generates as much as 496 additional direct and indirect/induced employment. If this analysis proves out after the current studies are completed, the existing approximate 200-acre airport site, known as the Friedman Site in the matrix, presents opportunities for the broad spectrum of industry, business or institution(s) being considered in this planning process.

2. The continuation of viable agriculture in Blaine County is supported through implication by the fact that none of the sites including the potential green-field development of a new town at Spring Creek Ranch, for example, utilizes "prime agricultural land" as defined for Blaine County by the USDA. The concentration on infill sites within the incorporated cities primarily for shorter term solutions and green-field development in the County or Carey for long term opportunities is consistent with the preservation of agriculture and the derivative open space and wildlife habitat as well as transportation goals.

3. The City of Carey is open to and ready for economic development and diversity that would support its existing expanding residential opportunities. Carey is interested in becoming a community where residents not only live but work at jobs and professions that support them and their families. Spring Creek Ranch, or another "new town site" would be an additional lower land cost alternative available for all types of development, with the ability to start with a "clean slate" and be conscientiously developed.

4. The City of Bellevue is considering land use applications currently that will contribute to commerce and industry. Annexation of land to the south along Gannett Road, known as the Rinker/Scherer property, is of interest to Bellevue and would support higher densities of residential, various housing options, and commercial venues supported by infrastructure that exists and may be extended. A transportation center including park and ride and bus transit terminal is being examined within the current city limits. Bellevue recently amended its zoning ordinances allowing higher densities within the city limits and created a Light Industrial / Business zoning designation. Bellevue enacted an Urban Renewal Area and Agency which will support and provide tax increment financing from revenue allocating areas to be directed to site specific locations for reducing infrastructure costs, housing or other associated costs as an incentive for developments that provide for increased employment, business / industrial development and related housing components. The Rinker/Scherer master plan approved by the City of Bellevue provides an opportunity for development for 561 acres for residential, commercial, light industrial and public uses in the city limits or on adjacent lands in an area that is ready to utilize available infrastructure including, power, gas, water, sewer, connection to the Wood River Trails, preserving wildlife corridors and within walking and biking distance to the proposed ITD transportation center.

5. The City of Hailey is anticipating the future uses of the existing (Friedman Site) airport once the airport is relocated and operational. Having commissioned a report in 2006 documenting goals of the Comprehensive Plan, convening a city-sponsored panel, and cooperating with the land use consultants associated with the airport administration, the city is preparing itself to make decision about the appropriate amount and types of land use to meet the needs of the community.

6. The City of Sun Valley is primarily focused on the resort and recreation with its plans and land use regulations. However, the City understands and supports the relationship between the various entities in the county and interconnected necessity for long term stability and diversity.

7. The City of Ketchum has many infill sites of various sizes, in particular approximately 40 acres in Warm Springs currently zoned for residential use. Hotel developments are in the entitlement process and the City is actively seeking hotel applications. The River Run/Sun Valley Company property is expected to be annexed. Ketchum is open to smaller businesses and is ready for economic development..

8. The South Gateway/McHanville areas south of Ketchum and Sun Valley is being considered through land use code revisions to accommodate high density residential, medical, and limited commercial with the intent to address the non-conformity of uses existing in McHanville and the needs for affordable housing at the north end of the Wood River Valley.

9. Infill of vacant land or redevelopment of underutilized land within the cities was discussed as being a viable short term opportunity for a contribution to economic stability and diversity since these sites are zoned and served by infrastructure. However, the concept of infill from the perspective of the cities of Carey and Bellevue is quite different from the Cities of Ketchum and Sun Valley. The northern cities have a much more limited land area, constrained by surrounding public land and mountainous topography. The city of Hailey has identified sites inside or immediately adjacent to the City that may be considered "infill" due to their relative small size and distribution around the city. The prospect of the relocation of the existing airport, most of which is inside the city limits, presents a much more expansive opportunity for infill that could satisfy much different needs. The Cities of Bellevue and Carey have overtly expressed the desire for new development as well as redevelopment that will contribute to a more stable and diverse economy and therefore sustainable, all-round community.

10. Among the issues the Task Force grappled with was whether it was looking for one big hit – a home run, or several base hits and would either contribute enough to the long term economic diversity and stability, or would it take both. The discussion, though, was primarily centered on the availability of sites. As specific land use needs or directions were not readily available from either the Institute or Talent Task Forces, there was little discussion of the practical realities of the cost of land, available services, transportation issues, etc. associated with any site's economic viability in accommodating their particular needs.

RESULTS OF RANKING

The numerical outcome is inserted below for reference and is also found on the sheet in the matrix labeled "Ranked Properties". More detailed descriptions of each of the properties listed below can also be found in the matrix.

A few members of the Task Force were not able to be present at the February 6, 2009, meeting during the initial ranking and as a result were not part of the discussion during the rating session. However, recognizing the

importance of including all jurisdictions and interests that had been consistently participating in the Task Force meetings, they were given the opportunity to rank the properties. Their numbers were incorporated into the totals. The "member participation" page indicates who attended the meetings, what they represented, and who participated in the ranking exercise.

As stated earlier, the Task Force struggled with how to identify land that may be appropriate to support economic stability and diversity in the future without knowing what particular uses were being considered and how much land may be needed for those uses. On the recommendation of TIP, the categories of land uses were considered in very general terms. While attempt was made to consider the criteria listed in the matrix when ranking the properties, the interdependence of the elements affecting land use decisions resulted in a list of issues and concerns that were not and could not be fully explored by this Task Force nor in this time frame. One of the most critical elements was cost of the land. While a very general understanding of the relative costs of land and availability of infrastructure in the various geographic areas of the county was understood, specific costs and financing issues were not considered as criteria for ranking the properties. The list of issues and concerns appears later in this report below and is offered in conjunction with the following ranking to assist TIP in reaching its conclusions in the Opportunity Phase and later in the Implementation Phase.

Short Term: 1-5 years. The land use/zoning codes and land availability were expected to accommodate the stated uses fairly immediately.

Long Term: 5 years or more. Land use codes could be modified through the necessary public processes and/or the land could become available through acquisition or redevelopment for these purposes to serve the more distant future.

HEALTH CARE: hospital, medical office buildings, rehabilitation, clinics

Short Term

1. South Gateway/McHanville area, Blaine County – The hospital exists in this location and the County is considering changes in land uses that may possibly include health services in the McHanville portion of this area. Some Task Force members felt that the part of this area south of the traffic signal on SH75 is not as appropriate for health care uses as the area north.

2. Airport West area within the City of Hailey's SCI (Service, Commercial, Industrial) area, Hailey. Infrastructure availability, existing health care facilities being built currently, and Hailey's population base were considered.

3. Area of the proposed Croy Canyon Ranch Foundation continuing care facility in Croy Canyon west of the City of Hailey, Blaine County – Application has been made for a conditional use permit to construct a continuing care facility in this location that will accommodate independent and assisted living for seniors

and skilled nursing. It was also noted that the areas immediately west of Hailey are undeveloped at this time.

Long Term

1. Airport West, Hailey – Infrastructure availability, existing health care facilities being built currently, and Hailey's population base were considered.

2. South Gateway/McHanville area, Blaine County – Since the hospital is expected to accommodate long term needs, the area north of the traffic light was seen useful into the long term. The same concerns over whether the area south of the traffic light is appropriate for health care were expressed.

3. Existing Friedman Memorial Airport site, Hailey – Recognizing at least 2 current efforts toward planning for this property upon relocation of the airport out of Hailey, the 200+ acres was identified with health care on the list. Note: Without identifying the specific uses, little attention could be paid to how much land is needed and what current codes allow or future codes may be needed.

INSTITUTE: R&D, wellness, technical, business, academic

Short Term

1. Airport West, Hailey

2. Sweetwater area in mid-Woodside, Hailey – Existing limited business zoning and access to infrastructure as well as housing supported this site.

3. South Gateway/McHanville, Blaine County

Long Term

1. Existing Freidman Memorial Airport site, Hailey

2. Spring Creek Ranch, Blaine County and the Rinker and Scherer properties, Blaine County tied as the second most opportune site for an institute in the long run. Spring Creek Ranch is a 2,840 acres parcel that includes approximately 700 acres within the bowl of the south side of Timmerman Hill fronting on SH75 approximately 1 mile south of the intersection with Highway 20. The Rinker and Scherer properties, south of and adjacent to the City of Bellevue total 567 acres. These properties are located on Gannet Road.

3. South Gateway/McHanville area, Blaine County – An institute related to the existing hospital and or light industrial uses in this area may be appropriate here.

Note: Without knowing the type of institute it was difficult to identify site(s) for either short- or long-term. For example, an agriculture-oriented institute may not be appropriate at any of the top three sites but should be located where agriculture is the primary land use.

LIGHT INDUSTRIAL: clean, business park

Short Term

1. City of Carey
2. Glendale, Blaine County – This area, off of SH75 and south of Bellevue already has light industrial use. Additional light industrial uses may therefore be appropriate.
3. City of Bellevue

Long Term

1. City of Carey
2. Existing Freidman Memorial Airport site, Hailey
3. Glendale, Blaine County

Note: Each of these areas was identified in the matrix as either having existing industrial zoning or the jurisdiction would be willing to consider zoning and infrastructure to accommodate light industry.

MIXED USE: commercial (small office, small retail) and higher density residential

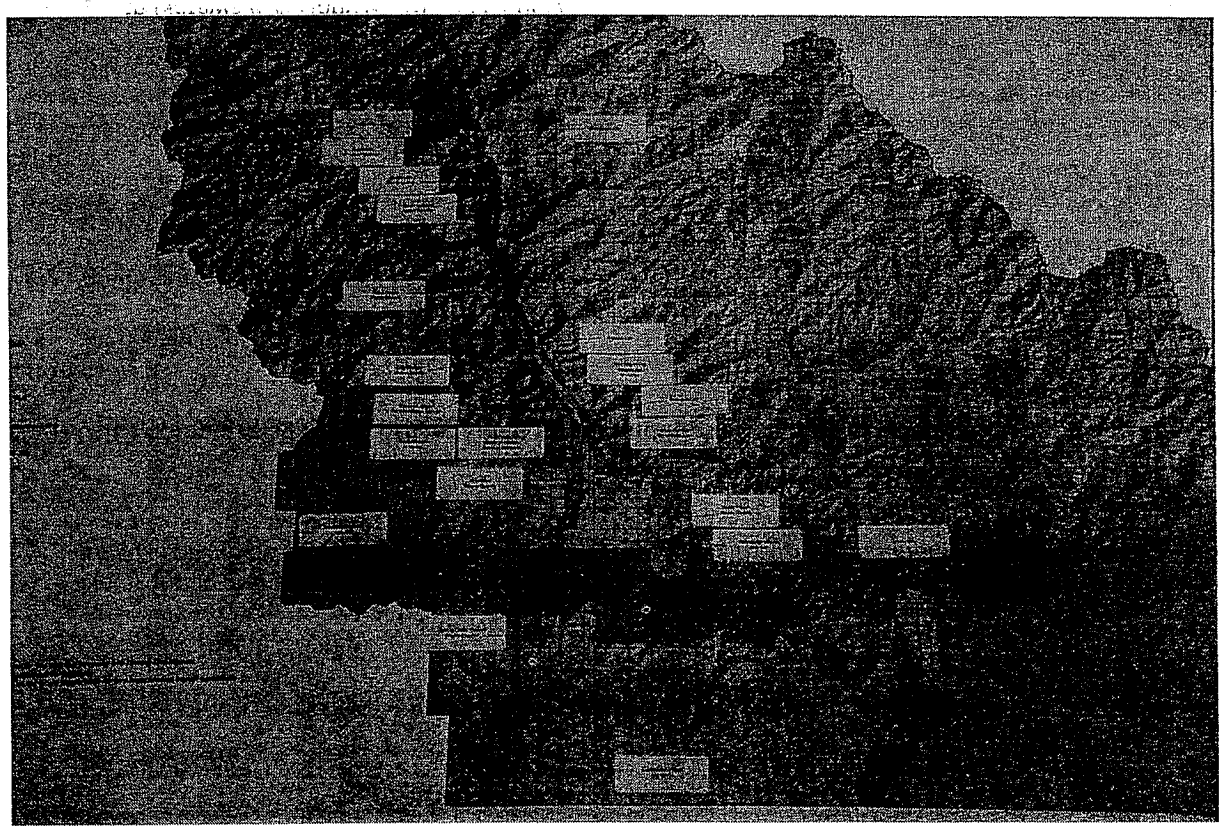
Short Term

1. City of Hailey
2. South Gateway/McHanville, Blaine County
3. City of Carey

Long Term

1. Existing Freidman Memorial Airport site, Hailey
2. City of Carey
3. South Gateway/McHanville, Blaine County

TASK FORCES



TASK FORCES

Innovation Task Force

THE INSTITUTE FOR VIBRANT COMMUNITY

A hub of innovation and best practices for transition to sustainable economies through research, development, application and education.

Communities worldwide are facing the problems of competition for limited resources, stress on environmental systems and lack of economic diversity.

This institutional hub connects the divergent economies of energy, food, transportation, education, culture and health into an integrated pathway to sustainable, vibrant community.

WHAT THE INSTITUTE DOES. The wheel and spokes symbol depicts the concept and reality of working together in dynamic community so that people see even the familiar in a new and more integrated way. It graphically demonstrates that we have a vision of our community as a whole, and that we are dynamically assessing balance.

WHAT THE WHEEL/SPOKES SYMBOL DOES FOR US.

- Logo – It will be a strong, memorable symbol or logo. Colors can change as it progresses beyond the working diagram stage.
- Reality map of our community – It is also a working map for assessing the evolving dynamic balance in our community.
- Consistent branding identity – The wheel and spokes graphic will retain branding identity even as the Spokes gain strength & balance. - Website home page, interactive. The wheel and spokes symbol will be a strong, innovative home page for the Institute-Incubator website – the home base to which we invite everyone, here & abroad, from the outset.
- An early product of the Institute. If we choose to develop this method and graphic community map, and perhaps license it under a Creative Commons license to other communities. A CC license typically specifies that one "can use and modify non-commercially with attribution." Usually the exact attribution is provided with the CC license. It would be worth much more to our startup visibility and newsworthiness as a CC license than it would on a fee basis.

This observation is vis-à-vis 1) funding and 2) being of service.

A HUB OF INNOVATION AND BEST PRACTICES FOR COMMUNITY TRANSITION TO SUSTAINABLE ECONOMIES

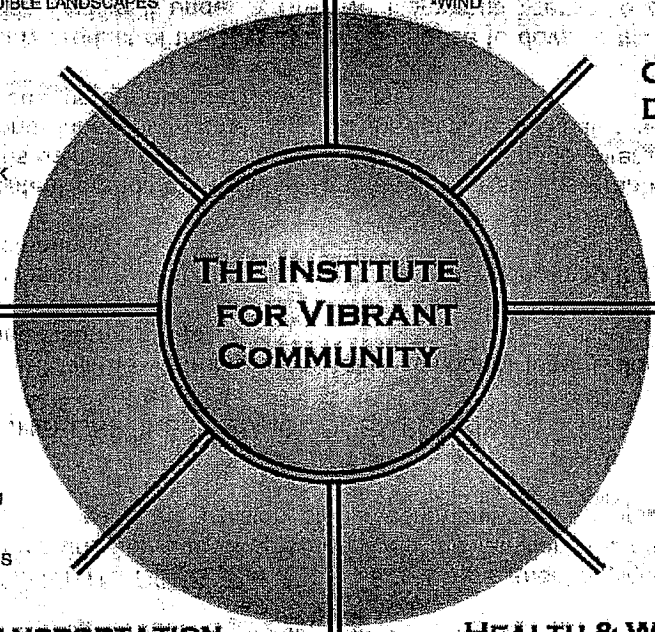
RESEARCH | DEVELOP | APPLY | EDUCATE

FOOD
- LOCAL FOOD/ORGANIC FARMING
- BUILDING A LOCAL FOOD SHED
- GREENHOUSE GROWING
- DISTRIBUTION NETWORK
- EDIBLE LANDSCAPES

ENERGY
- GEOTHERMAL
- GEO-LINKED SYSTEMS
- BIO MASS
- SOLAR
- WIND

ECONOMY
- BUSINESS INCUBATOR
- LOCAL BUSINESS NETWORK
- GREEN BUSINESSSTARTUP
- LOCAL CURRENCY
- TIME BANKS

COMMUNITY DESIGN
- HOUSING
- LIVABLE COMMUNITIES
- LIVE/WORK OPPORTUNITIES
- POLICY/ZONING
- COMPREHENSIVE PLANS



EDUCATIONAL CULTURAL SPIRITUAL
- CONTINUING GREEN EDUCATION
- RE-SKILLING PROGRAMS
- ECOLOGICAL CURRICULUM
- COLLEGE EXTENTION PROGRAMS

BUILT ENVIRONMENT
- ENERGY EFFICIENT HOMES
- CHANGING ORDINANCES
- GREEN BUILDING STANDARDS
- WASTE MANAGEMENT
- COMPREHENSIVE RECYCLING
- ALTERNATIVE WASTE WATER TREATMENT

TRANSPORTATION
- INTEGRATED PUBLIC TRANSPORTATION
- MANAGED PARKING
- MULTI-MODAL TRANSPORTATION SYSTEMS

HEALTH & WELLNESS
- WELLNESS CENTER HOLISTIC HEALTHCARE
- INTEGRATIVE MEDICINE
- RECREATIONAL/SPORTS FITNESS LIFESTYLE
- ORTHOPEDIC/PREVENTATIVE CLINIC

THIS INSTITUTIONAL HUB CONNECTS THE DIVERGENT ECONOMIES OF ENERGY, FOOD, TRANSPORTATION, EDUCATION, CULTURE AND HEALTH INTO AN INTEGRATED PATHWAY TO VIBRANT SUSTAINABLE COMMUNITY.

FACILITATE INTEGRATE RE-CREATE TRANSFORM

FOOD

- IDAHO'S BOUNTY
- FARMER'S MARKET
- SAWTOOTH BOTANICAL GARDENS
- CSA NETWORKS
- HUNGER COALITION

ENERGY

- ERC
- CDC ENERGY SOLUTIONS TEAM
- HAILEYS "HELP"
- POWER ENGINEERS

ECONOMY

- CHAMBERS OF COMMERCE
- CDC ECON DEV TEAM
- WREP
- YOUNG PROFESSIONALS
- SV ONLINE
- JIGSAW
- RETAILERS ASSOCIATION
- GREEN COLLARING

COMMUNITY DESIGN

- SMART GROWTH
- CDC TOWN DESIGN TEAM
- WHOLE COMMUNITIES
- COMMUNITY RISING
- WOOD RIVER LAND TRUST
- BC REC DISTRICT
- NATURE CONSERVANCY

THE INSTITUTE FOR VIBRANT COMMUNITY

EDUCATIONAL CULTURAL SPIRITUAL

- BCSD / CSI
- COMMUNITY SCHOOL
- MT. SCHOOL
- COMMUNITY LIBRARY
- SV CENTER FOR ARTS
- GALLERY ASSOC
- SPIRITUAL FILM FESTIVAL
- FAITH BASED COMMUNITY
- LA ALIANZA
- SV SYMPHONY
- SV SKI EDUCATION

BUILT ENVIRONMENT

- SMART GROWTH
- CDC ENERGY SOLUTIONS TEAM
- WR LAND TRUST
- LOCAL USGBC
- SNAKE RIVER ALLIANCE
- SUSTAINABILITY CONFERENCE
- ARCH
- BKHA
- BC RECYCLING CENTER

TRANSPORTATION

- MOUNTAIN RIDES
- FRIENDS OF MT. RIDES
- CDC TRANSPORTATION TEAM
- WR BIKE COALITION
- SAFE ROUTES TO SCHOOL
- KETCHUM DOWNTOWN MASTERPLAN

HEALTH & WELLNESS

- WELLNESS FESTIVAL
- ST LUKES
- ADVOCATES
- BLAINE MANOR
- COUNCIL CIRCLE
- HOSPICE
- WR YMCA

July 1, 2009

Hailey City Mayor Rick Davis
Hailey City Council

SUBJECT: Contract for Services between Hailey Chamber of Commerce and the City of Hailey 2009-2010

The Mission Statement of the Hailey Chamber of Commerce reads: The mission of the Hailey Chamber of Commerce is to advance civic and appropriate commercial interests in Hailey, Idaho, by actively promoting our city, sponsoring local events, and serving as a resource for businesses, governments, and individuals, both in and out of the area, without sacrificing our quality of life.

Please review the attached list of accomplishments for 2008/2009.

The following specific services would be provided to the City of Hailey with the requested funds for the period of October 1, 2009 to September 30, 2010:

1. **City Promotion and Special Events:** We have combined the 2 areas of request because they are so closely related. Continue to advertise in multi-media for any business in Hailey, and local events regardless of Chamber membership. Use seed money to fund a new event in 2010, and continue to assist standing events. By lowering the advertising costs through partnerships, we are able to almost double the buying power of the money. Target new events for "off peak seasons". ($24,500)
2. **Visitor Information:** Continue to maintain the office space on Main Street for visibility and accessibility. Local Artists are being highlighted all year long. We are also displaying literature for any business in Hailey, regardless of Chamber Membership. We are starting to sell event tickets for local events. ($13,000)
3. **Town Improvement:** In conjunction with the South Valley Merchants Alliance, continue the holiday light program to include replacing the old wreaths. Continue to support the Flowers on Main Street. ($9,000)
4. **Web Site:** We will be doing all of our own updates on the new web site when it is completed, but will need assistance in paying for the completion. ($2,000)
5. **Staffing:** Continue to employee Assistant Executive Director. This amount is one-half of her salary. ($20,500)

The total amount of this request is $69,000, which is an 8.6% decrease from the amount requested last year ($75,500).

Thank you in advance for your support.

Jim Spinelli
Executive Director
Hailey Chamber of Commerce

Lisa Emerick
President Board of Directors

LIST OF ACCOMPLISHMENTS BY THE HAILEY CHAMBER OF COMMERCE 2008/2009

Hailey Business Promotion: We were able to advertise regionally through the Source Magazine, Boise State Radio, and Mt. Home Air Show. We promoted our local businesses various times during the year on our local radio stations. "Staycation" was a new event that we sponsored for those staying home instead of leaving on vacation. Hailey's Night of Music was a big success which was a new event, as well as the Art Walk this year.

Special Events: Three new events were started this past year: Ms. Idaho Senior Pageant and the Soldier Mountain All Stars Competition took place during "off peak seasons". The Croy Canyon Fun Run was in August. We monetarily sponsored numerous regular events: Hailey Halloween Hoopla, Hailey Hometown Holidays, WR Valley Community Awards, No. Rockies Folk Festival, Trailing of the Sheep, Springfest, 4th of July Events, Kids Summer Carnival, and the Annual Auto Show. Between Hailey Business Promotions and Special Events, we organized and/or sponsored 15 events!

Visitor Service: We moved our operation downtown on Main Street. The visibility and accessibility has been terrific. We have regular traffic from visitors now whereas before, they couldn't find us.

Staffing: We hired a great Assistant Executive Director full time. This allows us to increase our output by more than 100%, and to keep the doors open longer.

Town Improvement: We started our holiday light program by buying all new energy efficient bulbs. We also managed a light recycle program sponsored by Idaho Power. Our "Flowers on Main Street Program" was assumed by us this year. We will be providing the Hailey Arts Commission $2000 seed money to produce a "Welcome to Hailey" sign next year.

Web Site: We are in the final stages of a newly designed web site. The one we have is almost 6 years old with no new design work since its inception.

HAILEY ARTS COMMISSION
2009 – 2010 Annual Public Art Plan & Budget

2009/2010 Budget Request

Discretionary Funding 1,000.00

Arts Commission Brochure.....500.00

Public Art Training/Presentation for Arts Commission,
City Staff and City Council (2 sessions)
Karen Bubb, Boise City Arts Commission.....800.00

Total 2,300.00

2009/2010 Public Art Fund Allocation Request

Welcome to Hailey Sign Project

From Current Available Public Art Funds.....4,113.80

From Pending (CIP) Public Art Funds.....2,141.20

The Hailey Arts Commission requests an allocation of the Percent for Art funds above, with the 2,141.20 amount contingent on funding of associated projects in the CIP.

Currently Allocated

J.C. Fox Building Mural Project

$10,000

Please see the following page for more information on public art fund and project status.

Hailey Public Art Fund (HPAF) Status

Funds Available				Funds Pending (CIP) *		Total		
1%	.25%	Donations		1%	.25%	1%	.25%	Don.
4113.80	1028.45	The Mint (for mural)	1500.00	2490.00	622.50	6603.80	1650.95	1745.00
		Misc.	245.00					

* Anticipated Funding from Planned Capital Improvement Projects (CIP)

Project	Currently Budgeted	1% Art	.25% Admin
A. North Woodside Blvd. Replacement (Phase 1)	50,000	$500	125
B. Rodeo Grounds	100,000	1,000	250
C. Sidewalk Replacement Program	47,000	470	117.50
D. McKercher Restrooms	52,000	520	130

Subject to change as annual budget process moves forward.

Projects & Status

Project / Status	Budget $	Funding Allocated	Source		Funding Sought	Source
1. J.C. Fox Building Mural In Development	22,940	14,440	City funds In kind Mint Donation	10,000 2,940 1,500	8,500	Grants and donations
2. *Welcome to Hailey* Sign (one) In Development	10,000	4,870	HPAF * HPAF ** Chamber Donations	4,113.80 2,141.20 2,000 245.00	1,500.00	ICA QuickFund Grant

* 4,113.80 from current available public art funds.
** 2,141.20 from pending public art funds.

MEMO

DATE: July 8, 2009

FROM: Parks & Lands Board

RE: **2009/2010 Parks CIP Budget**

At the Regular Meeting of the Parks & Lands Board held July 7, 2009, the Board reviewed their prioritized park projects, as indentified at their February 3rd meeting (Memo of February 22, 2009 attached). Based on these identified priorities, and subsequent completion of some of those projects, the Board would like $45,000 in Parks CIP Budget for the following projects;

1. Finish the plaza area at Keefer Park with a durable surface and elements for children to play on, such as logs and swings. $15,000 to $20,000.
2. Continue upgrades to Balmoral Park, with additional plantings, and an immediate fix to the basketball court. $15,000 to $20,000.
3. Replacement trees for Hop Porter Park. $5,000.

The Hailey Parks Foundation, an independent 501(c)(3) Idaho Corporation, has purchased needed signs for the Toe of the Hill Trail and for Balmoral Park. Those signs are expected to be installed by volunteers soon.

Projects, in no particular order, that remain on the long-term list to be completed as funding allows:

Founders Field Connector
South Woodside Park
McKercher Park restrooms
Bullion Street Parkway
Skatepark restrooms
Lions Park restrooms
Hailey Greenway Bridge between Lions and Heagle Park
Tax Lot 14

The Board is working on a compilation of a complete list of remedial projects for each park to better budget for continued maintenance items.

MEMO

DATE: February 22, 2009

FROM: Parks & Lands Board

RE: **Goals & Priorities**

At the Regular Meeting of the Parks & Lands Board held February 3, 2009, the Board reviewed and reprioritized park projects, as follows:

1. Find a home for Hailey Ice; pursue both Lions Park and the Rodeo Grounds simultaneously in the hopes that one or the other will work out.
2. Finish the plaza area at Keefer Park with a durable surface and elements for children to play on, such as logs and swings.
3. Continue upgrades to Balmoral Park, with signs, plantings, and an immediate fix to the basketball court.
4. Complete rough grade at the E.W. Fox Garden so that it doesn't look like a dump area.
5. Complete the Toe of the Hill Trail southern extension as planned.

Projects, in no particular order, that remain on the long-term list to be completed as funding allows:

Founders Field Connector
South Woodside Park
McKercher Park restrooms
Bullion Street Parkway
Skatepark restrooms
Lions Park restrooms
Hailey Greenway Bridge between Lions and Heagle Park
Tax Lot 14

The Board suggested that a complete list of remedial projects for each park be compiled over the summer to better plan for continued maintenance items.

Tree Inventory

- GIS-based (works with current system)
- TreeWorks software and hardware = $5,500
- Inventory work= $50 per hour NTE $1,500
- Software support and updates= $650 annually
- FY2009 TOTAL = $7,650

Grant Application pending to Id Comm Foundation
5000 grant + 1500 match.

Blaine County Housing Authority
PO Box 550
Hailey, ID 83333

400 S Main Street, Suite 303
208.788.6102 ~ 208.788.6136 Fax

June 3, 2009

Mayor Davis and City Council Members
City of Hailey
415 South Main Street
Hailey, ID 83333

RE: Fiscal Year 2009-2010 Funding Request

Dear Mayor Davis and Hailey City Council Members:

Thank you for the opportunity to present our semi-annual report, our current activities, and draft operating budget to you at your upcoming meeting on June 8, 2009.

The Blaine County Housing Authority (BCHA) respectfully asks for your consideration of our request for Six Thousand Dollars ($6,000.00) in Fiscal Year 2009/2010 funding from the City of Hailey. The amount requested is the same as the FY 2008/2009 funding commitment. BCHA is committed to offering an equal or higher level of service to the City of Hailey while functioning on a tight budget, as all public entities are seeking to do at this time. Our draft Contract for Services with scope of services is enclosed, along with our draft operating budget, for your review. We will work with you to finalize these documents in a timely manner, with the Contract for Services to be executed prior to October 1, 2009.

Should you have any questions or desire additional information, do not hesitate to contact me or any member of the Housing Authority Board of Commissioners.

Sincerely,

Kathy Grotto
Executive Administrator

cc: City Administrator, Heather Dawson
City Clerk, Mary Cone
Linda Thorson, BCHA Treasurer

	29-May-09				
		FY 2008-09	FY 2008-09	FY 2009-10	
		Approved	Actual	Proposed	
Income					
	CH Administrative Fees	$60,975		$42,561	based on 5% resales @ 3% of $14M assets + 4 sale $21561
	Contracts for Services	$143,000		$143,000	(2 OC, 1 QV, 1 SN)
	Donations/Contributions	$0			
	Registration Fees-Housing Class	$0			
	Other Income	$0			
	Interest Income	$0		$500	
	Interest Income-Ketchum Housing Rs	$0		$0	
	Total Income	**$203,975**		**$186,061**	
Expenses					
	Payroll Expenses				
	Salary; ExecAdmin	$30,750		$51,950	1.0 FTE (37 h/wk, including 2 week vacation)
	Salary; Office Mgr & Prog Dir	$39,690		$40,400	1.0 FTE (37 h/wk, including 2 week vacation)
	Hourly; Marketing Associate	$500		$1,500	$25/hr
	Medical Insurance	$0		$3,750	Associated FTE expenses
	Retirement-taxable to emp	$5,160		$5,540	Associated FTE expenses
	Workers Comp Insurance	$910		$2,000	
	Direct Deposit Fees	$0		$85	
	Admin Payroll Expenses	$7,000		$0	
	Payroll Taxes	$4,050		$9,450	
	Employee Salary Increases	$1,587		$2,400	
	Total Payroll Expenses	**$89,647**		**$117,075**	
	General and Administrative				
	Ads	$500		$500	Legal notices; employment ads
	Audit & Bookeeping	$5,700		$5,700	Audit $3200; Acct. $2500
	Computer Expenses	$400		$1,500	website upgrade; maintenance
	Dues & Subscriptions	$70		$500	2 CofC memberships; Professional journal
	Staff Training/Education	$0		$3,000	participation in one conference each (2)
	Commissioner Training/Education	$0		$3,375	participation in one conference each (3)
	Resource.Development	$0		$12,000	Development of Sustainable Funding Strategies
	Interest Exp-Ket. Housing Fund	$0		$500	
	Legal & Professional	$21,000		$10,000	Enforcement of occupancy, legal response etc.
	Liability Insurance	$3,008		$2,557	D&O; General Liability
	Marketing/Public Outreach	$4,000		$4,000	4 newsletter; educ seminar to professionals
	Meals & Entertainment	$0		$400	client, board meetings
	Mileage Reimbursement	$825		$1,000	Personal vehicle reimbursement
	Office Expenses	$1,500		$2,200	Paper, print cartridges,office supplies
	Postage & Delivery	$800		$800	
	Rent & Utilities	$8,850		$7,200	
	Repairs	$200		$500	minor repairs
	Telephone & Internet (Website exper	$3,000		$4,000	2 BCHA office lines + 1 fax/data line
	Capital Outlay				
	Computer Equipment	$0		$1,000	online database b/u; computer upgrades
	Office Furniture	$0		$500	chairs
	Sub-Total	$49,853		$61,232	
	Sub-Total Expense	**$139,500**		**$178,307**	
	Contingency	$5,580		$7,132	Contingency budgeted at 4% of total expenses
	Total Expense	**$145,080**		**$185,439**	
		$58,885		$6,477	Ketchum Reserve Repayment (Scott Northwood)
	Net Income	$0		$0	
	Total Expense	**$203,965**		**$191,916**	shortfall paid from BCHA reserve
	Contracts				
	Blaine County	$67,000		$67,000	
	City of Ketchum	$70,000		$70,000	
	City of Sun Valley	$0		$0	
	City of Hailey	$6,000		$6,000	
		$143,000		**$143,000**	

CITY OF HAILEY WATER AND WASTEWATER USER FEE CHANGES WITH METERING — History

WATER	REVENUE	COMPARISON OF METERED WITH NOT METERED 2006	2007	Difference	2008	Difference	2009	2008-09 diff	
Jan		$ 57,289.07	$ 42,379.81	(14,909.26)	45,399.37	3,019.56	71,788	26,388	
Feb		57,446.65	40,192.49	(17,254.16)	42,040.79	1,848.30	17,865	(24,175)	
Mar		58,272.51	43,476.93	(14,795.58)	44,345.08	868.15	43,661	(684)	
Apr		80,137.76	46,437.84	(33,699.92)	43,899.90	(2,537.94)	40,444	(3,455)	2006 Incl $22K irrigation charge
May		83,036.19	108,068.00	25,031.81	75,414.64	(32,653.36)	64,378	(11,037)	
Jun		90,838.67	153,693.83	62,855.16	105,341.92	(48,351.91)	80,452	(24,890)	2006 Incl $30K irrigation charge
Jul		91,658.68	150,822.25	59,163.57	197,182.05	46,359.80			('07 $12K Northridge error adj)
Aug		92,643.41	196,592.13	103,948.72	158,263.43	(38,328.70)			
Sep	59,363.86	12,927.34	127,214.00	114,286.66	131,057.05	3,843.05			
Oct	59,279.87	63,798.88	4,519.01	43,355.92	(20,442.96)	75,862	32,506		
Nov	57,463.56	47,114.13	(10,349.43)	43,297.59	(3,816.54)	44,704	1,406		
Dec	56,563.21	41,801.47	(14,761.74)	43,550.72	1,749.25	43,620	69		

26K leak credits
4.2K leak credits

Billing Increase (decrease) over prev year		
	WATER	(9 months)
fye 9/07	fye 9/08	fye 9/09
264,034.84	(88,443.30)	(3,871.11)

SEWER	2005	2006	2007	Difference	2008	Difference	2009	2008-09 diff
Jan		$ 77,422.75	$ 81,833.21	$ 4,410.46	94,394.10	12,560.89	89,434	(4,960)
Feb		80,049.36	81,949.96	1,900.60	94,394.41	12,444.45	89,303	(5,091)
Mar		77,908.80	82,306.10	4,397.30	94,440.32	12,134.22	89,585	(4,855)
Apr		78,831.63	82,736.43	3,904.80	93,233.44	10,497.01	83,907	(9,326)
May		78,958.33	82,873.50	3,915.17	92,025.24	9,151.74	83,900	(8,125)
Jun		81,997.03	83,269.64	1,272.61	91,881.10	8,611.46	83,508	(8,373)
Jul		82,505.91	83,543.03	1,037.12	91,650.68	8,107.65	83,000	(8,651)
Aug		83,643.90	92,561.52	8,917.62	92,614.58	53.06	83,000	(9,615)
Sep	80,320.65	8,790.82	89,663.30	80,872.48	92,173.75	2,510.45	83,000	(9,174)
Oct	78,950.36	82,880.32	3,929.96	94,771.67	11,891.35	89,669	(5,103)	
Nov	80,054.10	82,910.16	2,856.06	94,778.10	11,867.94	89,522	(5,256)	
Dec	77,104.27	81,101.93	3,997.66	93,782.54	12,680.61	89,344	(4,439)	

Billing Increase (decrease) over prev year		
	Sewer	(est. 4th Qtr)
fye 9/07	fye 9/08	fye 9/09
121,411.84	112,510.83	(82,967.64)

Budget Year 2009/2010

SYSTEM INCOME and EXPENSES	CURRENT BUDGET	BUDGET CHANGE	PROPOSED TOTAL
Annual Payment: Bond/Loan	$169,031		$169,031
Payment to Reserve Account			
Annual Fixed Operating Expenses	$414,267	($76,489)	$337,778
Annual Gallons Sold (in 1,000's)	653,662	(33,437)	620,225
Annual Gallons Pumped (In 1,000's)	#REF!	#REF!	#REF!
Number of Connections	3167	0	3167
Annual Variable Operating Expenses	$614,767	$25,975	$640,742

Proposed Monthly Base Rate (zero (0) gallons)	$10.24	-$2.01	$8.23
Proposed Monthly Bond Payment	$4.45		$4.45
Base Rate per 1,000 gallons up to 30,000 gallons	$0.45	-$0.10	$0.35
Rate per 1,000 gallons, 31,000 to 40,000 gallons	$0.55	$0.00	$0.55
Rate per 1,000 gallons, 41,000 to 50,000 gallons	$0.65	$0.10	$0.75
Rate per 1,000 gallons, 51,000 to 60,000 gallons	$0.90	$0.60	$1.50
Rate per 1,000 gallons, 61,000 to 70,000 gallons	$1.20	$0.55	$1.75
Rate per 1,000 gallons, 71,000 to 80,000 gallons	$1.50	$0.50	$2.00
Rate per 1,000 gallons, 81,000 to 90,000 gallons	$1.80	$0.45	$2.25
Rate per 1,000 gallons, 91,000 to 100,000 gallons	$2.10	$0.40	$2.50
Rate per 1,000 gallons, 101,000 to 150,000 gallons	$2.25	$0.50	$2.75
Rate per 1,000 gallons, 151,000 and above	$2.50	$0.50	$3.00

MONTHLY USEAGE (GALLONS)	MONTHLY RATE		
5,000	$12.49	($2.51)	$9.98
10,000	$14.74	($3.01)	$11.73
15,000	$16.99	($3.51)	$13.48
20,000	$19.24	($4.01)	$15.23
30,000	$23.74	($5.01)	$18.73
40,000	$29.24	($5.01)	$24.23
50,000	$35.74	($4.01)	$31.73
60,000	$44.74	$1.99	$46.73
70,000	$56.74	$7.49	$64.23
80,000	$71.74	$12.49	$84.23
100,000	$110.74	$20.99	$131.73
200,000	$348.24	$70.99	$419.23
250,000	$473.24	$95.99	$569.23
500,000	$1,098.24	$220.99	$1,319.23
1,000,000	$2,348.24	$470.99	$2,819.23

Total Cash Requirement	$978,520	$0	$978,520
Current Revenue	$790,807	($153,433)	$637,374
Excess (Shortage) of Revenue	($187,713)	($153,433)	($341,146)

Average Monthly Water Use /Customer	17,200	(880)	16,320
Average Yearly Percent of Water Loss			
Annual Replacement Cost of System			

Budget Year 2009/2010

SYSTEM INCOME and EXPENSES	CURRENT BUDGET	BUDGET CHANGE	PROPOSED TOTAL
Annual Payment: Bond/Loan	$169,031		$169,031
Payment to Reserve Account			
Annual Fixed Operating Expenses	$414,267	($3,607)	$410,660
Annual Gallons Sold (in 1,000's)	653,662	(33,437)	620,225
Annual Gallons Pumped (In 1,000's)	#REF!	#REF!	#REF!
Number of Connections	3167	0	3167
Annual Variable Operating Expenses	$614,767	($46,907)	$567,860

Proposed Monthly Base Rate (zero (0) gallons)	$10.24	($0.09)	$10.15
Proposed Monthly Bond Payment	$4.45		$4.45
Base Rate per 1,000 gallons up to 30,000 gallons	$0.45	($0.20)	$0.25
Rate per 1,000 gallons, 31,000 to 40,000 gallons	$0.55	($0.05)	$0.50
Rate per 1,000 gallons, 41,000 to 50,000 gallons	$0.65	$0.10	$0.75
Rate per 1,000 gallons, 51,000 to 60,000 gallons	$0.90	$0.60	$1.50
Rate per 1,000 gallons, 61,000 to 70,000 gallons	$1.20	$0.55	$1.75
Rate per 1,000 gallons, 71,000 to 80,000 gallons	$1.50	$0.50	$2.00
Rate per 1,000 gallons, 81,000 to 90,000 gallons	$1.80	$0.45	$2.25
Rate per 1,000 gallons, 91,000 to 100,000 gallons	$2.10	$0.40	$2.50
Rate per 1,000 gallons, 101,000 to 150,000 gallons	$2.25	$0.50	$2.75
Rate per 1,000 gallons, 151,000 and above	$2.50	$0.50	$3.00

MONTHLY USEAGE (GALLONS)	MONTHLY RATE		
5,000	$12.49	($1.09)	$11.40
10,000	$14.74	($2.09)	$12.65
15,000	$16.99	($3.09)	$13.90
20,000	$19.24	($4.09)	$15.15
30,000	$23.74	($6.09)	$17.65
40,000	$29.24	($6.59)	$22.65
50,000	$35.74	($5.59)	$30.15
60,000	$44.74	$0.41	$45.15
70,000	$56.74	$5.91	$62.65
80,000	$71.74	$10.91	$82.65
100,000	$110.74	$19.41	$130.15
200,000	$348.24	$69.41	$417.65
250,000	$473.24	$94.41	$567.65
500,000	$1,098.24	$219.41	$1,317.65
1,000,000	$2,348.24	$469.41	$2,817.65

Total Cash Requirement	$978,520	$0	$978,520
Current Revenue	$790,807	($142,858)	$647,949
Excess (Shortage) of Revenue	($187,713)	($142,858)	($330,571)

Average Monthly Water Use /Customer	17,200	(880)	16,320
Average Yearly Percent of Water Loss			
Annual Replacement Cost of System			

BUDGET ITEM	CURRENT BUDGET		PROPOSED BUDGET		BUDGET CH
	Amount Variable	Amount Fixed	Amount Variable	Amount Fixed	Amount Variable
Personnel Services	$124,931	$124,931	$122,928	$122,928	($2,003)
Overtime & Sickleave	$7,500	$0	$5,000	$0	($2,500)
Social Security	$9,844	$9,844	$9,519	$9,519	($325)
Retirement	$13,370	$13,370	$12,928	$12,928	($442)
Retirement Plan	$0	$0	$0	$0	$0
Industrial Accident Insurance	$5,791	$5,791	$5,599	$5,599	($192)
Group Insurance	$19,476	$19,476	$19,800	$19,800	$324
Unemployment Insurance	$0	$0	$0	$0	$0
Office Supplies & Postage	$1,000	$0	$1,000	$0	$0
Operating & Special Dept. Supp.	$2,000	$0	$500	$0	($1,500)
Gas & Oil	$20,000	$0	$15,000	$0	($5,000)
Professional Services	$60,000	$0	$60,000	$0	$0
DEQ Connection Fees	$0	$12,000	$0	$12,000	$0
Advertising & Legal Publishing	$3,000	$0	$1,500	$0	($1,500)
Insurance	$0	$2,000	$0	$2,000	$0
Travel & Meeting Expenses	$1,500	$1,500	$1,250	$1,250	($250)
Dues, Subscriptions & Memberships	$2,000	$0	$2,000	$0	$0
Personnel Training	$3,000	$2,000	$2,000	$2,000	($1,000)
Telephone & Alarm	$6,000	$0	$4,000	$0	($2,000)
Utilities	$65,000	$0	$62,500	$0	($2,500)
Repair & Maintenance --Auto	$5,000	$0	$5,000	$0	$0
Repair & Maintenance --Other	$21,000	$0	$21,000	$0	$0
Other Services	$11,000	$0	$5,500	$0	($5,500)
Dispatch	$0	$0	$0	$0	$0
Write Off's	$0	$0	$0	$0	$0
Contingencies	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0
Buildings	$0	$0	$0	$0	$0
Non-Building Improvements	$0	$0	$0	$0	$0
Office Furniture & Equipment	$2,500	$0	$500	$0	($2,000)
Automotive Equipment	$0	$0	$0	$0	$0
Other Machinery & Equipment	$0	$0	$0	$0	$0
Construction Projects	$0	$0	$0	$0	$0
Intrafund Charges	$0	$0	$0	$0	$0
Improvement Fund	$0	$0	$0	$25,000	$0
Legislative Budget	$11,979	$11,979	$13,540	$13,540	$1,561
Chemicals	$5,000	$0	$5,000	$0	$0
Preventive Programs	$1,200	$0	$1,200	$0	$0
Lab Testing & Supplies	$6,000	$0	$6,000	$0	$0
Elections	$300	$0	$0	$0	($300)
Equipment Rental	$3,000	$0	$3,000	$0	$0
Clothing & Uniforms	$0	$6,000	$0	$2,500	$0
Other	$3,000	$5,000	$1,500	$1,500	($1,500)
Audit Expense	$0	$0	$0	$0	$0
Executive & Finance Budget	$142,229	$142,229	$135,726	$135,726	($6,503)
Public Works Budget	$58,147	$58,147	$44,370	$44,370	($13,777)
	$0	$0	$0	$0	$0
Budget Margin					$0
Depreciation		$0		$0	$0
Annual Payment: Bond/Loan	N/A		N/A		N/A
Payment to Reserve Account	N/A		N/A		N/A
Total Var/Fix Expenses	$614,767	$414,267	$567,860	$410,660	($46,907)
Budget	CURRENT		PROPOSED		CHAN
Total Expenses	$1,029,034		$978,520		($50,514)

BUDGET ITEM	HANGE Amount Fixed	TOTAL BUDGET Amount Variable + Fixed
Personnel Services	($2,003)	$245,856
Overtime & Sickleave	$0	$5,000
Social Security	($325)	$19,038
Retirement	($442)	$25,856
Retirement Plan	$0	$0
Industrial Accident Insurance	($192)	$11,198
Group Insurance	$324	$39,600
Unemployment Insurance	$0	$0
Office Supplies & Postage	$0	$1,000
Operating & Special Dept. Supp.	$0	$500
Gas & Oil	$0	$15,000
Professional Services	$0	$60,000
DEQ Connection Fees	$0	$12,000
Advertising & Legal Publishing	$0	$1,500
Insurance	$0	$2,000
Travel & Meeting Expenses	($250)	$2,500
Dues, Subscriptions & Memberships	$0	$2,000
Personnel Training	$0	$4,000
Telephone & Alarm	$0	$4,000
Utilities	$0	$62,500
Repair & Maintenance - Auto	$0	$5,000
Repair & Maintenance - Other	$0	$21,000
Other Services	$0	$5,500
Dispatch	$0	$0
Write Off's	$0	$0
Contingencies	$0	$0
Land	$0	$0
Buildings	$0	$0
Non-Building Improvements	$0	$0
Office Furniture & Equipment	$0	$500
Automotive Equipment	$0	$0
Other Machinery & Equipment	$0	$0
Construction Projects	$0	$0
Intrafund Charges	$0	$0
Improvement Fund	$25,000	$25,000
Legislative Budget	$1,561	$27,080
Chemicals	$0	$5,000
Preventive Programs	$0	$1,200
Lab Testing & Supplies	$0	$6,000
Elections	$0	$0
Equipment Rental	$0	$3,000
Clothing & Uniforms	($3,500)	$2,500
Other	($3,500)	$3,000
Audit Expense	$0	$0
Executive & Finance Budget	($6,503)	$271,452
Public Works Budget	($13,777)	$88,740
	$0	$0
Budget Margin	$0	$0
Depreciation	$0	$0
Annual Payment: Bond/Loan	$0	$0
Payment to Reserve Account	$0	$0
Total Var/Fix Expenses	($3,607)	$978,520
Budget	GE	Variable + Fixed
Total Expenses		$978,520

Month 2008-09	Current Gallons Sold	Current Income	Average Monthly Use
October	54,885,000	$57,128	17,330
November	23,691,000	$43,091	7,481
December	21,701,000	$42,196	6,852
January	21,209,000	$41,974	6,697
February	18,993,000	$40,977	5,997
March	18,833,000	$40,905	5,947
April	20,244,000	$41,540	6,392
May	63,899,000	$61,185	20,177
June	94,945,000	$75,149	29,979
July	162,706,000	$117,109	51,375
August	142,403,000	$102,823	44,965
September	110,430,000	$83,666	34,869
Annual Total	653,662,000	$747,742	17,200

Month 2009-10	Proposed Gallons Sold	Proposed Income	Average Monthly Use	
October	50,000,000	$44,645	15,788	$14.10
November	22,000,000	$37,645	6,947	$11.89
December	20,000,000	$37,145	6,315	$11.73
January	24,336,000	$38,229	7,684	$12.07
February	19,670,000	$37,063	6,211	$11.70
March	16,042,000	$36,156	5,065	$11.42
April	20,653,000	$37,308	6,521	$11.78
May	49,524,000	$44,526	15,638	$14.06
June	80,000,000	$52,145	25,260	$16.47
July	155,000,000	$92,973	48,942	$29.36
August	150,000,000	$89,223	47,363	$28.17
September	105,000,000	$60,893	33,154	$19.23
Annual Total	620,225,000	$607,949	16,320	$154.25
				$12.85

Number of Connections	
Current	3167
Proposed	3167

Other Income	
Current	$75,000
Proposed	$40,000

Month	Proposed Gallons Sold	Actual 2007-08 Income	Actual Average Monthly Use
October	50,000,000	$43,356	14,026
November	22,000,000	$43,298	4,474
December	20,000,000	$43,551	4,605
January	24,336,000	$45,399	5,079
February	19,670,000	$42,041	4,658
March	16,042,000	$44,345	4,947
April	20,653,000	$43,900	4,500
May	49,524,000	$75,415	25,737
June	80,000,000	$105,342	39,658
July	155,000,000	$197,182	62,395
August	150,000,000	$158,263	60,579
September	105,000,000	$131,057	40,368
Annual Total	620,225,000	$842,944	20,660

Number of Connections

Current	3,167
Proposed	3,167

Other Income

Current	$75,000
Proposed	$40,000
	0

Month	Estimated Fiscal Year 08-09 Income		Estimated Fiscal Year 09-10 Income	
October	$75,862	Actual	$44,645	Estimated
November	$44,704	Actual	$37,645	Estimated
December	$43,620	Actual	$37,145	Estimated
January	$71,788	Actual	$38,229	Estimated
February	$17,865	Actual	$37,063	Estimated
March	$43,661	Actual	$36,156	Estimated
April	$40,444	Actual	$37,308	Estimated
May	$64,378	Actual	$44,526	Estimated
June	$56,145	Estimated	$52,145	Estimated
July	$97,723	Estimated	$92,973	Estimated
August	$93,973	Estimated	$89,223	Estimated
September	$65,643	Estimated	$60,893	Estimated
Annual Total	$715,807	Estimated	$607,949	Estimated

City of Hailey Water System Finances, 2009/2010

FILE: R:\QPRODOCS\4765.WB3
03/15/99 B.YEAGER

Revised: 06/22/2009
T. Hellen

Refer to Itemized Water System Component List

	Based on Total Depreciation from 1985	
Background Information		
Design Capacity of Water Supply and Storage System	5443	Design Capacity of Springs & Wells=10.8mg/d 800g/d per capita of peak demand from DEQ Standards
Design Capacity of Distribution System	5040	12,500 people w/in City Limits per Facility Plan Update by Keller 2.48 people per equivilant connection from Facility Plan Update by Keller
Equivilant Connections to System	3167	Equivilant Connections Currently to system by Ray Hyde
Monthly User Charge		
Operation and Maintenance Cost	$1,041,135	Per Current Budget
Bond Retirement Cost	$169,031	Bond Payments to be made this year
Monthly Bond Charge	$4.45	Monthly Bond Payment
Connection Fee		
Gross System Value of Storage, Pumps & Spring System	$8,422,151	Installation Cost of each system component carried forward by ENR CCI values
Gross System Value of Water Lines	$13,037,744	Installation Cost of each system component carried forward by ENR CCI values
Remaining Supply System Bond Principle to be retired	$2,400,000	
Remaining Water Line Bond Principle to be retired	$0	
Net Storage, Pumps & Spring System Value	$6,022,151	Gross system value minus Bonds to be retired
Net Water Line System Value	$13,037,744	Gross system value minus Bonds to be retired
Supply System Connection Fee	$1,106.40	Net system value divided by the design capacity
Distribution System Connection Fee	$2,586.85	Net system value divided by the design capacity
Total Connection Fee	**$3,693.26**	Sum of both connection fees

Wastewater Rate Budget Year 2009/10

Based on Average Winter Water Use

SYSTEM INCOME and EXPENSES	CURRENT BUDGET	BUDGET CHANGE	PROPOSED TOTAL
Annual Payment: Bond/Loan	$241,517		$241,517
Payment to Reserve Account			
Annual Fixed Operating Expenses	$491,243	($16,441)	$474,802
Annual Gallons Treated (In 1,000's)	287,533	7,769	295,302
Number of Connections	3100	0	3100
Annual Income	$1,065,300	($28,557)	$1,036,743
Annual Variable Operating Expenses	$657,743	$75,559	$733,302
Proposed Monthly Base Rate (zero (0) gallons)	$12.56	($0.44)	$12.12
Proposed Monthly Bond Payment	$6.49	$0.00	$6.49
Base Rate per 1,000 gallons	$2.60	($0.12)	$2.48
MONTHLY USEAGE (GALLONS)	MONTHLY RATE		
5,000	$25.56	($1.04)	$24.52
6,000	$28.16	($1.16)	$27.00
7,000	$30.76	($1.28)	$29.48
8,000	$33.36	($1.40)	$31.96
9,000	$35.96	($1.52)	$34.44
10,000	$38.56	($1.64)	$36.92
15,000	$51.56	($2.24)	$49.32
20,000	$64.56	($2.84)	$61.72
30,000	$90.56	($4.04)	$86.52
50,000	$142.56	($6.44)	$136.12
100,000	$272.56	($12.44)	$260.12
200,000	$532.56	($24.44)	$508.12
500,000	$1,312.56	($60.44)	$1,252.12
Total Cash Requirement	$1,148,986	$59,118	$1,208,104
Current Revenue	$1,089,300	($28,557)	$1,060,743
Excess (Shortage) of Revenue	($59,686)	($87,675)	($147,361)
Average Monthly Wastewater Use /Customer	6,183	167	6,351
Monthly Flat Rate Fee / Average Monthly Bill	$35.13	($0.01)	$35.12

BUDGET ITEM	CURRENT BUDGET 07/08		PROPOSED BUDGET 08/09	
	Amount Variable	Amount Fixed	Amount Variable	Amount Fixed
Personnel Services	$138,877	$138,877	$143,925	$143,925
Overtime & Sickleave	$6,500	$0	$0	$0
Social Security	$10,872	$10,873	$11,010	$11,010
Retirement	$14,767	$14,767	$14,954	$14,954
Retirement Plan	$0	$0	$0	$0
Industrial Accident Insurance	$6,396	$6,395	$6,477	$6,477
Group Insurance	$19,476	$19,476	$19,800	$19,800
Unemployment Insurance	$0	$0	$0	$0
Office Supplies & Postage	$4,000	$0	$3,500	$0
Operating & Special Dept. Supp.	$2,000	$0	$1,000	$0
Gas & Oil	$20,000	$0	$20,000	$0
Professional Services	$15,000	$0	$5,000	$0
DEQ Connection Fees	$0	$0	$0	$0
Advertising & Legal Publishing	$1,000	$0	$500	$0
Insurance	$0	$2,000	$0	$1,000
Travel & Meeting Expenses	$2,000	$3,000	$1,000	$2,000
Dues, Subscriptions & Memberships	$1,000	$0	$1,000	$0
Personnel Training	$1,500	$2,000	$1,000	$2,000
Telephone & Alarm	$5,000	$0	$5,000	$0
Utilities	$110,000	$0	$90,000	$0
Repair & Maintenance - Auto	$4,000	$0	$2,500	$0
Repair & Maintenance - Other	$50,000	$0	$46,500	$0
Other Services	$5,000	$0	$3,000	$0
Dispatch	$0	$0	$0	$0
Write Off's	$0	$0	$0	$0
Contingencies	$0	$0	$0	$0
Land	$0	$0	$0	$0
Buildings	$0	$0	$0	$0
Non-Building Improvements	$0	$0	$0	$0
Office Furniture & Equipment	$0	$0	$0	$0
Automotive Equipment	$0	$0	$0	$0
Other Machinery & Equipment	$0	$0	$0	$0
Construction Projects	$0	$0	$0	$0
Intrafund Charges	$0	$52,500	$0	$52,500
Improvement Fund	$0	$0	$0	$0
Legislative Budget	$11,979	$11,979	$13,540	$13,540
Chemicals	$9,000	$0	$10,000	$0
Preventive Programs	$3,000	$0	$1,500	$0
Lab Testing & Supplies	$15,000	$0	$8,000	$0
Elections	$0	$0	$0	$0
Equipment Rental	$1,000	$0	$1,000	$0
Clothing & Uniforms	$0	$8,000	$0	$7,000
Other	$0	$21,000	$143,000	$20,500
Audit Expense	$0	$0	$0	$0
Executive Budget	$142,229	$142,229	$135,726	$135,726
Public Works Budget	$58,147	$58,147	$44,370	$44,370
	$0	$0	$0	$0
Budget Margin	$0	$0	$0	$0
Depreciation		$0		$0
Annual Payment: Bond/Loan		$0		$0
Payment to Reserve Account	N/A		N/A	
Total Var/Fix Expenses	$657,743	$491,243	$733,302	$474,802
Budget	CURRENT		PROPOSED	
Total Expenses	$1,148,986		$1,208,104	

BUDGET ITEM	BUDGET CHANGE		TOTAL BUDGET
	Amount Variable	Amount Fixed	Amount Variable + Fixed
Personnel Services	$5,048	$5,048	$287,850
Overtime & Sickleave	($6,500)	$0	$0
Social Security	$138	$137	$22,020
Retirement	$187	$187	$29,908
Retirement Plan	$0	$0	$0
Industrial Accident Insurance	$81	$82	$12,954
Group Insurance	$324	$324	$39,600
Unemployment Insurance	$0	$0	$0
Office Supplies & Postage	($500)	$0	$3,500
Operating & Special Dept. Supp.	($1,000)	$0	$1,000
Gas & Oil	$0	$0	$20,000
Professional Services	($10,000)	$0	$5,000
DEQ Connection Fees	$0	$0	$0
Advertising & Legal Publishing	($500)	$0	$500
Insurance	$0	($1,000)	$1,000
Travel & Meeting Expenses	($1,000)	($1,000)	$3,000
Dues, Subscriptions & Memberships	$0	$0	$1,000
Personnel Training	($500)	$0	$3,000
Telephone & Alarm	$0	$0	$5,000
Utilities	($20,000)	$0	$90,000
Repair & Maintenance - Auto	($1,500)	$0	$2,500
Repair & Maintenance - Other	($3,500)	$0	$46,500
Other Services	($2,000)	$0	$3,000
Dispatch	$0	$0	$0
Write Off's	$0	$0	$0
Contingencies	$0	$0	$0
Land	$0	$0	$0
Buildings	$0	$0	$0
Non-Building Improvements	$0	$0	$0
Office Furniture & Equipment	$0	$0	$0
Automotive Equipment	$0	$0	$0
Other Machinery & Equipment	$0	$0	$0
Construction Projects	$0	$0	$0
Intrafund Charges	$0	$0	$52,500
Improvement Fund	$0	$0	$0
Legislative Budget	$1,561	$1,561	$27,080
Chemicals	$1,000	$0	$10,000
Preventive Programs	($1,500)	$0	$1,500
Lab Testing & Supplies	($7,000)	$0	$8,000
Elections	$0	$0	$0
Equipment Rental	$0	$0	$1,000
Clothing & Uniforms	$0	($1,000)	$7,000
Other	$143,000	($500)	$163,500
Audit Expense	$0	$0	$0
Executive Budget	($6,503)	($6,503)	$271,452
Public Works Budget	($13,777)	($13,777)	$88,740
	$0	$0	$0
Budget Margin	$0	$0	$0
Depreciation	$0	$0	$0
Annual Payment: Bond/Loan	N/A	$0	$0
Payment to Reserve Account	N/A	$0	$0
Total Var/Fix Expenses	$75,559	($16,441)	$1,208,104
Budget	CHANGE		Variable + Fixed
Total Expenses	$59,118		$1,208,104

Month	Current Gallons Treated	Current Income	Average Monthly Use
January	19,779,000	$84,230	6,380
February	17,869,000	$79,856	5,764
March	18,641,000	$81,624	6,013
April	17,761,000	$79,609	5,729
May	18,511,000	$81,326	5,971
June	22,844,000	$91,249	7,369
July	19,353,000	$83,254	6,243
August	18,877,000	$82,164	6,089
September	18,937,000	$82,302	6,109
October	19,316,000	$83,170	6,231
November	18,583,000	$81,491	5,995
December	19,555,000	$83,717	6,308
Annual Total	230,026,000	$993,992	6,183

Month	Proposed Gallons Treated	Proposed Income	Average Monthly Use
January	20,372,370	$88,095	6,572
February	18,405,070	$83,217	5,937
March	19,200,230	$85,189	6,194
April	18,293,830	$82,941	5,901
May	19,066,330	$84,856	6,150
June	22,844,000	$94,225	7,369
July	19,933,590	$87,007	6,430
August	19,443,310	$85,791	6,272
September	19,505,110	$85,945	6,292
October	19,895,480	$86,913	6,418
November	19,140,490	$85,040	6,174
December	20,141,650	$87,523	6,497
Annual Total	236,241,460	$1,036,743	6,351

Number of Connections	
Current	3100
Proposed	3100

Other Income	
Current	$24,000
Proposed	$24,000

City of Hailey Sewer System Finances, 2009/2010

FILE: R:\QPRODOCS\4765.WB3 **Revised: 06/22/2009**
03/15/99 B.YEAGER **T. Hellen**

Refer to Itemized Sewer System Component List

	Based on Total Depreciation from 1985	
Background Information		
Design Capacity of Waste Water Treatment Plant	7440	Design Capacity of Plant=1.6mg/d
Design Capacity of Interceptor Sewers	5040	215g/d per E. C. of demand from Facility Plan Update by Carollo Engineers
Equivilant Connections to System	3100	12,500 people w/in City Limits per Facility Plan Update by Keller 2.48 people per equivilant connection from Facility Plan Update by Keller
Monthly User Charge		
Operation and Maintenance Cost	$1,162,422	
Bond Retirement Cost	$241,517	Bond Payments to be made this year
Bond Retirement Monthly User Charge	$6.49	Operation, Maintenance & Bond Retirement Costs / EQ Connections/12
Connection Fee		
Gross System Value of Treatment Plants	$8,332,286	Installation Cost of each system component carried forward by ENR CCI values
Gross SystemValue of Interceptor System	$12,647,851	Installation Cost of each system component carried forward by ENR CCI values
Remaining Treatment Plants Bond Principle to be retired	$2,640,992	$4.5x10^6 bond ratio'd by cost of improvements
Remaining Interceptor System Bond Principle to be retired	$744,008	$4.5x10^6 bond ratio'd by cost of improvements
Net Treatment Plant System Value	$5,691,294	Gross system value minus Bonds to be retired
Net Interceptor System Value	$11,903,843	Gross system value minus Bonds to be retired
Treatment Plant Connection Fee	$764.96	Net system value divided by the design capacity
Interceptor System Connection Fee	$2,361.87	Net system value divided by the design capacity
Total Connection Fee	**$3,126.83**	Sum of both connection fees

Heather Dawson

From: TischlerBise [info@tischlerbise.com]
Sent: Wednesday, July 15, 2009 12:39 PM
To: Heather Dawson
Subject: 5 Reasons Not Waive, Reduce or Suspend Impact Fees

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Dear Client/Colleague,

Should Your Community Reduce, Waive or Suspend Impact Fees?

Over the past year or so we have received many inquiries from clients and others about the wisdom of waiving, reducing and/or temporarily suspending impact fees in order to encourage new development. In response, we included an article in our last newsletter that explored the top five reasons not to reduce, waive or eliminate impact fees. A summary is provided below:

1. A suspension or elimination of impact fees raises a general question of fairness and equal treatment between those who recently paid the full fee amounts and those who will now not pay the fees. Communities could face the choice of having to subsidize new development with General Fund dollars or refunding millions of dollars to previous fee payers in order to avoid equal protection challenges.

2. Impact fees are an important component of "economic stimulus." Investments in infrastructure are being touted in both Washington, DC, and State capitals around the country as stimulating the economy and creating much needed jobs. Since impact fees can only be used for growth-related infrastructure, the suspension or elimination of development fees and the loss of subsequent infrastructure investments by local governments contradicts this effort to help restore the economy.

3. The demand for additional infrastructure capacity from new development does not disappear if impact fees are reduced or suspended. The alternative is declining levels-of-service as existing infrastructure networks become more burdened with additional demand.

4. Having sufficient infrastructure capacity is a competitive advantage that enhances the economic development potential of a community.

5. Finally, there is little evidence that suggests eliminating or suspending impact fees encourages new development activity. Many jurisdictions waived, reduced or suspended fees over a year ago, with no corresponding increase in new development.

To discuss impact fees, fiscal impact analysis, infrastructure financing plans, utility rates or any of our other services, contact the leader: TischlerBise, at info@tischlerbise.com.

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FROM: DOU K.

OUR VIEW

PAYING FOR GROWTH

Waiving fees is well-meaning but misguided

For years, local elected officials have recognized that growth needs to pay its way.

For the next three months, commercial growth will get a break in Meridian, and that shouldn't sit well with property owners who are already paying the bills.

In a well-meaning but misguided move, the Meridian City Council has waived impact fees for new commercial development.

The impact fees — 25 cents per square foot for fire protection, 6 cents per square foot for police protection — will be on hold until Sept. 30. It's a short-term attempt to encourage commercial growth during a recession. "Commercial is where your jobs are," City Council member Keith Bird said Thursday.

That's true. But it's not like the City Council has, with the wave of an administrative magic wand, made the cost of any growth disappear. The city is saying it will stretch its police and fire infrastructure a little further. That's a bad precedent to establish, even when it is tempting to try to kick-

essential services. That lesson should not be lost on city leaders in Meridian, which for years has been one of Idaho's most rapidly growing cities.

Boise city officials have decided on a better middle ground. They have deferred police and fire impact fees until a commercial project is occupied.

This will give developers a cash flow break at a critical time, while they try to secure financing for a new project. But once developers have tenants — and are, presumably, collecting rent or lease payments — they will have to pay their impact fees in full.

This isn't risk-free. Strictly speaking, a vacant commercial building does put some strain on existing police and fire service. But developers aren't building speculative projects in a down economy, said city building division manager Jenifer Gilliland, so the policy merely defers fees until an anchor tenant moves in.

Boise hasn't seen much of a response to the deferred fee plan, which will expire at the end of July. The city might give the idea another try during better

From Dow K

Moguls' mood is dark at Sun Valley meeting

By Joe Flint
Los Angeles Times

SUN VALLEY — Security is tight at investment bank Allen & Co.'s annual conference.

Held at the tony Sun Valley Resort nestled in the northern Rocky Mountains, the fairly secretive gathering of media kingpins, technology geniuses, billionaire investors, politicians and even the occasional star athlete is also filled with moonlighting detectives and retired police officers watching everyone and everything like a hawk.

What exactly are they guarding? The businesses of most in attendance here have already walked out the door, and no one seems to have a clue where they went. With the world's economy mired in the recession, their advertising-dependent companies pummeled by consumers who have gone into hiding, and the Internet undermining the model that has made them all wealthy, the moguls who met under the glorious Idaho skies were a decidedly downbeat lot.

"I'm shocked at the business mood, which is talking about either that we're at the bottom or going lower," News Corp. Chairman and Chief Executive Rupert Murdoch said in an interview he gave during the conference to his Fox Business Network. He had just emerged from spending a morning with the most powerful people from Wall Street, Silicon Valley and Hollywood. What was the word from inside?

"It's going to take years and years, like five years at least before we see any real growth coming out of this," Murdoch said.

"We don't see things improving," added Martin Sorrell, chief of WPP Group, one of the world's largest conglomerates of advertising agencies and someone pretty close to knowing the willingness of companies to spend money.

Every summer for the past 27 years, Allen & Co.'s conference in Sun Valley has served as a sort of Davos for the media, entertainment and, increasingly, technology elite. The corporate chieftains, whose private jets crowd the tarmac at Friedman Memorial Airport in Ketchum, are not accustomed to defeat or negativity. Many of them are as much a celebrity as the ones created, packaged and marketed by their media empires.

Nor were many of the moguls in the mood to party. Normally, the Duchin Lounge in the resort's lodge is rocking past midnight during the week of the conference. This year, it was a ghost town by 11:30 p.m.

Google Chief Executive Eric Schmidt offered a sobering dose of reality, calling today's economic environment "the new normal" and advising everyone to "figure out how to be happy and get our lives together in this new configuration." And this comes from an executive whose company's revenues increased 6 percent in the first quarter.

This year's "it" executive was Evan Williams, co-founder of Twitter, the popular social networking site.

But rather than sing praises of the fast growing company, several moguls dismiss Twitter's prospects. Barry Diller, chief executive of the sprawling Internet company IAC, and John Malone, chairman of cable giant Liberty Media, said in a closed door session that they didn't see how Twitter could make money, people in attendance said.