

2023 HAILEY
STATE OF
THE CITY

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MAYOR'S MESSAGE

To the Community:

As your Mayor, I am pleased to present my 2023 State of the City Report. Much like the president's State of the Union address, Hailey's State of the City celebrates the community, recognizes accomplishments, identifies current challenges, and sets the stage for citywide goals for the year ahead.



COMMUNITY

Hailey is the greatest place I know to live and work, and for one primary reason: the community. Our small size has allowed us to know each other as neighbors and to operate with a small-town, friendly approach. I value above all our sense of community and shared neighborly attitude. I know that Hailey is growing, and I welcome our new citizens as well as the old. We hope to teach those of you that are new about our lifestyle and values in a small, mountain town. Living here requires a degree of self-reliance that might not be needed in a larger urban area. I am grateful that we cooperate, help each other and try to be good neighbors.



CAROL WALLER PHOTO

MAYOR'S MESSAGE

2022 HAILEY ACCOMPLISHMENTS

What have we accomplished over the last year? A lot!

ADMINISTRATION

- *Modernized electronic newsletter format with increased readership*
- *Modernized website with greater content*
- *5-fold increase in social media followers*
- *Municipal budget linked to City Sustainability Goals*
- *Improved employee health benefits*
- *Established employee housing stipend program for housing-burdened employees*
- *Improved pay scale to maintain competitiveness*
- *Numerous partnerships strengthened: see list of partners (pg 19)*

PUBLIC WORKS ADMIN

- *Rolling Stock and Replacement Fund reestablished for long-term equipment needs*
- *Grant funding for food waste pilot program*
- *Implementation of new cardboard compactor*

SUSTAINABILITY

- *Numerous sustainability projects have been advanced: programs include pilot food waste compost program, cardboard compactor, SolSmart designation, and sustainability-related code changes (i.e., Hailey Clean Energy Rebate Program, Solar Definitions, Electric Bikes) - the City will continue to explore and pursue sustainable initiatives (i.e., modernization of code requirements, small lot sizes, low water use yards and parks, solar installations, and transportation connectivity)*

COMMUNITY DEVELOPMENT

- *Over 500 Businesses served with business licenses and inspections*
- *Community Housing Capital Fund established*
- *Interim Housing Policy Adopted*
- *14 Community Housing Units negotiated in two developments*
- *Numerous housing code changes adopted*



HOP PORTER PARK MURAL

MAYOR'S MESSAGE

2022 HAILEY ACCOMPLISHMENTS (CONTINUED)

PARKS DIVISION

- *Parks Master Planning launched*
- *Lions Park Master Planning launched*
- *Continued sustainability efforts to reduce water use in parks*

POLICE DEPARTMENT

- *Police Department fully staffed and hold high level of training/certification*
- *Police Department Accredited with honors*
- *Implementation of Police Liaison Teams/Officers (Hispanic Liaison Team, Mental Health Officer, and soon to have an LGBTQ+ Liaison)*
- *Hailey presence at numerous community events*

FIRE DEPARTMENT

- *Fire Pumper Truck purchase commenced*
- *Paid on-call firefighter numbers increased*
- *Over 200 fire inspections*
- *Hailey presence at numerous community events*

STREET DIVISION

- *River Street pathway constructed*
- *Snow blower purchase commenced*
- *Addition of new roadway miles maintained*

WATER DIVISION

- *Master Plan launched*
- *New Water Building under design*



RIVER STREET PATHWAY INSTALL PROCESS

MAYOR'S MESSAGE

2022 HAILEY ACCOMPLISHMENTS (CONTINUED)

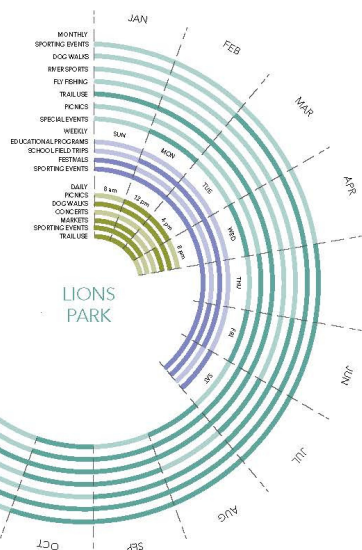
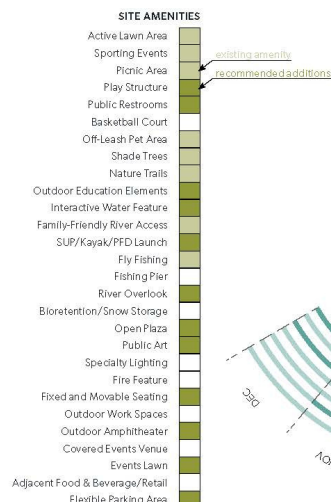
HAILEY PUBLIC LIBRARY

- Hailey Public Library launched new meeting spaces with online booking (Carbonate and Della Rooms) in the library for Tutoring, Proctoring, Telehealth, Studying, General meetings
- Successful management and stewardship of Hailey Town Center West
- Successful outdoor spaces, used heavily by the Community
- Youth area Maker Space Completed
- New logo & rebrand
- Complete website redesign
- New Audio/Video System with Livestream Capability-our programs are all available on our YouTube Channel
- Three-year strategic plan completed
- One of four featured libraries at the Design Institute in Missoula

WASTEWATER DIVISION

- Master Plan launched
- Purchase and installation of UV equipment at the Wastewater Treatment Plant
- Improved maintenance on plant equipment and increased performance
- Began the transfer of knowledge from more seasoned employees to our wastewater future operators through teamwork and training
- Headworks Aging Infrastructure Project scoped and ready for public review

LIONS PARK PROGRAM ASSESSMENT



LIONS PARK ASSESSMENT - GGLO PROGRAM STUDY

2022/2023 MAYOR AND COUNCIL BUDGETARY GOALS

THE COUNCIL AND I ESTABLISHED SOME GOALS LAST SUMMER AS WE ADOPTED OUR FYE 23 BUDGET:

1. Retain essential public services at the same level of service as FYE 22;
2. Continue progress on our sustainability efforts and climate protection goals;
3. Remain vigilant on our employment competitiveness so that we retain our stable, committed and quality staff team;
4. Expand our efforts to address community housing needs for city employees, local employers and Hailey residents;
5. Recognize community partners who provide key services in our community.

I offer the following observations on these goals:



CAROL WALLER PHOTO

RETAIN ESSENTIAL PUBLIC SERVICES

This remains one of our key challenges as we enter 2023. **While we are well-staffed in many of our essential departments, we have lagged behind in hiring for both streets and parks.** This means we are operating at limited capacity to plow the streets, clean the sidewalks, empty trash receptacles, and maintain our beautiful parks. It remains one of my top priorities to hire additional staff in these key areas. If we cannot hire staff, we will turn to local contracts to maintain our streets and parks. While this is not ideal, I remain committed to providing the same level of service as Hailey offered to our citizens in 2022, despite our severe labor shortages.

SUSTAINABILITY AND CLIMATE PROTECTION

We have made excellent progress toward our local and regional climate efforts, as listed in our accomplishments. **Sustainability and climate protection remain one of our top priorities.** However, it must be in balance with the provision of essential public services. We are still a small town of 9,200 citizens and we must use our limited resources efficiently and wisely.

2022/2023 MAYOR AND COUNCIL BUDGETARY GOALS

REMAIN VIGILANT ON OUR EMPLOYMENT COMPETITIVENESS

To this end, **in our FYE 23 budget we have increased both compensation and our employee health benefits and launched an Employee Housing Stipend Program.** We plan to re-evaluate our Streets and Parks pay scales to attract and recruit strong employees in these key departments. We will continue robust team building across departments and externally with our project partners.

EXPAND OUR EFFORTS TO ADDRESS COMMUNITY HOUSING NEEDS FOR CITY EMPLOYEES, LOCAL EMPLOYERS AND HAILEY RESIDENTS

The ability of our townspeople to continue to afford to live here is one of my top priorities. I want the next generation of Hailey residents to be able to afford their homes, whether they own or rent. To that end, I am vigilantly pursuing project partnerships, fostering creative solutions in new building projects and, most critically, working towards a dedicated revenue stream for housing.

RECOGNIZE COMMUNITY PARTNERS WHO PROVIDE KEY SERVICES

Much of our great progress is due to our working relationships with project partners. Our ongoing partnership with ARCH and our upcoming partnership with the City of Sun Valley at the Ellsworth Inn are two such examples. **We simply cannot accomplish our goals without our partners, and I place a high priority on these relationships.** Please see the last page of this report for the key partners of 2022/23.



SHENANDOAH COMMUNITY HOUSING

CURRENT CHALLENGES

2022 WAS A STRONG ECONOMIC YEAR IN HAILEY; ONE WITH CONTINUED GROWTH AND GAINS TOWARDS OUR GOALS. WE CONTINUE TO DO A LOT WITH A SMALL STAFF TEAM. CHALLENGES WE FACE INCLUDE:

ECONOMIC UNCERTAINTY

Our economy has been strong, and our revenues particularly so. Some economists put the probability of a recession in the next 12 months at 61%—though many say it might be avoided if spending patterns stabilize. We've experienced steady residential growth: a total of 176 new residential units were permitted in Hailey in 2022 - 126 were multifamily and 40 were single family, along with 8 new Accessory Dwelling Units. Total valuation of new building permits was \$59,282,000 up 2.5% over 2021. I plan to go into next year's budget with the same caution I used last year. We need to grow our budget sustainably, pursuing programs or staff additions cautiously should the possibility of a recession become reality.

LABOR SHORTAGES

While we are well-staffed in many of our essential departments, we have had great difficulty in both recruitment and retention in the streets and parks divisions. We are currently operating at a limited capacity to plow the streets, clean the sidewalks, empty trash, clean restrooms and maintain our beautiful parks. It remains one of my top priorities to recruit and retain additional staff in these key areas so that we can meet our citizens' expectations and provide the strong amenities as we have in the past.

HOUSING COSTS

The cost of housing in our town is at a dangerously high level. Hailey has always been a community where our workforce can afford to rent or buy. We are currently at a tipping point which may fundamentally change the character of our community. Hailey and surrounding communities are experiencing a crisis in affordable housing, with local sources reporting a 2022 median home sales price in Hailey of \$675,000 as compared to a 2019 median home sale price of \$377,000. Rent has increased more than 30% over the same time period. We must continue to address housing affordability.

FEAR OF CHANGE

Our community is excited about new projects and initiatives, but this excitement is coupled with a "fear of change." Local residents don't want to lose the "soul" that has characterized our town. We all need to work together to help new residents appreciate who we are. I also have a goal of embracing diversity and leadership in Hailey.



GOALS BY DEPARTMENT

LEGISLATIVE AND ADMINISTRATION

CLARITY OF DIRECTION AND PARTNERSHIP

Our economy has been strong, and our revenues particularly so. However, there is great economic uncertainty, as noted on the previous page. I plan to go into next year's budget with the same caution I used last year. We need to grow our budget sustainably and not add programs or staff too quickly less the possibility of a recession becomes a reality.

CAREFUL BUDGETING

Hailey's current financial status is strong. I will continue to use caution in the annual budgeting process, particularly with the addition of new staff, and keep a strong focus on the need to provide essential public services.

OUTREACH AND TRANSPARENCY

Continue to improve upon user-friendly outreach tools such as newsletters, social media, and our website. Solidify a culture within City government of responsiveness to the public and "small-town friendliness." Strive for transparency in decision-making.

HOUSING

Reinforce an emphasis on the urgency of workforce housing, with priority for those living and working in Hailey. Work to create a dedicated revenue stream; continue capital investment in the annual budget process; seek creative solutions during the planning entitlement process.

NEW BUDGET PLATFORM AND DOCUMENT MANAGEMENT

Implement a new cloud-based budgeting platform, Cleargov, which will create easy-to-follow, intuitive budget documents with a goal of improving transparency for the public, stakeholders and decision-makers. Improve document management processes at City Hall by using available software.



GOALS BY DEPARTMENT

COMMUNITY DEVELOPMENT



PLANNING AND ZONING UPDATES: COMPREHENSIVE PLAN AND HOUSING NEEDS ASSESSMENT

The 2023 update of the Hailey Comprehensive Plan will create a more robust roadmap for the future of Hailey that responds to current issues and challenges. The Plan will further support this City's vision through clear, concise goals, land use direction, and actionable measures. The 2023 Housing Needs Assessment will examine housing types, size, quantity, target demographics, price point, location to help diversify the housing options in Hailey based on need. To further support diverse and creative housing initiatives, multifaceted sustainability efforts, and key policy updates, Community Development will continue to modernize code to best align with the overall goals and vision of the community.

SUSTAINABILITY AND CLIMATE ACTION PLAN (COMMUNITY DEV, PUBLIC WORKS, ADMIN)

The City is in its second year of an active Resilience Team tasked with developing and implementing sustainability initiatives to meet our climate goals. Programs include: food waste composting, a cardboard compactor, SolSmart designation, and sustainability-related code changes (i.e., Hailey Clean Energy Rebate Program, Solar Definitions, Electric Bikes). The City will continue to pursue various sustainability initiatives (i.e., modernization of code requirements, small lot sizes, low water use yards, solar installations, transportation connectivity), to achieve our clean energy goals.

TIMELY BUILDING PERMIT PROCESSES

Community Development will continue to provide timely, accurate, objective, and professional services to its clients, stakeholders, and partners, and further refine methodologies to best support these groups. This includes the reevaluation of the Building Permit process and organizational structure, the integration of new tools, and cross training employees to ensure a timely, smooth, and efficient experience with a focus on sound plan review practices, code and green energy/recycling compliance, and built environment safety measures.

GOALS BY DEPARTMENT

HAILEY PUBLIC LIBRARY

PEOPLE

The Hailey Public Library is known for its high level of customer service. We will continue to improve our processes to ensure excellence in our interactions with patrons and create opportunities for growth on the library team.

FACILITIES

Hailey Public Library has done an outstanding job managing Hailey Town Center West for a variety of community-based activities as well as developing a greatly improved outdoor space by the Children’s Library (see below photo). We will continue ongoing efforts to create a welcoming, comfortable, functional safe, and inclusive space that supports the long-term good of our library, community, and planet. We will build on capital improvements that integrate City Hall/Library with Hailey Town Center West.

SYSTEMS

Implement a patron-friendly integrated library system that empowers our patrons and provides improved tools to discover new things, make informed decisions, provide access to knowledge, and protect library users’ right to pursue lifelong learning.



HAILEY LIBRARY PHOTO

GOALS BY DEPARTMENT

PUBLIC WORKS ADMINISTRATION



"SHARROW" INSTALLATION
ON W BULLION ST

TECHNOLOGICAL EFFICIENCIES

The Public Works Administrative staff are working on website developments to simplify the permitting process for citizens and to streamline the staff time required for processing. Other efficiencies include: a new, online parks reservation website for citizen ease of use and updated strategic requirements for special use permits.

BUILDING EFFICIENCY AUDIT

Staff will be coordinating with building efficiency consultant to bring this process into the second phase which will be an economical assessment of the improvements recommended for our municipal buildings.

LONG-RANGE PLANNING

The Public Works Director has a strategic vision across all Public Works Divisions, and is leading Parks Master Planning, Water and Wastewater Planning and a variety of complete streets projects and long-range transportation planning efforts. These projects are a high priority for establishing a long-term vision for the City.

GRANTS ADMINISTRATION

The City has a focus on grants, which have been a cornerstone to our successful projects over the last 25 years. The grants program has a focus on sustainability and projects which advance excellent urban planning and environmental principals.

GOALS BY DEPARTMENT

STREETS DIVISION

STAFF RECRUITMENT

Staffing is at a near critical level; it has proven difficult to compete with private sector recruitment. The workforce appears to be transitioning to less physically demanding work, resulting in further decline of recruitment options, while residents still have high level of service expectations. Aggressive recruitment approaches are necessary. Once a new employee is hired, many hours of training are necessary to bring them to a reasonable performance status, at which time they are often recruited by external employers.



SNOW HAULING AFTER A BIG STORM

MAINTAIN CURRENT LEVELS OF SERVICE

Hailey citizens have come to expect high levels of service with regard to streets and pathways. Current staffing challenges combined with contractor shortages and inflation are resulting in great difficulty maintaining past maintenance levels such as snow/ice removal, pothole repair, pavement markings, chip seals, etc. Long term staff committed to retaining these standards are becoming stressed due to their desire to meet and exceed expectations, and their inability to meet the expectations of decision-makers or others. Strategic use and development of human resources wherever possible, increased tool/equipment efficiencies, and strengthening contractor relationships will be a priority this year.

ROLLING STOCK CONDITION & SYSTEM

MAINTENANCE

Inflation has impacted the replacement opportunity for critical equipment and has increased the cost of maintenance activities. Budgets will be evaluated continuously to ensure adequate funding exists to retain current conditions, while attempting to grow as the community size and complexity increases.

CAPITAL IMPROVEMENT PROJECTS

Despite staff challenges, issues with contractors and escalating costs, these projects will continue to advance with continued emphasis on pathways and complete streets.

GOALS BY DEPARTMENT

PARKS DIVISION

STAFF RECRUITMENT AT CRITICAL LEVEL

The Hailey Parks Division is currently operating with one staff person, which is an unsustainably low level. The Mayor, Administrator and Public Works Director agree that building a robust Parks Division is a top priority. Well-cared for parks and clean restrooms are expected by the public. The City is actively recruiting to fill the Division Manager position, which will move the Parks team forward.

RETENTION OF OPERATIONAL LEVEL OF SERVICE

As noted above, great concern exists within City government as to our ability to retain high levels of service in the City Parks. If staff cannot be recruited in the next few months, contracted labor is an option, but will come at a much higher cost.

PARK PLANNING & DEVELOPMENT

Senior Staff have been working together with consultants and project partners to envision a future park system that maximizes the human experience for the citizens of Hailey and builds on the natural assets of each park. One component of this vision is a Master Plan for Lions Park, and a plan for how Lions Park, Hop Porter Park, Heagle Park and Town Center West complement and build upon each other.

CONSERVATION & SUSTAINABILITY POLICIES

As time and resources allow, we continue to focus on efficient watering and turf management practices for an acceptable product using responsible maintenance methods.



HAILEY LIVE AT HOP PORTER PARK - CAROL WALLER PHOTOS

GOALS BY DEPARTMENT

POLICE DEPARTMENT



HAILEY POLICE PHOTO

TRAINING, KNOWLEDGE, COMPETITIVE PAY

Continue to give our Officers and Staff the proper equipment, training, and knowledge to perform their duties effectively and safely. Officers must not only go home safe and sound after every shift, but in turn, the person(s) they deal with throughout that respective shift need to as well. This includes keeping up with competitive local pay for law enforcement positions, up-to-date equipment and fleet management, in-house and expanded regional training and senior personnel taking the initiative to mentor newer staff.

PRIORITIZE MENTAL HEALTH

The Hailey Police Department makes mental health a priority by checking in with officer's and staff and staying in tune with the difficulties they are facing personally and professionally, we seek proper training to identify and handle our citizen's mental health by the way we respond to calls. We have identified that the root of the majority of our higher level or frequent type calls for service stem from mental health issues. A supervisor is currently undergoing training as a Crisis Intervention Team Trainer; this is occurring through a relationship and funding with NAMI-Wood River.

TRANSPARENCY WITH THE PUBLIC

We continue to gain buy-in with transparency from our staff and the citizens at-large. We share information to gain mutual trust/respect for one another. The Hailey Police Department has open communication with the public at large, on social media, and through community dialogue at public meetings.

GOALS BY DEPARTMENT

FIRE DEPARTMENT

CONTINUE TO MEET LEVEL OF SERVICE

As we experience growth, the department must also grow. The prevention department is down to only one person. With the amount of construction in the city, The Fire Department finds it difficult to keep up with inspection duties and plans to bring forward a request for a full-time firefighter/EMT to the department, to be trained as an inspector.

TRAINING STRUCTURE/ PARKING LOT

We would like to pave the area behind and to the south of the station, which has long been a dirt lot with a noxious weed and drainage problem, resulting in time spent abating weeds yearly and training in the dirt and mud. Training facilities in the south valley are inadequate and often not available. Hailey Fire would like to build a Conex box style training structure, which we hope can be funded with Wildland deployment money, thereby minimally impacting the budget.



HAILEY FIRE PHOTO

WILDLAND TEAM (SEASONAL SUMMER)

Hailey Fire is called to more wildland deployments than we can staff and every year we turn down multiple assignments. This is mainly due to the paid-on-call (volunteers) not being able to commit to leaving home for 18 days at a time. Hailey Fire suggests adding a seasonal position that can help staff these fires. The employee will work at the station during the summer as a part-time employee and when we receive a fire assignment, they will be available to deploy. This position would bring revenue into the department and should pay for itself.

PARTICIPATE IN COUNTY-WIDE CONSOLIDATION DISCUSSION

While countywide consolidation will take time, it is incumbent on all fire and EMS providers to look to the future for effective and cost-efficient ways to serve the public. Although a full time, staffed station is not a responsible use of taxpayer monies now, eventually it will become a necessity. The Hailey Fire Department does not think the answer is to consolidate two departments, but more to look at combining all county departments into one fire district. Hailey Fire will continue to work with all other service providers throughout Blaine County while maintaining and improving fire service, prevention and education in Hailey.

GOALS BY DEPARTMENT

WASTEWATER DIVISION (ENTERPRISE FUND)



HEADWORKS - WASTEWATER
TREATMENT FACILITY

SYSTEM MAINTENANCE

The Wastewater Treatment Plant is our most key asset but is approximately 20 years old. The plant is operating in a corrosive environment with constantly changing regulations and technology. In order to maximize system life and value to the community we are in the process of strategizing/planning for multiple modes of failure and then positioning ourselves to eliminate or reduce the consequences of these potential weak points. This strategy includes staff development, backup equipment on hand in times of resource constraints, or changes in equipment configuration. System maintenance also includes necessary bond measures to ensure adequate funds to keep the Plant operational.

STAFF DEVELOPMENT

We have been successful in recruitment for this Division, primarily due the creativity of the current Manager. We are now investing in these enthusiastic new staff members to grow them to their full potential.

CAPITAL IMPROVEMENT ITEMS

We are actively advancing projects, and are proceeding in a strategic manner for plant operation. Examples include the Headworks Aging Infrastructure Bond measure planned for May 2023.

BIOSOLIDS PROJECT

Staff is working strategically with several partners to bring this project to a successful operational state. This project will advance the City's sustainability goals.

GOALS BY DEPARTMENT

WATER DIVISION (ENTERPRISE FUND)

CAPITAL IMPROVEMENT ITEMS

This Division has an extensive list of pending projects we are currently working our way through, including items such as a Facility Planning Study, New Water Division Building, Development of a Public Water Supply, a Pressure Reducing Station, relocation of the truck fill station, improved flow collection at Indian Creek Springs, improved pumping flow at McKercher, and many other items.

STAFF DEVELOPMENT

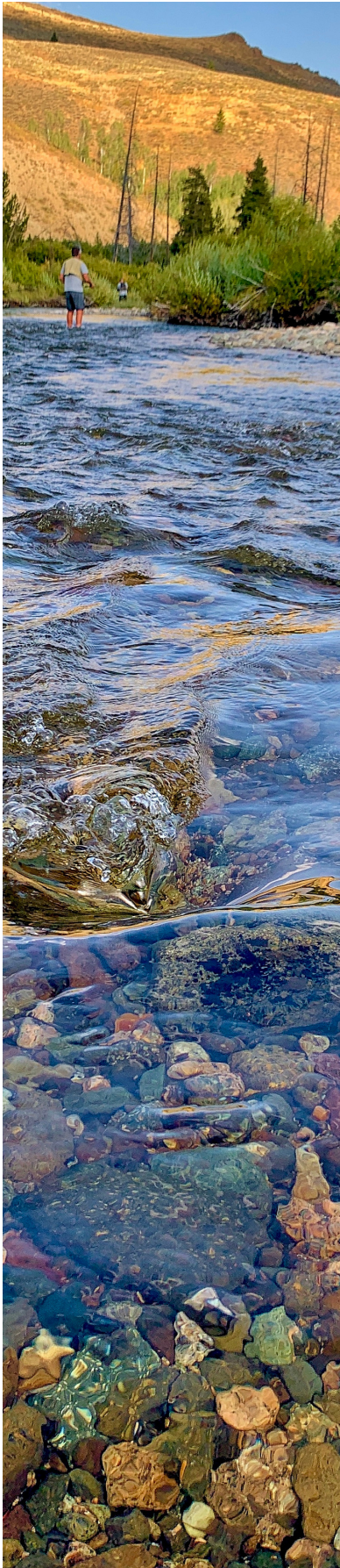
Similar to Wastewater, we are fully staffed and are investing in the knowledge growth of our staff.

CONSERVATION & SUSTAINABILITY POLICIES

While reuse water overlaps with the Wastewater Division, we are considering deployment of Water Division resources to make use of this product to reduce demands on the system. In addition, we will continue to focus on water conservation policies and the development of sustainable infrastructure such as increased flow at Indian Creek Springs.



FLOATING THE BIG WOOD - CAROL WALLER PHOTO



PROJECT PARTNERS

ARCH Community Housing Trust
Blaine County
Blaine County Housing Authority
Blaine County Recreation District
Blaine County School District
Bureau of Land Management
City of Bellevue
City of Ketchum
City of Sun Valley
Environmental Resource Center
Friedman Memorial Airport Authority
Hailey Ice
Hailey Urban Renewal Agency
Idaho Housing Finance Association
Idaho State Police
Mountain Humane
Mountain Rides
Transportation Authority

NAMI
Senior Connection
Sun Valley Economic Development
The Community Library and other nonprofit
Library partners:

- Bellevue Public Library, The Hunger Coalition, The Advocates, The Space, The Crisis Hotline Center, St. Luke's, South Central Public Health, YMCA

The Valley Chamber/Chamber of Commerce
Wood River Community Housing Trust
Wood River Fire and Rescue
Wood River Land Trust

