

DAY 1 of 2



Teton County Idaho - Commissioners Meeting Agenda Tuesday, November 12, 2013 - 9:00am

LOCATION: County Courthouse – 1st floor, 150 Courthouse Dr., Driggs, ID

9:00 AM **Meeting Called to Order** – Chairman Park
Pledge of Allegiance & amendments to agenda if any.

“Open Mic”

9:15 **Ambulance Service District**
1. Approve Available Minutes
2. Quarterly Update – Robert Veilleux
3. Discussion of EMS Vision – TVH, Inc. & FPD
4. Mercer Group contract for RFP v Extend Hospital Contract
Snow Bike (Sticker) Discussion – Wade Kaufman

Executive Session per IC § 67-2345 (1)(d) indigent & (F) litigation.

11:00 **Recess & Meet Wyoming Commissioners in Jackson, WY**
See Separate Agenda – Start Time 12 Noon

Reconvene

2:30 **EIPHD** – Geri Rackow (*Teleconference Call*)

2:45 **American Insurance** – Travis Argyle
1. 2014 Medical Insurance
2. Employee Committee Recommendation

3:00 **Law Enforcement Center**
1. Arden Smith, Ormond Construction
2. Paul Jensen, JHS Architects

3:30 **Department Business**
Planning & Building – Staff
1. Planning & Building Staff Report
2. Application Approvals, *if necessary*
3. Contract Planner Report – Stephen Loosli
a) Draft Development Code Update
b) Revised Contract & Compensation Package
4. Code Studio – Lee Einsweiler

Administrative Business *will be dealt with as time permits*

- Approve Available Minutes
- Claims

Recess & Reconvene Wednesday, November 13th

DAY 2

Teton County Idaho - Commissioners Meeting Agenda Wednesday, November 13, 2013

LOCATION: County Courthouse – 1st floor, 150 Courthouse Dr., Driggs, ID



Reconvene – from Tuesday, November 12, 2013

Meeting Called to Order – Chairman Park

Emergency Management – Greg Adams, Coordinator

Public Works

1. Award Bid/Contract Fiber Optic Inter-Building Connection
2. Award Bid/Contract Landfill Monitoring Well
3. Award Bid/Contract Diesel Fuel Purchase

Clerk – Mary Lou Hansen

1. Canvass Results of Nov. 5 Elections
2. Approve final, corrected Certificate of Levies
4. Resolution 2013-1112, Records Destruction

10:00 IAC Webinar – Elected Officials
“Personnel Management”

11:00 Elected Officials Lunch

12:00 **Administrative Business** *will be dealt with as time permits*

- Other Business
 1. Personnel Manual & Administrative Policy Updates
 2. Sheriff's Office – Duty Equipment Request
 3. Noteworthy Performance Award
- Discuss Correspondence & Sign Documents
 1. Disposal of County Property: 1999 Subaru
 2. Jorgensen Property Tax Relief Request
- Committee Reports

1:00 Public Hearing: Continuation from October 28, 2013

Application for River Rim Ranch PUD Division II to amend the Master Plan and amend the Phase I Plat. Big Sky Western Bank (Glacier Bancorp), represented by Don Chery, is proposing an amendment to the River Rim Ranch PUD Division II Master Plan and Phase I Final Plat that would reduce the total allowable residential units by 150 and increase the agricultural open space by 588 acres. The residential reductions are proposed in five of six phases in Division II and residential density increases are proposed for Phase VI. The subdivision road would not be paved until 30 residential buildings were occupied in Phase I. The proposed amendment would make the construction of the golf course optional and lots formerly designated as golf amenities would be converted to residential lots. The proposed amendment would designate a 2-acre lot for the Teton County Fire District. The commercial lots of Phase I would remain and would no longer be tied to the completion of the golf course.

Legal Description: River Rim Ranch Division II PUD. Further described as: Parts of Sections 4, 5, 6, 7, 8, 9, 10, 15, 16, 17, 20, 21, 22, 29 Township 6N Range 45E B.M., Teton County.

Adjourn

Any person needing special accommodations to participate in the above noticed meeting should contact the Board of County Commissioners' office 2 business days prior to the meeting at 208-354-8775.

Teton County Ambulance Service District Minutes: August 12, 2013

Commissioners' Meeting Room, 150 Courthouse Drive, Driggs, Idaho

COMMISSIONERS PRESENT: Sid Kunz, Kelly Park, Kathy Rinaldi

OTHER ELECTED OFFICIALS PRESENT: Clerk Mary Lou Hansen

HOSPITAL PERSONNEL PRESENT: CEO Keith Gnagey, EMS Director Rob Veilleux

Chairman Park called the meeting to order at 9:31 am.

● **MOTION.** Commissioner Kunz made a motion to approve the minutes of July 11 as presented. Motion seconded by Chairman Park and carried.

Mr. Veilleux reviewed his quarterly report (Attachment #1) and Ambulance Run Summary (Attachment #2) providing information through June 30, 2013. Calls and transports are down when compared to FY 2012. Mr. Veilleux said many people self-transport to the Emergency Room. He is working to establish monthly CPR classes and other training opportunities. The training room at the Emergency Services building needs improved climate control in order to be more fully utilized. He is working on a long-term capital needs plan. Although the FY 2013 budget includes funding to purchase two EZ-IO kits, an Idaho Pediatric Grant has been obtained for those items. Therefore, Mr. Veilleux requested approval to purchase four King Vision laryngoscopes as described in his memo (Attachment #3).

● **MOTION.** Chairman Park made a motion to approve purchase of the King Vision laryngoscopes as requested. Motion seconded by Commissioner Rinaldi and carried unanimously.

● **MOTION.** At 9:44 am Chairman Park made a motion to adjourn the Ambulance Service District meeting and reconvene as the Board of County Commissioners. Motion seconded by Commissioner Rinaldi and carried.

ATTEST: _____
Mary Lou Hansen, Clerk

Kelly Park, Chairman

Attachment #1 FY 2013 Third Quarter report
#2 Ambulance Run Summary for FY 2013
#3 Memo re purchase of King Vision laryngoscopes

Teton County Ambulance Service District Minutes: October 28, 2013

Commissioners' Meeting Room, 150 Courthouse Drive, Driggs, Idaho

COMMISSIONERS PRESENT: Sid Kunz, Kelly Park (Kathy Rinaldi absent due to illness)

OTHER ELECTED OFFICIALS PRESENT: Clerk Mary Lou Hansen

Chairman Park called the meeting to order at 2:16 pm.

CURRENT CONTRACT FOR AMBULANCE SERVICES. The current end date of the ASD's 5-year contract for services with Teton Valley Health Care is Dec. 14, 2014. For budgetary reasons it would be best if the contract end date coincides with the fiscal year end date.

● **MOTION.** Commissioner Kunz made a motion to change the end date of the ambulance services contract from December 2014 to Sept. 30, 2014. Motion seconded by Chairman Park and carried.

NEW 5-YEAR CONTRACT FOR AMBULANCE SERVICES. The Board would like to hire a professional to write the Request for Proposal needed for the bid process leading to a new 5-year contract for ambulance services. The new contract will become effective Oct. 1, 2014 and the Board wants to be sure the contract is awarded several months prior to that date.

Clerk Hansen has talked with Dean from the Idaho Emergency Medical Services Bureau, who said his agency provides technical and regulatory assistance but is not able to help with a RFP. She has also obtained a copy of the RFP recently used by Bonner County. In addition, Bill Stipp of the Mercer Group has submitted a written proposal and timeline for developing an RFP at a cost of \$5,000 (Attachment #1).

The Board called Mr. Stipp to learn more about his proposal and timeline. He said the first step will be to approve a contract for services Nov. 12. The next step will be to meet with the Mercer Group, either in-person or via teleconference, in order to define the desired levels of service and other parameters that must be specified in the RFP. Discussion during that meeting would also determine the evaluation criteria to be used to rank proposals received in response to the RFP. Mr. Stipp said this meeting should be held in Executive Session. Clerk Hansen said the Board would have to receive guidance from the Prosecutor regarding the legality of that approach.

If the Mercer Group-Board meeting is held within the next few weeks, Mr. Stipp said the RFP could be ready by Feb. 1. This would allow for a 30-day bid period, plus time to evaluate the bids received, and award a contract by the end of March or early April. The successful bidder would then have about six months to prepare to deliver ambulance services.

The Board agreed with Mr. Stipp's proposal and methodology and plan to execute a contract Nov. 12.

● **MOTION.** At 2:37 pm Chairman Park made a motion to adjourn. Motion seconded by Commissioner Kunz and carried.

Kelly Park, Chairman

ATTEST: _____
Mary Lou Hansen, Clerk

Attachment #1 Mercer Group proposal regarding Ambulance RFP

To: Teton County Ambulance Service District

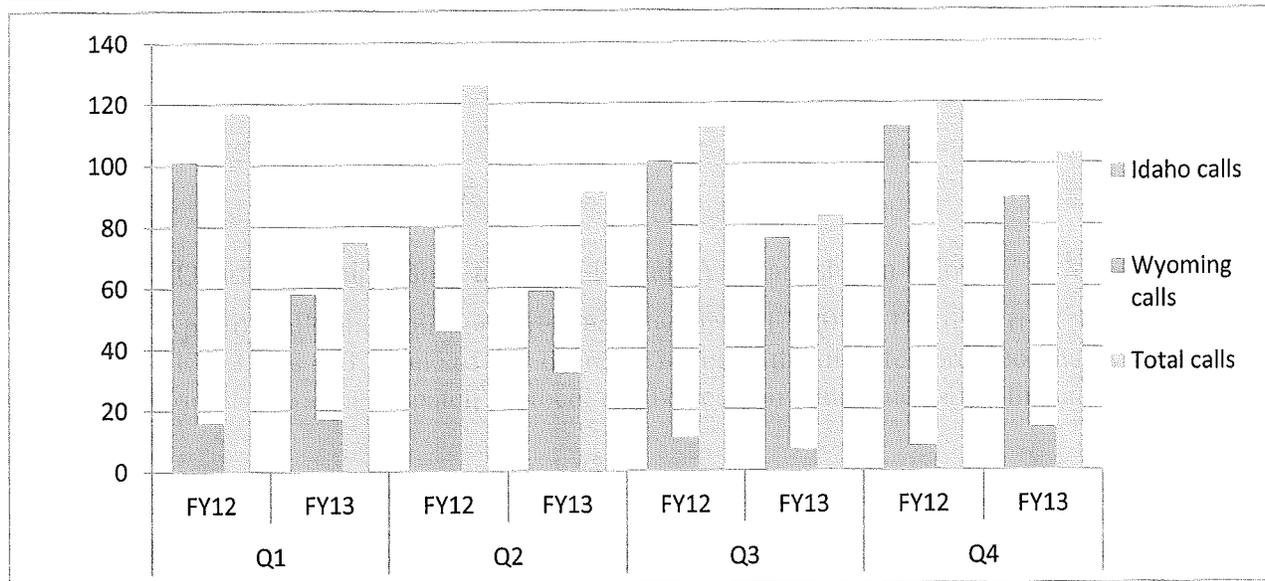
From: Teton Valley Ambulance

Re: 4nd Quarter for FY 2013m End of Year Report

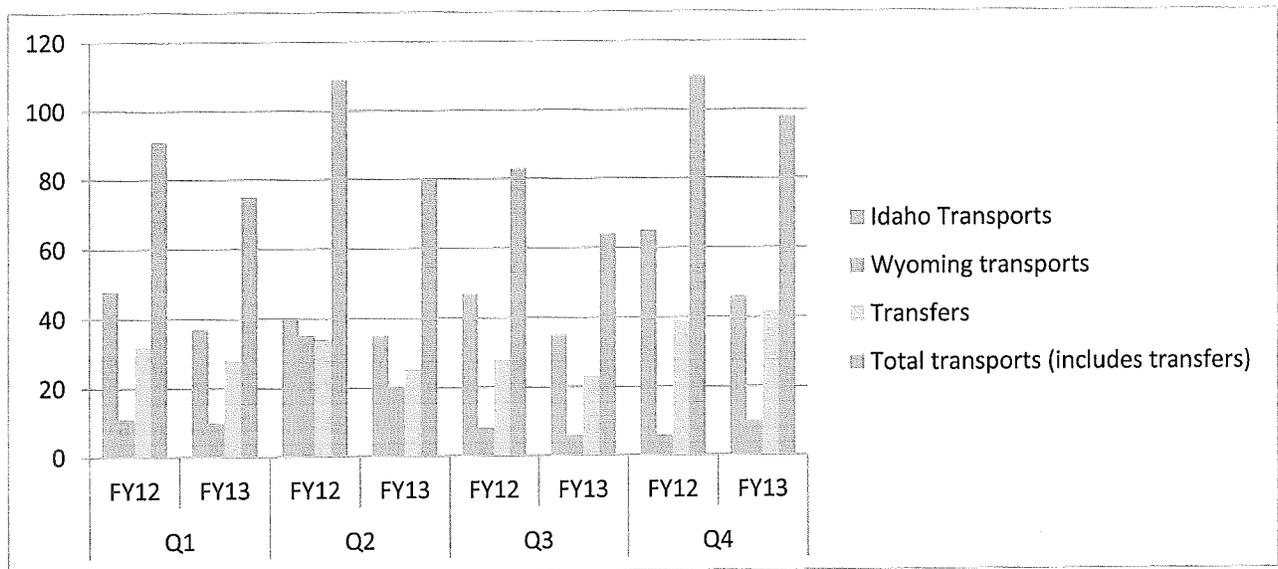
Overview: Quarterly comparisons from FY 12 and FY 13 are shown below:

Overall, all types of calls and transports trended down from FY2012. The total runs for FY12 was 612 and FY13 was 473. Some of this decrease is due to the dispatch protocol that was put into place during FY13. The dispatch protocol can be seen on Attachment B at the end of this report.

TOTALS	Q1		Q2		Q3		Q4	
	FY12	FY13	FY12	FY13	FY12	FY13	FY12	FY13
Idaho calls	101	58	80	59	101	76	112	89
Wyoming calls	16	17	46	32	11	7	8	14
Total calls	117	75	126	91	112	83	120	103

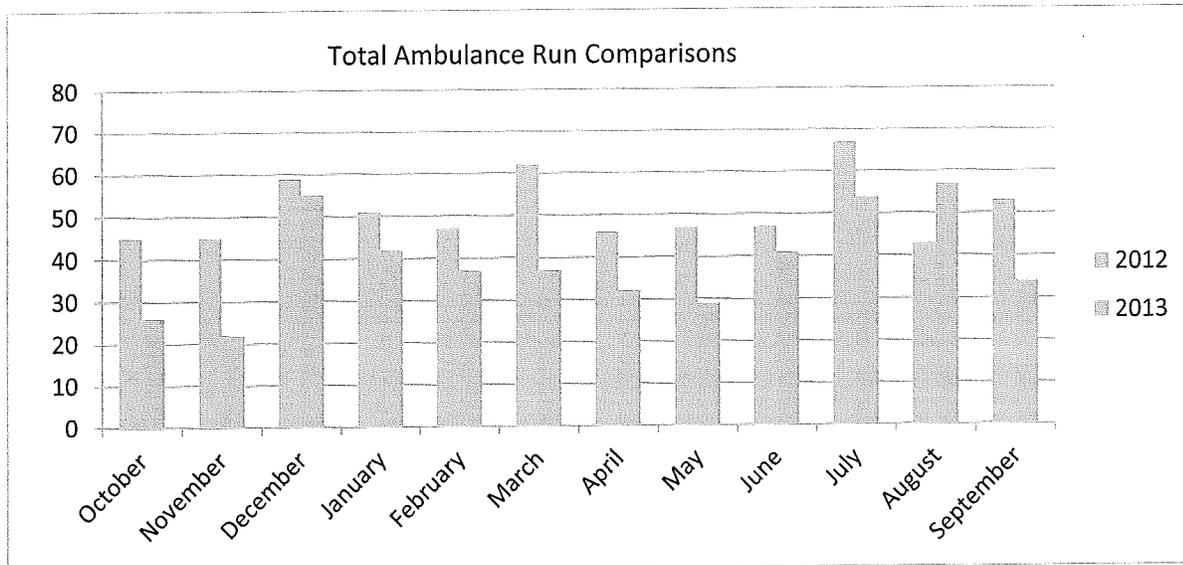


TOTALS	Q1		Q2		Q3		Q4	
	FY12	FY13	FY12	FY13	FY12	FY13	FY12	FY13
Idaho Transports	48	37	40	35	47	35	65	46
Wyoming transports	11	10	35	20	8	6	6	10
Transfers	32	28	34	25	28	22	39	42
Total transports (includes transfers)	91	75	109	80	83	63	110	98



Discussion

Attachment A provides a breakdown on where the decreases were. Year over year totals for runs are shown below:



Training Activities:

The Training Officer position has been filled.

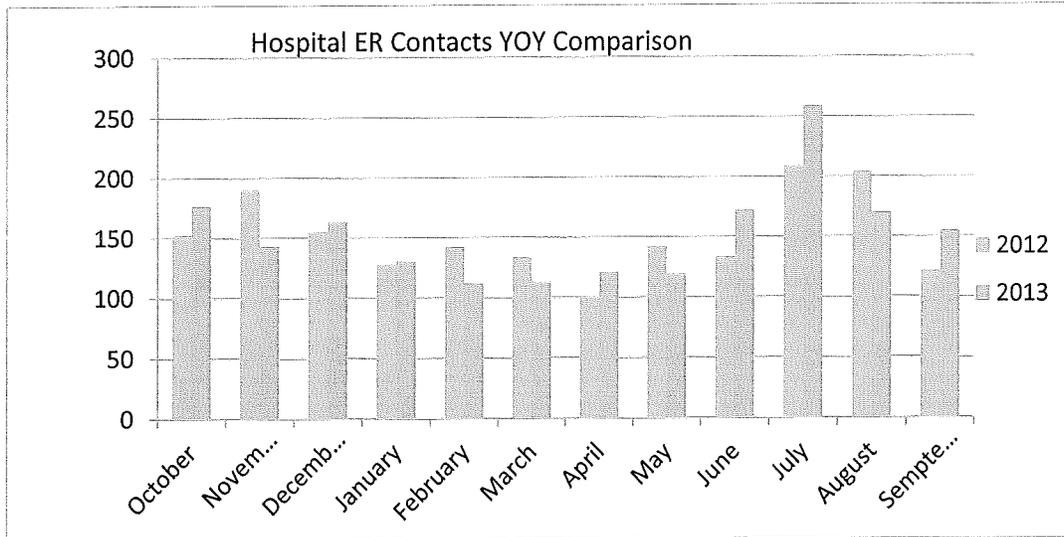
Most of our Paramedics relicensed in September 2013 with the rest relicensing in March 2014. The new relicensing period is two years and we have budgeted for and will be teaching and bringing courses in to meet the requirements of the state.

We have been training and credentialing all providers for all the optional modules approved by the state.

Statistical Detail

Detailed ambulance runs – statistics for Alta, GTSR, Teton Pass, Victor, Driggs and Tetonia can be found in Attachment A.

Number of Hospital Patients cared for by TVA EMTs/Paramedics:



As we look at the above numbers it shows that when TVA/TVH personnel are not on a 911 call they are continuing to make patient contacts utilizing their skills and knowledge (At year end the ER total contacts of 1,828 is up by 13 from the year end numbers for FY 2012, which were 1,815.). This equals experience and experience equals better patient care. During FY13 EMS performed 538 IV attempts with 430 successful. This is an 80% success rate, which is consistent with the success rate at other Ambulance services.

Staffing: Breakdown of staffing, training levels, and full time and pool personnel.

Level	Total	Fulltime	Pool	Half-time
EMT-Bs	3	0	3	0
EMT-As	7	3	3	1
EMT-Ps	11	6	5	0
Total	21	9	11	1

From last report until this report we shifted a pool paramedic to full time status for shift work and perform training officer duties. We had 4 pool employees resign due to life changes bringing our total staff from 25 to 21. We are currently looking to hire a couple of EMT's while also looking at hiring EMR's to drive the ambulance on transfers.

Vehicles and equipment: Ambulance inventory, mileage, and age.

Item	Mileage
Ambulance 1: 2009 Ford	42,595
Ambulance 2: 2004 Ford	92,692
Ambulance 3: 1999 Ford	70,224
Ambulance 4: 1992 Ford	72,051
EMS 1: 2008 Chevy Trailblazer	71,805

Looking at the mileage for ambulance two I feel the time has come to look into our options. As the mileage goes up with Diesel chassis the maintenance costs will increase. At the bottom of this document are some rough numbers on three different replacement options.

Billings (Gross revenue): Quarterly report of ambulance runs billing.

1. 1st Quarter FY 2013 - \$82,740
2. 2nd Quarter FY 2013 - \$91,858
3. 3rd Quarter FY 2013 - \$76,144
4. 4th Quarter FY 2013 – \$105,331

Medical Direction/Departmental organization changes.

- Medical Director (Eric Johnson, MD) – No change.
- New Training officer has been hired. This employee is a full time paramedic with Training officer duties.

Special events and public service:

- Standby for fire/S&R/Sheriff --- 2
- Event Standby's --- 5

Public Education and Service:

- PR event--- 4
- CPR Classes--- 1

Mutual Aid Agreement/Protocols

- MOU – Completed and signed
- Integration of Care protocol – Completed.

- Dispatch protocol – Completed and signed

Grants and fundraising:

- The State EMS dedicated grant that was applied for was awarded. The new Zoll Cardiac Monitor and the new Auto vent/CPAP machine have been ordered and received. In service training has been completed with both pieces of equipment put into service November first.
- Looking for a Grant to start an EMS Bike Patrol for large events. Teton Valley has many large events were Law enforcement utilizes there Bike Patrol. The EMS Bike patrol will be utilized at most of the same events.

**Ambulance Run Summary
Fiscal Year 2013**

Insert A

	1st Quarter				2nd Quarter				3rd Quarter				4th Quarter				Fiscal YTD (2013)	FY (2012)
	Oct	Nov	Dec	Tot	Jan	Feb	Mar	Tot	Apr	May	Jun	Tot	Jul	Aug	Sep	Tot		
Driggs	9	7	13	29	8	8	8	24	14	7	18	39	11	11	11	33	125	185
Transport	6	6	7	19	3	6	5	14	2	3	8	13	4	4	4	12	58	90
Victor	5	7	11	23	12	5	7	24	8	9	14	31	13	19	7	39	117	149
Transport	3	4	7	14	9	3	3	15	5	7	6	18	10	12	5	27	74	82
Tetonia	2	0	4	6	7	1	3	11	1	4	1	6	6	4	2	12	35	60
Transport	1	0	3	4	3	1	2	6	0	3	1	4	2	3	2	7	21	28
Alta	0	0	1	1	1	3	8	12	2	0	2	4	3	2	1	6	23	12
Transport	0	0	0	0	1	3	4	8	1	0	2	3	1	1	1	3	14	7
GTSR	0	2	13	15	9	8	3	20	2	0	1	3	4	1	0	5	43	66
Transport	0	1	8	9	4	7	1	12	2	0	1	3	3	0	0	3	27	48
Teton Canyon	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Transport	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Other Wyoming	0	0	1	1	0	0	0	0	0	0	0	0	1	2	0	3	4	60
Transport	0	0	1	1	0	0	0	0	0	0	0	0	1	1	0	2	3	13
Standbys	2	1	2	5	3	0	0	3	1	0	1	2	5	2	0	7	17	
Flight Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	
2nd Amb Call back									0	0	1	1	3	1	1	5	6	
Air Idaho Helicopter	0	1	0	1	0	1	0	1	0	0	1	1	2	0	0	2	5	
EIRMC	6	5	8	19	4	10	8	22	2	8	2	12	9	8	7	24	77	76
BHC	1	0	1	2	0	0	0	0	2	1	0	3	2	0	0	2	7	3
Madison	1	1	2	4	1	0	0	1	0	0	3	3	1	3	0	4	12	30
Jackson	2	0	0	2	0	0	0	0	0	0	0	0	0	1	3	4	6	11
Portneuf	0	0	1	1	0	2	0	2	0	0	0	0	1	0	0	1	4	1
Boise	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1
SLC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Airport	0	0	0	0	1	1	1	3	4	0	0	4	0	4	2	6	13	11
EMS1 Responses	1	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	3	23
BLS	9	14	20	43	10	15	22	47	17	12	23	52	28	20	8	56	198	246
ILS	2	4	3	9	5	5	3	13	3	4	7	14	8	8	7	23	59	90
ALS	16	6	31	53	19	18	12	49	11	12	13	36	18	23	15	56	194	353
ER Contacts	178	140	157	475	131	112	113	356	121	119	173	413	259	170	155	584	1828	1815

Totals	1st	2nd	3rd	4th	Tot.	Average Response Times	Shortest	Longest
Total Idaho Calls	58	59	76	89	282	Driggs: 0:04	0:01	0:15
Total Idaho Tnsps	37	35	35	46	153	Victor: 0:11	0:05	0:20
Total Transfers	28	28	22	42	120	Tetonia: 0:12	0:10	0:30
Total WY Calls	17	32	7	14	70	Alta: 0:19	0:16	0:25
Total Wy Tnsps	10	20	6	10	46	GTSR: 0:18	0:16	0:30
Total Calls	103	119	105	145	472	911 Call Time: 0:12	0:09	0:24
Total Transports	75	83	63	98	319	Transfer Time: 3:45	2:31	7:05

Attachment B
Interagency Dispatch Protocol
For EMS Services
Feb 2013

Purpose: The purpose of this protocol is to set the standard for the initial dispatch of emergency services and apparatus. Any additional resources can be requested by IC or Department head.

Type of call	Teton Valley Ambulance (TVA)	Teton County Fire Protection Dist.(TCFD)	Teton County Search and Rescue (SAR)	Additional resource request per agency.
Confirmed fire at a dwelling or other building	X	X		SAR as requested by Fire Chief or Company officer
All other fire incidents		X		TVA and SAR as requested by Fire Chief or Company officer
Medical emergencies in ID and WY other than GTSR	X	X		SAR as requested by TVA or TCFD
Medical call to Four Peaks or Victor Clinic for transport	X			TCFD or SAR as requested by TVA Crew.
Domestic Violence Medical Assessment	X			TCFD or SAR as requested by TVA Crew.
Medical emergency at GTSR	X			TCFD or SAR as requested by TVA Crew.
Search & Rescue in valley and within ¼ mile of road or trailhead.	X	X	X	
Search & Rescue ¼ mile to 1 mile from road or Trail Head with known location of Patient	X		X	TCFD as requested by SAR Command.
Search & Rescue 1 mile or further from road or Trail Head without known location of Patient			X	TVA and TCFD as requested by SAR command



TETON VALLEY AMBULANCE

Below is an email that I received from Patrick Bryant from Braun Northwest. During a meeting I explained that the ASD was starting to look at options for an ambulance replacement options and need to get a rough idea of costs as we start the process. In the email he gives general prices for three different options. On the new unit option he can send a common set of specs and we can modify the specs to our needs. From that set of modified specs he can give a formal Bid for an actual cost.

Robert,

It was good to see you again today. As per our discussion here is what I came up with.

Remount. If you wish to remount and old module we can do that. Depending on chassis and work needed to the box the prices range from 75,000 to 100,000

If you wish to purchase a Demo Unit those prices are from 115,000 to 140,000

New units vary in price from 125,000 to 195,000 again depending on chassis and various options.

Hope this helps. I will be in touch in October to schedule a time to put together a remount worksheet. Again these prices are ballpark.

Best regards,

Patrick Bryant

Braun Northwest Sales Representative

Idaho/Montana/Wyoming

(208)921-4700 Cell

(208) 454-3433 Fax



TETON VALLEY AMBULANCE



Teton County Fire & Rescue

Future EMS Vision:

Mission:

The mission is to utilize existing county resources in a collaborative manner to enhance emergency services without increasing the cost of services.

Objective 1: Provide emergency services to Teton County, Idaho and Wyoming within stated timeframes.

- ALS response, from time of dispatch, for 80% of calls as stated below:
 - 5 minutes within the city limits of Driggs and Victor
 - 11 minutes within city limits of Tetonia
 - 22 minutes to all other outlying areas in the Teton County, Idaho and Wyoming
- Employ tiered response model to maximize resource utilization

Objective 2: Develop and report metrics to the community for the service levels and quality of service

- Create quality goals for measuring use of protocols, response times, minimum levels of service and compliance with state and national standards of care
- Publish the metrics on an ongoing basis

Objective 3: Utilize a patient-centric viewpoint to expand services offered

- Explore opportunities to provide education and direct care to Teton Valley residents in their homes during normal duty, possibly assisting with Medical Home initiative
- Disaster services will be provided jointly by all emergency service personnel. Annual drills and training conducted to practice various scenarios and participation in local emergency planning efforts.

Objective 4: Increase the training and knowledge for EMS personnel of all agencies and improve continuity of care.

- Common protocols -- Treat patients using established state and national standards as implemented in common interagency protocols
- Common reporting -- Use a standard report format for patients transported to hospital

- Increased training -- All EMS staff provided training and work experience in the hospital and pre-hospital settings
 - Gain experience and knowledge of how to operate hospital equipment which allows integrated team work for critically ill patients
 - Build hospital staff/EMS teams
 - Provide staff with the opportunity to practice and maintain skills
 - Afford hospital staff knowledge of pre-hospital protocols
- Common training courses -- Training offered by local emergency service and health care providers will be shared, including pooling of instructor resources and materials. This will allow coursework specialization for instructors and reduce costs to all agencies.
- Common purchasing -- Create a system for purchasing of EMS supplies, equipment, and pharmacology needs. This will reduce purchasing costs, increase standardization and reduce amount of cross training.

Objective 5: Maintain a common 911 system for all emergency response agencies within Teton County.

- Emergency services agencies support local 911 dispatch system to allow for a strong system and reduce cost by not duplicating services.

IV. AMBULANCE SERVICE OPTIONS

This chapter of the report provides a short History of Ambulance Services in the county, describes Mercer's Decision Criteria for Contracting, and applies the criteria to various Ambulance Service Options with resulting recommendations.

A. HISTORY OF AMBULANCE SERVICES

From our interviews and document reviews, we learned that **ambulance services in Teton County historically were delivered by volunteers** with ambulances stationed at the hospital and staffed by hospital employees. The three volunteer Fire Departments in Driggs, Victor, and Tetonina served as first responders.

In 2003 the Teton County Board of Commissioners voted to create an **Ambulance Service District (ASD)** as authorized under state law. The members of the Board of Commissioners serve as commissioners of the Ambulance Service District. The district is authorized to develop or contract for ambulance service and to levy up to four mills to support these services. We understand from the County Prosecutor that the district may, but is not mandated to, bid out the ambulance service contract.

On May 23, 2008, the ASD released a **Request for Bids (RFB)** for Ambulance Services (see Attachment B-1 in Chapter IX) with services expected to commence on October 1, 2008. We understand both the Hospital and Fire District responded, but the Fire District withdrew its bid because the Ambulance District wanted paramedic-level coverage (not listed in the RFB), which the Fire District could not then provide, and for other reasons as well. Teton Valley Health Care was selected to provide hospital services and a contract (see Attachment B-2) was approved in July of 2008 and subsequently amended on December 14, 2009, to incorporate the Alta and Grand Targhee areas based on an MOU with Teton County, Wyoming (see Attachment B-3).

Currently, an emergency medical call to the Dispatch Center results in two concurrent, but independent responses:

- **Fire:** The Fire District, from the Driggs or Victor station, acts as a first responder using an engine as a response vehicle. All three firefighters respond (one Paramedic and two EMT's).
- **Ambulance:** The hospital-based ambulance follows closely behind (and sometimes is ahead in the Driggs area) to provide treatment of and transport for the patient. The ambulance is staffed with a Paramedic and EMT, but if a second ambulance is called into service it might be staffed by two EMT's. An ambulance also responds to fires to provide medical care to civilians and firefighters.

Ambulance, but not Fire, units respond into Wyoming (Alta area and the Grand Targhee Ski Resort) based on a Memorandum of Understanding with Teton County, Wyoming, and the amended contract with the Ambulance District.

B. AMBULANCE CONTRACT COMPETITION

In 2011 the Fire District started a series of initiatives and proposals to convince the Ambulance Service District (and the public) to support a Fire-Based EMS system with Fire running the ambulances. This section of the report reviews the history of these initiatives; summarizes key elements of Fire's two proposals for an Ambulance Partnership Program and a Fire-Based EMS System; and assesses features, budgets, and potential cost savings for the current and the Fire-Based EMS systems.

1.) History and Document Trail

Major Fire District proposals and County and Hospital EMS responses to the Fire's expression of interest in participating in or running the ambulance service are summarized below. Basically, these are the documents Fire and the Hospital gave to Mercer during our study.

- **Fire's Informal Initiatives:** Fire's initiatives started sometime in 2011 and at first were expressed informally through emails, meetings, and media contacts per interviews.
- **EMS Director's Response:** From November 7-10, 2011, the EMS Director (James Gaines) responded to Fire's ambulance initiatives in detailed emails to the hospital CEO (Virgil Boss) and then to a broader audience, including Fire, the County Board, news media, and others (see **Attachment D-1**) in which he pointedly rebuts Fire's ideas and claims.
- **Fire's Proposal for an Ambulance Partnership Program:** On November 22, 2011, the Fire District presented a formal proposal to create an Ambulance Partnership (see **Attachment C-1**). This proposal is discussed in more detail in Section B-2 that follows.
- **Fire's Proposal for Fire-Based EMS:** On January 19, 2012, the Fire District proposed to run ambulances in Teton County (see **Attachment C-2**). The Fire District's Power Point presentation, "Ambulance Service Plan" explains the plan (see **Attachment C-3**).
- **Board of County Commissioner's Questions:** On January 23, 2012, the Board of County Commissioners (through the County Clerk) provided a list of questions for Teton Valley Health Care and the Teton County Fire Protection District related to Fire's proposal for Fire-Based EMS (see **Attachment D-2**).
- **Fire's List of Fire-Based EMS Positives:** On October 22, 2012, the Fire District provided a list of positive reasons for Fire-Based EMS (see **Attachment C-4**).
- **Fire's Amended Proposal for Fire-Based EMS (FY 2014 Budget):** On November 9, 2012, the Fire District amended its proposal for Fire-Based EMS to update numbers to budget year 2014 (see **Attachment C-5**).

2.) Fire District's Ambulance Partnership Proposal

On November 22, 2011, the Fire District presented a proposal for a "new Emergency Medical Services System in Teton County, Idaho." A copy of the proposal is provided as Attachment C-1 in Chapter IX.

Guiding Principles of the proposed system are "a unified approach with partners working together, pooling their strengths and resources to improve the level of service and is defined by quality patient care."

Key Features of the plan are:

- One unified EMS system,
- Two front-line paramedic ambulances (Driggs and Victor) each with crews of three EMT's (one a Paramedic) working 24/7,
- Third paramedic ambulance dedicated to patient transfers with one paramedic on duty 24/7 at the Hospital's emergency room (plus a Fire EMT as a second position),
- A significant reserve force of emergency responders,
- Reduced paramedic response times (in Victor area), and
- Cost savings.

The **Ambulance District** would continue to perform all customary fiduciary duties and responsibilities and would oversee a new agreement with Fire and Hospital EMS.

Hospital EMS would be tasked primarily with inter-facility patient transfers of stabilized patients (staffed by a Hospital Paramedic and a Fire EMT).

The **Fire District** would be tasked primarily with pre-hospital care with staff of three or more personnel at the Driggs and Victor fire stations.

The **cost of the partnership plan** would be \$493,619 (excluding \$121,816 devoted to TVHC transfers) for an expected annual savings of \$1,545 to the Ambulance District compared to the current TVHC contract. Fire's portion of the budget would fund six Paramedic positions to staff ambulances (two per shift or one at each station).

3.) Fire Districts Proposal for Fire-Based EMS

On January 19, 2012, the Fire District proposed a Fire-Based EMS Plan to run ambulances in Teton County. A copy of this proposal, subsequent presentations, and an update for FY 2014 are provided as Attachments C-2, C-3, C-4, and C-5 in Chapter IX.

The goals in Fire's proposal for Fire-Based EMS include:

- Improve the level of patient care received from the EMS system in Teton County.
- Run two front-line ambulances with three personnel each.
- Substantially cut the current taxes paid by the community for EMS service.
- Improve scene management during all emergencies.

The Fire District's summary of Fire-Based EMS lists these key features and benefits

- Two frontline ambulances (based at Driggs and Victor stations) rather than one today (which is based at TVHC).
- Reduced response times in the Victor area because of the new ambulance based there.
- Maximized use of professional and experienced Firefighters/EMT's (career and volunteer) strategically located at three, well-equipped stations.
- One EMS System (with one Board of Fire Commissioners, one Fire Chief, one Medical Director, and one purpose) that eliminates duplication of efforts.

Other features are:

- A four-person crew in Victor to staff the proposed second ambulance.
- A three-person crew in Driggs to staff the existing ambulance (a Power Point presentation seems to indicate the Driggs crew also would be four people).
- No paramedics or EMT's station at the hospital as included in the Partnership Proposal. (Note earlier findings in the report on the value to EMS staff of being hospital-based).

4.) Mercer's Assessment of the Fire Proposals

Fire has presented an intriguing set of proposals for a Partnership and Fire-Based EMS. In this section we assess the plan's features and budget/cost savings, with a focus on Fire-Based EMS rather than the Partnership Plan, which seems to have been replaced.

Mercer's Initial Reaction and Questions

On initial review, Mercer had a series of comments and questions concerning Fire's ambulance proposals.

- Why not wait to the next bid cycle to present a competing bid?
- Are all ambulance service costs presented in the budget table (e.g., fuel, insurance)?
- What are the real savings in the Fire-Based EMS Model as different numbers are presented in different proposals and presentations?
- Would any ambulance savings in the Fire proposals be offset by expenses in other areas, such as the hospital having to hire emergency room technicians or nursing assistants if EMS is not hospital-based?
- Would Paramedic and EMT jobs be lost in the community with a transition to Fire-based EMS? What does the communities feels about potential job loses?
- Is the "Jump Company" Model (where a three-person crew "jumps" on either a fire engine or ambulance as the call requires) the best operational option? Will fire/rescue protection be degraded if firefighters also serve as three-person ambulance crews?
- Can Fire deliver on cost savings and performance promises laid out in the proposals?
- Can Paramedics and EMT's maintain their patient care skills with so few calls and with limited access to the hospital emergency room and clinics (like hospital EMS staff can)?
- With a second ambulance rarely needed in emergency situations (perhaps 20 times a year for a second call or two-ambulance call per Hospital EMS data), is a second front-line ambulance needed in Victor? Inter-facility transfers, however, add 133 annual events to the need for a second ambulance. These runs are staffed by on-call hospital employees.
- Is a quicker ambulance response time needed in the Victor area when Fire's first responders (with a paramedic) now are available from the Victor fire station and most situations do not require immediate ambulance transport to TVHC?
- Is a single provider needed for effective on-scene management or can collaboration through operational protocols and training provide similar results?
- Does the Fire District have enough reserve firefighters to cover fire and ambulance requirements on major incidents?

Features of a Fire-Based EMS System

Mercer gleaned the following key features from Fire's proposals:

- **Patient Care:** Fire indicates patient care would improve with a Fire-Based EMS and we agree at least as noted under Response Times below. But, the benefits of Paramedic and EMT hospital-based experience will decline with ambulances and medical providers running out of Fire stations. Hospital staff estimates an additional 1,500 annual patient contacts from work in the hospital and clinics. Basically, it appears Fire will adopt a transport and drop approach like other ambulance services that are not hospital-based.
- **Service Levels:** Fire's proposal to run two ambulances would be an improvement in service levels, particularly if one is stationed in Victor. Other than the second ambulance in Victor, ambulance service levels would not improve significantly.
- **Response Times:** Ambulance response time will improve in the Victor area, but First Responder response times (they now come from Victor Fire Station) will stay the same. An earlier arrival for the ambulance will be beneficial in the few cases where immediate (and not 10-15 minutes from now) transport is needed. We don't have the data to tell how many times immediate transport is needed each year, but it appears the main benefits would be around Victor and infrequently beneficial.
- **Staffing:** The Fire District proposes to add one firefighter per shift in Victor for a total of four on shift (+3 budgeted positions). Fire is not proposing to add staff in Driggs, which concerns us in term of force projection outside of weekdays when command staff works. But, earlier and companion documents related to the Fire-Based EMS proposal show a total of six new positions and four-person shift staffs at both Driggs and Victor.
- **Firefighter Utilization:** Because Firefighters now respond to all medical calls as First Responders, we see only a small increase in utilization (the time spend driving the patient to the hospital and returning to the fire station).
- **On Scene Management:** There are two ways to consolidate incident command – merge agencies or define and implement an incident command system across agencies, with specific protocols for key situations, such as major events and the handoffs from the First Responder Paramedic to the Ambulance Paramedic.
- **Budget and Taxing Levels:** Mercer's budget/cost analysis that follows shows that cost savings exist with Fire-Based EMS, but may not be as great as projected in Fire's proposal. In addition, there are cost variables identified, but not yet resolved, in our analysis such as costs identified in the current ASD budget but not shown in Fire's (e.g., fuel, insurance). Also, some ambulance service costs already may be imbedded in Fire's operating budget (such as paramedics) that could be considered ambulance-related based on the comparable communities. Certainly, the Fire District now has millage and reserve flexibility beyond that of the Ambulance Service District.

Budget and Cost Savings

Exhibit 1 on the following page compares the FY 2013 budget for the Ambulance Service District and Fire's FY 2013 proposal (with Mercer's adjustments and questions). For the time being, we set aside ambulance revenues from the comparison, as we don't know if Fire's billing contractor or the Hospital would do a better job on collections.

Fire's original proposal presents a FY 2013 expense budget that totals \$419,553 with the addition of one firefighter position per shift at one station (+3 positions overall). The amended proposal of November 19, 2012, projects a FY 2014 expense budget of \$456,270.

The **Ambulance Service District budget for FY 2013 totals \$636,500** with \$445,300 to TVHC for the ambulance contract and a one-time cost of \$16,500 for Mercer's Emergency Services study, which we eliminate from the analysis. The ASD budget also includes line items totaling \$174,700 for rental facility, ICRMP insurance, cell phone, fuel, ambulance repairs, building repairs, dispatch services, administrative services, and capital outlays.

Annual Cost Savings in various Fire documents and Mercer's analysis in Exhibit 2 are:

- **2011 Email:** \$100,000 in savings per a 11/9/2011 email from the Fire Chief (included in the James Gaines' emails in Attachment D-1)
- **2011 Partnership Proposal:** \$1,185, but the cost of inter-facility transfers by the Hospital appears outside of the budget analysis.
- **2012 Fire-Based EMS Proposal:** Over \$300,000.
- **Mercer Analysis:** About \$190,000 per Mercer's analysis in Exhibit 1 that attempts to compare apples-to-apples. In addition, we have these remaining questions that might further increase costs and reduce savings in either the Fire or Hospital EMS budgets:
 - One of Fire's documents shows the addition of six new positions, not three, which would add another \$183,590 to the baseline wages and fringe benefits costs and basically eliminate the savings. Also, Fire does not include the incremental cost of about seven current paramedic positions over the baseline EMT rate.
 - Fire did not include Fuel costs in the budget (we added it in based on the ASD budget), as well as expenses for building rental, property/casualty insurance, cell phones, building maintenance, and administrative services (e.g., accounting, auditing, insurance) in the ASD budget, and ambulance service supervision.
 - Earlier, we identified a significant value to the hospital by having the EMS staff based there and available to work in the emergency rooms, clinics, and floors. The hospital CEO indicates this value is about \$150,000 per year, but this figure could decrease if all hospital-support costs were charged to the ASD.
 - One-time transition costs, such as severance cost for hospital staff not hired by Fire and Fire's purchase of ambulances from the ASD.

Exhibit 1

Comparison of FY 2013 ASD Budget and Fire's Proposed Budget

BUDGET LINE ITEMS	ASD	FIRE
General Expenses		
Rental	\$ 8,400	????
Insurance (ICRMP)	1,109	????
Cell Phone	2,000	????
Vehicle Fuel	11,085	\$11,085 from ASD
Ambulance Maintenance	10,000	12,000
Building Maintenance	2,000	????
Dispatch	87,257	71,500
Administrative Services	20,349	????
Sub-Total:	\$142,200	\$94,585
Contractor Expenses		
Hospital Contract	\$445,300	
Fire-Wages (+3 firefighters)		\$183,590
Fire-Fringe Benefits		47,300
Fire-Supplies		20,000
Fire-Training/Travel		10,000
Fire-Outside Billing Services		9,163
Fire-Medical Director		6,000
Fire-Ambulance Maintenance		Above
Fire-Fuel		N/A
Fire-Depreciation (Ambulance)		Above
Fire-Dispatch		Above
Sub-Total:		\$276,053
TOTAL OPERATING:	\$587,500	\$370,638
CAPITAL OUTLAY/DEPRECIATION:	\$ 32,500	\$60,000
GRAND TOTAL:	\$620,000	\$430,638
BUDGET PER FIRE PROPOSAL		\$419,553

NOTES

- 1.) Deducted one-time expense to ASD for Emergency Services Study (\$16,500)
- 2.) Estimated Fuel cost (\$11,085) for Fire, which was not in their proposed budget
- 3.) Rental, Insurance, Cell Phone, Building Maintenance, Administrative Services, and Supervisory expenses not included in the Fire Budget and not measurable by Mercer

D. DECISION CRITERIA FOR CONTRACTING

Mercer's criteria for assessing the feasibility of collaboration and contracting opportunities is based on our thirty years of work and consulting experience in the public sector; research including ideas in books like *Reinventing Government*; and lessons learned from assessment of collaboration and contracting opportunities for our consulting clients.

1.) Criteria from "Reinventing Government"

In "Reinventing Government," Osborn and Gaebler identify the following **criteria to examine the strengths and weaknesses of specific collaboration and contracting opportunities:**

- **Service Specificity:** How specifically can a service be defined so governments (the providers) can tell producers what it wants?
- **Availability of Producers:** Are there enough qualified producers to ensure competition?
- **Efficiency and Effectiveness:** Can producers provide the service efficiently and effectively?
- **Scale of the Service:** How large an organization is needed to produce the service?
- **Relating Benefits and Costs:** To what degree do users pay directly for the benefits?
- **Responsiveness to Customers:** Is the provider customer friendly and responsive?
- **Economic Equity:** Can the service be provided equitably to all customers?
- **Equity for Minorities:** Will minorities receive adequate benefits from the service or product?
- **Responsiveness to Government Direction:** Will the producer adequately follow the government policy and specifications in delivering the service or product?
- **Size of the Government:** Is the providing government big enough (and sophisticated enough) to enable it to provide effective oversight of another producer?

2.) Mercer's Decision Criteria

Based on our experience and supporting research, the Mercer Group has developed a set of **sixteen decision criteria to evaluate the feasibility of collaborative and contracting approaches to the delivery of services**. Some of these factors can be measured and quantified, while others must be assessed on more intangible factors. **These are the criteria that we used to sort through the feasibility of the various ambulance service options.**

➤ Governance:

- **Legal Authority:** Do the County (as provider through the Ambulance District) and the Hospital, Fire District, or other organization (as producer of the service) have the legal authority to contract?
- **Policy Compliance:** Does the approach to contracting meet policy and regulatory requirements of the County (as provider through the Ambulance District) and the Hospital, Fire District, or other organization (as producer of the service)?
- **Political Culture:** Is the contracting approach compatible with the political culture, strategic vision, and values of governing bodies and the community?
- **Community Support:** Do citizens, customers, the business community, other major stakeholders (like Grand Targhee), and elected officials support contracting in general and the specific ambulance opportunity on the table?

➤ Management:

- **Management Culture:** Are County, Hospital, and Fire District managers supportive of a contracting approach for ambulance services?
- **Management Skills:** Do these managers have the skills and experience to effectively plan, manage, and deliver the services under a contracting model.
- **Administration:** Are policies, procedures, systems, and controls in place, or easily developable, to administer the contracting approach, including for accounting and finance, human resources, communications, and asset management?

Are financial, human resources, and other administrative policies, systems, and controls compatible, or easily made compatible, with the contracting approach including pay plans and union agreements?
- **Performance Measurement:** Are performance measures, output and outcome data collection processes, and reporting processes in place to establish, track, and report performance of the producing organization, public or private?

➤ **Assets and Resources:**

- **Facilities and Infrastructure:** Are facilities and other infrastructure adequate to support the contracting approach? If not, can they be acquired at a reasonable cost that does not undermine the financial feasibility model?
- **Equipment and Technology:** Are equipment and technology adequate to support the contracting model? If not, can they be acquired at a reasonable cost that does not undermine the financial feasibility model?
- **Fiscal Capacity:** Does the provider (the ASD) and the producer (contractor) have the fiscal capacity to implement the contracting model? This question includes the adequacy and reliability of tax revenues, user fees and charges, assessments, reserves, cash flow, and franchise/ contract fees to support the contracting model.
- **People:** Are the number and quality of service-providing staff adequate to implement the contracting model? Are supervisors adequately skilled to manage assigned staff? If not, can these resources be acquired and/or trained at a reasonable cost that does not upset the financial feasibility model?

➤ **Services:**

- **Service Level Expectations:** Will the quantity of services produced match provider, customer, and stakeholder expectations (not too low in particular)?
- **Service Quality Expectations:** Will the quality of services produced match provider, customer, and stakeholder expectations (not too low in particular)?
- **Operational Effectiveness:** Can operational challenges be resolved at a reasonable cost to justify implementing the contracting approach? These challenges can include different organizational models; operational practices; physical locations; organization and staffing plans; job responsibilities and job descriptions; union agreements or personnel policies; and specifications for equipment, markings, and uniforms/gear.
- **Fiscal Effectiveness:** Does the contracting approach make financial and economic sense for the provider (in this case the County acting as Ambulance District) in terms of immediate cost savings, future cost avoidance, potential gains in efficiency, reasonableness of apportioned shares of the cost, customer fees and charges, and potential reductions in tax burdens?

3.) Application of the Decision Criteria

Mercer's preliminary research and fact finding for the Teton County Emergency Services study has identified general and opportunity-specific factors that influence application of the Decision Criteria and, therefore, the feasibility of collaboration or contracting. In the following section we identify and discuss six service deliver alternatives...and rate three of them.

Organizational and Cultural Factors

First, the pros and cons of various Organizational and Cultural factors for each option are compiled on the first page of Exhibits 2a, 2b, and 2c to determine the general feasibility of each option:

- **Strengths, Weaknesses, Opportunities, and Threats:** The SWOT Assessment provides a general understanding of the collaboration/contracting opportunity, and the degree to which organizational and operational improvements are needed.
- **Organizational Culture and Management Philosophy:** A cultural analysis indicates how well collaborating/contracting organizations "fit" together in terms of culture and management philosophy.
- **Enablers and Inhibitors:** These factors indicate the feasibility of collaboration/contracting in terms of governance, management, service delivery, and administrative support issues.

Ratings of Decision Criteria

Second, we rate the various Decision Criteria for each collaboration/contracting opportunity on the second page of Exhibits 2a, 2b, and 2c to determine that opportunity's specific feasibility using a five-step scale of:

- 5=Very Feasible
- 4=Feasible
- 3=Possible
- 2=Unlikely
- 1=Not Feasible

These ratings are a bit of an art and represent Mercer's best estimate after extensive fact finding, research, and analysis related to emergency services in Teton County.

D. AMBULANCE SERVICE OPTIONS

In this section of the report we identify five service delivery alternatives then review and rate the three most feasible options. The future of the Ambulance Services District also is discussed.

1.) Service Delivery Alternatives

Based on the SWOT Assessment, Employee Surveys and Questionnaires, Comparative Analysis, and prior experience in assessing alternative means of delivering public services, Mercer sees **five principal alternative approaches** to delivering ambulance services in Teton County:

- 1.) **Ambulance District continues to contract with the Hospital.** Based on current performance Mercer considers this a viable option and will rate it.
- 2.) **Ambulance District contracts with the Fire District.** Based on current capabilities and resources in the Fire District (e.g., two stations, six firefighters on duty 24/7, and the number of paramedic firefighters), plus their proposal for Fire-Based EMS, Mercer considers this a viable option and will rate it.
- 3.) **Ambulance District, Fire District, and the Hospital collaborate and jointly provide ambulance services taking advantage of the strengths of each.** Mercer considers the Partnership Model a viable option and will rate it.
- 4.) **Ambulance District contracts with some other providers, such as a private EMS provider or a hospital in Jackson, Rexburg, or St. Anthony.** Due to distance and low call volumes, Mercer does not consider this a viable option and will not rate it.
- 5.) **Ambulance District hires staff and runs the ambulance service itself.** Due to a lack of operational experience and management resources, Mercer does not consider this a particularly viable option and will not rate it.

In Options 1, 2, and 3 the Ambulance District could dissolve and ambulance services be provided directly by the Hospital, the Fire District, or another organization. Because financial support above the level of ambulance fees are needed to run the ambulance service, the dissolution options likely works best with Option #2 above as Fire is a taxing entity. ASD dissolution, however, appears to present few benefits and creates several problems:

- How does the community decide if the Fire District is the best agency to take over for the Ambulance District?
- Is it a good idea to give up taxing authority knowing it's hard to get in the first place and perhaps impossible to get back in a continuing weak economy?
- How would the ambulance service provider and other emergency services agencies relate to each other in providing services to the community, residents, and visitors?
- Would the quality of ambulance services improve, stay the same, or decline, particularly because of the low number of medical calls each year and a potential loss of hospital patient experiences?

2.) Analysis of Contracting Opportunities

The exhibits that follow present our analysis of the three best opportunities for collaboration/contracting related to the ambulance services:

- **Hospital-Based EMS: Exhibit 2a** compiles the pros and cons based on Enablers and Inhibitors (bolded items are most important!), rates each of the 16 decision criteria, adds rating comments, and provides an overall feasibility rating.

Because this option assumes the Ambulance Service District will continue to exist and continue to contract with TVHC, some pros and cons relate as much to the ASD as to Hospital EMS.

- **Fire-Based EMS: Exhibit 2b** compiles the pros and cons based on Enablers and Inhibitors (bolded items are most important!), rates each of the 16 decision criteria, adds rating comments, and provides an overall feasibility rating.

This option assumes the Fire District will run the ambulances, but not necessarily that the ASD will be eliminated although it could be dissolved with the Fire District taking over taxing and revenue generation responsibilities.

- **Partnership Model (Fire and Hospital) EMS: Exhibit 2c** compiles the pros and cons based on Enablers and Inhibitors (bolded items are most important!), rates each of the 16 decision criteria, adds rating comments, and provides an overall feasibility rating.

This option assumes the ASD will continue to fund and contract for ambulance services with roles for both the Hospital and the Fire District as described under recommendations.

Again, these ratings are a bit of an art and represent Mercer's best estimate after extensive fact finding, research, and analysis related to emergency services in Teton County.

Exhibit 2a

Pros and Cons for the Current ASD-Hospital EMS Model

MAJOR STRENGTHS/ENABLERS	MAJOR WEAKNESSES/INHIBITORS
1) Doing a good job now with few complaints from citizens, users, and public officials	1) Current relationship between Fire and Hospital EMS need to be resolved or patient care will suffer
2) EMS staff supports the Hospital ER, clinics, and inpatients	2) Incident Command System needs to be strongly in place to avoid command fragmentation across agencies
3) Hospital supports EMS staff through training and expanded patient care experience	3) ASD at millage cap
4) Number of paramedics and current EMS staff is skilled and experienced	4) Time delay in response if a second call
5) Relationship of EMS staff to hospital medical providers and support staff	5) 2 nd ambulance may be BLS depending on staff on call
6) Number and quality of ambulances	6) Skill maintenance for non-hospital EMS providers is a challenge because they lack access to hospital ER, clinics, and floor
7) Good response time if one call with an estimated 20 minute response time if a second call	7) Limits on funding for vehicle replacement
8) Continuity of patient care begins at point of contact with EMS staff	8) Inter-facility patient transfers may impact availability of ambulances and staff
	9) How to adjust to impacts of Affordable Care Act and likely increase in call volumes not yet in place, but coming (Hospital strategic planning process in process)

Exhibit 2a

Rating for Current ASD-Hospital EMS Model

GOVERNANCE	RATING	COMMENTS ON LOWER RATINGS
Legal Authority	5=Very Feasible	
Policy Compliance	5=Very Feasible	
Political Culture	3=Possible	Competition, Silos
Community Support	4=Feasible	High support for hospital, but "Two Minds" issue (What level of service does the community want and what is it willing to pay for?)
MANAGEMENT		
Management Culture	5=Very Feasible	
Management Skills	5=Very Feasible	
Administration	5=Very Feasible	
Performance Measures	4=Feasible	Measure response from time of Dispatch, not leaving the hospital, as well as patient outcomes
RESOURCES		
Facilities/Infrastructure	4=Feasible	EMS offices and offsite storage of backups
Technology	4=Feasible	Dispatch system improvements needed
Fiscal Capacity	4=Feasible	ASD at millage cap
People	5=Very Feasible	
SERVICES		
Service Level Expectations	4=Feasible	Lower rating due to response time if 2 nd call (perhaps should be 4.5?)
Service Quality Expectation	5=Very Feasible	
Operational Effectiveness	4=Feasible	Need consistent protocols with Fire (a holistic issue)
Fiscal Effectiveness	4=Feasible	ASD at millage cap
CATEGORY RECAP		
Governance	17	
Management	19	
Resources	17	
Services	17	
Total Score:	70	
GENERAL COMMENTS	Average Score = 4.375 per criteria Range = 3 to 5	
FEASIBILITY RATING	Feasible, but need improvements in 9 criteria with lower ratings to meet Mercer's High Performance Standard of 75-80	

Exhibit 2b

Pros and Cons for Proposed Fire-Based EMS Model

MAJOR STRENGTHS/ENABLERS	MAJOR WEAKNESSES/INHIBITORS
1) Moves ALS transport closer to residents in Victor and surrounding areas, including road to Teton Pass	1) Medical experience of TVFD providers is limited and they now lack the in-hospital experience of Hospital EMS staff (and likely in the future too even with ride-alongs)
2) Cost savings possible compared to the current model	2) Fire's relationship with hospital staff is poor
3) Resources to assign three-person crews at Driggs and Victor Stations, plus add one more EMT at least at Victor per shift to run ambulances	3) Three person "jump company" model cannot be sustained in winter storms or for the long-term incidents
4) Number of paramedics allows 24/7/365 coverage at each shift and station	4) Uneven community support per interviews and community meetings
5) Ambulance District already owns the vehicles to staff two 24/7/365 ambulances	5) Fire protection is degraded when crew is on an EMS incident and no one is in the fire station
6) Second calls receive an ambulance without waiting for call back personnel	6) High reliance on "outside experts" and travel to improve/maintain emergency medical skills
7) Unity of Command during major incidents or multiple events	7) Low number of reserves to fill in as needed or to provide "callback" staff
8) Single point of contact for Fire/EMS to address community needs	8) Unplanned inter-facility transfers will strain TVFD system
9) Potentially improved Command/Control for planning of major events or for emergency management planning	9) No/little increase in costs considered for "callback" in proposal or for some costs in ASD budget
10) Continuity of care from first responders through transfer to ER staff, but not typically into the ER like the Hospital-based Model	10) Poor data management capabilities to statically report performance
11) TVFD financially stable to provide operating support and replacement equipment	11) No performance measurements
	12) No strategic plan in place or planned to assess the impacts of Affordable Health Care and how increase in call volume will effect staffing

Exhibit 2b

Rating for Proposed Fire-Based EMS Model

GOVERNANCE	RATING	COMMENTS
Legal Authority	5=Very Feasible	
Policy Compliance	5=Very Feasible	
Political Culture	3=Possible	Competition, Silos General community support for Fire
Community Support	3=Possible	Less support than the hospital Two Minds issue
MANAGEMENT		
Management Culture	5=Very Feasible	
Management Skills	5=Very Feasible	
Administration	4=Feasible	Limited in-house administrative support staff compared to ASD and Hospital
Performance Measures	3=Possible	Limited to response times (perhaps should be 3.5?)
RESOURCES		
Facilities/Infrastructure	4=Feasible	Place for ambulances at stations?
Technology	4=Feasible	Dispatch/Radio improvement primarily
Fiscal Capacity	5=Very Feasible	
People	4=Feasible	Less medical experience Might need to recreate Training Chief
SERVICES		
Service Level Expectations	4=Feasible	Lower rating due to diversion from fire/rescue if multiple medical calls
Service Quality Expectation	4=Feasible	Untested in ambulances
Operational Effectiveness	4=Feasible	Untested in ambulances
Fiscal Effectiveness	4=Feasible	Issues with budget in proposal
CATEGORY RECAP		
Governance	16	
Management	17	
Resources	17	
Services	16	
Total Score:	66	Average Score = 4.125 per criteria
GENERAL COMMENTS	Average Score = 4.125 per criteria Range = 3 to 5	
FEASIBILITY RATING	Feasible, but need improvements in 11 criteria with lower ratings to meet Mercer's High Performance Standard of 75-80	

Exhibit 2c

Pros and Cons for a ASD-Fire-Hospital Partnership EMS System

MAJOR STRENGTHS/ENABLERS	MAJOR WEAKNESSES/INHIBITORS
<ol style="list-style-type: none"> 1) Services improve and costs are slightly less 2) Draws on assets and strengths of both Fire and Hospital EMS, including staffing (total number of paramedics and EMT's) and shift and location coverage (24/7 in Driggs and Victor) 3) Moves ALS treatment/transport closer to residents in Victor and surrounding area, including road to Teton Pass 4) Second calls receive an ambulance without waiting for call back personnel 5) Ambulance District owns enough vehicles for 24/7/365 two-ambulance operation 6) Increased staffing per incident for treatment of critical or multiple patients 7) Continuity of care from first responders through transfer to ER staff and in some cases into the ER 8) Altering TVFD staffing model will maintain fire protection by replacing the "jump company" with three two-person units (two fire and one ambulance) 9) Improves relationships among responders and with ER staff by adding "clinical experiences" by cross-agency rotations 	<ol style="list-style-type: none"> 1) Are Fire and Hospital willing to collaborate on an ambulance service partnership? 2) Fire's relationship with Hospital staff is poor and would need to be resolved to make this model work well 3) Unity of Command issues continue to persist unless Fire and Hospital EMS work them out 4) Experience of Fire District providers is limited at the start of the program 5) Need to increase Fire's "reserve" staff for major fire/rescue incidents 6) Alternative policies and procedures needed if transferring funds to TVFD from ASD 7) Poor data management capabilities to statistically report performance (partly a Dispatch issue) 8) Need to create agency-wide strategic plan and performance measurements (see Chapter VI recommendations)

Exhibit 2c

Rating for ASD-Fire-Hospital Partnership EMS System

GOVERNANCE	RATING	COMMENTS
Legal Authority	5=Very Feasible	
Policy Compliance	5=Very Feasible	
Political Culture	4=Feasible	Fire and the Hospital would have to stop competing and accept the Partnership Model
Community Support	4=Feasible	Elimination of competition could enhance community support to a 5 over time
MANAGEMENT		
Management Culture	5=Very Feasible	
Management Skills	5=Very Feasible	
Administration	5=Very Feasible	
Performance Measures	4=Feasible	Need agency-wide Strategic Plan and expanded performance measures, particularly outcomes
RESOURCES		
Facilities/Infrastructure	5=Very Feasible	
Technology	4=Feasible	Primarily Dispatch/Radio improvements
Fiscal Capacity	5=Very Feasible	
People	4=Feasible	Fire's ambulance staff would have less experience at first but would catch-up over time resulting in a 5 rating in the future
SERVICES		
Service Level Expectations	5=Very Feasible	
Service Quality Expectation	5=Very Feasible	But Fire staff would have less experience at first and paramedics would have fewer annual runs
Operational Effectiveness	5=Very Feasible	
Fiscal Effectiveness	4=Feasible	ASD still at the millage cap
CATEGORY RECAP		
Governance	18	
Management	19	
Resources	18	
Services	19	
Total Score:	74	

GENERAL COMMENTS	Average Score = 4.625 per criteria Range = 4 to 5
FEASIBILITY RATING	Very Feasible. Just below Mercer's High Performance Standard of 75-80 with ratings improvements needed in six criteria, but two show potential to increase to 5 over time.

E. AMBULANCE SERVICE ASSESSMENT

Our conclusions and recommendations for ambulance service operations are described below.

1.) Future of the Ambulance District

We recommend continuation of the Ambulance Service District as a funding source and provider of ambulance services across the county. Reasons for that recommendation are:

- Serving as the Ambulance District Board, the County board (through oversight of the Sheriff's Office, ownership of the hospital, and provision of people services) provides a broader perspective on emergency and health services than the Fire Protection District.
- Once a community gives up taxing authority, it's unlikely to come back if it required voter approval no matter how strong the need.
- As expressed in other parts of the report, Mercer believes collaboration and not competition is the best answer for ambulance service in Teton County as it draws on the strengths of all emergency services agencies to improve services while reducing costs slightly.

2.) Ambulance Service Model

Each of the three rated models is feasible or very feasible, but Mercer leans toward the Partnership Model for the following reasons:

- Robust taxing authority (ASD and Fire) remains in place to support first responders and the ambulance service.
- Services and response times improve with a full-time ambulance in Victor and a ready-to-go second ambulance for concurrent calls and multi-ambulance incidents.
- Costs decrease slightly as Fire positions are not added to support the Victor ambulance, but reallocated based on a baseline 2-person crew per apparatus rather than "jump companies," and the hospital shares the net value of hospital-based EMS staff with the ASD.
- Reserves/Volunteers/Call-Up Staff continue to be key elements of medical responses and major incidents thereby boosting resources when needed.
- Jobs are not lost (inevitable for Hospital EMS staff if Fire-Based EMS is established).

But, the Partnership Model requires Fire and Hospital EMS to develop a strong and cooperative working relationship, which has been problematic in the recent past, particularly at the board and management team levels.

3.) Overview of the Partnership Model

The Ambulance Service District, Fire Protection District, and Hospital EMS all have meaningful roles in the delivery of ambulance services under this model.

Agency Roles

The **Ambulance Service District** would continue to own the ambulances with units assigned to Fire's Victor Station and the Hospital. Ambulances #1 and #2 are front-line units in Driggs and Victor with Ambulance #3 the main backup unit and Ambulance #4 a secondary back-up unit. ASD would continue to fund the bulk of the net cost of the ambulance service (after collections), including ambulance maintenance and replacement, insurance, and the like.

The **Fire District** would continue to fund existing Paramedics and EMT's for first responder and ambulance service roles. Ambulance #2 would be based at the Victor Fire Station for situations where a rapid ambulance response is needed or as backup when Ambulance #1 is engaged on another call or inter-facility transport. The two-person unit staffing model increases EMS capabilities without degrading fire incident response capabilities.

Fire already has employed the necessary staff to implement the Partnership Model. We do not recommend added staff. The experience levels for Fire providers should improve with increased call volumes. The Fire District also has the flexibility to move providers between the stations and apparatus to spread the experiences out among the staff and to avoid EMS burnout. Fire providers will work more closely on a regular basis with hospital personnel, which in turn, should improve working relations.

The **Hospital** would continue to charge the ASD per the current contract with one exception, the net (after all hospital support costs are determined) value of EMS staff time in the hospital would not be charged to the ASD. Ambulance #1 would be based at Teton Valley Health Care with EMS staff continuing to support the emergency room, clinics, patient floors, and inter-facility transfers.

Benefits of the Partnership Model

The Partnership Model maintains EMS staff support to the hospital, continues inter-facility transport capability without effecting community readiness, and improves service delivery through improved response times and increased personnel to provide patient care (via the second full-time ambulance in Victor).

Hospital EMS costs will decrease due to fewer staff members receiving "on-call" or "call back" pay, as well as by sharing the net value to the hospital of hospital-based EMS staff. Current reserve or on-call staff can be used to cover shifts. Hospital EMS providers will work more closely on a regular basis with Fire personnel, which in turn, should improve working relations.

Reserve personnel in Fire and Hospital EMS will still be required to fill in for approved leaves and to supplement on-duty resources in the event of a large incident.

Driggs Area Units in the Partnership Model

The Partnership Model utilizes current resources from both the Hospital and the Fire District for incidents in the Driggs response area. Ambulance #1 will remain located at the hospital and is staffed by existing hospital staff to perform current roles and responsibilities, including inter-facility transfers.

A change from current practice is that Ambulance #1 would only respond to incidents in Driggs, Tetonia, Grand Targhee, Alta, and areas north of the road that currently divides the Fire Station #1 and Station #2 response areas within the Fire District. The Dispatch Center already has this area identified, but the boundary line may need to be revisited.

In the event of a second incident in the Victor response area or the need for multiple ambulances in the Victor response area, the TVHC-based ambulance would respond, supported by the Victor-based engine.

Similarly, when the Driggs area ambulance is committed to an incident, the Victor area ambulance would respond to additional concurrent incidents in the Driggs response area with the support of by the Station #1 Fire engine.

The Fire District would staff their Driggs fire apparatus with two full-time personnel plus reserves as determined by their current funding projections and operating protocols.

Fire would respond to all 911 medical incidents to support the ambulance except in the case of Grand Targhee, Alta, and inter-facility transfers. This joint response improves response times to certain areas, increases the number of providers to treat critical patients, and works to improve working relationships between Fire and EMS providers. This model maintains fire protection capabilities in all areas of the district as the Victor fire engine is available to support Driggs.

Driggs Area Incident Examples

- **Medical or Extrication Call:** Engine from Fire Station #1 with 2+ members and Ambulance #1 from TVHC with 2 members.
- **Alta or Grand Targhee:** Ambulance #1 from TVHC with 2 members with no call back or Fire support.
- **Inter-Facility Transfer:** Ambulance #1 from TVHC with 2 members (3 if critical care with the third staff member from the call back staff)
- **Fire Call:** Engine from Fire Station #1 with 2+ members and Ambulance #1 from TVHC with 2 members, perhaps supported by the Victor station engine with 2 or 4 members.
- **Structure Fire:** Engine/Ladder from Station #1 with 2+ members, Engine from Station #2 with 4 members, and Ambulance from TVHC with 2 members.

Victor Area Units in the Partnership Model

The Partnership Model utilizes the resources of the Fire District and an ambulance (vehicle only) from the Ambulance District for incidents in the Victor response area. Ambulance #2 would be located at the Victor fire station, staffed with two Fire personnel, and an engine would continue to be located in Victor, staffed with two Fire personnel.

The Victor staffing plan, therefore, is a net addition of one position per shift or three positions total at that station, which is offset by a reallocation of Driggs personnel. The Fire District's 3-person "Jump Company" concept to staff either the ambulance or the engine is not recommended.

Ambulance #2 would respond to areas south of the road that currently divides the Station #1 and Station #2 response areas within the Fire District. The Dispatch Center has this area already identified, but the boundary may need to be revisited.

In the event of a second incident in the Driggs response area (assuming the Driggs ambulance is committed to the Wyoming or there is a need for multiple ambulances), the Victor ambulance would respond as backup with support from the Driggs-based engine.

When the Victor area ambulance is committed to an incident, the Driggs-based ambulance will respond to incidents in the Victor response area as back-up supported by Fire's Victor engine company.

Victor's Fire-based engine and ambulance would respond to all 911 medical incidents in the Victor response area. This joint response improves response times to certain areas, increases the number of providers to treat critical patients, and works to improve working relationships between Fire and Hospital staff. This model also maintains the fire protection in all areas of the district.

Victor Area Incident Examples

- **Medical or Extrication Call:** Engine from Fire with 2 members and Ambulance #2 from Fire with 2 members.
- **Fire Call:** Engine from Fire Station #2 with 4 members, perhaps also bringing the ambulance.
- **Structure Fire:** Engine or Ladder from Station #1 with 2+ members, Engine from Station #2 with 4 members, and Ambulance from TVHC with 2 members.

4.) Alternative Approach to Ambulance Service

Should the ASD believe that the Mercer proposed "Partnership Model" is NOT a viable option (hopefully after at least a two-year test), the Ambulance District Board has three options:

1. Rebid ambulance services
2. Accept one of the TVFD proposals
3. Extend the TVHC contract

The Fire Proposal is strengthened because of current service demands (low call volumes for Fire and Ambulance). The Fire proposals (partnership version and the full-service version) show cost savings, which appear accurate with the exception of fuel costs and cell phone use.

Currently, the TVHC system is utilizing a cost recovery model for administrative services, vehicle insurance, "facility rental", contract administration, accounting services, salary and benefits. Many of these costs would be absorbed by the Fire District as part of its current operation or are costs they do not have to pay. For example, the FPD does not pay shift differential for employees working 2nd and 3rd shift hours and under federal law they have a higher overtime threshold to achieve before premium hours are paid (52 vs. 40 hours).

While the cost savings in the Fire proposal are real, the true variable (cost neutral) is the skill level of the FPD providers. There is no doubt that the experience of the hospital-based providers is higher than those of the FPD. When the hospital introduced ALS care, they too suffered from weaker experience levels in the beginning. However, under the supervision of the Medical Director and the State of Idaho, the TVFD paramedics are held to the same patient care standards and re-certification requirements as those of the current TVHC staff. The Regional Medical Director and the State will determine the qualifications/abilities of the providers based on pre-determined criteria.

Regardless of the service delivery model ultimately chosen, more budget dollars should be spent toward the continuing education of the providers. While the current TVHC staff is used as technicians in the hospital, they too suffer from skill degradation as a result of the low call volumes. A continuing education plan should be implemented to ensure proficiency in key medical skills such as intubation, IV skills, and cardiac/trauma care protocols. A locally-available Medical Director will have a positive impact on ensuring the quality of patient care particularly if this physician is the Emergency Department Director as well.

Additionally, by moving the responders closer to the customers (in Victor), the TVFD improves service delivery by adding a second ambulance and reducing response times at no additional costs to the residents of the county. In-field continuity of patient care is improved when the same provider who made initial contact also delivers the patient to the ED. Service is also improved in several "intangible ways" when emergency scenes are commanded by the same agency, including improved responder safety, scene management efficiency, pre-planned events are coordinated by a single agency, and county-wide issues are handled by a single agency whereby improving information sharing.

5.) Future Issues and Risks

As stated in the RFP, the consultant is to identify issues and risks with the suggested Ambulance Service Model. These include:

- **Buy-In:** Lack of ASD, Fire, or Hospital buy in to the model due to a variety of reasons including the stress from competition over the past two years or ongoing competition.

A key part of that buy-in is to agree to set up a joint-agency Emergency Services Coordinating Committee and ongoing operational meetings of key managers as recommended and described in Chapter VI.

- **Agency Participation in Ambulance Costs:** The Ambulance District will need to continue to have adequate funds to budget for all ambulance service costs, including ambulance replacement.

The Hospital will have to agree to cover the net value of EMS staff support to non-ambulance functions of the hospital (e.g., ER, clinics, and patient floors) once all hospital EMS-support costs are determined. The gross value (before netting out hospital support costs) is estimated by the Hospital CEO to be \$150,000.

The Fire District will need to agree to reallocate one position at the Driggs Station to cover the 4th shift position at Victor.

- **Unified Protocols:** The agencies will need to commit to continuing the development of consistent and cohesive protocol for EMS operations and conduct joint training to fine-tune operational efficiency.

In addition, they will need to commit to resolving handoff and driving issues as well (likely an issue only in the Driggs area in the Partnership Model).

- **Exposure to the Hospital ER, Clinics, and Patient Floors:** The agencies need to work out a rotational system so that both Fire and Hospital EMS staff have time in the hospital, perhaps through the call-back crews. At least one of the hospital's current EMT's also works for Fire, a situation more common in the past. But, liability issues and coverage will have to be resolved for Fire personnel to work in the hospital.
- **Implementation:** We suggest the Partnership Model be implemented effective October 1, 2013, and tested for two years to assess the ability to resolve above issues and risks and to provide a higher level of service at the same or reduced costs.
- **Plan B:** If Fire and/or the Hospital can't come together in partnership, Plan B is to rebid the ambulance service contract when it expires in 2014. Mercer will assist the Ambulance Service District in developing the technical elements of the Request for Proposals at no additional cost.

Mary Lou Hansen

Subject: FW: Contract

From: William Stipp [<mailto:comstipp@cox.net>]
Sent: Friday, November 01, 2013 09:52 AM
To: Mary Lou Hansen
Cc: Mike Letcher
Subject: Re: Contract

Mary Lou

It's a good question and one that we should have addressed with the commission last week. We knew it was present but were proposing something much better than "technical specifications". I've reached out to Steve Eagan, who wrote the report, to confirm his intent - I haven't heard back from him yet. Mike's and my understanding was that the paragraph was intended to represent the concept that if "Teton" tried what we suggested, preferably for two years and it didn't work out, we would write the technical specifications. Since there was no attempt to implement our suggestion, the question to be answered is, are we still obligated to that provision?

It was our belief that if the community worked through the challenges and offered services as we proposed, that no bidding would be necessary because the benefits would have been seen by the community. We can provide technical specifications if that is all that you want. Essentially, we will provide a very standard set of bidding perimeters with no input from the commission for the provision of ambulance services. We did take into consideration the paragraph's existence when we submitted this "contract". We proposed a contract for professional services that discounted the "fee" by as much as \$5,000 or 50% of what would normally be charged for a similar project elsewhere.

We felt that if you were to put into place criteria, service levels, performance measurements and reporting mechanisms (established by teh BOC) that you would have a much stronger position to work with your service provider, hold them accountable for their services and be able to demonstrate to the taxpayers, the ASD's fiscal responsibility. Let me know your thoughts and we will have a contract ready by Tuesday if you wish to proceed in that direction. I will be in a City Council retreat all day today and half of tomorrow. Feel free to call me Monday morning or via e-mail.

I hope this helps. Have a great weekend. -Bill Stipp

On Oct 31, 2013, at 12:10 PM, Mary Lou Hansen <mlhansen@co.teton.id.us> wrote:

> Bill & Mike: The attached document was just brought to my attention.
> Seems like the highlighted paragraph on page 4 will affect our discussion. What do you think? - Mary Lou

*attachment referred to
in email

Ms. Kathy Rinaldi, Teton County Board of Commissioners
Mr. Kurt Wagener, Teton County Fire Protection District Board of Commissioners
Mr. Steven Dietrich, Teton Valley Hospital System Board of Directors
Mr. Keith Gnagey, Project Coordinator
August 14, 2013
Page 4

➤ **Ambulance Service Options (Chapter IV) (continued):**

Fire's proposals (Partnership and Full Service) are viable options, however, with a lower cost base due to the nature of the fire service (e.g., no shift differential and higher overtime threshold) and the Fire District's ability to absorb some costs that the hospital would charge to the ambulance service contract.

Plan B, if an ASD-Fire-Hospital partnership is impossible, is to rebid ambulance services when the current contract ends in 2014. Mercer will help develop technical specifications for the RFP at no additional cost, but hopes emergency services agencies will try the Partnership Model for at least two years before shifting to Plan B.

Transition to Fire-based EMS would require additional training and supervision at first as Fire paramedics and EMT's come up to full speed for ambulance calls. This approach likely would result in a loss of most in-hospital patient contacts, which have been three times the level of annual calls for hospital-based EMS staff.

➤ **Emergency Services Assessment (Chapters V and VI):** Citizens and stakeholders (from a limited sample) seem pleased with current services provided by the Ambulance District, Hospital, Fire District, and Sheriff's Office.

Mercer was impressed by each agency's professionalism and commitment to service. Nevertheless, a few improvements are suggested:

- Create a Teton County Emergency Services Council of agency elected officials and citizens to oversee emergency services
- Create an Operations Committee of agency directors/managers in order to improve collaboration and cooperation, and eliminate the "silo effect."
- Develop a consolidated functional business plan for emergency services based on the Mercer Model (see Exhibit 3) to better plan and coordinate services
- Continue the Ambulance District as ambulance provider and taxing entity
- Enhance cross-agency policies, protocols, and procedures with associated training
- Add a Patrol Deputy to eliminate single-person shifts (only new cost in the report)
- Improve Dispatch operations (already in process)
- Improve Investigation services (focusing on the Sheriff-Prosecutor relationship)
- Improve budgeting, human resources, technology, and asset management

TETON COUNTY, IDAHO

PERSONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into this _____ day of November 2013, by and between Teton County, Idaho, hereinafter referred to as the "Client", and The Mercer Group, Inc. hereinafter referred to as the "Service Provider":

WITNESSETH:

WHEREAS, the Client desires to have certain services and/or skills performed as hereinafter set forth, requiring specialized skills and other supportive capabilities: and,

WHEREAS, sufficient Client resources are not available to provide such services; and

WHEREAS, the Service Provider represented that the Service Provider is qualified and possesses sufficient skills and the necessary capabilities, including technical and professional expertise where required, to perform the services and/or tasks set forth in this agreement.

NOW, THEREFORE, in consideration of the terms, conditions, covenants and performance, contained herein, the parties hereto agree as follows:

1. SCOPE OF SERVICES

The Service Provider shall perform such services and accomplish such tasks as are identified and designated as Service Provider responsibilities throughout this Agreement, the request for proposal, and as detailed in Exhibit "A" attached hereto and made a part hereof.

The Client shall supply such services and equipment as are identified and designated as Client responsibilities throughout this Agreement and as detailed in Exhibit "A" attached hereto and made a part hereof.

2. TERM

The term of Agreement shall begin on November 15, 2013, and shall terminate upon completion of project; unless sooner terminated according to the provisions herein.

3. COMPENSATION AND METHOD OF PAYMENT

- A. Payment for services provided hereunder shall be made following the performance of each deliverable described below in Sub-Section C, unless otherwise permitted by law and approved in writing by the Client.
- B. No payment shall be made for any service rendered by the Service Provider except for services identified and set forth in this Agreement.
- C. This Client shall pay the Service Provider for work performed under this agreement as follows:

Completion of Phases 1 and 2	\$1,650
Completion of Phase 3	\$1,650
Completion of Phases 4 and 5	\$1,700

For a total not to exceed **5,000** dollars, excluding usual and customary expenses for agreed upon travel, for development of the Request for Proposal outlined in Attachment "A" and the request for proposal response from the Service Provider.
- D. The Service Provider shall submit to the Client a voucher or invoice of services rendered and expenses for each phase of the project. The Client shall provide for periodic progress payments for each completed and approved phase of the project.
- E. The Client shall initiate authorization for payment after receipt of said approved voucher or invoice and shall make payment to the Service Provider within approximately fifteen (15) days thereafter via direct electronic deposit.

4. ASSIGNMENT/SUBCONTRACTING

The Service Provider shall not assign its performance under this Agreement or any portion of this Agreement without the written consent of the Client, and it is further agreed that said consent must be sought in writing by the Service Provider not less than thirty (30) days prior to the date of any proposed assignment. The Client reserves the right to reject, without cause, any such assignment.

5. CHANGES

Either party may request changes to the scope of services and performance to be provided hereunder; however, no change or addition to this Agreement shall be valid or binding upon either party unless such change or addition be in writing, and signed by both parties. Such amendments shall be attached hereto and made a part of this Agreement.

6. INDEPENDENT CONTRACTOR RELATIONSHIP

- A. The parties intend that an independent Service Provider/Client relationship be created by this Agreement. The Client is interested primarily in the results to be achieved; the implementation of services will lie solely with the Service Provider. The Service Provider will be solely and entirely responsible for wrongful acts which are committed knowingly by that person, or with that person's express knowledge or consent and with the intention of harassing or causing harm to another individual.
- B. In the performance of the service herein contemplated, the Service Provider is an independent contractor with the authority to control and direct the performance of the details of the work; however, the results of the work contemplated herein must meet the approval of the Client and shall be subject to the Client's general rights of inspection and review to secure the satisfactory completion thereof.

7. TREATMENT OF ASSETS

Title to all property furnished by the Client shall remain in the name of the Client and the Client shall become the owner of the work product and other documents prepared by the Service Provider pursuant to this agreement and the Request for Proposal.

8. COMPLIANCE WITH LAWS

The Service Provider, in the performance of the Agreement, shall comply with all applicable federal, state, or local laws and ordinances, including regulations for licensing, certification and operation of facilities, programs and accreditation, licensing of individuals, and any other standards or criteria as described in this Agreement to assure quality of service.

9. NONDISCRIMINATION

- A. Nondiscrimination in Employment. In the performance of this Agreement, the Service Provider will not discriminate against any employee or applicant for employment on the ground of race, creed, color, national origin, sex, marital status, age, or the presence of any sensory, mental or physical handicap; provided that the prohibition against discrimination in employment because of handicap shall not apply if the particular disability prevents the proper performance of the particular worker involved. The Service Provider shall ensure that applicants are employed, and that employees are treated during employment, without discrimination because of their race, creed, color, national origin, sex, marital status, age, or the presence of any

sensory, mental or physical handicap. Such action shall include, but not be limited to; employment, upgrading, demotion or transfers, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and programs for training including apprenticeships.

- B. Nondiscrimination in Services. The Service Provider will not discriminate against any recipient of any services or benefits provided for in this Agreement on the grounds of race, creed, color, national origin, physical handicap.

10. POLITICAL ACTIVITY PROHIBITED

None of the funds, materials, property or services provided directly or indirectly under this Agreement shall be used for any partisan political activity, or to further the election or defeat of any candidate for public office.

11. PROHIBITED INTEREST

No member, officer, or employee of the Client shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.

12. TERMINATION

- A. Termination for convenience. Upon mutual agreement, either party may terminate the Agreement, in whole or in part, by at least thirty (30) days written notice to the other party. The Service Provider shall be paid for work performed up to the time of termination. The Service Provider shall promptly submit a termination claim. If the Service Provider has any property in its possession belonging to the Client, the Service Provider will account for the same, and dispose of it in the manner directed by the Client.
- B. Termination for Cause. If the Service Provider fails to perform in the manner called for in this Agreement, or if the Service Provider fails to comply with any of the provisions of the Agreement, the Client may terminate this Agreement for cause. Termination shall be effected by serving a notice of termination on the Service Provider setting forth the manner in which the service Provider is in default. The Service Provider will only be paid for services performed in accordance with the manner of performance set forth in the Agreement.

13. ATTORNEY'S FEES AND COSTS

If any legal proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default, or misrepresentation in connection with any of the provisions of this Agreement, the prevailing party shall be entitled to recover from the other party, in addition to any other relief to which such party may be entitled, reasonable attorney's fees and other costs incurred in that action or proceeding.

14. JURISDICTION

- A. This Agreement has been and shall be construed as having been made and delivered within the State of Idaho and it is agreed by each party hereto that this Agreement shall be governed by the laws of the State of Idaho, both as to interpretation and performance.
- B. Any action of law, suit in equity, or judicial proceeding for the enforcement of this Agreement or any provisions thereof, shall be instituted and maintained only in any of the courts of competent jurisdiction in Teton County, Idaho.

15. SEVERABILITY

- A. If, for any reason, any part, term or provision of this agreement is held by the court of the United States to be illegal, void, or unenforceable, the validity of the remaining provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular provision held to be invalid.
- B. If it should appear that any provision hereof is in conflict with any statutory provision of the State of Idaho, said provision which may conflict therewith shall be deemed inoperative and null and void insofar as it may be in conflict therewith, and shall be deemed modified to conform to such statutory provision.

16. ENTIRE CONTRACT

The parties agree that this Agreement is the complete expression of the terms hereto and any oral representations or understandings not incorporated herein are excluded. Further, any modification of this Agreement shall be in writing and signed by both parties. Failure to comply with any of the provisions stated herein shall constitute material breach of contract and cause for termination. Both parties recognize time is of the essence in the performance of this Agreement. It is also agreed by the parties that the forgiveness of the nonperformance of any provisions of this Agreement does not constitute a waiver of the

provisions of the Agreement. All notices, requests, demands, and other communications provided for by this Agreement shall be in writing and shall be deemed to have been given at the time when mailed at any United States Post Office enclosed in a first class envelope and addressed to the address of the respective party stated below:

To the Client: Teton County Courthouse
150 Courthouse Drive
Driggs, ID 83422

To the Service Provider: The Mercer Group, Inc.
551 W. Cordova Road # 726
Santa Fe, New Mexico 87505

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first written.

TETON COUNTY, IDAHO

THE MERCER GROUP, INC.

EXHIBIT "A"

SERVICE PROVIDER RESPONSIBILITY

Step 1: Defining the Outcomes - Interviews (On-Site or Tele-con Meeting)

The Mercer Group approach is an inclusive process that ensures the County Commissioners are in alignment with each other on the development process for the RFP and the desired outcome(s) they want to achieve. While we have extensive experience in developing proposals, we will take our lead in developing your Request for Proposal from this process.

We would start with a facilitated meeting with the county to clearly determine the outcome(s) they want to achieve with the Ambulance services RFP. This step starts with "The End in Mind" and helps to keep the rest of the process focused toward a common goal. The purpose of this discussion is to start developing alignment with the expectations of the outcomes, or simply, how you want your ambulance services delivered.

Step II: Assessment of RFP Requirements

Mercer consultants will work with Teton County on developing requirements for the RFP that will include components that address:

- Financial/Cost Constraints
- Technology Requirements
- Internal Process Requirements
- Performance Measures
- State and National Requirements
- Certification and Training Requirements
- Response Time Requirements
- Operational and Financial Reporting
- Former RFP requirements and others not listed
- Customer Satisfaction

Step III: Development of RFP Evaluation System

Mercer's approach to proposal development again is, "start with the end on mind". Our desire is to create a simple, but effective process to evaluate the proposals once they are received. Once the evaluation system is determined, the proposal can be written to ensure that bidders are successfully evaluated. Based on the requirements that are determined for the RFP, Mercer will develop an evaluation system for the RFP's that meets the County's requirements.

Step IV: Develop DRAFT proposal based on RFP Requirements and Best Practices

Mercer's consultants will draft and RFP based on the results of the requirements and the industry best practices to ensure that the County receives services that it not only desires but that it can afford. The primary consultants previous work with the County will prove invaluable in this step, as they are already familiar with the current operations and financing of the Ambulance Service District.

Step V: DRAFT Proposal Submitted for County Board Approval

Once completed the final DRAFT will be submitted to the County Board of Commissioners for approval to be released for public bidding. Once advertised, Mercer consultants will be available to answer technical questions regarding the RFP. Questions regarding the specific requirements of the Teton County bidding process must be answered through the existing processes in place.

Step VI: Evaluate and Rate Submitted Proposals

Using the criteria created in Step III, we will evaluate and rate the submitted proposals. The rating and scoring will be provided to the County Commissioners or designee for oversight and permanent recordkeeping. At the completion of this step, the County Board of Commissioners, acting as the Ambulance Service District Commissioners, will be able to make a selection and award a contract to provide services.

Project Timeline

The effective use of staff and our consulting time are critical to the timely development of the Request for Proposal. Our firm will work with your organization to develop a timeline for the project that meets your needs. We will develop a "block execution schedule", where we have deliverables submitted without incurring unnecessary travel expenses too complete the project.

Snow Bike History / Discussion Teton County Commissioner Minutes January 2011 - April 2013

ELECTED OFFICIALS MEETING. In order to improve communications and perhaps begin a quarterly meeting schedule, the Board will invite all elected officials to meet on Feb. 17.

WEED SUMMIT UPDATE. The Board agreed that the Jan. 13 discussion was very informative and scheduled a follow-up meeting for Feb. 17. Weed Supervisor Ben Eborn will be asked for his analysis of the suitability of combining the weed supervisor/county agent positions and for his specific recommendations concerning a weed control program for the coming summer. Prosecutor Spitzer said the county weed ordinances need improvement. Commissioner Benedict said it was helpful to learn that state statute clearly gives counties, not cities, responsibility for weed control.

SNOW BIKES. The Board has received several emails urging their support for allowing snow bikes on groomed snowmobile trails. Prosecutor Spitzer said IC 67-7112 regulates use of groomed snowmobile trails (Attachment #3). Counties have the option of allowing all-terrain vehicles (such as bicycles) on groomed trails, provided they are registered as a snowmobile. Commissioner Park questioned whether snow bikes would cause safety problems if allowed on snowmobile trails. Prosecutor Spitzer pointed out that skiers and snowshoers currently use the trails without incident. Commissioner Benedict agreed to discuss issues such as safety with the snowmobile grooming association and with Victor Mayor Scott Fitzgerald, who owns a bicycle shop and believes snow bikes should be allowed on groomed snowmobile trails.

FY 2010 AUDIT

Brad Reed of Rudd & Co. reviewed the draft audit for the county's fiscal year ended Sept. 30, 2010. The County's finances are in good order. Mr. Reed recommends a cash reserve equal to 3-4 months of operating expenses. He also recommends daily deposit of revenue collected by other departments. He asked Treasurer Hatch to verify that county investments not insured through FDIC are collateralized. Clerk Hansen said she aims to write a "Management's Discussion and Analysis" for the FY 2011 audit. Even though a MDA is required, Mr. Reed said the lack of one does not change his opinion as auditor. Since the Hospital is considered a "component unit," the county audit cannot be finalized until the hospital audit is complete, which is expected by late February.

PLANNING

NUTRIENT-PATHOGEN EVALUATION REVIEW. After an RFP process in 2009, the County entered into a contract with Harmony Design to perform NP study reviews not done by DEQ. That contract expired Dec. 31, 2010. Interim Planning Administrator Angie Rutherford requests approval of a new contract with Harmony Design through Dec. 31, 2012. The studies are paid for with pass-through funds collected from developers.

● **MOTION.** Commissioner Benedict made a motion to approve a contract with Harmony Design to perform required NP study reviews through Dec. 31, 2012. Motion seconded by Chairman Rinaldi and carried unanimously.

DISTRESSED SUBDIVISIONS. Ms. Rutherford and Chairman Rinaldi recently met with the Teton Soil Conservation District Board of Supervisors to discuss the agricultural potential of incomplete subdivisions. During that meeting, the Teton SCD questioned the assessed value and taxing status of platted subdivisions

Chairman Rinaldi asked whether some type of threshold could be established, such as “within 5% of non-local bids,” in order to provide a “local preference” to allow local contractors to win a contract even if they do not submit the lowest bid.

ADMINISTRATIVE BUSINESS

● **MOTION.** Chairman Rinaldi made a motion to approve the minutes of January 24 and 31, 2011 as written. Motion seconded by Commissioner Park and carried.

COMMITTEE REPORTS. Commissioner Benedict said the 5 County Detention Center is on solid financial footing, thanks to placement of Federal juveniles (mostly Native Americans) at the facility, which is the only facility in the region offering treatment programs for females. He said the 5C Director has done a great job marketing the facility throughout the West. Two new permanent staff members have been hired to replace temporary workers. The facility currently has \$300,000 in reserve, which Commissioner Benedict thinks is not enough, but other Board members think is too much.

Commissioner Park attended the quarterly Tri-County Probation meeting and toured its drug testing lab located in the Madison County Courthouse annex. He also attended a recent meeting of the High Country RC&D, which has grant funds available for construction of a greenhouse in Teton Valley for educational purposes. The RC&D program is the target of Federal budget cutters.

Commissioners Park and Benedict attended the Feb. 10 meeting of the District 33 Grooming Board. The group discussed whether snow bikes should be allowed on groomed snowmobile trails and agreed it would be possible, if snow bikers meet certain requirements including wearing appropriate safety gear and purchasing a permit. However, the Grooming Board said snow bikers should not purchase snowmobile registrations because they do not meet the criteria for snowmobiles and recommended that the county issue a special use permit. The Grooming Board said parking was a problem at some trailheads and would become a bigger problem with more users. Parking areas are plowed by county crews.

The County Commissioners discussed how to proceed and decided it would be best to work towards a facilitated meeting between the Grooming District and snow bikers to draft proposed ground rules for shared use of groomed snowmobile trails. The meeting would focus strictly on winterized use and should occur as soon as possible.

Chairman Rinaldi recently traveled to North Carolina to address a meeting of New Partners for Smart Growth, sponsored by the Local Government Commission. Teton County’s over platting problem and potential solutions was the topic of her presentation. While there, she learned that the USDA does economic studies to determine what is economically feasible for a given local area, such as the Greater Yellowstone region. Chairman Rinaldi also attended one day of the IAC conference in Boise and facilitated a workshop for small counties.

BAILIFF & PROSECUTOR’S INVESTIGATOR. The Board reviewed the letter received from Administrative Judge Shindurling requesting appointment of Lindsey Moss as the court bailiff (Attachment #8). They also reviewed job descriptions prepared by the county’s Human Resources consultant. The Board asked Clerk Hansen to: (1) itemize the proposed allocation of funds remaining within the Sheriff’s bailiff budget; and (2) notify Sheriff Liford that the court’s bailiff would begin work on February 22.

● **MOTION.** Commissioner Benedict made a motion to spend up to \$2,500 out of the Court’s Contingency Fund for a computer and gun for the court’s bailiff. Motion seconded by Commissioner Park and carried unanimously.

● **MOTION.** Commissioner Benedict made a motion approving a letter of support for the Targhee Regional Public Transportation Authority (TRPTA) FY 2012 Rural Grant. Motion seconded by Commissioner Park and carried unanimously.

● **MOTION.** Commissioner Benedict made a motion approving a letter of support for the CHC grant request being prepared by the Basin Barrel Racing Association. Motion seconded by Commissioner Park and carried unanimously.

ARENA UPDATE. Jason Letham of L8 Group Architects said the Fair Board opened bids last week for the structural support and roof materials, plus engineering services, for a 25,600 s/f arena. Steel Vision of Rigby was the only bidder, at \$484,817. Their bid for Alternate #1, a 16,000 s/f building, was \$355,000. Both bids exceed the \$247,000 currently available for the project. Mr. Letham said the Fair Board would like to work with Steel Vision to design an affordable structure that will still serve the desired purpose.

Mr. Wilcox said the Fair Board needs to raise more money for the arena, or downsize the project to fit their budget. He asked the Commissioners whether they would be willing to place a supplemental levy question on a future ballot asking voters to fund construction of a multi-purpose structure at the fairgrounds. He said the variety of events such a building would allow could generate money for the community.

● **MOTION.** Commissioner Benedict made a motion to reject all bids received for the Arena project due to inadequate funding. Motion seconded by Chairman Rinaldi and carried unanimously.

The Fair Board will negotiate with Steel Vision for engineering services. Chairman Rinaldi pointed out that the Fair Board has spent double the amount approved for architectural and bidding expenses. The Fair Board will provide a revised plan and budget to the County Commissioners after receiving engineering assistance from Steel Vision.

RODEO. Fair Board member Lori Hillman said they would like to host rodeos again this summer, and asked whether the county would help subsidize the expense. Chairman Rinaldi asked for a written proposal and request.

ADMINISTRATIVE BUSINESS

● **MOTION.** Chairman Rinaldi made a motion to approve the minutes of February 28, 2011 as written. Motion seconded by Commissioner Park and carried.

COMMITTEE REPORTS. Chairman Rinaldi attended the March 2 meeting of the Urban Renewal District. The URD decided that no URD funds would be paid towards the Geotourism Center until a comprehensive project budget is available.

Commissioner Park attended the two-day Rocky Mountain Land Use Institute Conference in Denver with Ms. Rutherford and Planner Curt Moore. He said the various break-out sessions he attended provided good information and were very interesting. He learned that many communities are dealing with issues similar to Teton County and said attractive cities and excellent school systems are very important for economic success.

STATE BOE DECISIONS. The State Tax Commission's Board of Equalization has (1) upheld the County BOE decision regarding valuation of Ken Kostner's airport hanger; (2) reversed the County BOE decision regarding valuation of the 32 partially-developed residential building lots in Shoshoni Plains Subdivision. The Board will write a letter seeking clarification of the reversal decision in order to have a clear understanding of how parcels within subdivisions with incomplete infrastructure should be valued.

WEEDS. The Board reviewed the timeline submitted by County Weed Supervisor Ben Eborn which appeared complete, except made no mention of an intern (Attachment #8).

SNOW BIKE UPDATE. Commissioners Park and Benedict had attended a District 33 Grooming District meeting to discuss snow bike issues. Commissioner Benedict subsequently proposed to the interested snow bikers that they coordinate a meeting with the Grooming Board to develop conditions for issuing special use permits. He has not heard from any snow bikers since making that proposal.

MAY 16 MEETING WITH WYOMING. The Board agreed that topics to be discussed with the Teton County, Wyoming Commissioners on May 16 should include: revenue sharing, comp plan (lessons learned and updates), solid waste (hauling to Bonneville County), and ambulance/dispatch billing.

ECONOMIC DEVELOPMENT. Chairman Rinaldi expressed concern that different local groups could compete for available resources to promote economic development and are too dispersed to be successful.

PROPERTY CATEGORIES FOR FY 2012 FIRE DISTRICT TAX. Prosecutor Spitzer said the State Tax Commission wants to be very clear that their July 19 letter simply outlined what they are willing to allow and was not a recommendation the County must follow. The Board is responsible for making the decision regarding which categories of property to tax for FY 2012 and will be responsible for dealing with any protests from taxpayers who feel they are being unfairly taxed. Such taxpayers will have no ability to appeal to the State Tax Commission. Clerk Hansen said Assessor Beard recently told her that it would be nearly impossible for her office to calculate the "correct" value of all property within the Fire District in time for the Board to certify levies by the Sept. 19 deadline. The Board unanimously agreed that the FY 2012 fire district tax should be levied against the same categories of property as have been taxed in the past.

HUD HOUSE. The purchase of the HUD house at 851 West 3500 South was completed August 31. This will be the only HUD house Teton County is able to purchase. HUD's Dollar Home Sales to Local Governments Program has been extended, but parameters were changed so that only homes with a current market value of \$25,000 or less are now eligible for the program. The appraisal done in conjunction with the closing on this house placed its value at \$147,500; the HUD price was set at \$110,000.

The Board discussed various options for the home. Commissioner Park would like to keep it for use by Sheriff's deputies and utilize the shop building for storing Sheriff's vehicles and other items. He suggested that Liz Pitcher/Grand Valley Lodging manage the property and decide which deputy would be selected to rent the home. Chairman Rinaldi said the county currently does not have an affordable housing problem and proposed selling the house and using the proceeds for economic development or future affordable housing. Commissioner Benedict would like to sell the house, place the proceeds into a restricted account and defer a decision about how to use the funds. He suggested the minimum bid be \$125,000 in order to avoid driving market prices lower than currently exist.

● **MOTION.** Chairman Rinaldi made a motion to auction the HUD house as soon as possible with a minimum bid of \$110,000, pending the Prosecutor's review of applicable law. Motion seconded by Commissioner Benedict and carried, with Commissioner Park opposed.

DEPUTY SHERIFF LAID OFF. The Board discussed an Aug. 29, 2011 Sheriff's memo regarding termination of a deputy sheriff, noting the document erroneously states, "The Board has specifically determined that the County can no longer fund the position of a deputy sheriff." Commissioner Benedict asked that the record accurately reflect the fact that the Board's FY 2012 budget decision was to not fund a requested increase in the number of investigators from one to two.

END OF YEAR COMP TIME AND PTO. Since the Sept. 23 paycheck will be the last paycheck utilizing FY 2011 funds, the Board agreed that all Comp Time hours over 40 should be bought out on that date, unless the payroll department has received specific written notification that an employee plans to use their excess Comp hours by Sept. 30. No excess PTO hours will be lost until after the Oct. 7 paycheck, which covers hours worked Sept. 17-30. The Board stressed that supervisors and employees should be able to manage their time and utilize PTO hours as required. The County's personnel policy must be followed in order for any excess PTO hours to be carried over into the new fiscal year.

SNOW BIKES. Chairman Rinaldi received a Sept. 7 email from Scott Fitzgerald stating that plans are being made for a snow bike race this winter and asking about the status of snow bikes on groomed snowmobile trails. The Board reviewed their minutes from Jan. 24, Feb. 14 and March 14, 2011. Commissioners Park and Benedict attended the Feb. 10 District 33 Grooming District meeting where members agreed that Teton County should issue a special use permit for snow bikes. Mr. Fitzgerald and other interested snow bikers were informed of that discussion and asked to coordinate a meeting with the Grooming Board in order to develop expectations, after which the Board would initiate the public hearing process required to adopt a new Teton County ordinance. Chairman Rinaldi agreed to contact Mr. Fitzgerald to remind him of these past discussions and ask him to follow up with the District 33 Grooming Board and report back to her. The Board re-affirmed that they do not want to move forward on a special permit and ordinance for snow bikes without a prior meeting between the snowmobilers and snow bikers.

environment is sagebrush with no trees. The Board asked Ms. Rutherford to place an amended landscaping plan into the file as an administrative minor change so that it becomes a matter of record. At that point the surety can be determined and secured based on the amended plan.

HUD GRANT. Ms. Rutherford said Fremont County has been awarded a \$1.5 million HUD Sustainable Communities Planning Grant with \$250,000 identified for Driggs, Victor and Teton County. Exactly what those funds will be used for is still unclear, but will be discussed at the consortium’s first meeting in December. Chairman Rinaldi will join Ms. Rutherford at that meeting in order to represent the Board.

The meeting recessed for lunch at 12:05 pm and resumed at 1:15 pm.

ADMINISTRATIVE

● **MOTION.** Chairman Rinaldi made a motion to approve the minutes of Nov. 14 and Nov. 17, 2011. Motion seconded by Commissioner Park and carried.

● **MOTION.** Commissioner Benedict made a motion to approve the minutes of the Nov. 17 public hearing. Motion seconded by Commissioner Park and carried.

ICRMP BALLOT. Incumbent Craig Rockwood and challenger Michael D. Davidson are seeking election as the Region 2 Representative on the Board of Trustees for the Idaho Counties Risk Management Program. Commissioner Park questioned why the ballot envelope included information about Mr. Rockwood but not about Mr. Davidson. Commissioner Benedict said it was probably because Mr. Rockwood provided information for ICRMP to include while Mr. Davidson did not.

● **MOTION.** Commissioner Benedict made a motion to vote for Craig Rockwood as ICRMP representative for Region 2. Motion seconded by Commissioner Park and carried unanimously.

COMMITTEE REPORTS. Chairman Rinaldi attended the Nov. 17 meeting of Eastern Idaho Public Health District and distributed their annual report. She expressed concern about the sustainability of proposed raises to staff in order to comply with state policy.

SNOW BIKES. Prosecutor Spitzer has recommended that the Board adopt a resolution in order to eliminate confusion regarding whether snow bikes are allowed on groomed snowmobile trails. The Board liked the Prosecutor’s recommendation, but believes there will be controversy if snow bikers do not pay a fee to utilize trails groomed with snowmobile funds. They decided to discuss the proposed resolution Dec. 12 and hope to have members of both user groups present in order to gather a variety of opinions.

OTHER BUSINESS. The Board agreed to insert a United Way brochure and solicitation for funds into employee pay stub envelopes. They determined a schedule for meeting with their department heads for formal and informal performance evaluations.

● **MOTION.** Commissioner Benedict made a motion to approve the claims as presented (and listed below). Motion seconded by Commissioner Park and carried unanimously.

General	\$24,934.79
Road & Bridge	64,768.55
Court & Probation	1,963.75
Elections	399.80
Special Planning Projects	-17.99
Solid Waste	83,119.55
Weeds	40.00
Road, Special	25,000.00
Building	240.27
E911	802.76
Ambulance	16,698.08
Mosquito	230.00
Waterways	225.00

Chairman Rinaldi asked if plowing companies should be required to provide insurance against damage to county roads. Commissioner Benedict said the problem isn't caused by professional firms, but by individuals with a blade on their pick-up or tractor. Prosecutor Spitzer said it is difficult to change historic practice and pointed out that the county has never prosecuted illegal snowplowing activities. She said it would be difficult to prove who did the damage.

Mr. Mazalewski said his top priority is educating the public about taxpayer costs when county roads are damaged by illegal snowplowing. Commissioner Park said this incident has caused the public to become aware of the problem, which he predicts will not recur.

The Board discussed the request to plow an extra ¼ mile of W10,000S. Mr. Mazalewski utilized the county's draft Snowplowing Criteria Rating Sheet to conclude the road segment would earn 120 points; 180 points are required to qualify for snowplowing (Attachment #5).

● **MOTION.** Chairman Rinaldi made a motion to deny the request for additional snowplowing because the road segment does not meet the draft criteria. Motion seconded by Commissioner Park and carried unanimously.

LAW ENFORCEMENT CENTER. RFPs for demolition of the existing structure will be distributed to 5-7 public works contractors this week. Demolition will include removal of the existing flagpole because the County has received permission to move the relatively-new, high-quality flagpole at the old courthouse. Architect Paul Jensen will meet with the Board Jan. 9 to review exterior appearance options.

EXECUTIVE SESSION

● **MOTION.** At 11:26 am Chairman Rinaldi made a motion for Executive Session to discuss personnel and legal matters pursuant to IC 67-2345(1)(b)&(f). Motion seconded by Commissioner Benedict and a roll call vote showed all in favor. The Executive Session ended at 12:55 pm.

Commissioner Benedict said the Board had agreed with the Sheriff's recommendation regarding a personnel action.

SNOW BIKES ON GROOMED SNOWMOBILE TRAILS

Chairman Rinaldi said the Board was approached about one year ago by snow bikers seeking county approval of their use of groomed snowmobile trails. Commissioners Park and Benedict subsequently attended a meeting of the District 33 grooming board where they learned the board generally supported shared use of the groomed trails. After that meeting, the snow bikers were asked to meet with the grooming board to agree on specifics, including any required safety measures or fees. That meeting never took place. Prosecutor Spitzer recently proposed that the Board adopt a simple Resolution stating that snow bikes are allowed on groomed snowmobile trails.

Prosecutor Spitzer said trying to interpret pertinent state and/or federal laws had been an interesting legal challenge. She has talked with several U.S. District Attorneys regarding jurisdiction over USFS and with people who were present when Idaho Statute 67-7112 was passed. Her investigation revealed that the legislative intent was to prevent motorized wheeled vehicles that could tear up the groomed snowmobile trails, making them unusable and unsafe. Therefore, Prosecutor Spitzer believes the word "vehicle" in these statutes refers only to ATVs, motorcycles and other wheeled vehicles with ID numbers.

Since most of the county's groomed trails are located on Forest Service land, Prosecutor Spitzer consulted with a Forest Service attorney who said that jurisdiction was in part dependent upon whether the travel plan for the Forest addresses the use. The Caribou-Targhee trail map clearly states that snowmobiles and non-motorized uses are allowed on groomed trails and the County cannot contradict the travel plan.

Randy Harmon, director of the District 33 grooming program, said his board is concerned about safety issues and the potential danger if high-speed snowmobiles and slow-moving snow bikers utilize the same trails. He said snow bikes do not fit the Park & Rec criteria for purchase of snowmobile permits because they lack vehicle ID numbers.

Colin Dye said multiple user groups share the Teton Canyon trail safely because snowmobilers generally stay north of the groomed track. Furthermore, snowmobilers using that trail are typically using their machines to access the backcountry for non-motorized activities and are not using the trail simply for motorized recreation. He expressed concern that conflicts would result in a decision by the grooming board to cease grooming trails in Teton County.

Sandra Mitchell, Public Lands Director for the Idaho State Snowmobile Association, re-stated her written comments (Attachment #6). Her organization opposes allowing snow bikes on groomed snowmobile

trails for three main reasons: funding, social conflict, and the potential for safety hazard. She said the trails and associated facilities are maintained with funds generated by snowmobile permits and gasoline taxes. She explained that 3% of the state's total gas tax revenue is spent to enhance off-road recreation. The 3% allocation was agreed upon several years ago after analysis of state-wide gasoline consumption revealed that 3% of the gasoline sold in Idaho was purchased for use in off-road vehicles, including snowmobiles. Ms. Mitchell said there is great potential for accidents if motorized trails are used by non-motorized recreationists. She disagreed with Prosecutor Spitzer's interpretation of the word "vehicle," stating that it includes any wheeled transportation. However, she agreed with the Prosecutor's research that 67-7112 was passed in order to prevent the trails from being torn up by heavy motorized vehicles and that snow bikes were not in the realm of the legislative discussion.

USFS District Ranger Jay Pence said the USFS travel plan clearly allows non-motorized uses on groomed trails. He said USFS statistics reveal that most accidents on groomed trails occur between snowmobiles and do not involve non-motorized users. He pointed out that the Tetonia-to-Ashton trail is not on USFS land and is therefore not subject to USFS policy.

Tom Hansen, member of the District 33 grooming board, said safety concerns had caused the board to change their initial support of snow bike use on groomed trails. He also said it wouldn't be fair to allow snow bikers to use trails created with funds generated by snowmobilers and expressed concern that motorized users would eventually lose access if they start to share with snow bikers.

Dave Byers said Idaho Statute allows the county to grant snow bikes access to groomed snowmobile trails and that bikers are very willing to pay their way.

Scott Fitzgerald said his store has been selling snow bikes for five years and noted that snow bikers and snowmobilers have enjoyed a conflict-free relationship on the trails during that time. He said snow bikers need the motorized community and wouldn't be able to ride on the trails if they weren't groomed by the snowmobile group. He said the snow bike community recognizes the benefit of groomed trails and want to contribute. He hopes the snow bike community continues to grow because it would be good for the valley's economy. Mr. Fitzgerald explained that most snow bikers would consider a 20-mile round trip to be a full day's ride, leaving the vast majority of groomed trails for use only by snow machines.

Wade Kaufman said a club is currently being organized in order to represent the interests of local motorized recreationists. He acknowledged that snowmobiles are noisy and smelly, but said motorized recreationists love the outdoors as much as non-motorized folks. Since interpretation of Idaho Statute seems to be a grey area, he suggested the County take no action regarding the Prosecutor's proposed Resolution.

Ms. Mitchell suggested snow bikers pay the grooming board to groom trails exclusively for use by snow bikers. In addition to buying a permit, Mr. Fitzgerald suggested that snow bikers pay an amount equal to the 3% tax collected from fuel utilized by an average snowmobile. He said a snow bike summit will be held in West Yellowstone in January and promised to let everyone know the date and time. Ms. Mitchell said ISSA would coordinate a meeting in Driggs so that snow bikers and snowmobilers could continue discussing these issues.

Commissioner Park said he supports multiple use of the Forest and thinks snowmobilers, skiers and snow bikers should be able to share the groomed trails. "We could be an example for the State of Idaho," he said. Chairman Rinaldi agreed, stating that it was good for the soul and for the economy for folks to get outside and denying one user group access wasn't equitable. She noted that Teton Canyon is currently functioning as a multi-use area with skiers, snowmobilers and snow bikers. She said all users must recognize that changing technology has allowed both motorized and non-motorized recreationists to reach areas that were previously inaccessible. Commissioner Benedict said the trails should be shared until they receive such frequent usage that segregation of different users is required. He pointed out that even in Moab, most trails are multiple-use.

The Board agreed to delay adoption of any Resolution until Dec. 27 in order to give the user groups time for further discussion and Prosecutor Spitzer time to refine her original draft document.

PLANNING, BUILDING & GIS

Interim Planning Administrator Angie Rutherford said the Comp Plan process is on schedule, but that Harmony Design is over budget. She will discuss the budget and remaining scope of work with Jen Zung. Commissioner Benedict said the county does not want an adversarial contractor relationship and that Harmony should be encouraged to discuss the contract with the Board.

On behalf of the ISSA, I thank you for the opportunity to speak with you today regarding the use of mountain bikes on groomed snowmobile trails. While the issue seems simple enough on the surface, there are some underlying issues that ultimately make this an unfavorable proposition for snowmobilers, and by association the ISSA.

There are three very specific issues that lead us to the decision to not support mountain bike use on groomed snowmobile trails. Those issues are as follows: funding, social conflict, and the potential for safety hazards.

The mountain bikers requesting to utilize the snowmobile trails have offered to purchase grooming stickers and while the gesture is certainly appreciated, a simple registration fails to come close to scratching the surface of the true cost to groom these trails. The state fuels tax associated with Off-Highway Vehicle Use generates in excess of a million dollars a year. While the registration money pays for simple operations and maintenance (grooming) of snowmobile trails, it is the state OHV fuels tax that actually purchases the equipment necessary to groom the trails. Additionally, it is a combination of state and federal OHV fuels tax that fund the unseen costs associated with groomers such as groomer sheds, warming huts, parking facilities, tow vehicles, and many other ancillary costs associated with grooming.

While there may be no immediate conflict between mountain bikes and snowmobilers on the trails in question, the continued loss of motorized opportunities across the state of Idaho paints a more accurate picture of what long term "shared" use generally means for the motorized community. Every travel plan revision on every National Forest in Idaho for the last 30 years has resulted in a net loss of motorized opportunities. The leading advocates for mountain bike use on these trails are already marketing this area as the "Moab of snowbiking". If the mountain biking community is successful in their continued attempts to market and utilize snowmobile trails, local snowmobile enthusiasts could very well be asked to share their trails with hundreds and possibly thousands of mountain bikers. Will there be conflict then? If history has taught us anything the answer is definitely "Yes". The solution to that problem by Federal land managers across Idaho has always been to reduce the amount of motorized opportunity so the non-motorized community can enjoy the "quiet recreation" they seek.

A far more logical and compatible use of shared trails is the myriad of non-motorized groomed trails already being offered in the surrounding area. Over 50 miles of groomed, non-motorized trails already exist between Harriman State Park, Teton Valley Trails and Pathways Association, and Grand Targhee.

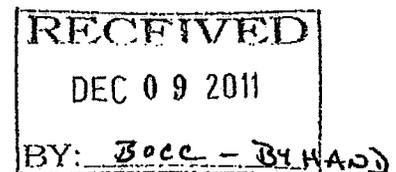
Finally, recent events in Fremont County have showed us all how litigious providing recreation can be for a county and anyone associated with grooming trails. While we're unsure what the potential for accidents might be between slow-moving mountain bikes without much if anything in the way of lights, and fast-moving and well lighted snowmobiles, we do know that even a single accident might jeopardize grooming functions for the snowmobile community forever more. When applying a risk/reward analysis of common sense, it seems the risk for snowmobilers is far too great in pursuit of the reward for mountain bikers.

With that, I thank you for your time and would stand for any questions you might have.

Sandra Mitchell &

District 33 grooming

Note: Ms. Mitchell is Director Public Lands for ID Snowmobile Assoc. ISSA



Board of Teton County Commissioners

MINUTES: December 27, 2011

Commissioners' Meeting Room, 150 Courthouse Drive, Driggs, Idaho

AGENDA

- 9:00 AM **Meeting Called to Order** – Chairman Kathy Rinaldi
Pledge of Allegiance & Amendments to Agenda if any.
- Snow Bike Use & Update**
1. DRAFT Snow Bike Resolution
- DEPARTMENT BUSINESS**
- 9:30 **Planning Department** – Angie Rutherford, Administrator
1. Harmony Design – Comp Plan Contract Review (2012)
- 10:30 **Public Works** – Jay Mazalewski, Engineer
1. N3750E Road Addition Request – Reed Casper
 2. Public Work's Update
 - a. USFS Access via Canyon Creek
 - b. Recycling Implementation Narrative
- 11:30 **Clerk - Commissioner Districts & Precincts**
1. Annual Road & Street Report
 2. Resolution 2011-1227a defining Commissioner District boundaries
 3. Resolution 2011-1227b defining Election Precinct boundaries
 4. Review "hidden paycheck" information for employees
 5. Review wellness information for employees
- Administrative Business** *will be dealt with as time permits*
1. Approve Available Minutes
 2. Discuss Correspondence & Sign Documents
 3. City & Committee Reports
 4. Other Business
 - TCWY Contracts – Dispatch & Ambulance Services
 - Facilities Management – 89 N. Main St.
 5. Claims
- Executive Session** per IC § 67-2345(1)(d) Indigent & (b) Personnel.

ADJOURN

COMMISSIONERS PRESENT: Kathy Rinaldi, Kelly Park, Bob Benedict

OTHER ELECTED OFFICIALS PRESENT: Clerk Mary Lou Hansen, Prosecutor Kathy Spitzer

Chairman Rinaldi called the meeting to order at 9:02 am and led the Pledge of Allegiance.

FAT (SNOW) BIKE USE OF GROOMED SNOWMOBILE TRAILS

Dave Byers said members of the fat bike community and members of the snowmobile grooming community continued their discussion after leaving the Dec. 12 Commissioner meeting. They met for an additional two hours and agreed upon a Memorandum of Understanding regarding shared use of groomed snowmobile trails in Teton County (Attachment #1). Fat bike riders will be required to purchase a \$50 sticker and follow basic safe riding practices; an annual end-of-year meeting will be held to review the program. Snowmobile stickers cost \$32.50. Mr. Byers said adopting the proposed resolution authorizing fat bike usage of groomed snowmobile trails would help clarify the situation.

Prosecutor Spitzer said the resolution does not create any new laws, but simply provides the Board's interpretation of existing state law. Therefore, she said the only reason for the Board to adopt the resolution would be to make the county's interpretation crystal clear.

● **MOTION.** Chairman Rinaldi made a motion to approve Resolution 2011-1227c authorizing fat bike usage of groomed snowmobile trails. Motion seconded by Commissioner Park and carried unanimously. (Attachment #2)

PLANNING, BUILDING, GIS

Interim Planning Administrator Angie Rutherford reviewed her bi-monthly update (Attachment #3).

CEMETERY BRIDGE LOMR. The LOMR has been approved and base flood plain elevations have been changed. However, the county cannot issue Certificates of Occupancy for the two duplex owners until they provide elevation certificates to the county. Ms. Rutherford has verbally communicated this fact to the property owners and will follow up with written correspondence.

The change in base flood plain elevations affects other homeowners in the area. Their flood insurance rates might be lowered if updated elevation certificates are obtained. Ms. Rutherford has provided written notification to all affected property owner.

Last year, the Board approved up to \$15,000 in contingency funds for expenses related to this LOMR; \$14,383 has been spent; no additional LOMR expenses are anticipated.

HARMONY DESIGN COMPREHENSIVE PLAN CONTRACT. Jennifer Zung said most of the tasks outlined in the FY 2012 scope of work cannot be modified due to budget. However, she presented three options for modifying the amount and type of in-person facilitation provided by Bruce Meighen/AECOM and the scope of work related to economic development. Ms. Zung said development of an economic development strategy had been included in the original scope of work due to the many comments received by the public regarding the need for such a document. However, several other organizations are now working on economic development issues and the Comp Plan could incorporate their findings.

Chairman Rinaldi said land use and economic development cannot be separated and that the Comp Plan must include an evaluation of the fiscal impacts of land use decisions and analysis of different land use options. Commissioner Benedict said in-person facilitation was not needed for the Core Committee, but was needed for the public hearings. The Board agreed to pursue Option #2 with modifications.

● **MOTION.** Chairman Rinaldi made a motion to approve changes to the April 6, 2011 Harmony Design Comp Plan Service Order removing Phase 3 and Phase 4a from the FY 2011 Scope of Services and into the FY 2012 Scope of Services. Motion seconded by Commissioner Benedict and carried unanimously. (Attachment #4)

● **MOTION.** Chairman Rinaldi made a motion to approve the October 1, 2011 Harmony Design Comp Plan Service Order as amended to reduce the number of meetings facilitated by AECOM and to reduce and amend the scope of work related to economic development. Motion seconded by Commissioner Benedict and carried unanimously. (Attachment #5)

PUBLIC WORKS

Public Works Director Jay Mazalewski reviewed his Dec. 27 update (Attachment #6).

N3750E REQUEST. Mr. Mazalewski said Reed Casper's son-in-law Kurt Daniels has submitted a Road Addition Application for the ¼ mile long road known as N3750W (Attachment #7). When the road was built in 1974, Mr. Casper had a verbal agreement with the county commissioners that the county would provide maintenance and snowplowing. The road was maintained by the county until 2003, when the Board decided maintenance should be discontinued. The road had never been included on the pay map used by the State to determine the dollar amount of Highway User funds the county receives.

Mr. Mazalewski said the road must be built to state standards in order to be added to the pay map; snow cover prevents him from determining the current status of the road. If the Board wants to add the ¼ mile road to the county pay map, Mr. Mazalewski suggested the county request a 60' right-of-way from 13000N to 14000N through the Casper's property. He said other roads in the area were abandoned in 2001-

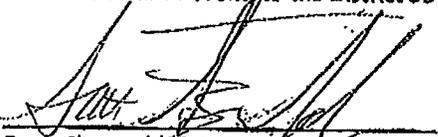
Memorandum of Understanding

The parties to this Memorandum of Understanding are the Idaho District 33 Snow Grooming Board ("District 33") and Fat Bicycle community of Teton County, ID.

The Fat Bike community has requested that Teton County allow Fat Bikes on the groomed snowmobile trails located within the county as allowed by Idaho State Statute 67-7112. Fat Bikes are defined as bicycles with tires that are at least 3.7" in width. On Dec 12, 2011, members of the Fat Bike community met with members of District 33 to work out the details of a shared use program that would allow non-motorized users to contribute to the District 33 grooming fund and educate non-motorized users on snowmobile trail etiquette.

District 33 and the Fat Bike community agree to the following conditions in regards to the use of the groomed snowmobile trails within Teton County, ID.

- 1) District 33 Grooming will formally support & approve Fat Bike use on Idaho Parks and Recreation groomed trails in Teton County if the Fat Bike community maintains a fee program to the District 33 Grooming Fund
- 2) The Fat Bike community would be responsible for creating and distributing non-motorized trail use stickers in Teton County
- 3) All non-motorized users would be required to pay \$50 annually for a sticker
- 4) Any money collected will be paid directly to District 33 at the end of each month throughout the grooming season
- 5) The Fat Bike community would be responsible for educating local Fat Bike users on safe riding practices and trail etiquette which include but are not limited to:
 - a. Installing white flashing front lights and red flashing rear lights on Fat Bikes
 - b. Yielding to Snowmobile traffic
 - c. Riding as far right as possible at all times
 - d. General awareness of parking area conditions that make it hard for Snowmobile trailers to maneuver
 - e. Communicating with other trail users in a friendly manner
- 6) The Fat Bike community and District 33 will hold an annual end of the year meeting to discuss what worked and what did not during the winter grooming season
- 7) Members of the Fat Bike community will be encouraged to join ISSA in effort to support the trail system
- 8) Any special event to be held on the District 33 trail system will require a written request, with details of event, to the District 33 Board


 Scott Fitzgerald, Fat Bike community member


 Randy Hornon, District 33 Board President

12-27-11
 Date

12-24-2011
 Date



RESOLUTION 2011-1227c AUTHORIZING FAT BIKE USAGE OF GROOMED SNOWMOBILE TRAILS

WHEREAS, Idaho Code § 67-7112 states:

Groomed snowmobile trails. Any all-terrain vehicle operating on groomed snowmobile trails during the winter snowmobiling season when the trails are groomed shall be registered as a snowmobile under the provisions of section 67-7103, Idaho Code. Counties shall have the option to allow all-terrain vehicles, if registered, to use snowmobile trails in the county. No other vehicles shall operate on groomed snowmobile trails unless specifically allowed by the county. Violation of the provisions of this section shall be an infraction.

WHEREAS, Idaho Code Title 67 Chapter 71 does not define "vehicle" in § 67-7101, the definition section for the "Recreational Activities" chapter.

WHEREAS, Idaho Code § 67-7101 does specifically define several motorized recreational vehicles including "All-Terrain Vehicle", "Motorbike", "Off-Highway Vehicle", "Snowmobile", "Specialty Off-Highway Vehicle" and "Utility Type Vehicle".

WHEREAS, the definition section of Title 67, Chapter 71 appears to include all the types of vehicles contemplated by the Chapter and contemplated by the reference to vehicles in § 67-7112.

WHEREAS, a "Fat Bicycle" or "Fat Bike" is a two-wheeled, human-powered, pedal-driven vehicle with tires measuring 3.7" or greater in width designed for riding on snowpack with little to no impact.

NOW THEREFORE, BE IT RESOLVED by the Teton County, Idaho, Board of County Commissioners as follows:

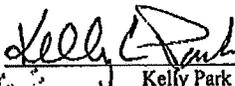
- Section 1. Fat Bikes may be ridden upon groomed snowmobile trails in Teton County.
- Section 2. This Resolution shall be in full force effective upon its date of adoption.
- Section 3. If any part of this Resolution is invalid for any reason, such invalidity shall not affect the remainder of this Resolution.

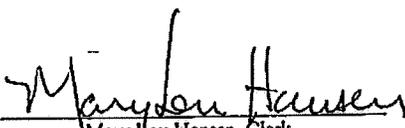
DATED and done this 27th day of December, 2011.

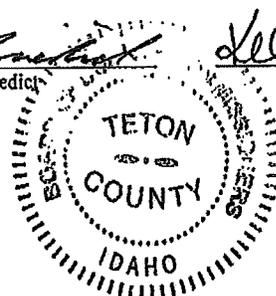
TETON COUNTY BOARD OF COUNTY COMMISSIONERS


Kathy Rinaldi


Bob Benedict


Kelly Park

ATTEST: 
Marylou Hansen, Clerk



SMITH CANYON TRAILHEAD GRANT APPLICATION. The Board reviewed the Idaho Department of Parks and Recreation (IDPR) preliminary Grant Application for Recreational Trails Program funds for improvements to the Smith Canyon access road and trailhead. Mr. Mazalewski said IDPR funds would be matched by funds from the Forest Service Resource Advisory Committee (RAC). The funds would be used to develop trailhead facilities, rehabilitate an illegal trail and improve/relocate the road leading to the Smith Canyon trailhead. Chairman Rinaldi said the grant-funded improvements would eliminate a multitude of ongoing user/landowner conflicts.

Commissioner-elect Sid Kunz said property owners in the area want to have access to the Forest, but do not want a parking area and turnaround. He said Pole Canyon and Murphy Canyon trailheads are within one mile of Smith Canyon in each direction and there is no need for another major access point at Smith Canyon.

The Board said there has been controversy regarding the Smith Canyon access for over 20 years and they are looking forward to eliminating the perpetual conflict. Commissioner Benedict said the Sheriff has been called to referee fights at the Smith Canyon access and it would be best to maintain this access as a trailhead.

Mr. Mazalewski said the access road will not be widened and the parking area will not be large. The intent is simply to "spot improve" the road where needed and to provide a small parking area on USFS property at the end of the road. When Forest access is provided without a parking area, conflicts arise because vehicles end up being parked in front of homes and along the road. Mr. Mazalewski said neighbors are probably concerned about the potential for increased traffic on this road. Since this is only a preliminary application, Mr. Mazalewski said further discussion can take place when he presents the final grant application.

TETONIA-DRIGGS PATHWAY ACQUISITION GRANT APPLICATION. The Board reviewed the IDPR Grant Application for 2013 Recreational Trails Program funds to acquire land and easements along the existing rail-bed between Driggs and Teton. The request is for \$155,200 in IDPR funding, to be matched by \$8,800 from the City of Driggs and \$30,000 from Teton County, for a total project cost of \$194,000. The goal is to connect the existing Victor-Driggs pathway with the existing Ashton-Tetonia pathway in order to create a 45 mile recreational pathway. The path would be non-motorized in the summer and motorized in the winter and could be a huge economic asset to the valley. Skyliners president Wade Kaufman has been asked to write a letter of support. If grant funds are received, easements would probably be negotiated by Teton Valley Trails and Pathways, which has already done considerable research and work into the possibility of linking the two existing pathways.

THIS GRANT WAS NOT RECEIVED

● **MOTION.** Commissioner Benedict made a motion to approve the Grant Application Proposal and to contribute up to \$30,000 in county matching funds for the Driggs to Teton pathway. Motion seconded by Commissioner Park and carried unanimously. (Attachment #6)

FOX CREEK PARK & RIDE GRANT PRE-APPLICATION. Mr. Mazalewski said this pre-application grant request would ask the Idaho Department of Transportation to help fund construction of a park and ride facility located off State Highway 33 on County Road 5000S. The facility would allow commuters to congregate at the facility and disperse via bus, bike or car-pooling. Teton County and ITD own the right-of-way to the proposed parking area. The grant application will be submitted for final Board approval after project costs are determined if the pre-application is approved by ITD. No commitment of funds is required for the pre-application; the potential grant match is not known.

● **MOTION.** Commissioner Benedict made a motion to approve the Fox Creek Park & Ride facility Grant Pre-Application Proposal. Motion seconded by Commissioner Park and carried unanimously. (Attachment #7)

LOCAL HIGHWAY SAFETY IMPROVEMENT COUNCIL GRANT APPLICATION. The Board reviewed the Grant Application Proposal requesting \$9,000 in 2015 funding from the Local Highway Technical Assistance Council (LHTAC), which would require \$661 in local match. If granted, the funds will be used to install curve advance warning signs on all corners of South Bates Road to improve safety. The grant would also fund removal of obstructing vegetation on problematic corners with limited sight distance.

Executive Session per IC § 67-2345(1)(d) Indigent & personnel (1)(a)(b)

Adjourn

COMMISSIONERS PRESENT: Kelly Park, Sid Kunz, Kathy Rinaldi

OTHER ELECTED OFFICIALS PRESENT: Clerk Mary Lou Hansen, Prosecutor Kathy Spitzer, Assessor Bonnie Beard

Chairman Park called the meeting to order at 9:00 am and led the Pledge of Allegiance.

MORNING MIC

Travis Moulton asked if the county had an extra gravel pit that could be used as a rifle range. He said many people shoot in the canyons and a rifle range would be better.

Kitchener Head said the Board has been doing a good job despite the negative letters to the editor in the newspapers. He said the "leftist" bunch in the valley is following Agenda 21, which begins with taking your land and property rights and continues by taking your house and your money.

TOWN HALL MEETING

The Board discussed the format for the first Town Hall meeting to be held tonight. Commissioners Rinaldi and Kunz said they had envisioned the town hall format to include back and forth conversations with members of the public. Prosecutor Spitzer said the Board cannot talk about any pending applications, or any specific individual piece of property or project. Otherwise, the Board is free to discuss any topic they desire.

LAW ENFORCEMENT CENTER

Building Official Tom Davis said Construction Manager Arden Smith has been negotiating with various subcontractors regarding possible savings. Site work will begin this week and may uncover unknown items. Mr. Davis estimates that he is spending at least half his time on the LEC. Once the project is underway he will be on site daily to inspect progress and take photographs to document the progress. The City of Driggs will handle the bid for installation of a new water line; the cost will be shared by the city and county. The second round of bids will be opened April 17 and Mr. Smith will have his recommendations ready for the April 22 meeting.

Later in the day, after the Board's Executive Session, Clerk Hansen reported that she had just met with LEC architect Paul Jensen. He wanted her to know that he plans to request a renegotiation of his fee as provided for in his contract. Without a renegotiation, he said all his firm's staff time would have been reimbursed at the rate of about \$10 per hour. Mr. Jensen will submit a written request for consideration by the Board in May.

DISTRICT 33 GROOMING & SNOW BIKE FEES

Wade Kaufman is president of the Skyliners Motor Club and a paid groomer for the District 33 Grooming District, which maintains trails in Madison, Teton, Jefferson and Bonneville Counties (99% of the trails are in Madison and Teton). Mr. Kaufman said District 33 would like a more formal agreement regarding registration of fat bikes using the groomed trails. He asked the Board to adopt and enforce an ordinance requiring fat bikes to register and obtain a sticker from the County before using trails groomed by District 33. He recommended a \$32.50 registration fee, which is the same amount paid to register a snowmobile.

Mr. Kaufman said he appreciated the willingness of the fat bike community to pay their fair share for the grooming, as evidenced by the informal Memorandum of Understanding executed in Dec. 2011 between the Fat Bike Community, represented by Scott Fitzgerald, and the District 33 Grooming Board. However, since snowmobile registration is mandatory, District 33 board members believe fat bike registration should also be mandatory. State laws requiring snowmobile registration do not apply to fat bikes and updating state statutes is a low priority for the Idaho Department of Parks and Recreation since there are so few fat bikers.

Mr. Kaufman believes Teton County's has changed from agriculture to recreation and said trail systems are vital to the economy. Since many types of recreationists use the groomed trails, he said the snowmobile community should not be expected to fully fund the grooming. He agreed with Commissioner Rinaldi that a recreation district might be in the valley's future. The District 33 grooming budget has declined in recent years due to a decreased number of snowmobile registrations. Offices from the USFS and US Fish & Wildlife Service enforce registration requirements and issue citations. Mr. Kaufman said the Teton County Sheriff has traditionally declined to enforce snowmobile registration due to a lack of funding.

Randy Horman, chairman of the District 33 grooming board, said the district's annual budget totals about \$40,000. When a snowmobile is registered, the owner designates the county they wish to benefit from the fee. Grooming districts receive about 85% of the revenue from the \$32.50 registration fee, plus a percentage of revenue from gas sold for snowmobiles. Mr. Horman said maintaining a recognized trail system is an important benefit of the grooming district and helps maintain public access to the Forest. He said Teton County snowmobilers are less compliant with their registrations than Madison County snowmobilers and estimated that 70% of Teton riders are not registered. He suggested that a law enforcement presence at a trailhead for a few hours on a Saturday morning would catch 90% of the violators.

Travis Moulton, owner of Teton Valley Adventures, a Driggs firm offering snowmobile tours, agreed that Teton County has a reputation for not enforcing snowmobile registrations. He said the groomed trails provide a wonderful experience and that someone could ride from Teton County to Rexburg for lunch or all the way to West Yellowstone. He estimates that 70-80% of groomed trail usage comes from tourists.

Scott Fitzgerald, owner of Fitzgerald's Bicycles in Victor, said fat bikers want to pay their share. For several years they purchased snowmobile registrations but then were told to stop because the law did not allow for registration of non-snowmobiles. That prompted conversations with Mr. Kaufman and District 33 which resulted in the Dec. 2011 MOU. During the winter of 2011-12 snow bikers paid a total of \$900 in sticker fees with \$500 collected this year. Mr. Fitzgerald believes the decline in revenue this year may be due to the \$50 fee and also to fewer rental bikes being registered because renters were directed to trails on the east side of the county. He said snow bikers would be happy to have a mandatory sticker process. He estimates there are about 25 citizen fat bikes and 25 rental fat bikes in the valley.

Mr. Fitzgerald said Fremont County chose not to regulate fat bikes, but requested a donation. A fat bike event held in Fremont County this winter netted \$1,200 for grooming because a \$32.50 donation was added to the entry fee for each cyclist. In Wyoming, fat bikers purchase a registration sticker and rental snowmobiles pay a registration fee for every day they are used. This compares to Idaho where rental snowmobiles pay an annual registration fee of \$65. Mr. Fitzgerald said fat bikers use a small percentage of the mileage of groomed trails, with the Packsaddle to Horseshoe trail the most frequently used by Teton County bikers.

Members of the audience provided additional comment, including:

- non-motorized users would be willing to contribute
- bicyclists do not pay their fair share
- the Rails-to-Trail system should allow motorized users
- snowmobile community should use peer pressure to encourage compliance with registration laws
- this has been an enlightening conversation, very interesting to hear that Mr. Kaufman understands that the economy is shifting from ag to recreation
- non-residents make heavy use of local trails
- need to maintain Forest access
- why write a new law to deal with 25-50 fat bikes when the real issue is funding and enforcement

Commissioner Rinaldi noted that the fat bike community wants to contribute, that enforcement is expensive and that there would be merit in discussing a recreation district. Commissioner Kunz said he has a problem requiring hikers, skiers and snowshoers to pay a fee to use the Forest, but is okay with requiring payment from folks who use the groomed trails. The Board agreed the Sheriff should be asked to provide more enforcement.

Mr. Kaufman asked the Board to make a decision regarding his request that the county adopt an ordinance to regulate fat bikers. Commissioner Kunz said he would support moving forward with such an ordinance but Chairman Park said the county should look at enforcement first.

Mr. Fitzgerald repeated that fat bikers want to contribute. He is in favor of a non-motorized permit, but said it might be politically difficult to regulate a single type of user. District Ranger Jay Pence said the USFS allows groomed snowmobile trails to facilitate smoother rides and better access. He pointed out that there is a difference between the various types of non-motorized winter trail users in that some require a groomed surface (fat bikes, skate skiers) while others do not.

Mike Robinson from the Idaho State Department of Parks & Recreation said the grooming program originated 30-40 years ago when the snowmobile community asked the state to tax them in order to provide groomed trails. He explained that his department cannot register vehicles that do not meet the statutory definition of a snowmobile. On a state level, Teton is the only county with a fat bike community saying they want to contribute to the cost of trail grooming.

BLANCHARD RIDGE TRAIL

During their March 25 meeting, the Board discussed the status of the Blanchard Ridge Trail with Mr. Kaufman and Mr. Pence. Since that discussion, Mr. Kaufman said the Skyliners Motor Club had decided it would be best to postpone any further talk of the Blanchard Ridge Trail until a comprehensive trail proposal is submitted later this year.

EMERGENCY MANAGEMENT

Emergency Management Coordinator Greg Adams reviewed his monthly report (Attachment #1).

● **MOTION.** Commissioner Rinaldi made a motion to authorize Greg Adams to approve cost-neutral change orders, acting in his role as the county's Point of Contact for the Teton Creek FEMA project. Motion seconded by Chairman Park and carried unanimously.

Commissioner Kunz stressed all money currently budgeted for construction to repair the creek should be used for that purpose.

● **MOTION.** Chairman Park made a motion to appoint the following officers of the Local Emergency Planning Committee: (1) Mitch Golden, Chairperson; (2) Robert Heuseveldt, Vice Chairperson; and (3) Earle Giles III, Secretary. Motion seconded by Commissioner Rinaldi and carried unanimously. (Attachment #2)

The Board reviewed and approved the 2012 State Homeland Security Grant which will provide an award of \$20,564.24 (Attachment #3). The funds will be used as followed: \$1,506.05 for costs shared with the State; \$1,028.21 for grant maintenance and administration; \$6,029.98 for law enforcement center communications tower; \$2,000 for training & exercises; and \$10,000 to develop a Threat and Hazard Risk Assessment, conduct a gap analysis, create facility disaster plans and prepare public awareness material.

MOSQUITO ABATEMENT DISTRICT

Director Greg Adams said the Mosquito Abatement District meets with the Board semi-annually: in the spring to review their plan of work and proposed budget and in the fall to evaluate the summer season. MAD board member Sean Moulton was present for the discussion. Tim Bennett, from Vector Disease Control International (the firm under contract to provide mosquito control), reviewed their 2013 Pesticide Discharge Management Plan for Teton County. VDCI maintains a \$5 million insurance policy, but Mr. Bennett is not certain what it covers. Since the MAD was created, there have been no cases of West Nile Virus detected in Teton County mosquitoes or residents.

The MAD is proposing a status quo budget for FY 2014. Clerk Hansen said the MAD tax would probably decrease next year due to decreasing property values. Mr. Moulton said there are cost-saving options within the proposed budget.

Eastern Idaho Public Health District

EIPHD

Geri Rackow, Director

Teleconference Call

Mike Dronen (present @ Meeting)



208-354-8780
FAX: 208-354-8410

Teton County Clerk

150 Courthouse Drive #208
Driggs, Idaho 83422

November 5, 2013

TO: County Commissioners
FROM: Mary Lou *mlh*
SUBJECT: Recommendations from Employee Benefit Committee & Other Insurance Information

Committee Member Rene Leidorf (Sheriff's Civil Deputy) will present recommendations from the Employee Benefit Committee.

Since our health insurance renewal rate was much lower than expected, the FY 2014 County budget contains about \$60,000 extra that had been allocated for medical insurance. The Employee Committee will recommend that about \$10,000 of that excess be used to fund a short term disability benefit for every employee. I've attached a spreadsheet summarizing the short term disability options reviewed by the committee.

I have also attached a spreadsheet itemizing the Regence rates and proposed contributions into the buy-down account. The spreadsheet also itemizes the expenses proposed to be paid out of the buy-down account. There will be no premium increase for life or dental insurance in 2014.

Please note that the amount going into the buy-down account will increase by about \$10,000. However, if you approve the disability insurance proposal, the amount being paid out of that account will also increase by about the same amount, leaving no net gain to the buy-down account. If you want to direct more of the \$60,000 excess into the buy-down account, I recommend that you do so through a fund transfer resolution.

SHORT TERM DISABILITY PROPOSALS

Benefits:*	OPTION I	OPTION II	OPTION III	OPTION IV	OPTION V	OPTION V
Amount of Short Term Disability Benefit	60% of basic weekly salary Max. \$750; Min \$10	60% of basic weekly salary Max \$750; Min \$10	60% of basic weekly salary Max. \$750; Min \$10	60% of basic weekly salary Max. \$750; Min \$10	60% of basic weekly salary Max. \$750; Min \$10	60% of basic weekly salary Max. \$750; Min \$10
Elimination Accident	8 days	8 days	15 days	15 days	30 days	30 days
Elimination Sickness	8 days	8 days	15 days	15 days	30 days	30 days
Disability Maximum	12 WEEKS	25 weeks	11 weeks	24 weeks	9 weeks	22 weeks
Rate per \$10	\$0.39	\$0.48	\$0.31	\$0.39	0.219	0.318
Volume (55 eligible)	\$25,621.00	\$25,621.00	\$25,621.00	\$25,621.00	\$25,621.00	\$25,621.00
Monthly Premium	\$1,004.34	\$1,229.81	\$794.25	\$1,022.28	\$561.10	\$814.75

Annual Cost for option III disability insurance \$9,531
(55 employees x \$14.44) (Elected Officials are not eligible)

Annual cost for life insurance \$4,765
(68 employees x \$5.84)



MEMO

DATE: Nov. 7, 2013

TO: Board of County Commissioners

FROM: Tom Davis

SUBJECT: Law Enforcement Center

PROGRESS REPORT

- The exterior insulation and metal channels for the stainless steel siding is being completed. The siding contractor had some problems with scatching the metal in the bending break but has resolved the issue and should have most of the metal siding on site early next week.
- The sheetrock in the N wing has been taped, textured, and painted, except for the Patrol Room (NW corner). They will be painting the S wing next week.
- They are plastering the holding cells today.
- The catwalk will be installed over the weekend, and they will paint it on Mon. Once the catwalk is installed, they will begin finishing the central corridor and install the rest of the overhead beams. The County needs to select the overhead fans. They are owner furnished.
- We will move the emergency generator tomorrow. They will bury its fuel tank on Mon. The County will have to hire a Kohler Rep to reconfigure the generator to 3 phase, 208/120 volt, and to test start it.
- They will excavate for the propane tank and the tower foundation on Mon. The foundation will be poured next week.
- The roofing contractor will begin installing the faux ribs next week.
- I have authorized the Electrical Engineer to design the hook-up for the UPS (uninterrupted power supply) battery pack. That will be an "extra

Law Enforcement Center Contracts and Costs: Status on November 7, 2013

Trade Contract	Signed Contract on File	Description	Contractor	Low Bid Amount	C.O. #	Change Order Amount	Final Amount
1	x	Site & Building Excavation, etc.	Action Excavation LLC	71,000	1, 4	1,919	72,919
					1, 8	7,845	7,845
2	x	Chain Link Fences & Gates	Pro-Line Fence	8,245			8,245
3	x	Site & Building Concrete	JM Concrete Inc.	157,401			157,401
4	x	Unit Masonry	M.L. Masonry	161,000			161,000
5	x	Windows, storefront	Ard's Glass & Paint	104,980	25	3,030	108,010
6	x	Roof & flashing & metal siding	Smith Roofing & Siding	209,470	18	5,810	200,968
					19	-14,616	
					26	304	
7	x	Plumbing	Mathews Plmg & Htg Inc.	85,000	2	-845	92,542
					27	8,387	
8	x	HVAC, temp controls	Commercial Metal Works Inc	196,000			196,000
9	x	Electrical	Nelson Electric LLC	264,700	3	-46,020	231,385
					9	10,595	
					12	910	
					13	845	
					14	355	
10	x	Structural Steel	Steel West Inc.	47,000			47,000
11	x	Steel doors & hardware	Architectural Building supply	64,800			64,800
12	x	Rough carpentry & framing	K2 Builders	90,600	23	-9,080	81,520
13	x	Finish carpentry	Byron Beck Builders	32,800			32,800
14	x	Architectural Wood Casework, Meta	Idaho Falls Cabinet	61,913			61,913
15	x	Building Insulation	Merlin's Insulation	68,258	22	-54,958	13,300
16	x	Sectional Overhead Doors	BMC West	3,560			3,560
17	x	Wallboard, Plastering, Tile Ceiling	Standard Drywall Inc.	110,025			110,025
18	x	Ceramic Tile	Davis Tile Co. Inc.	13,320			13,320
19	x	Flooring, Tile & Flooring	Spectra Contract Flooring	50,000	20	-6,000	44,000
20	x	Paint & Vinyl Wall covering	Sharp's Professional Painting	36,168			36,168
21	x	Underground Landscaping	All American Yards Inc.	28,382	21	3,030	31,412
22	x	Wood Framing Materials	Idaho Pacific	116,262			116,262
23	x	Toilet Accessories	SBI Contracting Inc.	5,495			5,495
24	x	Lockers	SBI Contracting, Inc.	1,925			1,925
			TOTALS	\$1,988,304		-88,490	\$1,899,814
Trade Contracts + other Ormond expenses			\$2,425,236				0
Ormond CO #1-3			\$81,957				
Ormond Fee (includes ~\$5K for Jorg survey/matr testing)			168,599				168,599
Fee increase due to CO #1-3			5,327				5,327
Guaranteed Maximum Amount (GMA)			\$2,681,119	Total known costs included in GMA			\$2,073,741
NOT-IN-CONTRACT EXPENSES PAID TO DATE							
City of Driggs water hook-up fees							3,780
Buxton Avenue water line							15,000
City of Driggs water meter, valve & install							4,289
City of Driggs & Idaho DOT permits							300
SilverStar relocate aerial phone line & fiberoptic connection							16,222
Builders Risk Property Insurance							2,626
TOTAL PROJECT COSTS KNOWN TO DATE							\$2,115,958
ESTIMATED NIC EXPENSES STILL TO BE PAID BY COUNTY BUILDING FUND							
Courthouse/LEC fiberoptic (\$7,500 pd by ITD)							22,500
Generator modifications (see CO #9)							0
Generator re-location and re-connection (???)							5,000
Amount still due JHS Architects							41,000
Required art feature on corner							5,000
Antenna (Tower moved into Ormond contract -more for antennae?)							
Moving Costs (included in FY 2014 budget)							
New Office furniture & equipment (included in FY 2014 budgets)							
TOTAL KNOWN & ESTIMATED COSTS TO DATE							\$2,189,458

APPLICATION FOR PAYMENT

TO: Teton County Idaho PROJECT: Teton County Idaho Application No. 07 (Seven)
 150 Courthouse Drive Room 117 Law Enforcement Building
 Driggs, Idaho 83422 Driggs, Idaho PERIOD TO: October 25, 2013

FROM: Ormond Builders, Inc.
 P.O. Box 1814
 Idaho Falls, ID 83403-1814

CHANGE ORDER SUMMARY		ADDITIONS	DEDUCTIONS
Change Orders Approved in previous months by Owner		6,214.00	0.00
TOTAL			
Approved this Month			
Number	Date Approved		
TOTAL		6,214.00	0.00
Net change by Change Orders			6,214.00

1. INITIAL OWNER'S BUDGET AMOUNT. \$ 2,593,835.00
2. NET ADDITION <DEDUCTION> BY CHANGE ORDER. \$ 6,214.00
3. REVISED OWNER'S BUDGET AMOUNT AS OF OCTOBER 25, 2013. \$ 2,600,049.00
4. TOTAL COMPLETED & STORED TO DATE. \$ 1,482,902.44

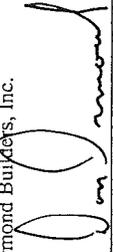
5. RETAINAGE:

a. Work-in-Place 58,346.87

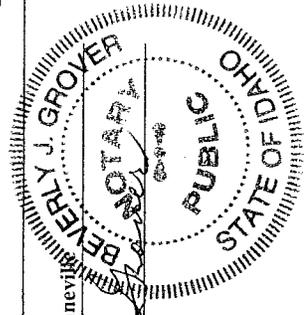
b. Stored Material 744.50

Total Retainage Withheld \$ 59,091.37

6. TOTAL EARNED LESS RETAINAGE. (Line 4 less Line 5 Total) \$ 1,423,811.07
7. LESS PREVIOUS PAYMENTS \$ 1,239,197.08
8. CURRENT PAYMENT DUE \$ 184,613.99
9. BALANCE TO FINISH, PLUS RETAINAGE. \$ 1,176,237.93

Submitted: Ormond Builders, Inc.

 Don Ormond, President

Date November 1, 2013



State of: Idaho County of Bonneville
 Subscribed and sworn to before me this 1st day of November, 2013
 Notary Public: 
 My Commission expires: 10/15/2015

Approved: Teton County Idaho

By _____ Date _____

to: Teton County Idaho
 150 Courthouse Drive Room 117
 Driggs, Idaho 83422

Project: Teton County Idaho
 Law Enforcement Building
 Driggs, Idaho

Payment Application No. 07 (Seven)

from: Ormond Builders, Inc.
 P.O. Box 1814
 Idaho Falls, ID 83403-1814

Period To: October 25, 2013

Item No.	Company / Description of Work	Scheduled Value	Previous Applications	This Period	Materials Presently Stored	Total Completed and Stored To Date	Percent Complete	Balance To Finish	Retainage
TRADE CONTRACTS									
SITEWORK									
1	Action Excavation LLC TCCO 01	71,000.00	71,000.00	0.00		71,000.00	100.00%	0.00	3,550.00
	a. Replace Exstg Unsuitable Material	\$22.00 / cu yd.	0.00	0.00		0.00		0.00	0.00
	b. Excavate Exstg Unsuitable Material	\$12.50 / cu yd	0.00	0.00		0.00		0.00	0.00
	TCCO 04 - Backfill @ Water Service Line	1,918.50	1,918.50	0.00		1,918.50	100.00%	0.00	95.92
	TCCO 08 - Unsuitable Soil Materials	7,844.50	7,844.50	0.00		7,844.50	100.00%	0.00	392.22
LANDSCAPING									
2	All American Yards, Inc. TCCO 29 - Landscape Revisions	28,381.50 3,030.00	0.00 0.00	10,285.00 0.00	11,010.00	21,295.00 0.00	75.03% 0.00%	7,086.50 3,030.00	1,064.75 0.00
FENCE & GATES									
3	Pro-Line Enterprises LLC	8,245.00	0.00	4,122.50		4,122.50	50.00%	4,122.50	206.13
BUILDING CONCRETE									
4	JM Concrete, Inc.	157,401.00	157,401.00	0.00		157,401.00	100.00%	0.00	7,870.05
WOOD FRAMING									
5	K-2 Builders, Inc. TCCO 23 - Ceilings & Soffits Install	90,600.00 (9,080.00)	90,600.00 (9,080.00)	0.00 0.00		90,600.00 (9,080.00)	100.00% 100.00%	0.00 0.00	4,530.00 (454.00)
MILLWORK									
6	Falls Cabinet & Millwork, Inc.	61,913.00	0.00	0.00		0.00	0.00%	61,913.00	0.00
SINGLE PLY ROOFING									
7	Smith Roofing and Siding LLC	209,470.00	146,363.00	30,384.00		176,747.00	84.38%	32,723.00	8,837.35

to: Teton County Idaho
 150 Courthouse Drive Room 117
 Driggs, Idaho 83422

Project: Teton County Idaho
 Law Enforcement Building
 Driggs, Idaho

Payment Application No. 07 (Seven)

from: Ormond Builders, Inc.
 P.O. Box 1814
 Idaho Falls, ID 83403-1814

Period To: October 25, 2013

Item No.	Company / Description of Work	Scheduled Value	Previous Applications	This Period	Materials Presently Stored	Total Completed and Stored To Date	Percent Complete	Balance To Finish	Retainage
	TCCO 11 - Siding Panel Changes	(5,305.00)	(5,305.00)	0.00		(5,305.00)	100.00%	0.00	(265.25)
	TCCO 18 - North Roof Insulation Board	5,810.00	5,810.00	0.00		5,810.00	100.00%	0.00	290.50
	TCCO 19 - Membrane Roofing Changes	(14,616.00)	(14,616.00)	0.00		(14,616.00)	100.00%	0.00	(730.80)
	TCCO 26 - Ductwork Box-Out Roofing	304.00	0.00	0.00		0.00	0.00%	304.00	0.00
OVERHEAD DOORS									
8	BMC West Corporation	3,560.36	0.00	0.00		0.00	0.00%	3,560.36	0.00
ALUMINUM STOREFRONT / ENTRANCE									
9	Ard's Glass & Paint Co.	104,980.00	51,130.00	0.00		51,130.00	48.70%	53,850.00	2,556.50
	TCCO 25 - Revise Storefront Elevations	3,030.00	0.00	0.00		0.00	0.00%	3,030.00	0.00
CERAMIC TILE									
0	Davis Tile Co., Inc.	13,320.00	0.00	0.00	3,880.00	3,880.00	29.13%	9,440.00	194.00
CARPET									
1	Spectra Contract Flooring	50,000.00	0.00	0.00		0.00	0.00%	50,000.00	0.00
	TCCO 20 - Carpet Tile @ Bldg Entries	(6,000.00)	0.00	0.00		0.00	0.00%	(6,000.00)	0.00
GYPSON DRYWALL									
2	Standard Drywall, Inc.	110,025.00	9,472.50	64,412.90		73,885.40	67.15%	36,139.60	3,694.27
	TCCO 21 - Ceiling Revisions	4,093.00	0.00	0.00		0.00	0.00%	4,093.00	0.00
	TCCO 30 - "T" Grid Metal Suspension	4,125.00	0.00	0.00		0.00	0.00%	4,125.00	0.00
PAINTING									
3	Sharp's Professional Painting, Inc.	36,168.00	0.00	0.00		0.00	0.00%	36,168.00	0.00

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PLUMBING									
14	Mathews Plumbing & Heating, Inc.	85,000.00	34,750.00	26,415.00		61,165.00	71.96%	23,835.00	3,058.25
	TCCO 02 - Eye Wash Fixture @ Janitor #163	(845.00)	0.00	0.00		0.00	0.00%	(845.00)	0.00
	TCCO 27 - Install Softwater System	8,386.83	0.00	0.00		0.00	0.00%	8,386.83	0.00
HVAC									
15	Commercial Metal Works, Inc.	196,000.00	113,941.00	18,878.00		132,819.00	67.76%	63,181.00	6,640.95
	TCCO 10 - Gas Unit Heaters	1,061.00	0.00	0.00		0.00	0.00%	1,061.00	0.00
ELECTRICAL									
16	Nelson Electric, LLC	264,700.00	218,494.61	(38,890.12)		179,604.49	67.85%	85,095.51	8,980.22
	TCCO 03 - Value Engineering Changes	(46,020.00)	(46,020.00)	0.00		(46,020.00)	100.00%	0.00	(2,301.00)
	TCCO 09 - Emergency Generator Switch	10,595.00	0.00	10,595.00		10,595.00	100.00%	0.00	529.75
	TCCO 12 - Change Light Fixture Type	910.00	0.00	910.00		910.00	100.00%	0.00	45.50
	TCCO 13 - Temp Power Owner Shed	845.00	0.00	845.00		845.00	100.00%	0.00	42.25
	TCCO 14 - Doors 160 & 150A Switching	355.00	0.00	355.00		355.00	100.00%	0.00	17.75
FINISH CARPENTRY, DOORS, FRAMES									
17	Byron Beck Builders, Inc.	32,800.00	0.00	0.00		0.00	0.00%	32,800.00	0.00
BUILDING INSULATION									
8	Merlin's Insulation, LLC	68,258.00	56,768.00	11,490.00		68,258.00	100.00%	0.00	3,412.90
	TCCO 22 - Insulation Changes	(54,958.00)	(54,958.00)	0.00		(54,958.00)	100.00%	0.00	(2,747.90)
MASONRY									
9	M-L Masonry, Inc.	161,000.00	85,000.00	0.00		85,000.00	52.80%	76,000.00	4,250.00
	TCCO 24 - Masonry Changes	(11,078.00)	0.00	0.00		0.00	0.00%	(11,078.00)	0.00

to: Teton County Idaho
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 P.O. Box 1814
 Idaho Falls, ID 83403-1814

Period To: October 25, 2013

em no.	Company / Description of Work	Scheduled Value	Previous Applications	This Period	Materials Presently Stored	Total Completed and Stored To Date	Percent Complete	Balance To Finish	Retainage
SUPPLIERS									
STRUCTURAL STEEL									
20	Steel West, Inc.	47,000.00	44,000.00	0.00		44,000.00	93.62%	3,000.00	0.00
WOOD FRAMING									
21	Idaho Pacific Lumber Company, Inc.	116,262.01	116,262.01	0.00		116,262.01	100.00%	0.00	0.00
DOOR HARDWARE									
22	Architectural Building Supply	64,800.00	0.00	0.00		0.00	0.00%	64,800.00	0.00
TOILET PARTITIONS / ACC.									
23	SBI Contracting, Inc.	5,495.00	0.00	0.00		0.00	0.00%	5,495.00	0.00
LOCKERS									
24	SBI Contracting, Inc.	1,925.00	0.00	0.00		0.00	0.00%	1,925.00	0.00
REIMBURSABLE BUILDING EXPENSES									
5	April 2013	32,127.83	32,127.83	0.00		32,127.83	100.00%	0.00	0.00
6	May 2013	14,375.79	14,375.79	0.00		14,375.79	100.00%	0.00	0.00
7	June 2013	12,672.73	12,672.73	0.00		12,672.73	100.00%	0.00	0.00
8	July 2013	14,694.12	14,694.12	0.00		14,694.12	100.00%	0.00	0.00
9	August 2013	19,934.90	19,934.90	0.00		19,934.90	100.00%	0.00	0.00
0	September 2013	23,766.28	23,766.28	0.00		23,766.28	100.00%	0.00	0.00
1	October 2013	23,241.12	0.00	23,241.12		23,241.12	100.00%	0.00	0.00

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 P.O. Box 1814
 Idaho Falls, ID 83403-1814

Period To: October 25, 2013

Item No.	Company / Description of Work	Scheduled Value	Previous Applications	This Period	Materials Presently Stored	Total Completed and Stored To Date	Percent Complete	Balance To Finish	Retainage
CONSTRUCTION MANAGEMENT SERVICES									
	Ormond Builders, Inc.								
32	Construction Management Fees	168,599.00	91,043.46	15,173.91		106,217.37	63.00%	62,381.63	5,310.87
33	CO #01 - Emergency Generator - VOID	0.00	0.00	0.00		0.00	100.00%	0.00	0.00
34	CO #02 - Sloped Roof Areas Insulation	403.90	403.90	0.00		403.90	100.00%	0.00	20.20
UNALLOCATED BUILDING COSTS									
35	Unallocated Building Costs	397,523.63	0.00	0.00		0.00	0.00%	397,523.63	0.00
TOTALS		2,600,049.00	1,289,795.14	178,217.30	14,890.00	1,482,902.44	57.03%	1,117,146.56	59,091.37

Trade Contract Change Notification

TCCO No. 24

TETON COUNTY, IDAHO

150 Courthouse Drive
Driggs, Idaho 83422

Ph: (208)354-8775
Fax: (208)354-8410

Date: October 7, 2013

To: M-L Masonry, Inc.
12604 North 25th East
Idaho Falls ID 83401

Attention: Dan Mickelsen

Subject: Teton County Law Enforcement Center
Driggs, Idaho

Trade Contract No. 4:

Trade Contract Change Order (TCCO) No. 24 dated October 07, 2013 has been accepted. This work includes:

- Change brick/precast to split face block at generator enclosure.
- Change Aircraft Precast to Rockcast.

You are authorized to proceed with this work. Your contract value is adjusted as follows:

Increase your Trade Contract Value:	\$ -----	Idaho sales/use tax included
Decrease your Trade Contract Value:	\$ 11,078.00	Idaho sales/use tax included

Authorized:

OWNER

Teton County, Idaho
150 Courthouse Drive
Driggs, Idaho 83422

By: _____

Kelly Park, Chairman

Printed Name: Kelly Park

Date: _____

cc: Accounting

Acknowledgment and Acceptance:

TRADE CONTRACTOR

M-L Masonry, Inc.
12604 North 25th East
Idaho Falls ID 83401

By: _____

Printed Name: Dan Mickelsen

Date: 10-24-13



Trade Contract Change Notification

TCCO No. 31

TETON COUNTY, IDAHO

150 Courthouse Drive
Driggs, Idaho 83422

Ph: (208)354-8775
Fax: (208)354-8410

Date: November 5, 2013

To: Byron Beck Builders, Inc.
799 Wolfcreek Circle
Idaho Falls ID 83401

Attention: Byron Beck

Subject: Teton County Law Enforcement Center
Driggs, Idaho

Trade Contract No. 13:

Trade Contract Change Order (TCCO) No. 31 dated November 04, 2013 has been accepted. This work includes:

Furnish all labor and equipment to install catwalk as per plans and specifications.

You are authorized to proceed with this work. Your contract value is adjusted as follows:

Increase your Trade Contract Value:	<u>\$ 3,900.00</u>	Idaho sales/use tax included
Decrease your Trade Contract Value:	<u>\$ -----</u>	Idaho sales/use tax included

Authorized:

OWNER

Teton County, Idaho
150 Courthouse Drive
Driggs, Idaho 83422

By: _____

Kelly Park, Chairman

Printed Name: Kelly Park

Date: _____

cc: Accounting

Acknowledgment and Acceptance:

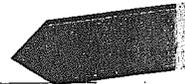
TRADE CONTRACTOR

Byron Beck Builders, Inc.
799 Wolfcreek Circle
Idaho Falls ID 83401

By _____

Printed Name: Byron Beck

Date: _____



CHANGE ORDER

PROJECT: Teton County Law Enforcement Center
Driggs, Idaho

CHANGE ORDER NUMBER: 03
ISSUE DATE: November 01, 2013

TO: (Contractor) ORMOND BUILDERS, INC.
1084 North Skyline Drive
Idaho Falls, Idaho 83402

CONTRACT DATE: September 10, 2012

You are directed to make the following changes in this Contract:

Furnish and install 100' lattice antenna tower including foundation and tower grounding.

Radios, wiring, connections, cable tray, and any interior grounding or other work to be completed by others.

1.	The original Owner's Budget Amount as Defined in Section 7.1 of the Construction Management Agreement was.....	2,593,835.00
2.	Net change by previously authorized Change Orders.....	6,214.00
3.	The Owner's Budget Amount prior to this Change Order was.....	2,600,049.00
4.	The Owner's Budget Amount will be <u>increased</u> by this Change Order in the amount of	75,743.00
5.	The new Owner's Budget Amount including this Change Order will be.....	2,675,792.00
6.	The Contract Time for the building will be <u>unchanged</u> . The tower schedule will depend on procurement time.	

CONSTRUCTION MANAGER:

Ormond Builders, Inc.
1084 North Skyline Drive
Idaho Falls, Idaho 83402

By: _____
Don Ormond, President

Date: _____

Authorized:
OWNER:

Teton County, Idaho
150 Courthouse Drive
Driggs, Idaho 83422

By: _____
Kelly Park, Chairman

Date: _____

