

AGENDA

Special Meeting of the Mountain Rides Transportation Authority Board of Directors STRATEGIC BUSINESS PLANNING WORKSHOP FOR 2013

Facilitated by Vanessa Fry, CTAI

9:00am to 3:00pm, December 18, 2012

YMCA Community Room, 101 Saddle Rd, Ketchum, ID

8:45a: **Continental Breakfast**

9:00a – 9:15a: **Intro and goals for the day**

- What do we want to accomplish today, what are the outcomes, what are the meeting expectations.

9:15a – 10:00a: **5-year Transit Service Development Vision** (p.2-3)

- Where are we headed in the next 5 years? What are the opportunities? What are the challenges? How do we do contingency planning?

10:00a – 10:15a: BREAK

10:15a – 11:00a: **Service Planning Process** (p.4)

- How do we improve how we adopt our annual service plan?

11:00a – 11:45a: **Funding Allocation Construct** (p.5-10)

- How are services funded and how do we incorporate this into budgeting and planning?

11:45a: **WORKING LUNCH**

12:00p – 12:45p: **Capital projects, planning and priorities for 2013** (p.11-15)

- What infrastructure do we need to succeed? Is our fleet appropriate?

12:45p – 1:30p: **Marketing and Communications Plan** (p.16-23)

- What are the marketing and communications goals for 2013? And what are the most effective strategies to reach those goals?

1:30p – 2:15p: **Technology and Fuel Path**

- Where are we headed with technology projects? How can we “green” our fleet?

2:15p – 3:00p: **Board structure, committees, officers** (p.24-36)

- How do we manage board change over time? Do we have the right structure (board, committees, staff, and organizational structure) to accomplish what we want to do in 2013?

3:00p: **Adjourn**

NOTE: Public information on agenda items is available from the Mountain Rides office 800 1st Ave. North, or 208-788-7433. Any person needing special accommodation to attend the above noticed meeting should contact Mountain Rides three days prior to the meeting at 208-788-7433.

FINAL – 12/12/12

MOUNTAIN RIDES TRANSIT PLAN 2012- 2017					FOR DISCUSSION 12/5/2012		
CURRENT 2012	Annual Hrs (rev + non-rev hrs)	Est. Cost/hr	Total Cost	Frequency			
TOWN ROUTES - YEAR ROUND BASE	11800	\$68	\$802,400	30 TO 60 minutes			
TOWN ROUTES - SEASONAL	7000	\$71	\$497,000	15-30 minutes			
VALLEY ROUTE	10000	\$76	\$760,000	30 TO 60 minutes			
HAILEY ROUTE	2200	\$56	\$123,200	60 minutes			
VANPOOL	5000	\$32	\$160,000	n/a			
		TOTAL	\$2,342,600				
1 YEAR-2013	Priority	Annual Hrs	Est. Cost (2012 \$)	Frequency	Trigger Point	Federal Funding Opportunity	Required Capital Project
HAILEY ROUTE FINAL CONFIGURATION AND SERVICE INCREASE	(3) is there a need? Until 6pm?	n/a		0 hourly	City of Hailey-more \$	5311 new freedom	
FLEXIBLE SERVICE FOR THE MEADOWS	(4)			hourly			
EARLIER MORNING BLUE #2	(2)						
SUMMER SERVICE							
MORE NIGHT VALLEY ROUTE SERVICE	(1) summer						
2 YEAR - 2014	Priority	Annual Hrs	Est. Cost (2012 \$)	Frequency	Trigger Point	Federal Funding Opportunity	Required Capital Project
FRDMN AIRPORT SERVICE	(3)						
MERGE SENIOR CONNECTION SERVICES WITH MRTA/UPDATE ADA SERVICE AREA AND RATES	(1) Demand response						
AROUND TOWN KETCHUM JITNEY	(2) with KURA				Hub/Parking	Local KURA	"Cutesy" Vehicle
3 YEAR - 2015	Priority	Annual Hrs	Est. Cost (2012 \$)	Frequency	Trigger Point	Federal Funding Opportunity	Required Capital Project
VALLEY ROUTE EXPRESS SERVICE	Buttercup-service area expansion				What is it? Density		
BLUE ROUTE 30 MINUTE FREQ YEAR ROUND							
SILVER ROUTE SUMMER SERVICE							
4 Year - 2016	Priority	Annual Hrs	Est. Cost (2012 \$)	Frequency	Trigger Point	Federal Funding Opportunity	Required Capital Project

VANPOOL TO COMMUTER FIXED ROUTE BUS CNVRSN (FIXED ROUTE BUS SERVICE TO SHOSHONE and TWIN)							
ADDITIONAL VANPOOL ROUTES OUTSIDE BLAINE							
REGIONAL VANPOOL FOR TWIN FALLS AREA							
5 YEAR - 2017	Priority	Annual Hrs	Est. Cost (2012 \$)	Frequency	Trigger Point	Federal Funding Opportunity	Required Capital Project
EXPAND MRTA INTO RGNL PROVIDER FOR DIST 4	Evaluate this Opportunity						
INCREASE HAILEY ROUTE SERVICE WITH 2ND BUS							
EVALUATE GALENA/SNRA SERVICE NEEDS							
CONTINGENCY	\$ Impact	Hours Cut	Recmd Service Cut				
IF 5% LESS LOCAL FUNDING							
IF 10% LESS LOCAL FUNDING							
IF 15% LESS LOCAL FUNDING							
IF 5% LESS FED FUNDING							
IF 10% LESS FED FUNDING							
IF 15% LESS FED FUNDING							
IF 20% LESS FED FUNDING							

Current Service Planning Process

May - Service concepts are developed, draft budget is developed

June-July – Budget presentations are made to jurisdictions

August – Assumptions are adjusted and service changes made relative to initial budget commitments

Sept – MRTA Budget adopted after all jurisdictions have adopted their budgets

Oct – MRTA service planning process started and completed with adoption at Oct board meeting (this year there were more adjustments than in year's past due to last minute changes from city of SV)

Nov – scheduled are printed and distributed

QUESTION – How do we do this process better, given the budget cycles??



MOUNTAIN RIDES TRANSPORTATION AUTHORITY

Funding Allocation Construct

Background:

Historically, Mountain Rides has had a system for allocating operational funding received from our local government funding partners (the cities and the county); however, this system has not been formalized. This Funding Allocation Construct (FAC) described in this document attempts to define this system and provide a way to allocate the local government funding across the different services operated by Mountain Rides. This FAC will form the foundation upon which Mountain Rides will develop future budgets and the associated funding requests made to each local government funding partner.

Each service operated by Mountain Rides has always had an income and expense model used to build a given level of service to the community. Given a certain level of funding (income) for each service, Mountain Rides has been able to operate service levels that balance these various income sources with the expenses to run the service. This model has largely been used internally and has not been stated clearly enough to answer important funding partner questions like “Am I getting a fair ROI?” or “How is a given service funded?” or “Why do I pay \$X and they pay \$Y?”

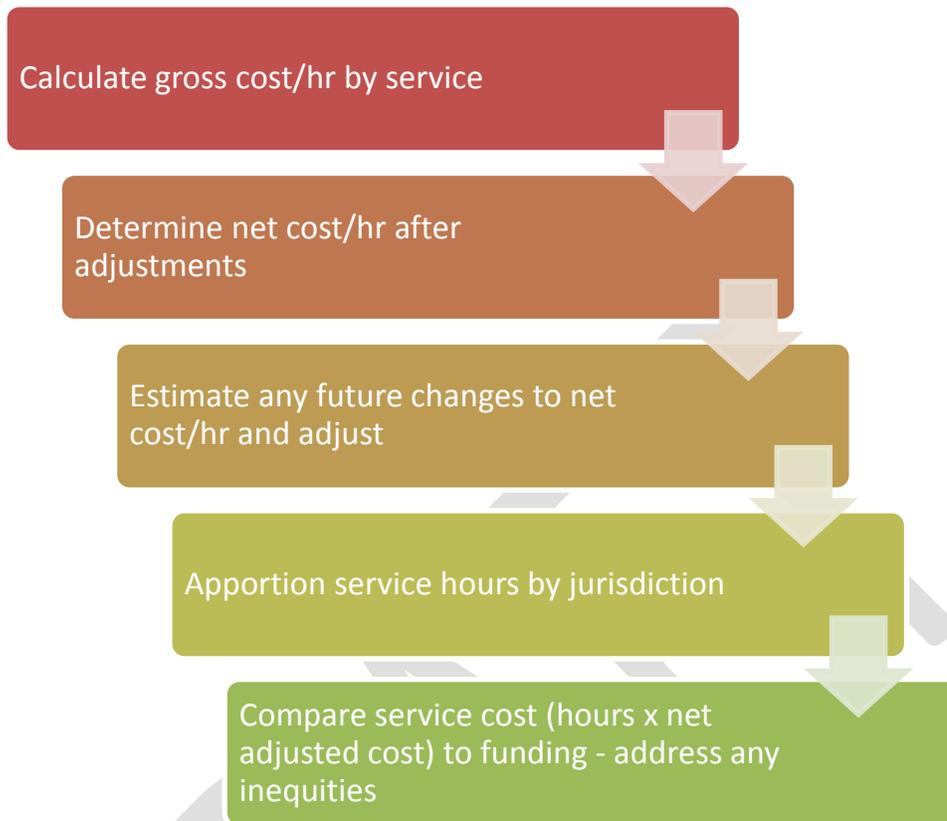
By creating this FAC, there will be a higher degree of transparency and assurance that funding is going directly to the transit services within a given jurisdiction. It will also help preempt many of the inevitable questions and concerns about funding fairness that could threaten the regional cooperation that Mountain Rides enjoys. With local government budgets continuing to experience tremendous pressure, we can no longer afford to wait to address this issue.

Approach:

In order to do this carefully and thoughtfully, a system must be devised that allows for a straight-forward and quantifiable way to understand how to allocate the costs of each service to all of the funding sources. In particular, we are interested in devising a way to understand how each of our transit service costs is paid for on a local level. The local funding received is typically matched to other funding sources and needs to be accounted for on a geographic area basis.

Mountain Rides collects service data on ridership, revenue (active) hours, and revenue miles which can all be attributed to the various geographic areas that we serve. Mountain Rides also does job cost accounting to understand the direct costs of running each of our various services. With this myriad of data streams, it is possible to create many different FACs to understand how local revenue is used to pay for these services. After much consideration, the clearest and simplest way to allocate the costs of each service by local partner is by the quantity of service hours operated within each jurisdiction. In other words, for every hour a bus is operated within a city or the county, the unfunded local share of the cost of that hour of service should be allocated to that jurisdiction. Given county and city overlap, Valley Route service will need to be specific consideration.

This process will involve several steps to get to the end point goal of understanding how equitable local funding is relative to the services provided to each municipal jurisdiction. The outline of the basic steps is:



STEP 1: DETERMINE GROSS COST PER HOUR

Calculate the gross cost per hour of each service by using the most recent six month financial data and six month service data. Some assumptions must be made for apportioning the indirect costs, shared by the services as a percentage of the total service.

1. Analyze costs for each of our four main service categories (Town Routes, Valley Route, Hailey Route and Vanpool) from QuickBooks using route coding, based on the most recent previous 12 month period
 - a. For those costs not easily attributable directly to a service and categorized as general (class 800 and 195 in our system), an assumption must be made on how to allocate. These general costs will be divided by a percentage based on share of service hours
 - i. currently this apportionment is 62% Town Routes; 33% Valley Route; 3% Hailey Route; 2% Vanpool (vanpool hours are given half credit due to the lower overhead with volunteer drivers)
2. Use the direct and indirect costs to come up with a total gross cost by service
3. Pull revenue hour data by service for the most recent 12 month period
4. Divide the total gross cost by service by the revenue hour by service to get a GROSS COST PER HOUR BY SERVICE

STEP 2: CALCULATE NET COST PER HOUR

In order to determine the net cost per hour by service, the gross cost calculated in Step 1 must be adjusted by the other revenue sources that are attributable to that service. These deductions are from all the other sources that aren't

coming from a partner that is a part of the Mountain Rides Joint Powers Agreement (JPA). These other sources vary by service but generally include things like federal grants, fare revenue, advertising revenue, and reimbursements. To stay consistent with Step 1, the revenue deductions for each service are based on the same, comparable 12 month period.

1. Analyze all other revenue sources attributable to each service for the previous 12 months to come up with a total deduction in non-JPA sources
 - a. Some revenue sources are directly attributable to a given service, but there are some sources that are more general and must be apportioned by a constructed methodology
 - i. For 5311 Rural Transit funding from the FTA, it must be based upon funding before the creation of Mountain Rides, which was 60% going to Valley Route and 40% going to Town Routes
 - ii. For general income like fuel tax reimbursement and ad revenue (or other broad sources), the basis is the same as indirect costs, which is apportioning by transit service hours only (vanpool doesn't share in any of these revenue sources), which is currently 65% Town Routes; 32% Valley Route; 3% Hailey Route
2. Use the same revenue hour data from Step 1 for the previous 12 months, and divide the total other revenue sources by the hours to get the deduction per hour for each service
3. Subtract this Deduction per hour from the Gross Cost in Step 1 to get a NET COST PER HOUR BY SERVICE

STEP 3: ADJUST NET COST FOR ALLOCATION PERIOD GOING FORWARD

For the future period of allocation to be calculated (fiscal year, calendar year, winter season, etc.), there must be some estimates made to the net cost determined in Step 2. You must use information at hand to estimate whether the net cost from Step 2 is accurate and, if not, adjust accordingly going forward into the allocation period. And these adjustments could be on either the revenue or expense side, depending on the situation. Fuel costs may be trending up, fare revenue may be declining, a new grant may be coming online – whatever the case, acknowledge those adjustments.

1. Estimate all increases to the net cost for the allocation period
2. Estimate all decreases to the net cost for the allocation period
3. Take the net cost from Step 2 and add the estimated increases and subtract the estimated decreases to come up with a ADJUSTED NET COST

STEP 4: LOOK AT SERVICE HOURS COMPARED TO JURISDICTION FUNDING

Now that the adjusted net cost for the desired allocation period has been calculated, it must be compared to the service hours per each jurisdiction that are estimated to be operated going forward for the given allocation period. The service hours need to be broken out by geographical area and then reconciled with the service cost and the funding contribution. For the Town Routes in Ketchum and Sun Valley, as well as the Hailey Route in Hailey, the route hours run by geographic boundaries are directly apportioned to the jurisdiction. For the Valley Route, the hours are more broadly apportioned to the county due to the history of the service and the regional, county-wide benefits of the Valley Route.

1. Determine service hours by route for each jurisdiction for the funding allocation period being analyzed
 - a. Town Routes and Hailey Route are directly apportioned to the jurisdiction where they operate
 - b. Valley Route is split 60% to the city where the hours are operated and 40% to the county for these hours within a city. For Valley Route hours operated within the county, the hours are 100% attributed to the county
2. Calculate cost by jurisdiction for each JPA partner

3. Compare funding from that local JPA partner to the costs to operate the services that run within the given political subdivision
4. Show difference between service cost in each jurisdiction to service funding from the JPA partner

STEP 5: ANALYZE ANY DEFICITS OR OVERAGES

Step 4 may produce a positive or negative difference between what a given city or county pays and how much services cost in their geographic boundaries. There are several ways this can be addressed:

1. Increase or reduce the number of hours of service in a given jurisdiction until the service level and the funding balance
2. Increase or reduce the funding proposed for a given jurisdiction until the service level and the funding balance
3. A combination of 1 and 2
4. Acknowledge that this method won't produce a perfect balancing and that there will be gaps

If there are irreconcilable imbalances between direct service and direct funding, it might be important to quantify indirect benefits that a community may be receiving from another community. There are many benefits that are hard to quantify by having riders from the south take the bus instead of driving a car and the effect of the riders crossing political jurisdictional boundaries:

- Traffic congestion reduction
- Economic benefit of carrying employees cost effectively
- Improved visitor experience
- Virtual affordable housing being located outside of north valley and accessed by bus

Instead of trying to analyze the exact amount of these benefits, there are many possible solutions including:

- Acknowledge community benefit of ridership travelling between/among different cities and the county
- Have one funding partner help underwrite another funding partner's deficit
- Accept that Mountain Rides operates a holistic transportation system that shouldn't be allocated exactly, as there are many synergistic benefits to the partners of the JPA

Challenges:

The development of this FAC is not without risk and imperfection. This system is one approach that allows for an analysis of how services are funded and how cost is allocated for each funding partner. It would be naïve to think that this system is perfect, will be embraced by all partners, and will result in a balanced approach between direct hours of service and direct cost. Any system developed will be susceptible to challenges; however, we believe this approach of quantifying revenue service hours by jurisdiction versus funding contribution, subject to certain assumptions and constructions, is a fair way to account for service costs.

These challenges could jeopardize successful and thriving regional services, like the Valley Route, if this FAC approach isn't balanced with the realities of our local funding partners. In particular, the impact that local option tax has on a funding partner's ability to support Mountain Rides and our transportation programs. Additionally, the indirect benefits identified in Step 5, as well as in-kind support, must be acknowledged and taken into account if there are imbalances.

Attachment A

Attachment A shows how this construct flows with the calculations in tables and some fictitious numbers for illustration only.

Attachment A - Funding Allocation Construct Example
(FY2012 numbers for example only)

Step 1 - Gross cost/hour

PERIOD: Past 12 months	Town Routes (K-SV)	Valley Route	Hailey Route	Vanpool
A. Direct costs by service	\$ 658,240	\$ 434,365	\$ 73,516	\$ 67,280
B. Total indirect costs	\$ 924,554			
C. % share of indirect	62%	33%	3%	2%
D. Indirect costs by service	\$573,223	\$305,103	\$27,737	\$18,491
E. Total gross cost by service	\$1,231,463	\$739,468	\$101,253	\$85,771
F. Service hours for period	19,000	10,000	1,800	3,500
G. GROSS COST per hour of service	\$ 64.81	\$ 73.95	\$ 56.25	\$ 24.51

Step 2 - Net cost/hour

PERIOD: Past 12 months	Town Routes (K-SV)	Valley Route	Hailey Route	Vanpool
Federal sources - 5311 (40% Town, 60% Valley)	\$ 230,000.00	\$ 340,000.00		
Federal sources - 5316, 17	\$ -	\$ 50,000.00	\$ 45,000.00	\$ 15,000.00
Farebox	\$ -	\$ 170,000.00	\$ -	\$ 90,000.00
Sun Valley Co.	\$ 170,000.00			
Other revenue offsets (refunds, charters, ads)	\$ 95,000.00	\$ 47,000.00	\$ 5,000.00	\$ -
TOTAL of revenue deductions	\$ 495,000.00	\$ 607,000.00	\$ 50,000.00	\$ 105,000.00
Service hours for period	19,000	10,000	1,800	3,500
Adjustments/hour	\$ 26.05	\$ 60.70	\$ 27.78	\$ 30.00
NET COST per hour of service	\$ 38.76	\$ 13.25	\$ 28.47	\$ (5.49)

Vanpool is part of the calculation in Steps 1 and 2, as a verification that income is exceeding costs. As long as that is true, vanpool doesn't become part of the calculation beyond Step 2.

Step 3 - Adjustments to cost/hour

PERIOD: Past 12 months	Town Routes (K-SV)	Valley Route	Hailey Route	Comments
Increases to costs	\$ 1.75	\$ 2.50	\$ 1.25	Higher costs (fuel, ins)
Decreases to costs	\$ (1.00)	\$ (2.00)	\$ (1.00)	Fare increase, benefit cuts
Other adjustments	\$ 1.25	\$ 5.00	\$ 2.25	10% less federal \$
Net adjustment	\$ 2.00	\$ 5.50	\$ 2.50	
ADJUSTED NET COST going forward	\$ 40.76	\$ 18.75	\$ 30.97	

NOTE: Steps 1 and 2 are looking backwards to establish baseline, while Steps 3 and 4 are forward looking for a given allocation period in the future. (in this case, looking at FY2012 as the allocation period)

Step 4 - Compare service hours with service cost and funding

Hours of service by jurisdiction for future allocation period: FY2012	Town Routes (K-SV)	Valley Route (60/40 Cities/County for hours in cities)	Hailey Route
Ketchum	9850	1200	0
Sun Valley	8400	400	0
Hailey	0	1400	1800
Blaine County - county service hours only	400	2500	0
Blaine County - 40% of Valley Route in cities	0	2600	0
Bellevue	0	900	0
TOTALS	18650	9000	1800

Cost by jurisdiction of unsubsidized remainder	Town Routes	Valley Route	Hailey Route	TOTAL COST	VS Funding for FY2012	Difference
Ketchum	\$401,498.17	\$22,496.14	\$0.00	\$423,994.31	\$522,000.00	\$98,005.69
Sun Valley	\$342,394.38	\$7,498.71	\$0.00	\$349,893.09	\$275,000.00	(\$74,893.09)
Hailey	\$0.00	\$26,245.49	\$55,752.62	\$81,998.11	\$65,000.00	(\$16,998.11)
Blaine County	\$16,304.49	\$95,608.59	\$0.00	\$111,913.08	\$122,000.00	\$10,086.92
Bellevue	\$0.00	\$16,872.10	\$0.00	\$16,872.10	\$0.00	(\$16,872.10)
TOTALS				\$984,670.71	\$984,000.00	(\$670.71)

Step 5 - Analyze any differences discovered in Step 4

Jurisdiction	Differential	Conveyed to	Why?
Ketchum	98k	Various	Regnl service, hub effect
Sun Valley			
Hailey			
Blaine County	10k	Bellevue	County-wide benefit
Bellevue			

Questions for Funding Allocation Construct Discussion

Finance and Performance Committee – November 2012

As a result of the somewhat disjointed and disconnected service planning process, we need to go back and look at the work that was done in 2011 on allocating funding to services and funding partners. As we review the FAC and the example spreadsheet, the following questions need to be addressed:

1. Is the work done on the FAC valid and does it still hold?
2. Are there any pieces of the FAC that need to be updated?
 - a. Depreciation of equipment as a result of service hours
 - b. New numbers for FY2013
 - c. Assumptions about benefits of overall system approach
3. What are the steps going forward to update and implement?
 - a. Timeframe?
 - b. Acceptance by partners?
4. How do we go about assessing the credit to City of Sun Valley?
 - a. Fuel, labor, and other costs are all higher now
 - b. Do we include federal credit or not?
 - c. Need to report back to City of Sun Valley soon
5. Are we ready to deal with the ramifications and implications?

If we can answer these questions effectively, this FAC has the potential to help us move forward.



Capital Improvement Plan FY2013-2017

For Adoption at November 2012 Board Meeting

Purpose

The purpose of this Capital Improvement Plan (CIP) is to provide a strategy, time table and estimated budget for capital needs over the next five years. These capital needs include rolling stock (i.e. buses and vans), street facilities and structures including bus shelters and bike racks, technology implementation, improvements and upkeep to our existing primary facility in Ketchum, development of a downtown transportation hub in Ketchum, and acquiring a new southern transportation facility in Bellevue or Hailey.

This CIP will be adopted annually in September or October at the same time that our full fiscal annual budget is adopted. This CIP is designed to be a working document that is updated regularly and is always adjusted to look at the next immediate five years of capital needs.

Projects Categories to be Funded

Mountain Rides must fund many types of capital projects in order to be successful including:

1. **On-street infrastructure and facilities:** Building supporting infrastructure for our transit service is vital for the success of our system. Better bike and pedestrian facilities in combination with high quality passenger waiting shelters will result in more ridership and better return on investment on the service hours we operate. Over the next five years, we will continue to work to add more bus shelters to our system every year. Some of the critical locations include East Fork, downtown Hailey and downtown Ketchum. With 14 bus shelters in our system, we also need to maintain these facilities over time. A downtown Ketchum transit hub is also critical to better coordinating our overall transit system. This facility would allow all of our routes to better interact and facilitate transfers, as well as serve as a simple place for customers to go to figure out how to get anywhere in our system.
2. **Rolling stock:** Mountain Rides operates roughly 650,000 to 750,000 miles per year, which results in the depreciation of 1-2 vehicles per year. Our vehicle mix includes vans, small buses, mid-duty buses, and heavy-duty buses. In order to continue to provide high-quality service that is attractive and comfortable, we must continue to replace and upgrade these

vehicles over the coming years. In addition to replacement vehicles, we must also look at expanding our fleet of buses and vans to help us expand our services.

3. **Technology improvements:** In order to continue to grow services and ridership, we must have a strong backbone of technology to support our future. Mountain Rides hopes to implement technology solutions for customer service and management including: automatic tracking of vehicles via GPS, real-time traveler information via signs and web-based technology, automation of passenger counts, electronic fareboxes, back-end fixed route management software, and automated destination signage.
4. **Improvements to Ketchum facility:** Our existing facility that includes bus maintenance, offices, and apartments is in need of maintenance and upkeep over time. New paint, roof repair, new roll-up doors, and general upkeep are needed in order to maintain this asset over time. We are also looking at upgrades that will help reduce energy consumption over time like lighting upgrades and a more efficient furnace (or perhaps one that utilizes a more efficient, clean energy source). Some funding exists to upgrade to much cleaner energy technologies like solar, and Mountain Rides will be evaluating and applying for these grants as possible.
5. **New Bellevue facility:** As Mountain Rides expands regionally, especially to the south, it is absolutely necessary to support these services with a new facility in Bellevue. This facility is envisioned to include a bus storage and maintenance facility, a park and ride lot with at least 100 spaces, office space, a community room, a bus turn-out and shelter, and possibly community housing units. We are currently negotiating for the land and building just south of the intersection of Highway 75 and Gannet Rd. If successful, this property will require remodeling, upgrades and site work in order to meet our requirements.

Funding Sources

In order to fund all of the projects in the coming years, Mountain Rides must utilize a variety of funding sources. At this time, Mountain Rides is unsure of what capital funding sources will look like going forward, as there is a new federal transportation bill, MAP-21, that eliminates many traditional sources for capital projects. Luckily, Mountain Rides does have existing funding in a variety of funding sources to fund immediate capital needs:

- 5309 Bus and Bus Facilities, State of Good Repair – this is a discretionary Federal Transit Administration (FTA) program that provides capital funding for vehicles and facilities that support bus operations. We have used this program to purchase buses in the past. Funding for 5309 has been hit or miss depending on the success of the statewide coalition. The funding for this program is 83% federal funding with a local match of 17% for vehicles and 80% federal funding with a local match of 20% for facilities. For 2009 FTA 5309 funding, Mountain Rides obtained approximately \$800,000 of Federal grant money to be used for vehicle replacement originally. We recently repurposed this funding for a Bellevue facility. We also have funding in place through this program for Going forward, this 5309 program will not be a source of funding for capital needs, as it was eliminated under MAP-21. It is only mentioned here, since we have older funding in place that came through this program.
- New Under MAP-21: Rural formula funding for buses and bus facilities – The new 2-year federal funding bill that goes into effect in October 2012 has a program that includes

a fixed amount of formula funding for each state. It is anticipated that Idaho will receive \$1.25MM annually for bus and bus facilities, which is lower than the \$2-\$3 million annual average that Idaho received under the earmark system.

- Statewide funding source taken from operational funding – Under MAP-21 there are additional dollars in the 5311 and 5310 funding programs. It is anticipated that ITD will take some money off the top of these programs and put them into a dedicated fund for capital that agencies within the state can apply for and compete. The details of how this might work are completely unknown at this point.
- Fund Balances – Mountain Rides has dedicated capital funds for facility projects, maintenance of workforce housing units, and capital equipment purchases. These fund balances are relatively low currently, but we are working to grow these balances over time. Contributions to these fund balances come primarily from our local municipal partners through direct funding.
- Private funds and miscellaneous grants – this would include any funding from grants not known at this time, foundations, or private businesses who may wish to help Mountain Rides achieve its CIP goals.

Project List by Year

CIP Attachment A lists the various projects with their associated costs and estimated year for expenditure. Some projects span multiple years and some, like maintenance and upkeep projects, are more focused on the coming fiscal year. The costs are listed in the year they are estimated to be incurred. Some purchases like buses need to be made sooner due to long lead times. The project list also shows the total project funding, local funding and federal funding estimated to complete the project. This shows what must be funded by our own capital fund balances, through funding from our local partners, and what would be paid for from federal sources. This also shows the match needed for these federal funds.

CIP Success Factors

Successful CIP implementation is dependent on many internal and external factors, some of which we can affect and some of which are out of our control. In order to fund all of our capital projects, the following assumptions are built in:

- ✓ Municipal funding partners continue to support Mountain Rides with funds that can be used as match for capital projects (above and beyond operational support)
- ✓ We are able to find a suitable property for our south facility and park and ride
- ✓ FTA finds a way to fund larger projects once MAP-21 expires (earmarks have been eliminated under MAP-21 with no replacement)
- ✓ ITD creates a fair and balanced system that meets provider needs for capital projects under the new MAP-21 bill
- ✓ Mountain Rides continues to advance planning efforts for all of these projects
- ✓ Smaller grants are discovered and successfully applied for in the coming years
- ✓ We have stable enough operating funds that justify the capital expenses (equity between service level and capital requirements)
- ✓ We have community support for the development of some of these capital projects

ATTACHMENT A: CIP PROJECT LIST FY2013-FY2017

Priority 1 – 3	1= highest	2= medium	3= lowest															
PROJECTS	Priority	Purpose/details	FY2013				FY2014			FY2015			FY2016			FY2017		
			Total Proj \$	Local \$	Fed \$	Funds secure?	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$
MAINTAIN KETCH SHOP																		
Interior Upgrades	1	Paint, new carpet, driver room remodel	\$5,000	\$5,000	\$0	Yes - facilities fund												
Exterior Paint	2	Repaint original building section, can wait until next Fiscal	\$5,000	\$5,000	\$0	Yes - facilities fund												
Building security	2	Improve overall building security and access	\$2,000	\$2,000	\$0	Yes - facilities fund												
Roll-up doors	1	Replace one maintenance bay door Operator														\$7,500	\$7,500	\$0
Boiler and Heaters	3	Reduce heating bills with new oil burning boiler, maintenance					\$5,000	\$5,000	\$0									
Vehicle Hoist	1	Maintenance								\$3,500	\$3,500	\$0						
															\$0	\$0	\$0	
NEW FACILITIES																		
Ketchum Fuel Station	2	Save money on fuel					\$100,000	\$50,000	\$0									
Downtown Ketchum transit hub	1	Centralized bus stop with passenger amenities in Ketchum core	\$390,000	\$78,000	\$312,000	Yes - existing SoGR and local												
South Facility-purchase	1	Critical to overall operations	\$780,000	\$156,000	\$624,000	Yes - 5309 for and local match												
South Facility-move in costs	1	Upgrades to make usable	\$33,000	\$33,000	\$0	Yes - facilities fund												
South Facility-phase 1 upgrades	2	Remodel and add storage/wash bays	\$200,000	\$40,000	\$160,000	Yes - existing 5309	\$50,000	\$50,000	\$0									
South Facility-phase 2 small prk lot	1	30-40 cars to support existing valley rte								\$100,000	\$20,000	\$80,000						
South Facility-phase 3 large prk lot	3	150 car to support airport relocation																
PASSENGER SHELTERS & SIGNAGE																		
New shelters	1	Keep increasing passenger amenities	\$48,000	\$7,000	\$41,000	Yes - ARRA and Bus Livability	\$10,000	\$2,000	\$8,000	\$10,000	\$2,000	\$8,000	\$10,000	\$2,000	\$8,000	\$10,000	\$2,000	\$8,000
Repair, replace, upgrade signage	2	Customer information sources					\$10,000	\$2,000	\$8,000						\$6,000	\$6,000	\$0	
CAPITAL EQUIPMENT																		
Bus washer for Ketch shop	1	A portable machine that reduces bus wash time by 75%	\$24,000	\$0	\$24,000	Yes - expiring ARRA funding												
Waste oil furnace for Ketch shop	3	Burn used oil for heat to save money								\$5,000	\$5,000	\$0						
Bus washer for South Valley	2	Integrated wash system for Bellevue site											\$200,000	\$40,000	\$160,000			
Fuel path study	1	Research to figure out best fuel source for buses going forward	\$7,500	\$7,500	\$0	Yes - existing fund balance												
Machinery for shop (South Valley)	2	Additional tools to allow for more involved engine and transmission work					\$10,000	\$10,000	\$0				\$10,000	\$10,000	\$0	\$4,000	\$4,000	\$0
TECHNOLOGY																		
Stop annunciators	2	Devices that automatically announce stops via GPS and pre-recorded messages											\$65,000	\$13,000	\$52,000			
Electronic fare boxes	3	Fareboxes that would allow for electronic media and cash verification								\$85,000	\$17,000	\$68,000						
Automatic passenger counters	2	Integrated electronic eyes that recognize and track passengers on and off automatically					\$65,000	\$13,000	\$52,000									

ATTACHMENT A: CIP PROJECT LIST FY2013-FY2017

PROJECTS	Priority	Purpose/details	FY2013				FY2014			FY2015			FY2016			FY2017		
			Total Proj \$	Local \$	Fed \$	Funds secure?	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$
Maintenance management software	2	Software system to manage vehicle maintenance, inspections, work orders and parts	\$25,000	\$5,000	\$20,000	Yes - 2012 SoGR funding												
VEHICLES																		
Vans	1	For vanpool	\$60,000	\$54,000	\$6,000	Yes - Local funding and some rideshare	\$65,000	\$40,000	\$25,000				\$35,000	\$25,000	\$10,000	\$65,000	\$15,000	\$50,000
Small Bus (Sprinter)	1	For neighborhood routes											\$180,000	\$30,000	\$150,000	\$90,000	\$15,000	\$75,000
Mid-duty Bus (IC)	2	For Valley and some Town routes								\$220,000	\$44,000	\$176,000						
Large Bus (Gillig)	1	For Town and Valley routes					\$375,000	\$75,000	\$300,000	\$380,000	\$76,000	\$304,000	\$360,000	\$72,000	\$288,000	\$750,000	\$150,000	\$600,000
			Total Proj \$	Local \$	Fed \$		Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$	Total Proj \$	Local \$	Fed \$
TOTALS			\$1,579,500	\$392,500	\$1,187,000		\$690,000	\$247,000	\$393,000	\$803,500	\$167,500	\$636,000	\$860,000	\$192,000	\$668,000	\$932,500	\$199,500	\$733,000
			Funding breakout detailed in FY2013 budget					K	\$111,150		K	\$75,375		K	\$86,400		K	\$89,775
							SV	\$56,810		SV	\$38,525		SV	\$44,160		SV	\$45,885	
							SVC	\$37,050		SVC	\$25,125		SVC	\$28,800		SVC	\$29,925	
							H	\$14,820		H	\$10,050		H	\$11,520		H	\$11,970	
							BC	\$27,170		BC	\$18,425		BC	\$21,120		BC	\$21,945	
Federal funding is dependent on successful grants and no rescissions ; Local Funding is secure for FY2013 but only estimated beyond FY13																		



2013 Mountain Rides Transportation Authority Marketing & Communications Plan

DRAFT – For Board Discussion 11/16/12

Mountain Rides Transportation Authority (MRTA) provides public transportation for all that visit, work, or live in the Sun Valley area and is a partnership of communities of Bellevue, Blaine County, Hailey, Ketchum, and Sun Valley. MRTA provides fixed route bus, demand response, bike, carpool, pedestrian, vanpool, and transportation planning services.

PURPOSE

The purpose of this 2013 Marketing & Communications Plan is to provide the roadmap for marketing, communications, public relations and outreach for the coming year. This plan updates and carries forward the 2011 Marketing and Communications Plan, as well as the original 2009 Marketing & Communications Plan, which was adopted by the Board in 2008 to really move MRTA forward. This plan details the goals and associated strategies/tactics and action items for 2013.

This 2013 plan will focus on the following goals:

- Providing 100% Customer Satisfaction with MRTA services
- Increase ridership on bus fixed routes and vanpool services
- Increase public and private awareness & support

LIMITATIONS

In 2009-2011, MRTA had a Marketing and Communications Specialist to help carry out the activities detailed in previous plans. MRTA was unable to continue funding this position as of late 2011, so the implementation of this plan will be limited by human resources to move it ahead. The strategies in this plan will have to largely be carried out by existing staff including the Executive Director and the Administrative Support Coordinator. MRTA will also utilize the contracted Communications and Public Relations firm ANTICIPATE to help with some aspects of this plan.

Besides human resource limitations, this plan will also be limited by funding for advertising, marketing and outreach. These budget areas have all decreased over the last four years and are very limited in the amount of funding for broad based advertising and marketing campaigns. MRTA must be very creative in how it carries out this plan cost effectively. In most cases, targeted, direct communications will be the most efficient.

MARKET OPPORTUNITY/THEMES

- a. Create and leverage partnerships with businesses, non-profits and events
- b. Use direct engagement and outreach to influence
- c. Leverage low cost technologies such as community PR and social media
- d. Use existing staff and budget
- e. Spread events throughout the year

MARKETING AND COMMUNICATIONS TACTICS BY GOAL

Goal 1 – 100% Customer Service

TACTIC	START	FINISH	OUTPUT
Continue to carry out semi-annual customer service survey to benchmark our efforts and establish long-term trends in customer service	Already started	On-going	Customer service indicators continue to increase towards 100% satisfaction
Continue to emphasize customer service with all employees with a focus on the details through regular trainings, internal communication, helpful resources, and evaluation tools	November 2012	On-going	Training is carried out at least twice a year; start secret shopper evaluations of all aspects of service
Improve and innovate customer information sources (printed schedule, signage, website) that make our system easier to understand and more accessible, especially for new riders	November 2012	Website update done by February 2013; more stop signage Dec 2012	Cleaner, easier to use customer info sources, Website-1 click and you can access everything on website
Address customer requests for additional service or service changes as part of a well-thought out and coordinated service planning process that balances needs and resources	February 2013	May 2013	Evaluate all changes in a holistic look at our transit system before June 2013 schedule release
Collaborate with Sun Valley Co. guest services and bell services on training and route information to improve partnership	November 2012	January 2013	Two joint training sessions complete ahead of winter peak season; Have a MR feature/logo on SV website; guests to receive pocket guide/schedule upon arrival

Goal 2 – Increase ridership

TACTIC	START	FINISH	OUTPUT
Partner with additional rider advocate groups and existing groups (e.g. TCS, YAK, BCSD) to build increased	January 2013	August 2013	Have 3 new rider groups established (similar to Red Route bus buddies)
Develop additional ways to introduce people to existing bus services that can turn	December 2012	July 2013	Increased Sun Valley Story tour; develop 3 more intro programs

never-ever riders into new customers			(e.g. dinner and a movie)
Introduce new riders to bus through additional special event services (Symphony, SV concerts, Charters for event volunteers)	March 2013	November 2013	Develop 4 new event services
Develop program to have hotels and property managers let guests know about bus service	January 2013	On-going	A bus schedule in the hands of every guest who arrives in the Sun Valley area
Increase partnerships with non-profit and business community for Valley Route access	December 2012	October 2013	Create 3 new partnerships for bus pass deals on Valley Route
Develop additional vanpool service either for Blaine County (or investigate opportunities outside of Blaine)	March 2013	December 2013	Create 1 additional vanpool route

Goal 3 – Increase community awareness of Mountain Rides to affect support & funding of services

TACTIC	START	FINISH	OUTPUT
Present to funding partners on regular basis on importance of public transportation, national trends, best practices, and service updates	December 2012	August 2013	At least 2 presentations per partner between 12/12 and 8/13
“As the wheel turns” – periodic updates on MR good news through email that would allow us to highlight interesting tidbits on our service, our staff, our good work	January 2013	September 2013	Establish 3-4 email distribution lists with periodic updates at least once per month
Develop presentation for business community and non-profit community that would highlight importance of public transportation, economic impacts and community benefits	December 2012	December 2013	Presentation complete by 1/2013; 16 presentations complete by 12/13
Hold Open House events to introduce community to MR facilities and services (Ketchum shop, new south valley facility after move-in)	February 2013	October 2013	Hold 1 open house event spring 2013, 1 late summer 2013

Develop year round promotional events for awareness – instead of Smart Moves have focus weeks throughout the year to highlight different services and programs	January 2013	September 2013	1 new winter event and 1 new late summer event
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POSITIONING & KEY MESSAGING

We should build on MRTA’s successes and assets and will include messaging such as:

- **Convenient/Simple/Reliable**
- **Cost Effective/Affordability**
- **Easy**
- **Healthy**
- **Energy Efficient (Green)**
- **Transportation Solution**

RESOURCES and BUDGET

This plan is designed to be carried out with our existing resources. It is estimated that this plan will require the following time commitments from staff:

- Executive Director: 3 hours per week
- Admin Coordinator: 5 hours per week
- Business Manager: Periodic as needed, less than 60 hours total for coming year
- External Contracts: As needed for PR, events, or customer research
- Customer Service Staff Training: At least semiannually to focus in on importance of customer service with all staff

Budget for the activities in this plan will be within the current budget for marketing, outreach and advertising activities which amounts to:

Website:	\$2,500.00
Print ads:	\$6,000.00
Radio ads:	\$2,500.00
Promo Items:	\$1,500.00
Events:	\$2,500.00
External Contracted Activities:	\$7,500.00
Printing (incl. schedules/passes):	\$15,500.00
TOTAL:	\$38,000.00

2012 Strategic Business Plan Workshop: Identified Priorities - PROGRESS STATUS as of December 2012

Area	Initiative	Description	Workshop Priority (1-3, 1 is highest)	Staff Lead	Committee Involvement	Does it make final cut?	Start	On Committee agenda	On board agenda	Completed	STATUS (as of 12/4/12)
Long term direction	Update vision, mission and goals	Reflect the realistic services provided and add tourism emphasis (increase connection to tourism). Simplify language, add land-use.	1	Jason	Full board	Yes	February	n/a	March	March	Complete
	Develop a 10 year transportation plan with growth opportunities	Through a menu of options define what existing service costs and what growth opportunities exist. Use this to grow (or shrink).	1	Jason with Jim support	Planning & Marketing	Yes	February	Apr, May	July	August	75% Complete (1 more month of work. Also, it is now a 5yr plan)
	Create stronger partnership with SVMA and SV Co.	Continue to integrate our efforts with broader efforts of SV and SVMA. Look for ways to increase integration.	1	Jason with Jim support	Planning & Marketing	Start in 2012	March	May, October	June, November	On-going	Complete for this year, but will be on-going
	Make sure transit system is indeed convenient; look to other mtn towns	Look at how our convenience and ease of use compares to our peer resorts	3	Jim	Planning & Marketing	If time allows	?	?	?	?	50% Complete (peer transit agency report done)
Service Planning	Develop a Contingency Plan	Take holistic approach to contingency planning, based on balancing, ridership, connectivity and funding	1	Jason with Jim support	Both committees	Yes	April	May	June	July	75% Complete (now incorporated into the 5 year transp plan)
	Start demonstration service to Friedman	Evaluate ways to provide service to Hailey airport and possibly run test service. Also look at Boise opportunity	1	Jim/Jason with Candice support	Both committees	Yes	March	April	May	June	On hold until airport direction is understood
	Advocate for Hwy 75 operational options	Are there ways, like bus on shoulder, that could make transit more viable up and down Hwy 75.	1	Jim/Jason	Planning & Marketing	Yes	September	October	November	December	Complete but unsuccessful due to funding and need
	Perform fleet/service analysis for future development	Look at options for trolley-type vehicle, as well as more environmentally friendly options like electric buses	2	Rod	Finance & Performance	Start in 2012	October	October	2013 beyond	start in 2012	No progress (Rod to look at trolley lease options)
	Advocate for managed parking in Ketchum	Managed parking could increase ridership and perhaps create revenue opportunity, as well as mitigate parking loss from transit plaza	3	Jason	Finance & Performance	If time allows	?	?	?	?	No progress

Area	Initiative	Description	Workshop Priority (1-3, 1 is highest)	Staff Lead	Committee Involvement	Does it make final cut?	Start	On Committee agenda	On board agenda	Completed	STATUS (as of 12/4/12)
Capital Projects	Acquire or build South Valley Facility	Complete this project in 2012! Decide on location and type of project (acquire, design/build, turnkey) and move ahead	1	All involved	Both committees	Yes	Already started	Feb, Mar, May, July	August, November	December	90% Complete (zoning change in process, LOI signed)
	Build Ketchum Transit Plaza (central downtown stop)	Move quickly to get this project going before winter 12-13. Include protected waiting areas, lighting, signage, growth space	1	Jason with external support (LSC, Candice)	Both committees	Yes	Already started	March	March, June	October	50% Complete (3 of 4 open houses complete - will carry into 2013)
	Build East Fork shelter/pathway	Construct shelter and pathway at East Fork (both sides if funding allows)	1	Jason/Wendy with external contractor	Both committees	Yes	February	March	March, May	July	40% Complete (rebid and construct in 2013)
	Install fuel tanks at Ketchum facility	Evaluate whether or not we can afford to do this project. Have to build partnerships and determine time to recapture costs.	2	Rod with Jason/Wendy support	Finance & Performance	Start in 2012	Already started	May	June	October	25% Complete (data work complete but need strategic direction for fuel path)
	Existing facility upgrades	Look at whether adding capacity is needed, relative to final solution for south facility. Also start planning for automated wash bay.	3	Rod	Finance & Performance	If time allows	?	?	?	?	25% Complete (but wash bay was not funded in last round of grants)
Communications and Marketing	Increase tourist awareness before they come here	Tourists need to know that they can be car free. Getting info in their hands before they get here (during booking process) is key.	1	Candice	Planning & Marketing	Yes	March	March	April	On-going	Complete (but is on-going so will continue into 2013)
	Increase local knowledge of services and system	Continue to educate locals, esp. lodging/hotel community, on MR services. Tout free!	1	Kim with Candice support	Planning & Marketing	Yes	Already started	June	June	On-going	Complete (but is on-going so will continue into 2013)
	Research and survey non-users	Better understand misconceptions and how to improve our services. Partnering with SV Co and SVMA to do this.	2	Candice	Planning & Marketing	If time allows	June	June	July	November	Complete (but is on-going so will continue into 2013)

Area	Initiative	Description	Workshop Priority (1-3, 1 is highest)	Staff Lead	Committee Involvement	Does it make final cut?	Start	On Committee agenda	On board agenda	Completed	STATUS (as of 12/4/12)
Commu	Customer retention program	Keep the customers we have. Understand what they like/dislike and address. Possibly do this through advisory groups (youth, employers, tourism, residents)	3	Jason with Kim and Kim	Planning & Marketing	If time allows	?	?	?	?	25% Complete (we have gotten some needed background info from survey work)
Financial Sustainability and Accountability	Quantify transit-tourism linkage	MR needs to demonstrate how our services make the area more attractive and economically competitive. This is largely a research project to benchmark us to other resort areas.	1	Jason with Kim support	Finance & Performance	Yes	February	April	April	May	75% Complete (peer agency comparison complete, still need to make case for direct tourism link)
	Evaluate private donating for capital projects	Perhaps something like electric buses would be a project that could be supported through private donations	1	Wendy with Kim support	Finance & Performance	Yes	August	August	October	November	Complete
	Refine budget strategy and funding allocation	For next budget cycle, make pitch with both hard and soft numbers when allocating benefits for each funding partner.	1	Jason and Wendy	Finance & Performance	Yes	April	April	May	June	Complete
	Evaluate fares & partnerships on Valley route	Look at how to increase farebox recovery	2	Wendy with Jason support	Finance & Performance	If time allows	September	October	November	December	On hold until next schedule print
	Update charter/special service policy	Define who pays for extra service, how much, and when. Also look at how to increase funding for special service.	3	Jim	Finance & Performance	If time allows	?	?	?	?	75% Complete (Charter policy and rates updated)
Technology Path	Update Google trip planning data and look at possibility for mobile app	Current GTFS data is not good and needs updated.	1	Jason	Planning & Marketing	Yes	February	April	June	June	Complete (Google data up-to-date and new schedule text solution is up and running)
	Electronic fare kiosks and purchasing tickets online	Make it easier for folks to pay for fares on valley route, create printable passes, look at kiosk prices	1	Wendy with Kim support	Finance & Performance	Yes	April	June	July	August	On hold until we find funding or get closer to build downtown Ketchum hub
	Website update	Refine website with better customer information, pics, pass sales, etc.	1	Kim with external support	Planning & Marketing	Yes	May	June	August	September	30% Complete, waiting for pricing from contractors - will carry over into early 2013

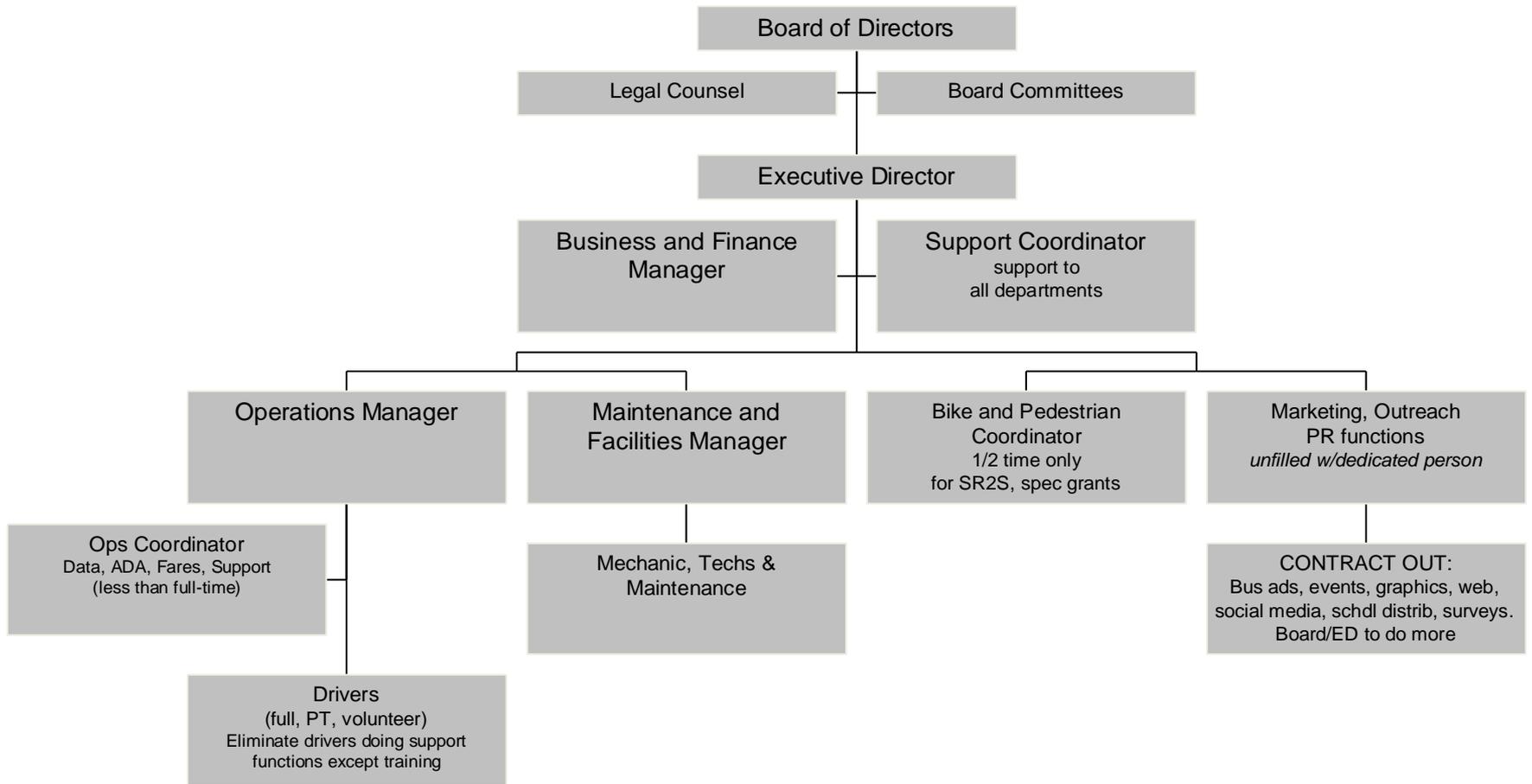
Area	Initiative	Description	Workshop Priority (1-3, 1 is highest)	Staff Lead	Committee Involvement	Does it make final cut?	Start	On Committee agenda	On board agenda	Completed	STATUS (as of 12/4/12)
	Incorporate technology into capital projects	Don't miss opportunity for kiosks and signage with transit hub.	2	Jason	Finance & Performance	Start in 2012	On-going	?	?	?	10% Complete (keeping this in mind and looking for funding)
	Wi-Fi on buses	Look at a trial run of Wi-Fi once the new toughbooks are in place	3	Jim	Planning & Marketing	If time allows	?	?	?	?	No progress
Catch all	Unknown projects or initiatives	This is a placeholder for other projects that will inevitably crop up during the course of the year	1	TBD	?	Yes	?	?	?	?	We have continued to improve policies, updated our Title VI program and had delays with capital projects

TOTAL HRS	(all projects)
	(just priority 1)

Estimated Available Hours	
Staff	Hours
JM	500
JF	100
KM	400
RD	250
WC	300
Candice	180
Total	1730

FY2012 Organizational Chart for Adoption

Mountain Rides Transportation Authority
Blaine County, Idaho
Proposed for FY2012



ORIGINAL

**AMENDED AGREEMENT OF
THE KETCHUM-SUN VALLEY PUBLIC TRANSIT AUTHORITY TO PROVIDE
MULTIMODAL PUBLIC TRANSPORTATION SERVICES IN BLAINE COUNTY**

Revised October 1, 2007

This Agreement ("Agreement"), made and entered into in Oct. 8th 2007, by and between the CITY OF KETCHUM, IDAHO, a municipal corporation ("Ketchum"), the CITY OF SUN VALLEY, IDAHO, a municipal corporation ("Sun Valley"), the CITY OF HAILEY, a municipal corporation ("Hailey"), the CITY OF BELLEVUE, a charter city ("Bellevue"), the CITY OF CAREY, a municipal corporation ("Carey") and the COUNTY OF BLAINE, a body politic and corporate ("Blaine County") all described, individually as "Party," or jointly as "Parties";

WITNESSETH:

WHEREAS, on June 5, 1989 the Cities of Ketchum and Sun Valley entered into an agreement for the formation of the Ketchum-Sun Valley Public Transit Authority ("Authority") and have since that commencing date jointly funded and operated a public transportation system commonly known as KART within and between the two municipalities through the Authority; and

WHEREAS, since June 2002, Ketchum, Sun Valley and Blaine County have participated in the funding of the PEAK Bus, a regional public transportation service along Idaho State Highway 75 between Bellevue and Ketchum and Sun Valley operated by Wood River Rideshare, a 501c3 non profit corporation; and

WHEREAS, on December 11, 2003, Ketchum and Sun Valley entered into an agreement extending the Ketchum-Sun Valley Public Transit Authority Agreement of June 5, 1989 to (1) ensure the June 5, 1989 Agreement remained in full force and effect, (2) set the term of commitment by Ketchum and Sun Valley to December 31, 2006; and 3) allow for renegotiation or dissolution of the Ketchum-Sun Valley Public Transit Authority Agreement in the event of the formation of a Regional Transportation authority or similar agency ; and

WHEREAS, in August 2005, Blaine County became the sole manager of the PEAK Bus service and solicited and received funding assistance from Ketchum, Sun Valley and Bellevue for fiscal year 2005-06; and

WHEREAS, on January 31, 2006, Ketchum, Sun Valley, Bellevue and Blaine County entered into an agreement (known as the "Amended Agreement of the Ketchum-Sun Valley Public Transit Authority") to operate the KART services in Ketchum and Sun Valley and the Highway 75 services from Bellevue to Ketchum; and

WHEREAS, in May 2006, the Ketchum-Sun Valley Public Transit Authority became the sole manager of the PEAK Bus service and solicited and received funding assistance from Ketchum, Sun Valley, Bellevue and Blaine County for fiscal year 2006-07; and

WHEREAS, on February 21, 2007 The Authority adopted a Vision, Mission and Goals Statement to reflect its broader role as the primary multimodal public transportation agency within Blaine County and outside of Blaine County to counties with commuters traveling to Blaine County;

Instrument # 552903

HAILEY, BLAINE, IDAHO

2007-11-01 11:39:30 No. of Pages: 8

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JOLYNN DRAGE Fee: 0.00

Ex-Officio Recorder Deputy
Index to: COMMISSIONER AGREEMENTS

1

VISION (the big picture): To be the sustainable transportation backbone of Blaine County and adjacent communities

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

GOALS (how we succeed):

- Provide attractive and easy to use multimodal transportation services at fair and equitable costs to users and tax payers
- Reduce Blaine County's transportation generated pollution and its "carbon footprint"
- Promote land-use policies in Blaine County that facilitate multimodal transportation

and

WHEREAS, in August 2007, Wood River Rideshare merged with KART allowing the Authority to expand its services to all of those operated by Wood River Rideshare, to include vans, carpools, bicycles, walking, transportation information, counseling and advice and other multimodal public transportation services operating within Blaine County and outside of Blaine County to counties with commuters traveling to Blaine County;

WHEREAS, the Parties have adopted comprehensive plans, transportation plans and/or governing board policies identifying the goals, policies and/or action items to support county-wide transportation planning which includes multimodal public transportation services to meet the resident, visitor and commuter needs through regional transportation planning; and

WHEREAS, the public transportation demands for residents, visitors and workers commuting to employment centers in the region are increasing and it is the desire of the Parties to provide for efficient and responsive multimodal public transportation services which are easily identifiable, are coordinated in a manner to encourage the ease of ridership with incentives such as a variety of high quality services, park and ride lots, and high occupancy vehicle lanes, in order to reduce the congestion, costs and pollution caused in part, by individual vehicular trips within Blaine County; and

WHEREAS, the City parties hereto are municipal corporations organized and existing under and by virtue of the laws of the State of Idaho and as such are authorized and empowered by Idaho Code, Section 50-322, to purchase, lease, or otherwise procure multimodal public transportation systems, and to provide by general ordinance for the regulations governing the maintenance and operation of the same; and,

WHEREAS, it is the mutual desire of the Parties hereto, acting pursuant to Idaho Code, Section 67-2328, to maintain an Authority Board to procure, establish, operate, maintain and plan for a multimodal public transportation system in and between the corporate limits of Sun Valley, Ketchum, Hailey, Bellevue, and Carey and within Blaine County and outside of Blaine County to counties with commuters traveling to Blaine County; and,

WHEREAS, it is the mutual desire of the Parties hereto that there are no disruptions to public transportation services as the mutual terms, covenant and conditions of this Agreement are implemented including that the current level of services historically provided by KART for the residents and visitors of Ketchum and Sun Valley and the services to Wood River Valley that were provided by the PEAK Bus are maintained.

NOW, THEREFORE, in order to accomplish the aforesaid purposes, and in consideration of the mutual terms, covenants and conditions set forth herein, the Parties hereto agree as follows:

1. Corporate Name.

Authority shall be renamed the "Mountain Rides Transportation Authority" which replaces the previous name: "Ketchum-Sun Valley Public Transit Authority" (or "KART").

2. Transportation Authority Membership.

The governing Board of the Authority shall be configured as defined below:

- A. Subject to sub-paragraph E below, two (2) members from the City of Ketchum and two (2) members from the City of Sun Valley shall be appointed by the Mayors of Ketchum and Sun Valley with the concurrence of the City Council of each city.
- B. Subject to sub-paragraph E below, one (1) member each to be appointed by the Mayors of Hailey, Bellevue and Carey, with the concurrence of the City Council of each such City.
- C. Subject to sub-paragraph E below, one (1) member from Blaine County to be appointed by the Board of County Commissioners.
- D. One "Member-at-Large" who is a routine user of the multimodal services of the Mountain Rides Transportation Authority shall be appointed by the Board of the Authority. The Board shall consult with and accept advice as to this appointment from Wood River Rideshare (or its successor), a 501c3 non profit corporation.
- E. Parties will join and become voting members of the Board upon execution of this Agreement by its respective governing body.
- F. The Mayors, Council Members, Commissioners and employees of the Parties hereto shall not be excluded from membership on the Authority by virtue of their relationship with the Cities and County involved.
- G. Employees, directors, shareholders, partners, owners and others with financial interests in any business, company or entity which the Authority has employed or contracted with to provide equipment or services shall not be appointed or remain members of the Authority. Members of the Authority shall be appointed without respect to political affiliation or religious denomination, and shall serve without compensation. Any person may be eligible for appointment

3. Term of Office

The term of office on said Authority shall be for the following initial terms:

- 1 member from Ketchum for one (1) year
- 1 member from Ketchum for three (3) years
- 1 member from Sun Valley for one (1) year
- 1 member from Sun Valley for three (3) years
- 1 member from Blaine County for two (2) years
- 1 member from Hailey for two (2) years
- 1 member from Bellevue for one (1) year
- 1 member from Carey for three (3) years

Subsequent appointments shall be for three (3) years and a board member shall hold a seat on the board until his or her successor has been appointed and qualified. Vacancies occurring otherwise than through the expiration of appointed terms, shall be filled for the remainder of the term by the Party that appointed the board member.

4. Organization.

The Authority shall be governed by the Mountain Rides Transportation Authority By-laws specifying the method and manner by which it shall conduct its business and affairs, provided, however, that said By-laws shall be amended so as not be inconsistent with or contrary to the provisions of this Agreement, or any applicable local, state or federal law and shall provide that at least a simple majority must concur for the Authority to act.

5. Purposes and Powers

The purpose of the Authority is to establish, implement, maintain, fund and operate a comprehensive multimodal public transportation system by motor buses, fixed guideway systems, van and car pools, bicycles, amenities for walking or other appropriate means, including transportation counseling and advice for scheduled or unscheduled and charter services within Blaine County and outside of Blaine County to counties with commuters traveling to Blaine County for the benefit of commuters and the inhabitants and visitors to Blaine County. In furtherance of that purpose, the Parties hereto hereby delegate to the Authority their power to purchase, lease, or otherwise procure multimodal transportation systems, and to promulgate regulations governing the maintenance and operation of the same. Such delegated powers shall more specifically include, but not be limited to, the following:

- A. As a separate legal entity under state and federal statutes, to apply for, receive and operate under financial assistance from the federal or state government, and from any agency or political subdivision thereof, or from any private sources;
- B. To acquire by purchase, gift, lease, sublease or otherwise, to the extent and in the manner that a city or county operating under the laws of the State of Idaho might do so, real or personal property necessary for the establishment, operation and maintenance of a multimodal public transportation system including but not limited to land and easement acquisitions, facilities, employee housing and rolling stock;

- C. To fund operational and maintenance costs of operating a comprehensive multimodal public transportation system;
- D. To contract with public or private agencies, companies or entities for the provision of multimodal public transportation services or for expansion of multimodal public transportation services in the Authority's service area;
- E. To undertake or contract for studies relating to the multimodal public transportation needs of the Parties and the methods by which said needs can best be served;
- F. To participate in, contribute to and support the regional transportation plans, as from time to time may be proposed, adopted and amended.

6. Manner of Financing.

The Authority shall annually adopt a budget. Each Party hereto will annually budget and contribute to the Authority an amount of money necessary to operate and maintain a comprehensive multimodal public transportation system. During each fiscal year, the Parties shall contribute their respective amount of money as determined by the adopted budget, subject to approval of each Party's governing board. Upon approval of the Board, a Party may contribute its share of the budget through in-kind services, equipment, personal or real property or leases.

- A. In adopting the annual budget, it is anticipated that Ketchum and Sun Valley will continue, as a base, the fiscal year 2005-2006 level of financial support which has historically been provided through their respective local option tax ("LOT") revenue for KART and the PEAK Bus. Further, it is anticipated that the County will continue its financial support for the multimodal public transportation services operated by the Authority in and beyond the County.
- B. Any Party may contribute additional funds to the Authority. Said additional funds shall be deemed as contribution not subject to matching from any other Party and shall be calculated for division of property upon termination of the Authority under Paragraph 8 herein below, if such contribution(s) were for capital acquisitions.
- C. Any funds received by the Authority shall be used for the purpose of maintaining the Authority and planning for, establishing, acquiring, operating or maintaining a multimodal public transportation system, or for paying costs associated with a contract whereby multimodal public transportation services are provided by others. The budgeting, allocation and use of said funds by the Authority shall be in accordance with the purposes and powers herein provided for, and in no event shall the Authority use, spend, encumber or commit funds of the Parties hereto in amounts exceeding those actually budgeted and contributed to the Authority by the Parties.

7. Duration.

The duration of the Authority created by this Agreement shall be for a period of four (4) years, provided, however, that the same may be extended for an additional period or periods of time, as

the Parties hereto deem appropriate. Any such extension of this Authority shall be in writing, adopted by the governing body of each of the Parties hereto.

Any Party may withdraw from the Authority upon one (1) year's written notice. Such notice to be effective shall be given in the month of August. Withdrawal of either Ketchum or Sun Valley shall constitute dissolution of the Authority.

8. Dissolution of the Authority

Subject to section 7 above, the Authority may be dissolved and terminated by majority vote of the Parties. Upon the dissolution of the Authority created by this Agreement or any extension or renewal thereof, for whatever reason, the property, real and personal, owned by the Authority shall be sold or distributed in the manner provided for by law for the disposition of property by cities and counties, and the proceeds of any such sale shall be divided between the Parties hereto in proportion equal to the annual operating and capital contributions of each to the Authority since its inception. Provided, however, that prior to any sale of property, real or personal, Parties may agree to distribute said property between themselves in a manner deemed by them to be equitable and approved in writing by the governing body of each. Property of KART or the Cities of Sun Valley or Ketchum existing at the date of this Agreement, or provided by them after the effective date of this Agreement, shall remain their sole and exclusive property and shall not be divided between the Parties hereto. A schedule of such property shall be prepared and attached hereto as Exhibit "A" upon execution of this Agreement. Such property includes, but is not limited to, buses, vans, vehicles, equipment, tools, furnishings, real property, bus maintenance facility and work force housing units.

9. Mediation.

Any controversy or claim arising out of or relating to this Agreement or breach thereof, shall be submitted to mediation upon the written request of any Party and conducted by one (1) neutral mediator. If the Parties are unable to select a mediator, then selection shall follow the procedure published by the American Arbitration Association Commercial Mediation Rules. Mediation shall be held in Blaine County. This Agreement to mediate and any other agreement or consent to mediate entered into in accordance with this Agreement shall be specifically enforceable under the prevailing law of Idaho. Each party shall bear its own costs and the parties shall split equally the cost and expenses of the mediator.

10. Execution and Effect.

Upon execution of this Agreement by Ketchum and Sun Valley, the "Agreement Extending the Ketchum-Sun Valley Public Transit Authority" dated December 11, 2003 and the Agreement by Ketchum, Sun Valley, Bellevue and Blaine County, the "Amended Agreement of the Ketchum-Sun Valley Transit Authority" dated January 31, 2006, shall both be deemed cancelled and replaced by this Agreement. This Agreement may be executed in counterparts, each of which shall be deemed to be an original.

**AMENDED BYLAWS
OF THE MOUNTAIN RIDES TRANSPORTATION AUTHORITY**

SEPTEMBER 23, 2009

ARTICLE ONE: ORGANIZATION

This organization was originally created by the AGREEMENT FOR THE FORMATION OF THE KETCHUM-SUN VALLEY PUBLIC TRANSIT AUTHORITY (“Authority”), dated June 5, 1989, by and between the cities of Ketchum and Sun Valley, Idaho.

A Joint Powers Agreement dated January 17, 2006 expanded the Authority to include Ketchum, Sun Valley, Hailey, Bellevue, Carey and Blaine County provided that each of these entities elected to execute said Joint Powers Agreement. The Joint Powers Agreement was updated and approved (“Amended Authority Agreement”) on October 1, 2007, at which time the name “Ketchum-Sun Valley Public Transit Authority” was replaced by the name “Mountain Rides Transportation Authority” (hereafter reference to “Authority” is to the Mountain Rides Transportation Authority).

ARTICLE TWO: PURPOSE

The purpose of the Authority is to establish, implement, maintain, fund and operate a comprehensive multimodal transportation system by, without limitation, buses, fixed route conveyances (such as light rail and gondolas), special needs transportation (ADA), vans, carpools, bicycles, pedestrian facilities or other appropriate means on scheduled or unscheduled service throughout Blaine County and surrounding communities for the benefit of the residents, workers, and visitors traveling within and to and from Blaine County. In furtherance of that purpose, the Authority shall have the following powers:

(a) As a separate legal entity under state and federal statutes, to apply for, receive and operate under financial assistance from the federal or state government, and from any agency or political subdivision thereof, or from any private sources;

(b) To acquire by purchase, gift, lease, sublease or otherwise, to the extent and in the manner that a city or county operating under the laws of the State of Idaho might do so, real or personal property necessary for the establishment, operation and maintenance of a public transportation system including but not limited to land and easement acquisitions, facilities, employee housing and rolling stock;

(c) To fund operational and maintenance costs of operating a comprehensive multimodal transportation system;

(d) To contract with public or private agencies, companies or entities for the provision of multimodal transportation services or for expansion of a

multimodal transportation system in Blaine County and surrounding communities;

(e) To undertake or contract for studies relating to the multimodal transportation needs of Blaine County and surrounding communities, and the methods by which said needs can best be served; and

(f) To participate in, influence and support regional transportation plans, and economic development and land use proposals as they relate to transportation, as from time to time they may be proposed, adopted and amended.

ARTICLE THREE: VISION, MISSION AND GOALS

The Authority may adopt and update a Vision, Mission, and Goals statement, from time to time, in order to convey a sense of purpose to the Authority's staff, stakeholders, and the public at-large. In general, the Vision, Mission, and Goals statement shall be consistent with Article Two above.

ARTICLE FOUR: BOARD OF DIRECTORS AND COMMITTEES

The Authority shall be managed by a Board of Directors ("Board"). The Board shall consist of the appointed representatives of each participating city, Blaine County and a "Member-at Large" (a routine user of the multimodal transportation services offered by the Authority). The Board shall elect the officers provided for herein every two (2) years. The Board shall meet monthly at a site duly noticed by the Board. The Board shall determine and assure that the qualifications for membership and for voting shall be in accordance with the Amended Authority Agreement.

The term of office for Board members shall be as set forth in the "Amended Authority Agreement" dated October 1, 2007.

The Board Chair (or Vice-Chair in absence of the Chair) may designate a subset of the Board members to constitute a committee to focus on policy for a particular aspect of the Authority's operations (e.g., planning, marketing, finance, etc). Each committee shall have one or more members, who serve at the pleasure of the Board. Members of the community that are not on the Board may serve on a committee, however without voting rights during the regular full Board meetings. The designation of such committees and the delegation to it of authority shall not operate to relieve the Board, or any member of it, or any responsibility imposed by law.

ARTICLE FIVE: OFFICERS

The Officers of the Authority shall be a Chair, Vice-Chair, Treasurer and Secretary. The Chair, Vice-Chair, and Secretary shall be appointed representatives of the participating cities, Blaine County, or the Member-at-Large. The Treasurer shall not be an appointed representative of the participating cities or county but shall be a person, firm, or corporation selected by the Board.

Officers of the Authority shall be chosen by a majority vote of the Board from among the membership of the Board and shall serve for a period of two (2) years commencing at the time of

adopting of these Bylaws. Vacancies in office shall be filled through a majority vote of the Board. Should an officer be unable to attend or incapable of serving at any meeting, the Board may select an acting officer from its membership to preside or to serve during such meeting.

ARTICLE SIX: MEMBERSHIP

The voting membership of the Board shall consist of:

- two (2) representatives appointed by the City of Ketchum,
- two (2) representatives appointed by the City of Sun Valley,
- one (1) representative appointed by the City of Hailey,
- one (1) representative appointed by the City of Bellevue,
- one (1) representative appointed by the County of Blaine,
- one (1) representative appointed by the City of Carey,
- one (1) Member-at-Large appointed by the Board.

It is the intent that the Member-at-Large be a routine user of the multimodal transportation services provided by the Authority. The Board shall consult with and accept advice as to the Member at Large from Friends of Mountain Rides, a 501c3 non-profit corporation.

Any city, or the county, may send additional representatives to any Authority meeting as non-voting ex-officio members.

ARTICLE SEVEN: QUORUM AND PROCEDURES

A quorum for purposes of convening a meeting of the Board, or a majority for transacting business of the Board, for approving contracts, or for authorizing any appropriation or expenditure of or by the Authority or any employee, shall require the affirmative vote of one-half (1/2) plus one (1) of the appointed voting members of the Board. The rules contained in the latest printing of Roberts Rules of Order Revised shall govern the proceedings of the Board in all cases in which they are applicable unless dispensed with by a vote of the Board; provided, the use of Roberts Rules shall be consistent with the manner and method in which meetings are currently conducted so that the conduct of business does not become unreasonably formalistic.

ARTICLE EIGHT: MEETINGS

Regular meetings of the Board shall be held monthly at which time the Board shall transact such business as may come before the Board. Special meetings of the Board may be called by the Chair (or Vice-Chair in absence of the Chair), or by a majority of the members of the board, for the purpose of conducting any lawful business. Notice of meetings shall be governed by Idaho Code Section 67-2343. Meetings shall be held at any of the participating cities or the county offices or other suitable publically available meeting location. Any Board member may participate in any meeting by telephone or other electronic means consistent with Idaho Code Section 67-2342.

ARTICLE NINE: POWERS AND DUTIES OF OFFICERS

The Chair (or Vice-Chair in absence of the Chair) shall preside at meetings of the Board and may call meetings of the Board as in her/his judgment may be appropriate or necessary. The Chair (or Vice-Chair in absence of the Chair) shall (in conjunction with the Authority's Executive Director) have agendas prepared for meetings of the Board. The Chair (or Vice-Chair in absence of the Chair) shall execute documents on behalf of the Board and sign or cosign checks when authorized to do so. The Chair (or Vice-Chair in absence of the Chair) may appoint committees where and when appropriate or necessary (see ARTICLE FOUR).

The Secretary shall cause minutes of all meetings of the Board to be recorded, and shall cosign checks, when necessary, and execute other documents when directed or authorized to do so by the Board.

The Treasurer shall account for all receipts and disbursements of the Authority and shall review and report on financial statements to the Board at each monthly meeting, or when otherwise requested or directed to do so.

ARTICLE TEN: BYLAW AMENDMENTS

These bylaws may be amended by the affirmative vote of the majority of the Board at any duly noticed meeting of the Board. No amendment to these bylaws shall be inconsistent with or replace the provisions of the "Amended Authority Agreement" dated October 1, 2007.

ARTICLE ELEVEN: EFFECTIVE DATE

These bylaws shall take effect from and after the approval and adoption of the Board on this _____ day of _____, 20__.

Peter Everett, Chair
MOUNTAIN RIDES TRANSPORTATION AUTHORITY

Attest:

Secretary