



Ketchum Urban Renewal Agency

P.O. Box 2315 | 480 East Ave. N. | Ketchum, ID 83340

March 15, 2021

Chair and Commissioners
Ketchum Urban Renewal Agency
Ketchum, Idaho

RECOMMENDATION TO PROVIDE DIRECTION ON KURA STAFFING

Introduction/History

At the February 16, 2021 meeting, the Board requested a discussion on the options for staffing the KURA. This report provides background on the current staffing and administrative arrangement and cost and provides options the Board can consider if a change is desired.

Since formation in 2006, the KURA has had an unwritten agreement with the City of Ketchum to staff all function of the Ketchum Urban Renewal Agency with existing city employees while reimbursing the City for the associated human resource and administrative costs. These costs have remained stable over the last several years and have been reduced over time.

There is an economy of scale in sharing staffing, equipment, technology, and other resources. Should the KURA decide to separate from the city, KURA costs related to technology (meeting packets, agendas, noticing, accounting, and website hosting) will increase. Under the current staffing arrangement, there are always staff available to provide back-up or additional assistance if needed.

Current Staffing and Administrative Costs

Staffing is currently provided by the City of Ketchum and consists of support from the Director of Planning and Building (Executive Director), the City Treasurer (KURA Treasurer) and City Clerk (KURA Secretary) and the Accounts Payable Clerk. Grant Gager, the former KURA Treasurer, has left the city and Shelli Rubel has been appointed by the City Council to serve as Interim City Treasurer. Her resume is included as Attachment A. Katrin Sharp, the City Clerk and KURA Secretary, will be leaving the city. Her last day is March 17th.

Presently, the KURA reimburses the city for two costs, staffing and materials and services. Total staffing costs in FY 21 are budgeted at \$84,001. Below is the breakdown of staffing costs. Materials and services account for office supplies, Caselle licensing, telephone, computers and copiers and utilities. Those costs are budgeted at \$32,869 in FY 21. The following is a breakdown of the staffing costs:

Position	FY 21
Planning & Building Director/KURA ED	0.25 (\$50,938)
Treasurer	0.10 (\$21,722)
Secretary	0.05 (\$6,700)
Accounts Payable	0.05 (\$4,642)
TOTAL	0.45 (\$84,001)

The KURA reimburses the city for both the staffing and materials and supplies in a lump sum, typically in January. Attachment B provides the history of the KURA staffing and materials and supply costs since FY 17.

Staffing Options

As a separate and discretionary board, the KURA has the option of pursuing alternative staffing solutions if they believe their needs will be better met. The following is a summary of options for the board to consider and associated costs. All costs are based on actual numbers gathered from current employment contracts for similar positions or taken from actual human resource costs.

The following options are offered for Board consideration.

Option	Description	Salary Costs	Benefits, Retirement, Health Care	Total Costs
1	No Change. With this option the KURA would work with the city staff assigned to the KURA. Under this option, the mayor and city administrator would assign the best suited city staff person as the primary staff lead for the KURA. This has been the arrangement with the KURA since 2006.	No additional costs. Administrative Costs: \$32,869	No additional costs	\$84,001 \$32,869 \$116,870
2	Collaborative Option. Collaborate with City on a replacement. With this option, the board would work with the City to find a staff replacement that the board is comfortable with. This option would keep intact the current arrangement without incurring any additional administrative costs.	No additional costs.	No additional costs	\$0.00

3	Hire a part-time Executive Director and support staff. This option would consist of outside staff to support the KURA. Similar to the current staffing model, this option would have part time staff that would not be city employees.	\$105/hour for 1,040 hours per year	Contract employees, no benefits	\$109,200
		\$25/hour for 3 support staff to work 520 hours each per year		\$39,000
		Administrative Costs \$33,000/yr		\$33,000
				\$181,200
4	Hire a Full-Time Executive Director on Contract and no support staff. This option would be for the board to seek out and appoint a new executive director to work in a full-time capacity along with support staff. With a full time director, the role of treasurer, secretary, and accounts payable could be handled by the director. KURA would need to provide budget for computers, phone, accounting, and website software. This would be a distinct change of course for the KURA and the City and should be done with great care to preserve working relationships.	\$105/hour for 2080 hours per year Administrative costs: \$33,000/yr	Contract employee, no benefits costs	\$218,400 \$33,000 \$251,400
5	Hire an Executive Director as an employee with benefits and no support staff. This option anticipated the KURA becoming a PERSI recognized government organization and would allow the Board to hire a director at a competitive rate and offer benefits. The hourly rate is lower than with a contract employee, but the benefits would be an attractive incentive for some candidates. This option would not include costs for the treasurer, secretary, and accounts payable since those duties could be handled by the full-time director.	\$100,000 per year Administrative costs: \$33,000/yr	\$71,000 per year for all benefits	\$171,000 \$33,000 204,000
6	Complete reorganization of Admin and Staffing. Under this option, the KURA would assume a structure similar to Boise's URA (Capital City Community Development Corporation) and would be a completely separate entity. This is not recommended but it represents the opposite choice to Do Nothing.	\$160,000 Administrative Costs: \$100,000/yr (rent, equipment, software, etc.)	\$113,600.00	\$273,600 \$100,000 \$373,600

Options 1 and 2 do not result in any additional staffing or operational costs to the KURA. Options 3-5 will result in additional staffing and operational costs. In the event the KURA decides to contract or hire their own staff, the city will shift all staffing, accounting, website management, agenda, and packet preparation to the new staff. The city will no longer provide support or resources for KURA operations and management. The City and KURA have a long history of working in collaboration and sharing resources to reduce costs to the taxpayer.

Recommendation

Staff recommended the board selects Option 2 and begin the conversation with the city to replace the treasurer and city clerk/KURA Secretary.

SHELLIE L GALLAGHER-RUBEL, CMC

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Qualifications Profile:

- A highly organized and detail-focused Manager, Certified Public Funds Investor through Association of Public Treasurers of US & Canada. Certified Municipal Treasurer/Finance Officer through ICCTFOA.
- Comprehensive knowledge of accounting and auditing principles with a track record of accurately and efficiently supporting overall financial activities and office functions. Proficient in budget, payroll, benefits, PERSI-retirement, general ledger, financial statements, investments, and full charge booking.
- Excellent technology skills with financial accounting systems. Quickly incorporate proprietary applications and new methodologies.

Professional Experience:

City of Ketchum, Ketchum, Idaho *Municipality consisting of 2,706 citizens and 113 employees*

May 2015 – Present - Interim City Treasurer

Responsible for Investments, General Ledger Balancing/Reconciliation, Financial Analysis/Reporting, Banking/Reconciliation, Investment Balancing, Budget, Audit, Document Management, Payroll, Benefits, Retirement and State and Federal Taxes. Variety of Special Projects. Parking Operations; Customer Service Appeals, Cash Handling and Collections. Serve as backup for Utility Billing, Accounts Payable, Accounts Receivable, Council meeting packets, as well as Business Tax Collection/Business License.

Blaine County School District, Hailey, Idaho

August 2014 – May 2015 - School Bus Operator

Provide school bus transportation for Blaine County School District children. CDL for Passenger Transportation and Air Brakes.

CITY OF HAILEY, Hailey, Idaho *Municipality consisting of 7,200 citizens and 65 employees*

February 2012 – May 2014 - Deputy City Clerk

Public Works; responsibilities include processing utility billing for 3,600 utility customers per month including delinquents, shutoff's, collection and reporting. Provide daily customer service face to face and by phone including cash handling for receipts of utility and permit payments, balancing of cash drawer. City Clerk; process biweekly payroll in Caselle for 65 employees, reconcile and remit city taxes and benefits in accordance with Idaho State and Federal Laws, including Persi Public Retirement. Administrative support; processing purchase orders, accounts payable, accounts receivable and service orders, including grants administration for Tiger II and EPA grants.

August 2009 – October 2009 - Deputy City Clerk/Treasurer

This was a temporary position to help during vacations

December 1999 – September 2005 - Deputy City Clerk/Treasurer

Supervised three employees in daily cash handling, payroll, accounts payable, accounts receivable, service orders, customer service and utility billing. Processed utility billing for 3,600 utility customers monthly including balancing and reporting. Processed bi-weekly payroll. Reconciled and remitted city taxes and benefits in accordance with Idaho State and Federal Laws. Balanced general ledger monthly and provided financial statements to the City Treasurer for presentation to Departments, Mayor and Council. Assisted the City Clerk/Treasurer in budgeting. Deposited city revenues and expenditures including bank reconciliation. Oversaw the maintenance of the City's financial software Caselle and trained city employees on the modules, created procedures and policies to insure internal controls. Assisted the City Clerk/Treasurer in preparing the budget and budget reporting and audit.

Aston Hotels, Sun Valley, Idaho

December 2009 - February 2012 - Accounting Office Manager

Managed and oversaw short term, long term and management only units accounting, including daily cash deposits, owner statements, reimbursements, financial reporting to owners and our corporate office. Provided full-charge bookkeeping tasks for local Wood River Valley Homeowners and HOA's, including payroll.

Sawtooth (Sun Valley) Board of Realtors, Blaine County, Idaho**October 2009 - January 2010 - Director Community Holiday Basket Food Program**

Supervised the process of food/gift/clothing baskets for Christmas 2009, provided a director's procedure manual. This program served 435 families and 869 children in Blaine County who were in need.

CITY OF MERIDIAN, Meridian, Idaho *Municipality consisting of 72,000 citizens and 450 employees***April 2008 – April 2009 - Utility Billing Manager**

Managed the daily activities of the Municipal Utility Billing System which included the supervision of six staff members' responsibilities. We as a team provided daily balancing of three cash drawers, credit cards, lockbox, depositing revenue and the reconciliation of the utility bank account. Managed and performed the disconnection of past due utility customers of approximately 500 to 700 per month which included handling angry customers on a regular basis. Processed billing for 27,000 utility customers bi-weekly. Implemented a program named Meridian Cares to assist customers in need with the payment of their monthly utility bills, this program is still in place.

CITY OF GARDENA, Gardena, California *Municipality consisting of 60,000 citizens and 420 employees***September 2005 – April 2008 - Deputy City Treasurer**

Managed the daily activities of the Treasurers Department which included the supervision of two staff members. Provided daily balancing of six department cash drawers, including credit cards, and check 21. Processed daily deposits of the utility revenue and reconciled the city bank accounts. Managed the cash flow and investment portfolio of approximately thirty million dollars, which included the distribution of the city payroll checks and warrant checks.

Education:

Idaho Municipal Clerks/Treasurers Institute, Certified CMC 1999-2020

Association of Idaho Cities Education 1999-2020

Government Finance Officers Association Conference California (2007) Public Funds Investment Certification

California Municipal Treasurers Association Investment Training and Conference

Supervisor Development Training, Unocal Corp

El Camino College, Torrance, California

Memberships:

Association of Idaho Cities

Idaho Municipal Clerks Association

Government Financial Officers Association

California Municipal Treasurers Association 2005-2008

Association of Public Treasurers of US & Canada 2006-2020

Computer Programs:

Caselle Clarity, Caselle Document Management (efiles), Miexcel, Cale Parking Enforcement, OmniPark Parking Notice, Chase Paymentech/Sympro, Xpress Bill Pay, Civic plus website and Microsoft products.

Staffing Costs

<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
99, 345	\$102,325	105, 394	\$108,556	\$84,001

		FY 17	FY 18	FY 19	FY20	FY21
		9/30/2017	9/30/2018	9/30/2019	9/30/2020	Budgeted
BUDGET						
01-4150-3100	OFFICE SUPPLIES & POSTAGE	19,450	22,000	20,000	20,000	15,000
01-4150-4200	CASELLE (MONTHLY)	26,448	26,448	26,448	26,448	26,448
01-4150-5100	TELEPHONE & COMMUNICATIONS	49,000	50,000	50,000	52,500	52,500
01-4150-5110	COMPUTER NETWORK	96,555	80,000	95,000	108,000	108,000
01-4150-5200	UTILITIES	34,603	36,000	36,000	36,000	36,000
01-4150-7400	OFFICE FURNITURE & EQUIPMENT	27,800	17,000	5,000	1,000	1,000
03-4193-7400	COMPUTER/COPIER LEASING	32,000	32,000	32,000	43,000	43,000
	TOTAL	285,856	263,448	264,448	286,948	281,948
	12% share	34,434	31,614	31,734	34,434	33,834
	URA Budget	30,080	30,982	31,912	32,868	32,869 office
			3% increase	3% increase	3% increase	No increase