

Final Report

January 14, 2008

Riggins Wellness Center Feasibility Study



Prepared for:

The City of Riggins, Idaho
and Residents of the Salmon River Canyon

By:

James Birdsall & Associates	Boise, Idaho (Jim Birdsall, principal)
Bootstrap Solutions	Boise, Idaho (Dick Gardner, principal)
The Hingston Roach Group, Inc.	Grangeville, Idaho (Lorraine Roach, principal)
Hummel Architects	Boise, Idaho

Table of Contents

I. Executive Summary.....	1
II. Project Background.....	2
III. Wellness Center Concept.....	4
IV. Management Considerations.....	6
V. Site Location.....	7
VI. Facility Design	8
VII. Facility Development and Operating Cost.....	12
VIII. Facility Development and Operating Revenues.....	14
IX. Determination of Feasibility and Recommendations.....	18
List of Attachments.....	22

I. EXECUTIVE SUMMARY

Riggins and Salmon River residents have long been interested in building a multi-purpose community and wellness center. It was identified in 2003 and became a top priority of the Riggins Economic Diversification Plan. In this study, project partners undertook a survey and analysis concerning general community interest in the concept of a wellness center to serve the greater Salmon River Canyon community and perceptions about health and wellness needs. A project concept of function and uses acceptable to Salmon River Canyon residents emerged.

Based upon this information, a facility design concept was created. From that, potential sites were reviewed and development costs established. The next steps included preparing annual operating costs, identifying development and operating revenue, and comparing revenues against costs to determine feasibility.

Significant observations and findings resulting from this analysis are detailed in subsequent sections of this report. However, an overview of the most salient issues, challenges, and conclusions are presented below.

The concept for the Wellness Center revolves around a single story structure of 8,125 square feet. The building should be thought of as an open, flexible public space that can be adapted to the community's priorities and is capable of evolving over time. There are three main functions being served – health services, exercise/physical therapy space, and community meeting space.

This report recommends the future Cloninger's Market site as the preferred location for the Wellness Center facility. Its central location and proximity to other activities and businesses are a key factor in this conclusion. That synergy could serve as the basis for this area becoming the community "hub" of downtown.

The Urban Renewal Authority is recommended as the preferred option for ownership and governance of the wellness center. A URA is established to own, develop, and dispose of real estate, so its purpose matches this project well. It offers many of the advantages of city ownership, such as the ability to incur debt and accept grants, but it allows the formation of an advisory board that covers the entire canyon community.

The capital cost of the wellness center and its site is estimated to be \$930,000, or \$990,000 with the exercise pool option. Of this total, \$175,000 to \$235,000 would need to be debt-financed, assuming assertive efforts to fundraise with both grants and contributions. Annual operating revenues were estimated at \$42,150. Unfortunately, operating costs including debt service are estimated to be \$43,543 or \$53,677 with pool. This leaves a net operating deficit of -\$1,393 to -\$11,527.

Based on these deficits, the wellness center is found to be infeasible at present. However, given the importance of this potential community asset and the small size of the deficits, it is recommended that the community continue its investigation of potential revenue sources and site acquisition. A single unplanned donation of \$200,000 would make this important project feasible.

II. PROJECT BACKGROUND

In 2003, the City of Riggins initiated an economic diversification study for the Salmon River Canyon which identified the development of a community Wellness Center as one of several top priorities. As a result, in 2004 a study was begun on the feasibility of a Wellness Center for the Salmon River Canyon community. This community encompasses the drainage of the Little Salmon and Salmon rivers from roughly the southern Idaho County boundary with Highway 95 through Pinehurst, Pollack, Riggins, Lucile, Slate Creek, and White Bird, and extending up the big Salmon Road east of Riggins. The City of Riggins had a 2006 population of 407, and the Riggins trade area was estimated to have a 2002 population of 1,757.

COMMUNITY MOTIVATION

The community's motivation for the Wellness Center comes from several directions.

1. First, the median age in Riggins was 51.7 years in 2000, compared to 33.2 years for Idaho as a whole. Senior citizens comprise 27.6% of Riggins' population compared to 11.3% for Idaho. Further, the number of children declined and the number of adults aged 50-64 grew sharply from 1990 to 2000 in Riggins. With such an aging population, opportunities to remain active with more gentle forms of exercise and in inclement weather are important to maintaining the health and independence of its residents.
2. Next is the interest in the availability of health care services. Again, this is an enhanced priority for seniors. Riggins had two part-time health clinics, but it lacked a pharmacy, dentist office, optometrist, some physical therapy services and other specialists. A central facility with health offices that could be used by rotating health providers, and also offered space for physical and occupational therapy could help with the Catch-22 relationship of health care availability and community growth.
3. A larger, multi-purpose public meeting room is another important community need. The Daughters of Rebecah Lodge has a meeting room of limited space and quality. Neither it nor the temporary senior center facility in its basement are ADA-compliant. The school gymnasium is sometimes used for public events, but has poor acoustics. As recently as the fall of 2007, committee members complained of attending a children's play where few could hear the words due to the acoustics. They felt the audience experience was ruined, despite the huge amount of preparation by the children.
4. Finally, only one lodging facility (the Salmon River Lodge) had an exercise room or pool to offer its guests. The smaller facilities had an interest in providing exercise options for their guests.

COMMUNITY INVOLVEMENT

In addition to the previously mentioned economic diversification planning work, several other methods of community engagement in this research were initiated.

Surveys

Two surveys were conducted in the course of the study. One was a community health and wellness survey with 224 responses from canyon residents. The availability of medical services was rated very important by 82% of respondents. Yet 62% rated night and weekend care availability as poor. Emergency care, dental services, pharmacy needs, obstetrics, radiology, lab services, and behavioral counseling were generally not available within the canyon. Strong support was indicated for 1) an indoor track and/or treadmill machines, 2) fitness classes, 3) a workout/weight room, 4) a therapy pool or lap pool, and 5) health and wellness classes. Monthly fees of \$10-24 were acceptable to 46% of respondents, and another 34% were willing to pay \$25-49. (Full details from the survey are in the Step One report.)

A second informal survey was conducted by interviews of all overnight lodging owners/operators in Riggins. They were asked about the likely interest of their guest in using a Wellness Center. The survey yielded an estimate of 110 guests/month who might use the facility. This number may be low as it did not include RV park guests. Day use fees of up to \$10 were considered acceptable. Some operators would consider a plan that built the offer of use of the Wellness Center into their room fees.

In addition, a meeting was conducted with representatives of the Riggins Senior Citizens Center to inquire about their interest in becoming tenants at a Wellness Center. After expressing concern about the financial impact of their departure from the current Odd Fellows Lodge, the group response was favorable to the idea of locating in the Wellness Center, especially if it helped with Wellness Center feasibility.

Wellness Center Committee

A group of residents interested in the Wellness Center was convened several times during the project to consider the information that was developed and to discuss the services offered and design concepts. The members of that working group included:

Bob Zimmerman	Carl Skyrman
Robert Crump	Larry Barnard
June Whitten	Joyce Stapleton
Vickie Lowe	Mike Forbes
Rachelle Hamell	Marilyn Giddings

Utilizing this team of community stake-holders to help with this evaluation then led to the following concept and findings.

III. WELLNESS CENTER CONCEPT

When considering other similar community Wellness Centers, such as the Coeur d'Alene tribal owned facility in Worley, Idaho, it became evident that there exists a wide variety of type and use. This can range from a large indoor sports facility with a full medical clinic to just a small group exercise building. As the Riggins project began, there was considerable discussion about the purposes and facilities that comprised a Wellness Center. For some it was a health clinic; for others it was a recreation center complete with pool, courts, and a running track; some wanted a performance stage and classrooms in large a community center.

HEALTH CLINIC

For a time the group delved into a discussion about the merits of applying for federally qualified community health center status. This is separate federal grant program that offers operating subsidies to health clinics operated by a community and serving low income residents in a Health Professional Shortage Area (HPSA). It is a program that has merit for the canyon community, but it is not intended as a capital program for facility construction, and so it became a distraction to the Wellness Center conversation. The consultants went as far as organizing a peer visit to health clinics in Fairfield and Glenns Ferry. The group was stymied in part by the fact that two part-time health clinics, one publicly-owned and one private, were already operating in Riggins in 2004. In addition, the work and commitment of creating a new health care enterprise proved infeasible at this time.

Playing off the health clinic, related notions came up in discussion

- Pharmacy – There is no operating pharmacy in Riggins, leaving residents to have to travel for prescriptions or use a mail-order service. While the need still exists, this idea was dropped from the design due to cost, staffing, and regulatory considerations. It is worth noting that Cloninger's Market has considered the same obstacles in analyzing the pharmacy option for its planned new market.
- Dentist Office – there is a need for a dentist's office in town and there is a dentist living in Skookumchuck who may be willing to work part-time in Riggins.
- Optometrists' Office – Could space be provided for other medical specialists?
- Physical Therapy
- Occupational Therapy
- Preventative Health programs – The common meeting room offers space for such programs by a public health nurse.

EXERCISE FACILITY

The Wellness Center conversation was also driven by the lack of a venue for adult exercise. At various stages the discussion included:

- Cardio-vascular exercise machines
- Weight room
- Full-sized swimming pool – Municipal swimming pools have a reputation for becoming financial burdens for local governments, especially for staffing, operating, and repair costs. In discussions it became clear that the real need was 1) for aquatic exercise space for adults and especially seniors, 2) a place for young children to learn to swim, and 3) a place for aquatic physical therapy. The Salmon River, e.g. Short's Bar, offers lots of swimming for half the year. There was interest in providing a swimming pool option for guests at lodging facilities that lacked a pool.
- Gymnasium – This was feasible only with a site associated with an existing gym at the schools.
- Group exercise room for yoga and cardio programs

COMMUNITY MEETING SPACE

There was considerable discussion and exploration about the kinds of public purposes that could be achieved in a Wellness Center.

- Senior Center meal center and gathering place
- Head Start program
- Venue for public meetings, hearings, etc
- Venue for private celebrations like weddings, anniversaries, graduation parties, family reunions, etc.
- Venue for public celebrations like banquets, dances, card tournaments, performing arts, etc.
- Performance stage with dressing rooms, lighting and sound system, storage space for props, etc.

Ultimately, these ideas and interests served as the basis for a Wellness Center that is appropriate in scale and use for the Salmon River Canyon community. This final facility design concept is presented later in this report along with estimates of development and operating costs.

IV. MANAGEMENT CONSIDERATIONS

OWNERSHIP/GOVERNANCE

A key question for the community to answer is: “*Who will own and operate the Wellness Center?*” The answer carries multiple legal and perceptual considerations. Based upon a review of local community capacity it is the conclusion of this report that there are three most likely options:

City-Owned

One option is for the Wellness Center to be owned and operated by the City of Riggins. The fact that the City already has an administrative structure in place to acquire and manage property is an advantage of this option. If owned by the City, the property would be tax-exempt, thereby lowering the operating costs of the facility. Additionally, the City is eligible for several grant programs. A disadvantage of City ownership is that the City has less accounting flexibility for handling donations and fundraising events. City ownership could make it harder for the entire canyon community to embrace the Wellness Center. If the facility had to be sold at some future time, ownership by the City would make the sale more difficult due to state laws governing the transfer or disposal of City property. Finally, management of the facility could not be taken on by the City without increasing current City staffing levels.

Urban Renewal Authority

An Urban Renewal Authority has already been established within Riggins. Its board is comprised of the Mayor and City Council and its initial projected annual revenue is about \$12,000 per year in taxes. This revenue will be dedicated to repaying a new sewer improvement bond, but any new construction within URA boundaries will increase the tax base and therefore revenues in the future. If the Urban Renewal Authority (URA) plan were amended to include a Wellness Center, then future revenues could be potentially used for this project. An advantage for the Wellness Center would be that the URA has a revenue source attached to it, lending a sense of financial stability and legitimacy. The URA can own property and operate a facility such as a Wellness Center, and can easily dispose of or transfer property if necessary. The URA would be eligible for several grants. Because the URA is one step removed from the City of Riggins, it could create a better foundation for building a sense of canyon ownership. The URA Board could appoint a Wellness Center Steering Committee, composed of representatives from the health clinic, the senior center, the City, and the larger canyon area to foster broader ownership and to focus solely on managing the Wellness Center. A disadvantage of this option is that because URA boundaries are within Riggins, URA funds do not capture contributions from elsewhere in the canyon. An additional disadvantage is that the URA relies completely upon the City for administrative support which again presents a management capacity question.

Independent Non-Profit

A new non-profit organization is a clean way to create an appropriate structure and image for the Wellness Center. Some synergy could be gained if the Canyon Coalition were to incorporate and take on ownership and management of the Wellness Center as one of its duties. Non-profits are eligible for many grant funds and well-suited for accepting private donations. Additionally, a non-profit organization would be ideal for fostering a sense of canyon-wide ownership. However, a non-profit organization lacks the legitimacy that the City or URA has, and the absence of a grant administration track record could count against a new non-profit with some funding sources. Also, because a non-profit takes time for formation, there would be a delay before it was ready to take on the project of the Wellness Center. It is especially risky to develop a new organization simultaneously with developing a new facility.

All three of these “most likely” ownership options will require the creation of at least part-time personnel positions. This report was developed around the concept of establishing 0.75 to 1.0 FTE of support staff. These could be up to three separate part-time positions and would address administrative, janitorial, and exercise pool maintenance duty. Staffing could be supplemented with high school work-study students and/or volunteers.

OWNERSHIP/GOVERNANCE CONCLUSION

We recommend the Urban Renewal Authority be pursued as the preferred option. A URA is established to own, develop, and dispose of real estate, so its purpose matches this project well. It offers many of the advantages of city ownership, such as the ability to incur debt and accept grants, but it allows the formation of an advisory board that covers the entire canyon community.

V. SITE LOCATION

Site location and availability were also very important considerations of this study. Although several properties were reviewed, three potential locations for the Wellness Center were identified as the most probable sites for this development: the Paul Zatica site, the Carlson Family Site, and the Salmon Rapids Lodge/ Brown Industries Site. The advantages and disadvantages of each site are discussed below.

Paul Zatica Site

This site in downtown Riggins on the west side of Highway 95 consists of over three acres of land and has long been vacant. Cloninger’s Market (Riggins) currently owns this site, and are interested in the concept that the Wellness Center would be located behind their new grocery store building. This proposed location would place the Wellness Center off the highway, allowing commercial development on the on property fronting the highway and possible residential development on the slope between downtown and the upper access road. This central location is within easy walking distance from most downtown businesses and would connect the Wellness Center to the heart of

downtown activity. The site has access for emergency vehicles and parking is available at a city lot as well as at the Salmon River Heritage Center. Public meeting space is also available at the adjacent Oddfellows Lodge; future connected uses of the Wellness Center with this building are a possibility. The site would have broad community appeal. Financial partnerships with the owner could include a lowered price with a tax deductible donation to the Wellness Center, and joint use of the parking lot paved through grant funding.

Carlson Family Site

The Carlson Family site is located downtown the on east side of Highway 95 adjacent to bank/post office building and consists of approximately one and a half acres. This central downtown location is within easy walking distance from most downtown businesses and has access for emergency vehicles. The river view would be an aesthetic benefit to the project, and the location would have broad community appeal. The cost of the property is currently unknown and there is existing uncertainty about the family's interest in selling the property.

Salmon Rapids Lodge/Brown's Industries Site

The Salmon Rapids Lodge/ Brown Industries site would locate the Wellness Center on a portion of the property located behind the previous location of the Syringa Health Clinic. The site has access for emergency vehicles. A future benefit would be a possible partnership between the Wellness Center and the Salmon Rapids Lodge, involving, for example, the shared use of multi-purpose conference rooms or recreational facilities. Two disadvantages of this location are its distance from downtown activity and limitations on available space due to expansion planned by the Salmon Rapids Lodge. There is also uncertainty about Brown's Industries interest in this co-location concept.

SITE CONCLUSION

Based upon all factors considered, this report recommends the future Cloninger's Market site as the preferred location for the Wellness Center facility. Its central location and proximity to other activities and businesses are a key factor in this conclusion. That synergy could serve as the basis for this area becoming the community "hub" of downtown.

VI. FACILITY DESIGN

The concept for the Wellness Center revolves around a single story structure of 8,125 square feet. The building is designed to fit on the rear of the Zatica site, and is compatible with the Cloninger plans for a new grocery store on highway frontage of the same site. The building should be thought of as an open, flexible public space that can be adapted to the community's priorities and is capable of evolving over time. There are three main functions being served – health services, exercise/physical therapy space, and community meeting space. The following description of the building starts with the exterior.

OUTSIDE APPEARANCE

The building has 10-foot high wood framed sidewalls that are covered with 6-inch wide painted lap siding. Clear glass windows, both fixed and operable, are used throughout the exterior walls to bring in sunlight and natural ventilation. Most of the windows will be located on the north and south sides to take advantage of the even light associated with north-exposed glass. Glass on the south side will be located higher on the wall to avoid direct sun contact in the summer and capture positive sun access in the winter.

The front entry door has a glass sidelight for viewing, while all other doors are blank with no glass. Aside from the front entry door, we envision five other exterior doors: two at the dining/community space, two from the kitchen, and one leading to the future pool on the south wall.

The roof is covered with asphalt shingles over a double-pitch wood truss system. The roof extends 2-feet past the walls for shade and to keep snow from the building edges.

SITE DEVELOPMENT

At this point, we have estimated gravel parking for 50 cars with two spots allowed for handicapped vehicles. Two 5-foot wide sidewalks abut a portion of the building for 50 feet. Landscaping would be a future element in the planning process.

INTERIOR

The interior spaces are very open to promote an inviting feel, good sight lines, and easy circulation for walking. The building is divided into three basic areas: the front entry with the clinic spaces, the dining/community hall area served directly by the kitchen, and an exercise/therapy area.

The predominate flooring is a multi-colored vinyl composition tile with the kitchen using a rolled vinyl product to reduce floor seams. The walking path can be highlighted with a different color of flooring. The ceiling height is 10'-0" and composed of 2 x 4 acoustical panels and fluorescent lighting.

The walls are painted gypsum board with a very light orange peel texture. We envision multiple colors to enliven the spaces and give each area a separate but cohesive identity.

KITCHEN EQUIPMENT

We have estimated costs for fully supplying the kitchen with the equipment necessary to serve 200 people. If other resources are available for securing this equipment, a sizable amount of money can

be saved. However, the basic plumbing, exhaust, and makeup air required for a kitchen of this capacity is a fairly fixed building cost.

HVAC

The heating source will either be an electric furnace or a propane system. Both models use ductwork above the ceiling within the attic, and the costs are relatively the same. The furnace and makeup air unit can be located in the attic and accessed from the janitor/storage room. The air conditioning condenser will be ground mounted near the building. The roof overhang should extend far enough to protect the unit from falling snow.

WELLNESS CENTER FEATURES

- ⇒ **Foyer** – This open entrance area will offer access either to the separate waiting room and reception area for health services(which) or to the community multi-purpose room and hence to the exercise area. A protected monthly calendar that can be viewed from outside will display Center hours and any event reservations that affect availability.
- ⇒ **Health Clinic** – This area will have its own security doors so that the clinic can be locked securely when the building is open in evenings for other purposes. It is envisioned with separate exam room/offices for doctor and nurse practitioner/physician's assistant, plus clinic office with record storage, and a flexible exam room that can be used by the health clinic, or by the dentist, optometrist, or other health specialists in rotation. The exact design and even size of the health clinic space will need to be finalized in conjunction with the entity moving into the Wellness Center.
- ⇒ **Restrooms/Changing Facility** – The single pair of restrooms in the building will be sized for the 200 person meeting room and will also contain a small changing area and perhaps shower stalls.
- ⇒ **Storage space/janitorial supplies** – There is room for a storage area sited behind the restrooms for recreational equipment, floor padding, and for janitorial supplies.
- ⇒ **Physical Therapy** – There is an additional physical/occupational therapy exam room located near the exercise area. Space has been allotted for several physical therapy exercise stations.
- ⇒ **Cardio Exercise Machines** – Sharing the physical therapy space will be several cardio vascular exercise machines, such as a treadmill, exercise bike, and elliptical machine.
- ⇒ **Open Exercise Area** – This open area can be set up for yoga and other exercise classes. It could also serve as a reception space or dance floor at larger community functions.

- ⇒ **Walking Path** – Snaking around the outside of the exercise area and community room will be an indoor walking path of about 400 feet (14 laps/mile?). In mild weather an extended outdoor path could be connected to the building entrances. The walkway space might be used for other purposes during larger community functions, but otherwise provides a feeling of spaciousness and activity throughout.
- ⇒ **Lap Pool Option** – While not included in the capital costs of the building, there is space for a three-lane lap pool on the south side of the building. This pool would be about 3.5 feet deep with about fifteen by fifty feet dimensions. This is envisioned as being outside the main building, but fenced for security. However, a fence or retaining wall along the south side could provide shade, wind protection, and privacy. An awning structure could be attached to the Wellness Center and extend over the pool as well.
- ⇒ **Community Multi-Purpose Meeting Room** – This flexible space encompasses some three thousand square feet. It is capable of seating 200 people at about 21 tables for banquets, trainings, meetings, or performances. This space was expanded from a capacity of 150 in the first draft at the request of the committee who placed a high priority on having a larger meeting space. A permanent stage was considered, but abandoned as it adds a large amount to the building size and cost for very occasional use. A portable stage could be set up for events and stored when not needed.
- ⇒ **Kitchen** – This commercial kitchen can be used by the senior center, community groups, or catering staff for dining functions. There will be separate storage for the senior center. The kitchen could even be rented to food entrepreneurs wishing to process batches of jams, salsa, candy and other specialty food products in an approved facility.

VII. FACILITY DEVELOPMENT AND OPERATING COST

The next step in this study is to give consideration to both the hard development costs of the project as well as a projection of probable annual operating expenses.

WELLNESS CENTER CAPITAL BUDGET

In the first instance, development costs include design and construction (including 10% contingencies), site acquisition, equipment and meeting furnishings, and lap/ exercise pool construction. A summary of those expenses is presented in the following chart. More detailed development costs can be found in Attachment A.

EXPENSES	TOTAL COST
Building	\$700,000
Land	\$200,000
Equipment/ improvements	\$30,000
Capital Expense Total	\$930,000
Pool	\$60,000 *
Total Capital Costs	\$990,000

* Deduct \$60,000 from total; pool is not included (\$930,000.)

WELLNESS CENTER OPERATING BUDGET

Annual operating expenses for the Wellness Center are comprised of the following primary categories:

- Staffing—480 hours for administration, 1100 hours for janitorial, and 240 hours for pool maintenance.
- General operations—utilities, communications, supplies, R and M, advertising/ printing, and insurance.
- Debt service—construction loan repayment.
- Exercise pool—supplies, inspection, and labor.

The following chart summarizes these expenses. Again, more detail can be found in Attachment A..

EXPENSES	ITEM	#	\$/unit	Annual Total
Staffing				
	Administration	480	10	\$4,800
	Janitorial Service	1100	8	\$8,800
	Staffing Sub-Total			\$13,600
General Operation				
	Electricity	12	300	\$3,600
	Propane	12	300	\$3,600
	Water			\$800
	Sewer			\$800
	Telephone			
	Cable TV/ Internet			
	Supplies			\$600
	Insurance			\$2,500
	Repairs/ Maintenance			\$3,000
	Marketing/ Advertising			\$1,000
	Operations Sub-Total			\$15,900
	Loan Repayment Sub-Total			\$14,043
	TOTAL OPERATING COST WITHOUT POOL			\$43,543
Pool Operation				
	Propane			\$1,200
	Pool chemicals/ supplies			\$1,200
	Pool Inspections	2	500	\$1,000
	Pool Maintenance	240	8	\$1,920
	Pool Sub-Total			\$5,320
	Loan Repayment w/ Pool Sub-Total			\$18,857
	TOTAL OPERATING COST WITH POOL			\$53,677

VIII. FACILITY DEVELOPMENT AND OPERATING REVENUES

Having addressed facility concept, location, and cost of development and operation, this report will now focus upon potential revenue sources for both facility construction and on-going operations. This study has concluded that those sources could be significant and are characterized as follows beginning with Capital and Construction Revenues.

CAPITAL REVENUE SOURCES

The Idaho Department of Commerce (IDOC)

Administers two grant programs that could be approached as sources for construction and/or land acquisition:

Idaho Community Development Block Grant (ICDBG) Program works to provide public facilities and services to communities, to create jobs, ensure decent affordable housing, and expand business opportunities. A threshold criteria of benefiting primarily low and moderate income communities could be met by Riggins statistics. Based upon conversation with IDOC staff, the most appropriate application category would be that of a public facility. This definition would be consistent with the predominate use as a Health and Wellness Facility rather than a Community Center (although both uses could co-exist.) This would facilitate an allowable larger request of up to \$500,000.

Idaho Gem Grant is related to the Idaho Gem Community Program with which Riggins has a strong history. Although not a grant requirement, the fact that this project is listed as a high priority in existing community plans makes this program a reasonable possibility. This request would of course be for one-time capital funding in support of establishing this well-documented community project.

USDA Rural Development Community Facility Loan/Grant

The Community Facilities program offers loan to public entities (and occasionally non-profits) to cover construction of community projects like water or sewer systems, community centers, fire stations, and the like. The Wellness Center would be an eligible project. The City of Riggins is an eligible entity and probably the urban renewal district. USDA generally requires a bond election showing that a majority of taxpayers approved incurring debt for this purpose. Because forming an urban renewal district requires an election that delivers bonding authority, an argument could be made that amending the URA plan to include the Wellness Center and demonstrating that the revenue stream from the URA had grown sufficiently to guarantee loan repayment may be sufficient. Conversation with USDA staff included that at the future appropriate time, bond counsel should be asked to clarify this question. In addition, USDA has the authority to reduce a portion of

a loan with grant dollars. However, the amount available to projects statewide is very small (\$140,000 in 2007), so any grant for the Wellness Center would likely be in the \$10-15,000 range.

Urban Renewal Area Revenues

An urban renewal district was formed with a plan and election approval in 2006. The current board consists of members of the Riggins City Council, plus the City Clerk. The initial revenue stream from its ad valorem tax is projected to be \$12,000 per year, but this amount will grow as new construction occurs within its boundaries. Current revenues are obligated to a sewer improvement project through 2016. However, while facility operating revenues would provide the repayment stream for the above-mentioned USDA loan, a portion of future URA revenues could act as something of a loan guarantee.

Private Contributions

While it can seem a daunting task for community stake-holders, it is well within reason to consider private contribution as a significant source of development capital for a project such as this. There are ample instances of similar situations throughout the Northwest (including Idaho) where this type of fundraising success has been achieved by small communities for worthwhile and well-supported projects. Reasonable financial targets would be \$120,000 for private foundations and \$100,000 for business, individual, and large corporation contributions. Adequate volunteer or paid staffing would be necessary to accomplish this path. Attachment C of this document provides a beginning list of likely contributors to be approached.

Community Donations/Endowment

Never underestimate the good will community residents will bring to a project they believe in. Significant contributions are possible for this project. They might emerge in three ways: 1) through individual contributions from the community, 2) through the contributions from local businesses, larger corporations with an interest in the canyon community, and/or 3) from gifts made from the estates of residents or past residents. Donations could be held by the City on behalf of the project or an account in the name of the Wellness Center could be established at the local bank.

Alternatively, a project fund could be established within the Idaho Community Foundation. Better yet would be to establish a Wellness Center project fund, which could have all its contents spent toward building the wellness center, and a directed endowment fund either in the name of the wellness center, or Riggins or the Canyon community. Both a project fund and an endowment fund create ways for people to build gifts into their estate planning. A community like Riggins will always have a sizeable number of senior citizens living there, in addition to long-time residents. Both pools of people are likely to appreciate the time they have spent in the canyon and may wish to leave a remembrance gift, especially if there is a reputable organization to manage the funds in perpetuity. This is a long-term strategy to empower the community with the financial ability to better itself. An operating endowment for the Wellness Center would be a great way to subsidize its

operation forever. If a fund is established in the Idaho Community Foundation, it will be important to think carefully about the membership in the committee that will advise the endowment. Remember that there is much more wealth within a community that people generally realize. It only takes a tiny share of the wealth being transferred to make a important difference to the community. People who donate tens or hundreds every year may be willing to donate thousands of dollars in their estate.

The following chart summarizes these general categories of capital funding sources and their target amounts.

Capital Revenues	Total Cost (w/o pool)	Total Cost with pool
Community Development Block Grant	\$500,000	\$500,000
USDA Community Facility Grant	\$10,000	\$10,000
Idaho Commerce Gem Grant	\$25,000	\$25,000
USDA Community Facility loan	\$175,000	\$235,000
Private Foundation Grants	\$120,000	\$120,000
Business/ Individual Donations	\$100,000	\$100,000
Revenue Total	\$930,000	\$990,000

OPERATIONS REVENUE SOURCES

In terms of probable sources of operating revenues, this study chose not to include on-going private fund-raising. While this type of effort could certainly be added during actual Center operations, it seemed more prudent to only consider sources that could be relied upon as a more regular and traditional occurrence. Those sources that will be considered are as follows:

Membership Fees – The community survey that was undertaken for this study revealed that there was noticeable interest in the idea of local residents paying a monthly membership fee in order to utilize the Center on a regular basis (see Attachment C “Step One Report.”) Nearly half of the 400+ respondents indicated that a modest fee was acceptable. Final evaluation of these findings arrived at the fairly conservative conclusion that out of the 1600 – 1700 Canyon residents, it is fair to assume that at least 100 (6 – 7%) would be willing to pay \$20 per month for membership benefits. (To subscribe this many members, it may be necessary to build the lap pool immediately in order to offer its use as part of the benefits package.) This would provide \$24,000 annually for operating expenses. In addition, occasional day use fees could be captured on a limited basis from local lodging guests and other visitors adding another \$1,200 annually. It may also be possible for the wellness center to gain some revenues from prescribed physical therapy activities reimbursed by health insurance or Medicare.

Space Rental Income - Based upon research performed during this study in conjunction with comparison of other similar facilities, it is also reasonable to expect a certain amount of revenue to come from renting space in the facility. The most plausible uses for this space include:

- Professional office and/or health clinic
- Health specialist rentals, such as a dentist
- Senior Center location
- Kitchen rental to individuals

Event Fees—Both large occasions (weddings) and small events (birthdays) could be expected to provide some rental income. It would be reasonable to expect that on average one of these types of events would take place each month. Also, large public events such as community fund-raisers could be charged a limited fee to help offset utility usage. Although the potential annual event revenue projection is relatively low at \$2,400, it would have growth potential with marketing to targets like government agencies, and as residents became familiar with the Center. The fees used here are suggestions only and may be altered by the wellness center board.

The following chart summarizes these categories of revenue along with projected annual amounts.

OPERATING REVENUES	ITEM #	\$/unit	Annual Total
Rentals			
Health Clinic Rental	12	1,000	\$12,000
Health Specialist Rentals	12	100	\$1,200
Senior Center Rental	12	50	\$600
Kitchen Rental	30	25	\$750
Rental Sub-Total			\$14,550
Events			
Small Private Parties	12	\$50	\$600
Large Private Parties	6	\$200	\$1,200
Public events/ fundraisers	6	\$100	\$600
Events Sub-Total			\$2,400
Wellness Center Members	100	240	\$24,000
Day use fees	120	5	\$600
Motel use fees	120	5	\$600
Member Fee Sub-Total			\$25,200
TOTAL OPERATING REVENUES			\$42,150

IX. DETERMINATION OF FEASIBILITY AND RECOMMENDATIONS

In this concluding report section, the consulting team that is advising the City and community stakeholders on final determination of feasibility regarding the establishment of a Riggins Wellness Center provides the following recommendations.

At the current point in time, these findings are that **the project is not feasible, all factors considered**. This result is heavily influenced by the projections indicating an annual operating deficit between approximately \$1,400 and \$11,500 depending upon whether or not the facility contains an exercise pool.

We understand that the wellness center would be a central piece of public infrastructure for the entire Salmon River Canyon community. Given the size and scale of this undertaking, this projected deficit is small enough that **we also highly recommend moving forward with appropriate (low-risk) pre-development activity** in order to clarify questions and areas of concern.

To better understand these recommendations, let us review the following analysis of pro-forma capital and operating budgets.

Based upon information gathered and presented in Section VIII, a balanced capital and construction budget can be attained. One important factor of feasibility is the community's willingness to undertake the private fundraising campaign that is necessary. We assumed a concerted fundraising campaign to get to \$100,000 in individual and business donations, and \$120,000 in foundation grants. We further assumed that Riggins could get the maximum Community Development Block Grant amount of \$500,000 in a highly competitive state pool of projects. Even with these assumptions, it is still necessary to borrow \$175-235,000 from USDA Rural Development. And even at favorable loan rate of five percent for twenty years, **it is the debt service payment on this loan that tips the operating budget listed below into the negative.** This would be negative \$1,393 if no exercise pool were included, and a negative \$11,527 if one were included. Pool operating costs add to the negative balance.

Capital Revenues	Total Cost w/o pool	Total Cost w Pool
Community Development Block Grant	\$500,000	\$500,000
USDA Community Facility Grant	\$10,000	\$10,000
Idaho Commerce Gem Grant	\$25,000	\$25,000
USDA Community Facility loan	\$175,000	\$235,000
Private Foundation Grants	\$120,000	\$120,000
Business/ Individual Donations	\$100,00	\$100,00
Revenue Total	\$930,000	\$990,000

Expenses	Total Cost w/o Pool	Total Cost w Pool
Building	\$700,000	\$700,000
Land	\$200,000	\$200,000
Equipment/ improvements	\$30,000	\$30,000
Pool		\$60,000
Capital Expense Total	\$930,000	\$990,000

Wellness Center Operating Budget

Item	#	\$/unit	Annual Total
Revenues			
Rental Sub-Total			\$14,550
Event Sub-Total			\$2,400
Member Fee Sub-Total			\$25,200
TOTAL OPERATING REVENUES			\$42,150
Expenses			
Staffing Sub-Total			\$13,600
Operations Sub-Total			\$15,900
Loan Repayment Sub-Total			\$14,043
TOTAL OPERATING COST			\$43,543
NET OPERATING REVENUE			-\$1,393
Loan Repayment w Pool Sub-Total			\$18,857
TOTAL OPERATING COST W POOL			\$53,677
NET OPERATING REVENUE W POOL			-\$11,527

It is important to understand that some key assumptions have the potential to change with further investigation. It is possible that this would “tip the scale” toward project feasibility if these assumptions can be proven too conservative. Those include:

- **Membership fees** – 100 family memberships at \$20 per month could be a significantly conservative estimate. As an example, if only 50 more memberships were added, an additional \$12,000 would be available for annual operating expenses thereby covering most of the higher projected deficit. Alternatively, the fees could be set higher.
- **Equipment cost** – This study estimates approximately \$30,000 in equipment/ furnishing costs, of which over \$19,000 is attributable to exercise machines (see Attachment A) There may be other less costly avenues for providing this feature. Supplier donations or cost reductions, private concessionaires providing the equipment, and leasing rather than purchasing equipment could create a noticeable decrease in capital expense, thereby reducing loan (and payment) amounts.
- **Site cost** – The site acquisition cost of \$200,000 does not represent “informal negotiations” with any of the three primary site owners. It is simply an assessment of what site costs might be, given “asking prices” in Riggins for this type of property. Further investigation could reveal a lower actual sale price or partial donation of value by the seller. Again, this could positively affect capital development costs and reduce the amount of debt.

- **Senior Center synergy** – This study assumed that Senior Center involvement with the Wellness Center is limited to just paying a very small amount of annual rent and then utilizing the space for their weekly functions. Potential staffing efficiency with Senior Center employees and volunteers and Wellness Center operation was not explored. Such an arrangement could somewhat reduce Center staffing costs or extend hours of operation, perhaps increasing user fee income.
- **Facility Construction** – No volunteer or donated labor, materials, or equipment was assumed in construction cost estimates. If this were to occur, a construction cost reduction could result in lowering the project debt requirements and payments.

In conclusion and to emphasize the findings of this report, although not now feasible, it is reasonable for the community to move forward with low- or no-cost efforts to clarify the above-mentioned issues. The Riggins and Salmon River Canyon Economic Development Strategy (2006) listed five major goals. Under the fourth goal, “Enhance community services to improve quality of life for residents,” the Riggins Wellness Center (and related activities) was listed in the top two priority action areas. If this is still an accurate reflection of community priorities then it makes sense to move forward to the next stage. An outline of suggested “next steps” follows:

Step One - Establish or assign a volunteer project development working group. Assume a quarterly meeting schedule for a period of three years. Smaller (one to three person) task groups should address work and information activities and report back to the larger group. Involve professional (CEDA staff, architects, attorneys, etc.) on an as-needed no- or low-cost basis.

Step Two - Assign a task group to clarify potential site acquisition costs. Also, discuss with owner possibility of a fairly long-term purchase option agreement.

Step Three - Arrange for grant-writing and fund-raising support. Approach CEDA or other area public development support organizations to assist in this effort. Work with local Horizons Canyon Coalition Group to develop and implement a fund-raising plan.

Step Four - Urban Renewal Agency representatives and bond counsel should explore and clarify financing structure and requirements for project debt such as the USDA construction loan.

Step Five - Solicit “letters of interest” or other appropriate statements (perhaps certificates of participation) to solidify individual interests in membership user fees.

Achieving clear results and information in these areas would most likely require a 12 month period, assuming active engagement by stake-holders. This would provide the additional knowledge for a decision to make the commitment to move into an actual 2-year development phase.

List of Attachments

Attachment A	Wellness Center Budgets
Attachment B	Potential Private Contributors
Attachment C	Step One Report
Attachment D	Facility Concept Design

Wellness Center Capital Budget

Capital Revenues	Total Cost (w/o pool)	Total Cost with pool
Community Development Block Grant	\$500,000	\$500,000
USDA Community Facility Grant	\$10,000	\$10,000
Idaho Commerce Gem Grant	\$25,000	\$25,000
USDA Community Facility loan	\$175,000	\$235,000
Private Foundation Grants	\$120,000	\$120,000
Business/ Individual Donations	\$100,00	\$100,00
Revenue Total	\$930,000	\$990,000

Expenses	Total Cost	Annual Cost
Building	\$700,000	
Land	\$200,000	
Equipment/ improvements	\$30,000	
Capital Expense Total	\$930,000	
USDA Community Facilities Loan, 5% 20 year	\$175,000	\$14,043
Annual Loan Payment without pool		\$14,043
Pool	\$60,000	
USDA Community Facilities Loan, 5% 20 year	\$235,000	\$18,857
Annual Loan Payment with pool		\$18,857

Riggins Wellness Center Facility Cost

Item	Description	Units	Units	Unit Cost	Subtotal	Div Totals
Sitework						
Site-01	Clearing, grubbing & excavation	ls	1	\$ 3,500.00	\$ 3,500.00	
Site-02	Exterior sidewalk 5'-wide x 50' long	sf	250	\$ 2.94	\$ 735.00	
Site-03	Gravel parking Lot - 48 cars	sf	15000	\$ 1.35	\$ 20,250.00	
Site-04	2 paved H.C. spaces & aisle	sf	276	\$ 3.66	\$ 1,010.16	
Site-05			0	\$ -	\$ -	
					Subtotal Sitework	\$ 25,495.16
Substructure						
Sub-01	Conc. footing/foundation walls	lf	420	\$ 48.48	\$ 20,361.60	
Sub-02	4" Conc. slab-on-grade w/ gravel	sf	8125	\$ 5.32	\$ 43,225.00	
Sub-03	Dampproofing	lf	420	\$ 5.54	\$ 2,326.80	
Sub-04	Perimeter (rigid) insulation		420	\$ 3.44	\$ 1,444.80	
Sub-05			0	\$ -	\$ -	
					Subtotal Substructure	\$ 67,358.20
Exterior Shell						
Ext-01	Walls- 2x6 @ 16 w/ plywd. sheathg. 15-lb felt, painted cem. bd. siding, R-19 batts, vapor retarder & 5/8" gyp. bd., painted	lf	420	\$ 99.10	\$ 41,622.00	
Ext-02	Roof: dbl-pitch wd trusses @ 24 w/ R-38 batts, 1/2" plywd sheathg underlayment & asphalt shingles & prefin. metal flashing	sf	14087	\$ 8.42	\$ 118,612.54	
Ext-03	Prefin gutters	lf	260	\$ 7.10	\$ 1,846.00	
Ext-04	Prefin downspouts	lf	60	\$ 7.70	\$ 462.00	
Ext-05	Doors, frames & hardware - 3' x 7' insul galv HM, painted	ea	4	\$ 1,351.00	\$ 5,404.00	
Ext-06	One frame w/ sidelite	ea	1	\$ 540.00	\$ 540.00	
Ext-07	Exterior windows: alum therm-brk w/ 1" insul low-e glass, fixed	sf	480	\$ 22.00	\$ 10,560.00	
Ext-08	Exterior windows: alum therm-brk w/ 1" insul low-e glass, operable	sf	180	\$ 28.00	\$ 5,040.00	
Ext-09			0	\$ -	\$ -	
					Subtotal Exterior Shell	\$ 184,086.54
Interiors						
Int-01	Walls- 2x4 @ 24 w/ 5/8 gyp. bd. ea. Side & lt orange peel texture, painted	lf	417	\$ 55.60	\$ 23,185.20	
Int-02	Acoust panel clg w/ susp syst 2'x4' panels	sf	7000	\$ 3.53	\$ 24,710.00	
Int-03	Vinyl washable ceiling in Kitchen	sf	1125	\$ 3.60	\$ 4,050.00	
Int-03	Kitchen floor: sheet vinyl w/ 6" coved base	sf	1125	\$ 6.40	\$ 7,200.00	
Int-04	Other floors: 12"x12" VCT	sf	7000	\$ 3.11	\$ 21,770.00	
Int-05	4" wood base, painted	lf	840	\$ 5.00	\$ 4,200.00	
Int-06	4" resil base @ bathrooms	lf	100	\$ 2.53	\$ 253.00	
Int-07			0	\$ -	\$ -	
					Subtotal Interiors	\$ 85,368.20

Specialties						
Sp-01	Tilt Mirror	ea	7	\$ 82.00	\$ 574.00	
Sp-02	Grab bars - HC toilets	ea	2	\$ 157.00	\$ 314.00	
Sp-03	Mtl toilet compartments HC	ea	2	\$ 665.00	\$ 1,330.00	
Sp-04	Mtl toilet compartments	ea	4	\$ 1,020.00	\$ 4,080.00	
Sp-05	Toil tissue dispenser	ea	5	\$ 40.00	\$ 200.00	
Sp-06	Towel dispenser/waste receptacle	ea	2	\$ 465.00	\$ 930.00	
Sp-07			0	\$ -	\$ -	
					Subtotal Specialties	\$ 7,428.00
Equipment						
Eq-01	Cooktop	ea	1	\$ 2,225.00	\$ 2,225.00	
Eq-02	Oven	ea	1	\$ 5,000.00	\$ 5,000.00	
Eq-03	Hood	ea	1	\$ 6,000.00	\$ 6,000.00	
Eq-04	Freezer	ea	1	\$ 1,250.00	\$ 1,250.00	
Eq-05	Refrigerator	ea	1	\$ 2,725.00	\$ 2,725.00	
Eq-06	Dishwasher	ea	1	\$ 870.00	\$ 870.00	
Eq-07	Worktops	ls	1	\$ 5,000.00	\$ 5,000.00	
Eq-08	Kitchen cabinets?		0	\$ -	\$ -	
					Subtotal Equipment	\$ 23,070.00
Plumbing						
PI-01	Restrooms, etc. in center	ls	1	\$ 8,000.00	\$ 8,000.00	
PI-02	Plumbing in kitchen	ls	1	\$ 4,000.00	\$ 4,000.00	
PI-03			0	\$ -	\$ -	
					Subtotal Plumbing	\$ 12,000.00
HVAC						
Hv-01	Propane or Electric furnace	sf	8125	\$ 10.00	\$ 81,250.00	
Hv-02	Make-up air & exhaust @ kitchen	ls	1	\$ 4,000.00	\$ 4,000.00	
Hv-03			0	\$ -	\$ -	
						\$ 85,250.00
Electrical						
EI-01	Power/distribution	sf	8125	\$ 1.00	\$ 8,125.00	
EI-02	Lighting & branch wiring	sf	8125	\$ 4.50	\$ 36,562.50	
EI-03	Alarm/com./emerg. Lighting	sf	8125	\$ 0.25	\$ 2,031.25	
EI-04			0	\$ -	\$ -	
					Subtotal Electrical	\$ 46,718.75
Total Cost Excluding General Conditions						\$ 536,774.85
General Conditions (15% of Total Above)						\$ 80,516.23
Total Cost Including General Conditions						\$ 617,291.08
Construction Contingency - 10%						\$ 61,729.11
Project Total Including Contingency						\$ 697,807.31
					Total Cost per Sq. Ft.	\$ 85.88
Future Considerations						
10-01	Pool: 3-lane, 15' x 50' & 42" deep	sf	750	\$ 65.00	\$ 48,750.00	
10-2	Pool propane heater, 250K BTU		1	\$ 2,500.00	\$ 2,500.00	
10-3	Pool landscaping/fencing				\$ 3,750.00	
10-2	Pool cover		1	\$ 5,000.00	\$ 5,000.00	
					Subtotal Future Considerations	\$ 60,000.00

Wellness Center Equipment Budget

Item	Description	Units	No Units	Unit Cost	Subtotal	Div Totals
Exercise Equipment						
EE-01	Treadmill (Precor)		2	\$ 2,800.00	\$ 5,600.00	
EE-02	Elliptical Machine (Precor)		2	\$ 3,800.00	\$ 7,600.00	
EE-03	Fixed Weights Muliti-station (Bodycraft X4)		1	\$ 4,995.00	\$ 4,995.00	
EE-04	Rowing machine (St aero Glide)		1	\$ 500.00	\$ 500.00	
EE-05	Upright Stationary Bike (HT660hru)		1	\$ 525.00	\$ 525.00	
EE-06	Padded flooring				\$ -	
EE-07	Yoga mats, blocks, etc			\$ -	\$ -	
				Subtotal Exercise Equip		\$ 19,220.00
Multi-Purpose Room Equipment						
MPRE-01	Round Tables 72"		16	\$ 175.00	\$ 2,800.00	
MPRE-02	Rectangular Tables, 8 ft		8	\$ 90.00	\$ 720.00	
MPRE-03	Stackable, Padded Chairs (KFI's IM520)		150	\$ 40.00	\$ 6,000.00	
MPRE-04	Folding Chairs		50	\$ 27.00	\$ 1,350.00	
MPRE-05	Stage risers?					
MPRE-06	Sound system?		0		\$ -	
				\$ -		
				Subtotal Mtg Rm Equip		\$ 10,870.00
TOTAL					\$ 30,090.00	

Wellness Center Operating Budget

Item	#	\$/unit	Annual Total
Revenues			
Rentals			
Health Clinic Rental	12	\$1,000	\$12,000
Specialist rentals	12	\$100	\$1,200
Senior Center rental	12	\$50	\$600
Kitchen Rentals	30	\$25	\$750
Rental Sub-Total			\$14,550
Events			
Small Private Parties	12	\$50	\$600
Large Private Parties	6	\$200	\$1,200
Public events/fundraisers	6	\$100	\$600
Event Sub-Total			\$2,400
Wellness Center members	100	\$240	\$24,000
Day use fees	120	\$5	\$600
Motel use fees	120	\$5	\$600
Member Fee Sub-Total			\$25,200
TOTAL OPERATING REVENUES			\$42,150
 Expenses			
Staffing			
Administration	480	\$10	\$4,800
Janitorial Service	1100	\$8	\$8,800
Staffing Sub-Total			\$13,600
General Operation			
Electricity	12	300	\$3,600
Propane	12	300	\$3,600
Water			\$800
Sewer			\$800
Telephone			
Cable TV/Internet			
Supplies			\$600
Insurance			\$2,500
Repairs/Maintenance			\$3,000
Marketing/ Advertising			\$1,000
Operations Sub-Total			\$15,900
Loan Repayment Sub-Total			\$14,043
TOTAL OPERATING COST			\$43,543
NET OPERATING REVENUE			-\$1,393
 Pool Operation			
Propane			\$1,200
Pool chemicals/Supplies			\$1,200
Pool Inspections	2	\$500	\$1,000
Pool Maintenance Service	240	\$8	\$1,920
Pool Sub-Total			\$5,320
Loan Repayment w Pool Sub-Total			\$18,857
TOTAL OPERATING COST W POOL			\$53,677
NET OPERATING REVENUE W POOL			-\$11,527

Potential Private Contributors

Brown Family Foundation, Inc.
ATTN: Candace Brown
P.O. Box 239
Cottonwood, ID 83522

Arlen B. Crouch Family Foundation
ATTN: Arlen B. Crouch
2566 Barcelona Drive
Sandy, Utah 84093

Laura Moore Cunningham Foundation, Inc.
ATTN: Harry Bettis
P.O. Box 1157
Boise, Idaho 83701

The Halliday Foundation, Inc.
ATTN: Robert Halliday
P.O. Box 8508
Boise, Idaho 83707

Idaho Community Foundation
ATTN: Molly Motes
210 West State Street
Boise, Idaho 83702

Idaho Power Corporate Contributions Program
ATTN: J. Lamont Keen, President and CEO
P.O. Box 70
Boise, Idaho 83702

Idaho Power Foundation, Inc.
ATTN: Fran Martin
1221 West Idaho Street
Boise, Idaho 83702

H.F. Magnuson Family Foundation, Inc.
ATTN: H.F. Magnuson
P.O. Box 469
Wallace, Idaho 83873-0469

Harry W. Morrison Foundation, Inc.
ATTN: Velma V. Morrison
3505 Crescent Rim Drive
Boise, Idaho 83706-2722

Berklund Foundation
ATTN: Curtis Berklund
877 West Main Street
Suite 805
Boise, Idaho 83702

Steele Reese Foundation
ATTN: Jeanne W. Wolverton
Western Program Director
32 Washington Square West
New York, New York 10011

Potlatch Foundation II
ATTN: Matt van Vleet
Regional Manager Public Affairs – Idaho
P.O. Box 1388
Lewiston, Idaho 83501

Paul G. Allen Family Foundation
ATTN: Peter Berliner
Foundation Program Director
505 Fifth Avenue South
Suite 900
Seattle, Washington 98104

Northwest Area Foundation
332 Minnesota Street
St. Paul, MN 55101