

Special Town Council Workshop

August 19, 2019

2:00 PM

Town Council Chambers

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES WITH VIEWS THAT ENCOMPASS ALL AREAS, PARTICIPANTS AND AUDIENCE MEMBERS. **PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING**

I. CALL TO ORDER AND ROLL CALL

II. WORKSHOP ITEMS

- A. Council Priorities Discussion on Predictable Funding of Local Government
 - 1. Identify and Discuss Framework (Tyler Sinclair, 30 Minutes)
- B. Discussion on 440 W Kelly and 174 N King Street (April Norton, 60 Minutes)
- C. Downtown Parking and Mobility Management Plan Implementation Schedule (Paul Anthony, 60 Minutes)

III. PROPOSED ITEMS FOR FUTURE WORKSHOPS

- A. 9/16 Centurylink Franchise Agreement (Lea Colasuonno, 30 mins)
- B. 9/16 Liquor Code Update (Sandy Birdyshaw, 30 mins)
- C. 9/16 Stormwater Management Plan Presentation (Floren Poliseo, 30 mins)
- D. 9/16 St Johns Hospital Memorandum of Understanding (Paul Anthony, 30 mins)

IV. ADJOURN

Adjourn to executive session to discuss personnel matters in accordance with Wyoming Statute 16-4-405(a)(ii)(x).

Please note that at any point during the meeting, the Mayor and Council may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.



TOWN OF JACKSON

WORKSHOP DOCUMENTATION

SUBMITTING DEPARTMENT: Community Development

PRESENTERS: Tyler Sinclair & Larry Pardee

WORKSHOP DATE: August 19, 2019

SUBJECT: 2019 Council Priorities – Predictable Funding of Local Government Framework

PURPOSE OF WORKSHOP ITEM

The purpose of this item is for Council to give direction on a framework for moving forward with the Council Priority #3 - Predictable Funding of Local Government.

DESIRED OUTCOME

The desired outcome is for the Council to have discussion, provide feedback, and give direction on a Predictable Funding of Local Government Framework.

BACKGROUND/ALTERNATIVES

At the 2019 Town Council Retreat, Council identified nine (9) areas of priority for the upcoming 2 years. Subsequently staff and Council have worked to provide an individual goal for each priority, strategies related to each goal and some tactics or options for moving forward. The goal for each priority was to be the desired outcome of that priority – what do we want to achieve. Strategies were to deal more with the ‘how’ of an issue. Tactics or options were to deal more with the ‘who’ will do ‘what’ by ‘when.’

At the July 15, 2019, regular Town Council meeting, staff and Council reviewed progress on the nine (9) Council Priorities to date. Discussion focused on and a motion was made to direct staff to begin working on Priority #3 now that Priority #1 Strategic Implementation and Engagement Capacity has been addressed and Priority #2 Housing is ongoing. Council also discussed how to ensure there was time set aside for Council to address Strategic planning.

Below staff has provided for Council consideration a draft framework for addressing Priority #3. In order to assist Council in preparation for this discussion and to assist in facilitation at the meeting staff have identified “**Discussion Points**” throughout this report. The purpose of this item is to provide “initial” direction, staff anticipates additional discussion at future meetings with revised more detailed drafts concluding with a final agreed upon framework.

Goal and Desired Outcomes

To begin staff has provided below the goal developed by staff and Council for this priority. As a first step staff requests that Council review the goal to ensure it encompasses the desired outcome(s) of the priority or said another way “what do we want to achieve” or what is the description of our destination. Specifically, staff has provided a variety of discussion points for Council consideration to ensure there is a clear common understanding of the Goal for the project at the outset critical to the success of the project.

Current Goal: To diversify, increase, and develop sustainable funding for the Town of Jackson.

Discussion Point: At the workshop staff will ask for Council discussion of the goal and desired outcomes of this priority to ensure there is a clear common understanding of the task to be completed. More specifically, Council should consider the following:

- *Why does the Town wish to diversify Town funding? What will it achieve, what will be the outcome? What is the difference between diversify and sustainable?*
- *Is the goal to increase revenue or could the goal be achieved in other ways including but not limited to reallocating existing revenue, shifting expenditures to other agencies, reducing level of service, eliminating expenditures, etc.*
- *How will success be measured?*

Framework

Staff has identified a four-phase framework for moving forward with this effort as follows:

Phase 1 – Identification, Review and Evaluation of all Available and Possible Funding Sources

Phase 2 – Identification, Review and Evaluation of Current and Desired Expenditures

Phase 3 – Identification/Matching of Funding Sources with Expenditures

Phase 4 – Implementation Action Steps

Discussion Point: Does Council have any suggestions on additional phases or topics that should be addressed?

Phase 1 – Funding

During Phase 1 staff and Council would identify and evaluate all current, available and possible future funding sources for the Town. Staff would prepare an initial list for consideration and ask for Council and the public to add to it. Once a comprehensive list has been identified a common evaluation of each would be completed. Staff has identified the following criteria for initial consideration in this evaluation:

- Is the source currently allowed?
 - If not, what would need to occur to make it possible
- How much revenue could it generate?
- Is the source reoccurring or one time? What is it dependent on? How consistent has it been in the past?
- Who needs to authorize the source? Residents, Council, County, Joint, State, etc.
- What are risks or likely downsides of reliance on each funding source?
- Equity impact – Who is paying? Property Owners, Visitors, Residents, Users etc.
 - Is it regressive/progressive?
- Does it achieve an alternate goal (i.e. parking revenue and TDM)
- Does it grow the overall revenue pie or rob peter to pay paul?
- What can it be used for? Limitations of use? i.e. Lodging Tax
- Review historic data trends? Anticipate future trends? i.e. increasing, decreasing, stable
- What are possible unintended consequences or each funding source? i.e. impact on other agencies, other communities, etc.
- Pros\Cons
- SWOT – Strength, Weakness, Opportunity, Threats
- Etc.

Discussion Point: Does Council have additional criteria for inclusion in the Funding evaluation?

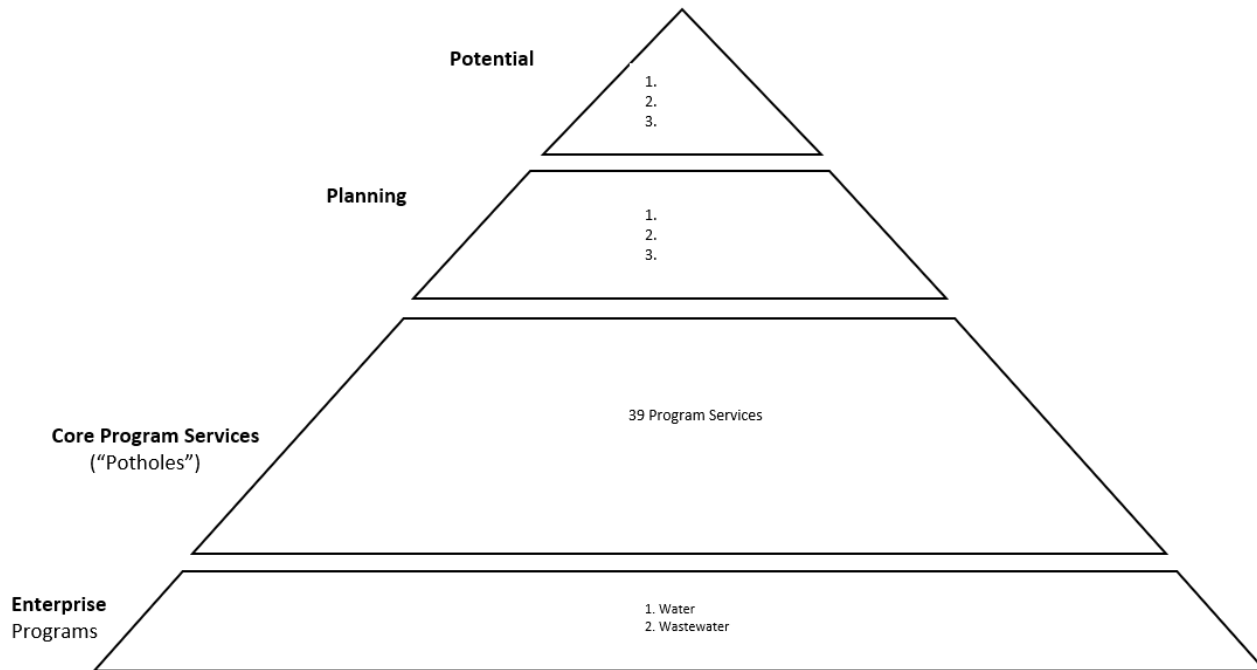
Phase 2 – Expenditures

Staff proposes this phase be broken into two (2) steps the first looking at current expenditures and the second looking at future expenditures. During both steps all types of expenditures would be identified including services, programs, capital, contracts for service (social service), utilities, etc. During both steps, expenditures would be considered through the following lens:

- Where does it fall in the Potential, Planning and Potholes paradigm?
 - Is it a core service (Town must provide) or an additional service (not required by the Town to provide)
- Where does it fall in the Comprehensive Plan chapters?

- How does the effect that changing the level of service (increase or decrease) have on the expenditure. For example, the level of service for police and fire response time will have a direct correlation to the expenditure.

Potential – Planning – Pothole - Overview



In step 1 staff and Council would first review where the Town is currently expending resources including historic expenditure trends and expenditure distribution through the two-lens discussed above. Second, we would identify the current source(s) of funding for each category. The purpose of this would be to understand where and how all Town expenditures are currently being met.

The second step would be to identify where Council and the community would like to expend resources in the future and if additional funding is needed and if so for what and why. Council would be asked to identify what existing and more importantly what additional areas the Town seeks to fund through the two-lens described above. This may include expansion of existing programs (Potholes), the identification of how programs identified in the Comprehensive Plan currently unfunded should be funded (Planning) and how programs not yet identified (Potential) should be funded. For example, the Comprehensive Plan (Planning) calls for identifying a dedicated funding source for Housing, Transportation and Open Space. Council would determine if these 3 programs should be further funded and at what level during this phase.

This phase would be a continuation of the work that began during the Priority Driven budget discussions but at a much higher level and should be closely tied to the overall goal discussed above (what are we trying to achieve?).

*Discussion Point: Are there any additional lens upon which expenditures should be categorized?
At what level of detail does Council desire to review the current level of expenditures?
To what degree should level of service enter into the discussion at this time?*

Phase 3 – Identification/Matching of Funding Sources with Expenditures

During this phase the outcome of Phase 1 – Funding and the Phase 2 – Expenditures would be combined to identify the available and most appropriate type of funding for all desired expenditures. The criteria and evaluation completed during phase 1 would be utilized to match the most appropriate funding sources with the desired expenditure.

Discussion Point: Should any additional criteria be added during this phase above and beyond those identified during phase 1 and 2?

Phase 4 – Implementation Action Steps

During this phase based upon the outcome of the previous work, implementation action steps, an associated timeline and responsible party would be created to ensure implementation.

Schedule

Depending on the pace and level of public involvement the Council chooses for this effort the schedule would be set accordingly. Below staff has estimated the number of meetings with each meeting representing 1-2 hours of time, needed to complete each phase of the project.

Phase 1 – Funding Sources (2-3 meetings)

Phase 2 – Expenditures (2-3 meetings)

Phase 3 – Identification/Matching of Funding Sources with Expenditures (1-2 meetings)

Phase 4 – Implementation Action Steps (1-2 meetings)

In order to complete this project prior to initiating next year's budget session staff would recommend a 6-month timeframe, with completion by February 1, 2021. Based upon this staff has identified the following meeting options for consideration:

1. Utilize an hour from each monthly Town Council workshop to discuss
2. Add an hour (start at 2:00) to each monthly workshop to discuss
 - This option would only be utilized when the regular agenda (3:00 to 5:00) is full
3. Schedule Special Meetings, on multiple days over a period of time (6 months)
4. Schedule a focused Retreat over a specific period of time (3 days) for individual phases of the project
5. Etc.

Staff anticipates some combination of the above meeting options may be necessary to complete the project in a timely manner.

*Discussion Point: Is the proposed 6-month timeline for completion of the project realistic/desirable?
What is the appropriate type(s) of meetings and schedule to ensure the desired goal of the project is achieved?*

Public Involvement

Consideration of when and what level of public involvement is desired for this project may also influence the schedule discussed above. Options for public involvement could include:

- Public Comment taken during each phase of the process, minimum four times
- Public comment taken during phase 4 only, treating the phases up until that point as a Council work session, with comment coming at the end when some direction has been determined
- Create a Blue Ribbon taskforce to work concurrently with or parallel to Council
- Etc.

Discussion Point: What is the appropriate type of public involvement to ensure the desired goal of the project is achieved?

Professional Services

Staff has considered whether any and what type of professional services may be beneficial in completing this project. Consideration was given to whether some level of consultant services to assist in the evaluation of funding options during phase 1 is needed but staff is not recommending this at this time. A second area of consideration could be around market research to determine what type funding may or may not be supported by the community and projected trends for collections. Staff is not recommending this at this time, but this may be identified as a possible next step during phase 4, potentially taking the form of a Blue Ribbon committee. One area where staff does possibly see a need for some limited professional services is in the area of agenda creation and discussion facilitation. Staff anticipates using some professional services funding to retain outside assistance to design and structure a comprehensive yet efficient process for completion of this project.

Discussion Point: What, if any professional services involvement is necessary to ensure the desired goal of the project is achieved?

COMPREHENSIVE PLAN ALIGNMENT

In order to successfully implement the Comprehensive Plan, the Council needs to set priorities, be strategic and be disciplined. A critical component to that is prioritizing and identifying the necessary level of funding to address the desired goal, principle, policy or strategy and as a result this project is critical to the successful implementation of the Comprehensive Plan. Specifically, dedicated funding sources are identified for open space, transportation and housing. In addition, many of the programs and strategies called for in the Plan come at an additional cost to the community that current funding levels cannot accommodate. Furthermore, Chapter 8 Quality Community Service Provision calls for the “*Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.*” Specifically, Chapter 8 asks the community through their elected officials to:

Principle 8.1— Maintain current, coordinated service delivery

The Town and County will coordinate and collaborate with independent service providers to ensure desired life-safety, educational, social, recreational, and cultural service levels are maintained consistent with the community’s Common Values. Barriers to service delivery objectives will be identified, and the Town and County will budget sufficiently to meet desired service delivery objectives.

Principle 8.2—Coordinate the provision of infrastructure and facilities needed for service delivery

The Town and County will coordinate the development of a communitywide Major Capital Project List. This will ensure that the community can adequately maintain existing capital facilities and provide needed future facilities, consistent with the Common Values of the community. Coordinated planning for capital projects will also allow the Town and County to ensure that new development pays its fair share of the costs of providing new facilities to maintain service levels.

STAKEHOLDER ANALYSIS

The stakeholders involved in this issue include the Town Council in wanting to pursue their highest priorities, Town of Jackson staff in their purpose of carrying out the will of the Council to the best of their abilities, and the residents and guests of our community that will benefit from and may be required to financially contribute to actions taken that moves our community forward in a positive way for the future.

FISCAL IMPACT

None at this time, above and beyond the Community Development Professional Services budget.

STAFF IMPACT

The staff resources have been added through the adoption of the FY21 Budget adding a Public Engagement Specialist, Community Development Director and reorganized the Town Manager, Assistant Town Manager and Planning Director job descriptions.

LEGAL ISSUES

Not applicable at this time.

ATTACHMENTS

2019 Highest Priorities - Goals, Strategies, Tactics, and Action Steps

RECOMMENDATION

To direct staff to proceed with the Predictable Funding of Local Government Framework as described in this staff report.

SUGGESTED MOTION

I move to direct staff to proceed with the Predictable Funding of Local Government Framework as described in this staff report based upon the direction provided by Council at this meeting.

Jackson Town Council

2019 Highest Priorities

Goals, Strategies, Tactics, and Action Steps

(updated 3/14/19)

The first three priorities listed had at least a majority of Council indicating they were the highest priorities at the Retreat.

Highest Priorities (Those receiving at least 3 highest priority votes)

Priority #1: Strategic Implementation and Engagement Capacity

Goal: To be more strategic, proactive, outcome driven, coordinated, and implementation focused on the Community's Highest Priorities

Potential Strategies

- Strategy 1: Hire/contract staff capacity to support Council's strategic thinking.
- Strategy 2: Revamp Council's approach to strategic thinking and priority focus.
- Strategy 3: Establish more structured Council meeting time to focus on strategic thinking.

Strategy 1 Tactics and Action Steps – Increase Capacity

1. Strategy 1. Hire/contract staff capacity to support Council's strategic thinking.
 - a. **Tactic 1: Create Strategic Development Director, Public Engagement Officer, and a backfill Personnel Manager to provide capacity to support Council's strategic thinking.**
 - i. Action Step 1. Develop/redefine job descriptions and determine organizational placement. (March 2019)
 - ii. Action Step 2. Develop budget and identify workspace needs. (March 2019)
 - iii. Action Step 3. Obtain budget approval for positions, departmental budget, office creation. (June 2019)
 - iv. Action Step 4. Recruit and select positions and reassign existing duties. (July – August 2019)
 - v. Action Step 5. Conduct work sessions with Council and staff for clarity and goal setting, for coordinating strategic thinking and acting organization wide, for continual check in sessions on direction and clarity. (September – December 2019 and ongoing)
 - vi. Action Step 6. Develop and receive approval for annual, 2 and 3 year workplan. (January 2020)
 - vii. Action Step 7. Execute workplan. (January 2020)
 - b. **Tactic 2: Dedicate and refocus time from Town Manager and Planning Director to support Council's strategic thinking, fill a Public Engagement Officer position and backfill positions in Planning and Administration.**
 - i. Action Step 1. Develop/redefine job descriptions and determine organizational placement. (March 2019)
 - ii. Action Step 2. Develop budget and identify workspace needs. (March 2019)
 - iii. Action Step 3. Obtain budget approval for positions, departmental budget, office creation. (June 2019)

- iv. Action Step 4. Recruit and select positions and reassign/redefine existing duties. (July – August 2019)
- v. Action Step 5. Conduct work sessions with Council and staff for clarity and goal setting, for coordinating strategic thinking and acting organization wide, for continual check in sessions on direction and clarity. (September – December 2019 and ongoing)
- vi. Action Step 6. Develop and receive approval for annual, 2 and 3 year workplan. (January 2020)
- vii. Action Step 7. Execute workplan. (January 2020)
- c. **Tactic 3: Engage consultant to work with Council to further flesh out Council's strategic thinking and work with different consultants for each area of focus moving forward.**
 - i. These action steps have not yet been fleshed out.
- 2. Strategy 2. Revamp Council's approach to strategic thinking and priority focus.
 - i. These tactics and action steps have not yet been fleshed out.
- 3. Strategy 3. Establish more structured Council meeting time to focus on strategic thinking.
 - i. These tactics and action steps have not yet been fleshed out.

Priority #2: Housing

Goal: To preserve a diverse community population through the provision of housing opportunities.

Potential Strategies

Strategy 1: Not yet developed

Strategy 2: Not yet developed

Strategy 3: Not yet developed

Priority #3: Predictable Funding of Local Government

Goal: To diversify, increase, and develop sustainable funding for the Town of Jackson.

Potential Strategies

Strategy 1: Staff Led Initiative on Exploring Funding of Local Government

Strategy 2: Consultant Led Initiative on Exploring Funding of Local Government

The below Tactics and Action Steps Need Further Review and Update

Strategy 1 Tactics and Action Steps – Staff Led Review and Analysis

- Town Manager develops a work plan that analyzes pros/cons/opportunities including local sources (sales tax, lodging, town fees, property tax, etc.), state sources (pursue local taxing options/exactions, etc.), grant opportunities (transit, etc.). (April – July 2019)
- Take Preliminary discussions to a Blue Ribbon Committee for Engagement (August – Oct 2019)
- Findings Reported to Town of Jackson (November 2019)
- Action Plan with Realistic Steps and Timeline Implemented (December 2019)

Strategy 2 Tactics and Action Steps - Consultant Led Funding of Local Government

- Create Budget Estimate for FY19 and FY20 Budget and Present to Council for Approval (May 2019)
- RFP Developed and Issued (July 2019)
- Staff compiles Data for Consultant (July – August 2019)

- Consultant develops a work plan that analyzes pros/cons/opportunities including local sources (sales tax, lodging, town fees, property tax, etc.), state sources (pursue local taxing options/exactions, etc.), grant opportunities (transit, etc.). includes action plan (July- Oct)
- Take Preliminary discussions to a Blue Ribbon Committee for Engagement (Nov – January 2020)
- Findings Reported to Town of Jackson (January 2020)
- Action Plan with Realistic Steps and Timeline Implemented (February 2020)

Medium Priorities (Those receiving the next highest priority votes but no majority)

Priority #4: Improving/Protecting Flat Creek Riparian System

Goal: To preserve and protect the Flat Creek ecosystem.

Potential Strategies

Strategy 1: Not yet developed
 Strategy 2: Not yet developed
 Strategy 3: Not yet developed

Priority #5: Ecosystem Action Plan and Alignment

Goal: To assess the health of the Town ecosystem and view all decisions through the lens of the Comp Plan Vision

Potential Strategies

Strategy 1: Not yet developed
 Strategy 2: Not yet developed
 Strategy 3: Not yet developed

Priority #6: Mobility Enhancements/Safe Routes to Schools

Goal: To increase Town-wide mobility through increased provision of alternative modes with a priority of sidewalks, bicycle facilities, and other mobility enhancements.

Potential Strategies

Strategy 1: Not yet developed
 Strategy 2: Not yet developed
 Strategy 3: Not yet developed

Priority #7: Updating Parking Policies

Goal: To better align our parking policies with our Comp Plan goals focusing on environment, housing, and transportation.

Potential Strategies

Strategy 1: Not yet developed

Strategy 2: Not yet developed
Strategy 3: Not yet developed

Lowest Priorities (Those receiving the least priority votes, not a majority)

Priority #8: Karns Meadow

Goal: To develop a comprehensive and coordinated vision and implementation strategy for Karns Meadow.

Potential Strategies

Strategy 1: Not yet developed
Strategy 2: Not yet developed
Strategy 3: Not yet developed

Priority #9: Actively Harnessing Community Wisdom and Experience

Goal: To utilize local intellectual capital to assist with Town issues.

Potential Strategies

Strategy 1: Not yet developed
Strategy 2: Not yet developed
Strategy 3: Not yet developed



TOWN OF JACKSON

WORKSHOP DOCUMENTATION

SUBMITTING DEPARTMENT: Housing

PRESENTER: April Norton

WORKSHOP DATE: August 19, 2019

SUBJECT: Options for 174 N. King Street and 430 & 440 W. Kelly Avenue

PURPOSE OF WORKSHOP ITEM

On July 31 the Town was informed that the 174 N. King Street Project did not receive tax credit allocations from the Wyoming Community Development Authority. On July 23 the Board of County Commissioners voted against building a 16-unit permanently deed restricted housing project at 430/440 West Kelly Avenue. These two projects were key parts of the workforce housing supply strategy and now need to be revisited.

DESIRED OUTCOME

Answers to/direction on the following questions:

For King Street:

- What income range(s) should this development serve?
- Should this development be ownership or rental?
- Should staff ask the top 2 respondents to the original RFP to respond to the new criteria or does Council want to release a new RFP?
- If additional public investment is needed for this project, from where should it come?

For 430/440 West Kelly Avenue:

- Is Town Council (Council) interested in a 12-unit alternative that provides the same number of bedrooms proposed in the 16-unit option?
- If not, what is the desired next step?
 - o Is Council interested in paying the County for its portion of the property (\$936,880)? What funding source would the Council like to use for this?
 - o Is Council interested in selling its portion of the property to the County (\$766,537)?
 - o Is Council interested in selling the property to a private entity who may or may not develop deed restricted housing on the site?
 - o Is Council interested in permanently deed restricting the property and then selling to a private developer who will then be required to build deed restricted housing on the site?

BACKGROUND

On April 8, 2019 the Council and Board of County Commissioners (Board) approved the Housing Supply Plan 2019-2022. The approved plan included a discussion of current demand, funding, pipeline, and proposed and future projects. Since the plan's approval, two of the proposed projects have stalled: the 174 N. King Street project did not receive the Low-Income Housing Tax Credits (LIHTC) for which it applied, and the Board voted against building 16-units at the W. Kelly site (Council approved the 16-unit option).

Considering these changes, staff seeks direction from Council on how to proceed with each project. To help contextualize the conversation, staff has provided updated demand, pipeline, and funding information, below.

March 2019 Demand (Intake Form Data)	August 2019 Demand (Intake Form Data)
<u>Household Size Info:</u> 1 person – 356 households – 41.20% 2 people – 225 households – 26.04% 3 people – 113 households – 13.08% 4 people – 112 households – 12.96% 5+ people – 58 households – 6.71% Total Households = 864 Total People = 1,909	<u>Household Size Info:</u> 1 person – 444 households – 42.05% 2 people – 278 households – 26.33% 3 people – 139 households – 13.16% 4 people – 134 households – 12.69% 5+ people – 61 households – 5.78% Total Households = 1,056 (+192) Total People = 2,282 (+373)
<u>Income Range Info:</u> 0-50% MFI – 167 households – 19.33% 50-80% MFI – 319 households – 36.92% 80-120% MFI – 268 households – 31.02% >120% MFI – 110 households – 12.73%	<u>Income Range Info:</u> 0-50% MFI – 245 households – 23.20% 50-80% MFI – 389 households – 36.84% 80-120% MFI – 313 households – 29.64% >120% MFI – 109 households – 10.32%

- The highest demand right now is for units serving 1-2 person households earning <80% MFI. Approximately 44% (463/1056) of all households on the Intake Form fall into this category. These units should primarily be rental, one and two-bedroom.
- The second highest demand right now is for units serving 1-2 person households earning 80-120% MFI. Approximately 18% (195/1056) of all households on the Intake Form fall into this category. These units should be a blend of rental and ownership, one and two-bedroom. They could be a mix of the Affordable 80-120% Income Range and Workforce restrictions.
- The third highest demand right now is for units serving 3-4 person households earning 50-120% MFI. Approximately 17% (176/1056) of all households on the Intake Form fall into this category. These units should be a blend of rental and ownership, two and three-bedroom.
- Staff is utilizing Intake Form data, which correlates with American Community Survey data that is conducted by the U.S. Census Bureau. Both data sets find that most households are 1 or 2 people and that most households earn <120% MFI. You can find a longer discussion of the comparison between the two data sets in the Housing Supply Plan (page 6). Since the Housing Supply Plan was approved, 192 new households have completed the form, bringing the total number of people represented in the data to 2,282 which is almost 10% of the overall population in Teton County.

March 2019 Pipeline	August 2019 Pipeline
0-50% MFI – 0 Rental, 0 Ownership 50-80% MFI – 0 Rental, 16 Ownership 80-120% MFI – 44 Rental, 0 Ownership >120% MFI (Workforce or ARU restricted) – 118 Rental, 16 Ownership Employer – 49 Rental, 0 Ownership Total Restricted Rental = 211 Total Restricted Ownership = 32 Total Multifamily Market Rental = 122	0-50% MFI – 0 Rental, 0 Ownership 50-80% MFI – 0 Rental, 16 Ownership 80-120% MFI – 44 Rental, 0 Ownership >120% MFI (Workforce or ARU restricted) – 118 Rental, 21 Ownership Employer – 49 Rental, 0 Ownership Total Restricted Rental = 211 Total Restricted Ownership = 47 Total Multifamily Market Rental = 142

- No units – ownership or rental – serving households earning <50% MFI are in the pipeline. No rental units serving households earning <80% MFI are in the pipeline. Only 16 ownership units serving households earning <80% MFI in the pipeline – these are all 3-bedroom units at Grove Phase III and are less likely to serve 1-2 person households. So, for the highest demand population, there are zero units in the pipeline now that the King Street Project has stalled.

- 44 rental units in 80-120% MFI are in the pipeline; there are zero ownership units in this income range in the pipeline. So, for the second highest demand, there are only 44 rental units in the pipeline.
- For the third highest demand population, there are 16 ownership units being developed at Grove Phase III.
- Most of the rental pipeline units (227/353) come from two projects: Hidden Hollow (14 Affordable, 60 Workforce, 63 market), which is under construction and Sagebrush Apartments (32 Workforce, 58 market) which has not been issued a building permit.
- Pipeline projects are those that have been submitted for sketch plan, development plan, or building permit approval.

March 2019 Funding	August 2019 Funding
Town of Jackson Fees in Lieu - \$179,659 Town of Jackson General Fund - \$558,273 Teton County Fees in Lieu – \$3,749,988 Teton County General Fund - \$746,531 Housing Authority Properties • Rains Property • 260 W. Broadway • Grove Phase I • 430/440 W. Kelly Ave – purchased for \$1.7M, January 2019	Town of Jackson Fees in Lieu - \$273,953 Town of Jackson General Fund - \$1,719,059 <i>Town Employee Housing - \$1,551,467 some of which is encumbered</i> Teton County Fees in Lieu - \$4,349,504 Teton County General Fund - \$746,684 <i>Teton County Employee Housing - \$2,000,000 some of which is encumbered.</i> Housing Authority Properties • Rains Property – currently listed for sale at \$2.2M • 260 W. Broadway • Grove Phase I • 430/440 W. Kelly Ave – purchased for \$1.7M, January 2019

- Fees in Lieu must be used to create Affordable housing that serves households earning <120% MFI.
- Town and County Employee Housing funds are to be used to obtain housing that serves Town of Jackson and Teton County employees.
- Funds from the sale of the Rains property and/or 260 W. Broadway must be used to create Affordable housing that serves households earning <120% MFI.
- Teton County did not fund the Housing Supply Program this fiscal year.

March 2019 Current & Proposed Projects	August 2019 Current & Proposed Projects
• Grove Phase III, phases 2 & 3 – 16 ownership units – 50-80%MFI – all 3-bedrooms • 174 N. King St. – 30 rental units – 0-60% MFI – mix of studio, one, and two-bed. • 430/440 W. Kelly Ave – at least 15 ownership units – >120% MFI • 105 Mercill Ave – at least 22 ownership units - >120% MFI • Jackson/Kelly – 90-120 rental units – TBD income ranges – TBD unit sizes	• Grove Phase III, phases 2 & 3 – same • 174 N. King St. – TBD • 430/440 W. Kelly Ave – TBD • 105 Mercill Ave – 31 ownership units – 25 Workforce (>120% MFI), 4 Affordable (0-120% MFI) – mix of one and two-bed. • Jackson/Kelly – 90-120 rental units – TBD income ranges – TBD unit sizes

- 20 Affordable Ownership units serving households earning <120% MFI. 16 of these are represented in the pipeline numbers above; the other four are proposed at 105 Mercill.
- 25 Workforce Ownership units serving working households, no income limits.

- Potential for a larger apartment complex at the Jackson/Kelly site, but unlikely to break ground until 2021 at the earliest with certificates of occupancy 12-24 months later. Teton County owns four of the parcels that would be utilized for this project. (Town of Jackson has no ownership stake, but Council will approve/deny the project through the planning process.)

ALTERNATIVES

174 N. King Street

In 2018 the Council identified this parcel for low income rental housing based on the policy direction in the Housing Action Plan (*Initiative 2A: Prioritize lower-income, year-round housing; 4C: Seek and support grants, tax credits, loans, and other sources of funding*), pipeline and demand information available at the time. Based on the updated demand, pipeline, and funding numbers provided, staff seeks direction on the following key questions:

1. What income range(s) should this development serve? Should this development be ownership or rental?
 - a. Demand is highest for rental units that serve smaller households who earn <80% MFI. There are currently no rental projects in the pipeline that will serve this group.
 - b. There is also strong demand for ownership units that serve households earning 50-120% MFI. There are only 16 units in the pipeline that will serve this group and they are all 3-bedroom units at Grove Phase III (Habitat for Humanity).
2. Should staff ask the top two respondents to the original RFP to respond to revise their proposals or does Council want to release a new RFP?
 - a. Staff can ask Westmount and/or the Jackson Hole Community Housing Trust to provide revised responses based on Council direction today, analyze those options, and bring them back to Council for consideration.
 - b. Staff can draft a revised RFP for the project based on Council's discussion today and bring back to Council for consideration at the September 3rd regular meeting.
3. If additional public investment is needed for this project, from where should it come?
 - a. The Town has \$1,993,012 it could utilize for this project (general fund + in lieu fees) if the units developed are restricted for households earning <120% MFI.
 - b. If the Town chooses to sell its interest in 430/440 W. Kelly Ave it could have an additional \$766,000 to utilize for the project.
 - c. If the Town chooses to plat and sell some or all its Flat Creek Drive property – 3 lots zoned NL-1 – it could utilize those proceeds for this project. Each lot would likely be listed in the \$800,000 range.
 - d. The Town could ask the County to utilize some of its in-lieu fees to offset additional costs to the project so long as the project serves households earning <120% MFI.

430/440 W. Kelly Avenue

These lots were purchased for the purpose of building Workforce Ownership units in a newly rezoned area that has been designated for workforce housing development, particularly larger, multifamily structures and includes incentives to catalyze maximum workforce housing development (*Housing Action Plan Initiative 2B: Provide land as a public subsidy and build development partnerships, 5A: Allow for supply of workforce housing by removing barriers, 5B: Incentivize the supply of restricted housing, Comprehensive Plan Policy 4.3.b: Create and develop Transitional Subareas*). The Council and Board chose to award the project to Roller Development and Tack Development on May 13, 2019. They directed staff to work with the development team to bring back revised 12 and 16-unit options for consideration. On July 23, 2019 the Council directed staff to move forward with the revised 16-unit option; the Board did not approve the same motion, essentially stalling the project until Council and Board can agree on a path forward.

Based on the updated demand, pipeline and funding information provided above, in light of the 174 N. King Street project not receiving the tax credits, and in preparation for an upcoming meeting with the Board to discuss the property and project, staff seeks direction on the following key questions:

1. Is Council interested in a 12-unit alternative that provides the same number of bedrooms proposed in the 16-unit option? At their July 30, 2019 meeting, Commissioners Barron and Epstein indicated support for a 12-unit option, Commissioners Newcomb and Macker supported the 16-unit option, and Commissioner Propst remained opposed to the project as currently being discussed.
 - a. Council and Board can direct staff to draft a development agreement and ground lease for a 12-unit project at the site that provides an equal number of bedrooms, while responding to neighbor concerns about the number of households living at the site. By still developing the site, the project will still serve as a catalyst for future redevelopment by the private sector. For example, since the vote not to move forward, at least one private sector developer has walked away from a similar workforce housing project in the neighborhood due to a perception of increased risk and lack of political will to support the zoning.
2. If not, what is the desired next step?
 - a. Council could purchase the County's interest in the property and move forward with a project. This would cost \$936,880. If the Town used a blend of Employee Housing and Supply Program funds, then a portion of the project could be reserved for Town Employees (rights of first purchase managed by the Housing Department). If the Town wanted to invest in lieu fee funds, the project would need to provide Affordable units serving households earning <120% MFI.
 - b. Council could sell its interest in the property to the County for \$766,537.
 - c. Council and Board could direct the Housing Authority to sell the property to a private entity who may or may not develop workforce housing.
 - d. Council and Board could direct the Housing Authority to deed restrict the property for permanently deed restricted housing development and then sell the property to a private developer who would then be required to develop the site based on the requirements in the recorded deed restriction.
 - e. Council can choose an option not listed here, which could include modifications to any of the options listed above and/or a new option.

COMPREHENSIVE PLAN ALIGNMENT

Comprehensive Plan Policy:

- Emphasize a variety of housing types. 3.2.d
- Emphasize a variety of housing types, including deed-restricted housing. 4.1.b
- Create and develop Transitional Subareas. 4.3.b
- House at least 65% of the workforce locally. 5.1.a
- Focus housing subsidies on full-time, year-round workers. 5.1.b
- Provide a variety of housing options. 5.2.a
- Housing will be consistent with Character Districts. 5.2.b
- Create workforce housing to address remaining shortages. 5.3.c

Housing Action Plan Initiative:

- Prioritize lower-income, year-round housing. 2A
- Provide land as a public subsidy and build development partnerships. 2B
- Lead by example by housing public employees. 2C
- Allow for supply of workforce housing by removing barriers. 5A
- Incentivize the supply of restricted housing. 5B

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families, business owners, and neighbors.

FISCAL IMPACT

The fiscal impact of various options is provided above.

STAFF IMPACT

These projects will be led by the Housing Director who will lean on several colleagues for support and guidance, including the Town Administrator, Community Development Director, Town Attorney, Town Planning Director, and Town Engineer.

LEGAL ISSUES

None at this time.

ATTACHMENTS

None

RECOMMENDATION

The Housing Supply Board met August 13 to discuss these projects. Without policy direction from the Council, the board could not make a recommendation. They did, however, help staff brainstorm options for Council and these are reflected in this staff report. Based upon Council's policy direction, the Housing Supply Board could review options and provide a recommendation if the Council so desires.

Staff makes no recommendation at this time.

SUGGESTED MOTION

I move to proceed with developing housing at 174 N. King Street and direct staff to:

- Pursue a project that is rental OR ownership and serves households earning *(insert income range(s) here)*;
- Draft a new RFP OR request revised proposals from Westmount Development and/or the Jackson Hole Community Housing Trust; OR
- *(insert other option as discussed by Council today)*



TOWN OF JACKSON WORKSHOP DOCUMENTATION

SUBMITTING DEPARTMENT: PLANNING

PRESENTER: PAUL ANTHONY

MEETING DATE: AUGUST 19, 2019

SUBJECT: COUNCIL TO PROVIDE DIRECTION ON A SCHEDULE FOR IMPLEMENTATION OF THE DOWNTOWN PARKING AND MOBILITY MANAGEMENT PLAN

PURPOSE OF WORKSHOP ITEM

The purpose of this item is to present for Town Council's discussion a schedule for the implementation of the Downtown Parking and Mobility Management Plan (Downtown Parking Plan).

DESIRED OUTCOME

The intent is to have the Council provide direction to staff on the next steps for implementation of the Downtown Parking Plan.

BACKGROUND/ALTERNATIVES

Background

July 15, 2019, Council Workshop and new information

The draft Downtown Parking Plan was presented to the Council in a workshop on July 15, 2019 for consideration of adoption of the Plan by resolution. At that workshop, the Council accepted the Downtown Parking Plan by resolution but also requested that staff provide more details on the staffing impacts, costs, and timing of each short-term action item. In addition, the Council wanted staff to provide additional logistical details on the possibility of implementing paid parking and a residential parking permit program by the summer of 2020.

In response, staff has provided the attached implementation table that tries to summarize the desired information. Planning staff met directly with the many Town departments that would be required to implement the action items and so would be most impacted by the changes. These departments include: Police, Town Manager, Public Works, Town Attorney, Pathways, Finance, and Court. Additional discussion with the Information Technology (IT) department is necessary. The attached table represents their direct input.

A primary conclusion from staff's analysis is that while no individual short-term item likely requires a new FTE, the cumulative increase in staff time over many different departments that are already at capacity leads us to believe that the best (and perhaps only) way to fully implement the Plan is to hire a Parking Manager to do so. Because a Parking Manager can dedicate their full focus and expertise to coordinating all the different departments and internal computer systems, while also reaching out to and educating the public, they can better meet the Town's goals compared to having a different project manager for each task as shown in the implementation table. This recommendation is different from the Downtown Parking Plan's recommendation which states that the Parking Manager should be hired if and when a paid parking program is initiated. Staff is looking for feedback from the Council on this recommendation.

In addition, based on the Council's most recent direction, staff wants to discuss with the Council the relationship between the short-term items (0 - 2 years) and the possibility of future paid parking. As a reminder, the approach outlined in the Downtown Parking Plan is that the Town would implement the short-term action items over the next two years, then monitor our progress at reducing parking congestion in the downtown, and then reassess whether paid parking (and other measures) would be necessary and should be implemented. If paid parking was selected at that time, it would be another 1 – 2 years before it would be operational (i.e., about 3 - 4 years from now). This 2-step approach was approved by the Council on July 15 when the Council accepted by resolution the Downtown Parking Plan. It must also be acknowledged that a decision to significantly deviate from this approach, such as to implement paid parking immediately, would catch the public and downtown property/business owners by surprise, requiring significant additional outreach to address concerns. Finally, it should be considered that it is not feasible for staff to simultaneously implement the short-term action items and begin the process for implementing paid parking.

With this in mind, staff wants to confirm whether the 2-step approach is the preference of the Council. To help compare the two options of a 2-step process or starting with paid parking, staff has provided a quick table of pros and cons:

Short-term Items First, then Consider Paid Parking (<i>Option 1</i>)		Paid Parking first, then Consider other Options (<i>Option 2</i>)	
Pros	Cons	Pros	Cons
This approach has already received initial approval by the Council.	If unsuccessful, could lead to unnecessary expenditure of staff time and cost because paid parking needed anyway.	If it is unlikely that short-term items will be enough to significantly improve parking congestion (including any positive shifts to multi-modal options), why not admit that now and move to this solution.	Public, including property/business owners, have been told that paid parking is at least 2 years away, changing now could be a major unpleasant surprise
If short-term actions are successful, then may avoid paid parking altogether. Less change to the character of the Town Square.	In addition to the direct costs of time, staff, and money, many short-term items also require considerable educational preparation to ensure success – staff would not need additional resources to fully conduct such education.	Makes sense to begin as soon as possible because of large lead time to implement. Four years is too long to wait.	Question of whether we have budget to cover immediate and significant costs to hire Parking Management Coordinator (and supporting staff) and/or parking consultant
If recession is a near-term possibility, may make			If recession is a near-term possibility, implementing

sense to start with small items rather full-blown paid parking.			paid parking in a downturn would be a public relations challenge. Also not a good time to expend major money and hire new staff.
			Paid Parking will likely need major and costly upgrades to Town computer systems.

To help organize the agenda, staff proposes that the Council discuss the workshop topics in the following order:

- **Topic 1:** Discuss the “Pros and Cons” table comparing the short-term action items and paid parking to determine if the Council has a preference for one option;
- **Topic 2:** Discuss the possibility of hiring a Parking Manager as a first step toward implementing the Downtown Parking Plan (regardless of which option is preferred in Topic 1);
- **Topic 3:** Discuss the attached implementation schedule for the Downtown Parking Plan.

STAKEHOLDER ANALYSIS

This project has many stakeholders including downtown property owners, business operators, town residents, and visitors.

FISCAL IMPACT

Each action item in the implementation schedule for the Downtown Parking and Mobility Management Plan provides a general assessment of the required additional financial resources needed to implement that action item.

STAFF IMPACT

Responsibility for implementation of the actions item in the Parking Plan will reside mostly with Planning, Public Works, Police, and Legal departments. As with the fiscal impacts, the implementation schedule only provides a general assessment of the amount of staff time needed to implement the action items.

LEGAL ISSUES

The Town Attorney has not conducted legal review on the Downtown Parking and Mobility Management Plan but will provide legal review for any future implementation items on an as-needed basis.

ATTACHMENTS

Proposed Implementation Schedule

RECOMMENDATION

Staff recommends that Council make a motion to have staff present a final Downtown Parking and Mobility Management Plan, dated May 2019, for Council consideration at the Council’s August 19, 2019, regular meeting.

SUGGESTED MOTIONS

Item A

I move to direct staff to begin implementation of the Downtown Parking and Mobility Management Plan, dated May 2019, with the following direction:

- To initiate Option 1 (or Option 2) as presented by staff, subject to any changes provided at this meeting;
- To hire a Parking Manager as soon as practical;
- To implement the short-term action items as presented in the attached implementation schedule, subject to any changes provided at this meeting.

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
1.1 Extend Enforcement Hours to 7:00 PM	Police Public Works Legal Finance/Court	Police: - Unless additional staff added, only partial enforcement of expanded hours possible - With the council approval of a 3rd FTE CSO, we converted to a 4/10 schedule to accommodate this request. - Down side of a 4/10 is we now only have 1 CSO on Tue and Thurs. If they are gone or busy, parking can become a low priority. - Must account for time to wind up operations in the morning and wind down in the evening. Tends to take 20-30 minutes on each end, thus reducing enforcement by about 1 hour total. Unless OT is provided to account for this, achieving enforcement to 7 pm is challenging. Estimated	Public Works: \$175 to change number on approx. 140 signs Revenue: Possible. May generate additional revenue through increased ticket citations if FTE's dedicated to parking.	1-2 months	May be some efficiency to be gained in ticket processing with IT, other methods.

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
		cost to have 1 hr. OT 365 would be \$12K. - Solution may be no Sunday enforcement. Public Works: - No Additional staff needed but Increased staff time Legal: - No Additional staff needed - No new resolution or ordinance; change signs to give notice. Court: - Would need additional staff or capacity if volume of tickets increases because staff is at capacity to handle current volume of parking tickets.			
1.2 Implement Escalating Fine Structure for Repeat Violators while waiving fee for	Police Legal Municipal Finance Court IT	Police: Current LPR does not do this. It only tells us how long a person has been parked in any one spot, it does NOT track prior violations.	Cost estimate: TBD (see comment)		Staff does not recommend implementing 1.2 at this time due to significant but unknown costs, technology upgrades, coordination, and staffing. We will continue to study options

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/ Offsetting Revenue	Estimated Completion Date	Comments/Discussion/ Things to Consider
first time violators		- Would require buying a new ticket writing system to do this. Legal: - No additional staff but Increased staff time - Should be considered comprehensively at a later date. Municipal Court: - No additional staff but Increased staff time Finance: - No additional staff but Increased staff time			including how other communities do it. Problem with rental cars
1.3 Convert Home Ranch to 3-Hour Visitor Parking (Peak Summer Season Only) with Additional Wayfinding (ALSO: convert Parks and Rec	Police Public Works Legal Finance Court	Police: - No additional staff but Increased staff time - Additional area to enforce will increase total time to make one parking round and thus may limit total amount of enforcement rounds made in a day. - Some difficulties with 90 degree parking spaces and LPR.	\$325 (25 signs @ \$13.00 /sign)	2-3 months (education might take longer)	Staff does not recommend applying 3-hr limit to oversized vehicles (RVs) because few other locations for oversized vehicles to park. Question: Should passes be provided to Parks and Rec staff and/or customers to allow parking in excess of 3 hrs?

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/ Offsetting Revenue	Estimated Completion Date	Comments/Discussion/ Things to Consider
lot to 3-hr parking)		Public Works: No additional staff but Increased staff time to install signs.			Might extend enforcement to October 1? Just for over-sized. This will affect commercial operators using this lot for all day customer parking (e.g., rafting/wildlife tours); need to communicate and offer alternatives; may be significant opposition to change. Should be a good educational program to tell employees and others where you want them to park. Need to coordinate with School District to possibly include additional signage.
1.4 Convert Taxi2Fly Parking to regular parking that will be targeted (but	Police Public Works	No additional staff needed.	Approx. \$0.00 (remove Taxi2Fly signs, no new signs required)	Spring 2020 (change will happen when airport discontinues use)	Staff recommends removing Taxi2Fly when the airport terminates contract with town for this service.

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
not reserved) for employee parking					This item led to broader discussion about general management of the garage. For example, Police noted that because a person only has to leave for 3 hours to reset the 48 hour limit, effective enforcement is very difficult. Also, should we try to limit use of garage by Spring Hill Marriott? Solutions considered included installing an entrance gate (and maybe exit gate) to monitor length of stays.
1.5 Develop Employee Parking Maps & Communication Program	Public Engagement Coordinator Planning Public Works Pathways IT	No additional staff but Increased staff time (until Public Engagement Coordinator is hired, existing staff will do best to develop and implement program).	Costs: TBD (Maybe some funding through sponsors or Tourism and Transportation Board)	Spring 2020 (and ongoing, as necessary)	Be proactive to get people information before they arrive for parking locations and where to shop. Consider different languages. Look at aps for parking information.
1.6 Add 15-Minute Stalls at Nearest	Public Works Police Legal	No additional staff but Increased staff time.	Cost: \$100 - \$300 (5 -15 signs)	2 - 3 months	Need to determine which intersections get signs.

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
Intersection on Blocks that Have at Least One High-Turnover Business in the Downtown Core (Up to 2 Per Block Face). This strategy could be expanded to address the need for hotel drop-off spaces.	Planning	Public Works: - Some signs may be covered by current painting budget/staff, but if it's a lot then we would need additional budget and time to finish. Police: - No active enforcement because not practical to enforce violations for longer than 15 minutes (honor system), but overall concept seems sound.			Try to Increase use by Fedex and UPS, etc. Should coordinate this with ADA parking identification. Businesses with longer customer stays (e.g., restaurants) might oppose signs.
1.7 Invest in Real-Time Space Availability in Select Public Lots	Public Works Planning IT	No additional staff but Increased staff time.	Cost: TBD (Not funded. Kevin Meagher, Facilities Manager, needs to work with IT to decide on a system.	12 - 24 months	This action will be expensive and should go in FY21 budget request.
1.8 Initiate Annual Data Collection Program to Monitor Performance	Planning	No additional staff but Increased staff time. (may use interns and Kimley Horn for support)	Cost: TBD but minimal	Summer 2020	

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
1.9 Add Section to the Municipal Code to Require Drivers to Move at Least One Block to Avoid a Time-Limit Citation	Legal Police Planning Public Works	No additional staff but Increased staff time.	Cost: Minimal (No signage changes needed)	1 – 3 months (Legal: ordinance change could be done immediately)	Police: Would suggest off of the “block face” as the language, not “one block” as blocks come in varying lengths and leaves it open for debate what a “block” is. Planning: Need to educate employees and guests on policy.
1.10 Add Additional On-Street ADA Stalls in Downtown	Public Works Police Legal	No additional staff but Increased staff time. Police: Have been recommending this for a couple of years. Will require additional enforcement, but we have the capacity.	\$720/space \$50/year maintenance	2 – 3 months	Public Works: 4 spots already identified. Locate close to end of street to increase visibility.
1.11 Add Additional Bicycle Parking in Downtown	Public Works Pathways Planning Police	No additional staff but Increased staff time. Public Works: Can help with pads/installation. Pathways:	\$1,000/unit in street \$250 U-Rack (Pathways will take lead on determining cost which will be	Depends on location: On public property: 2-3 months On private property or on-street parking space: 3+ months.	Locate close to end of street to increase visibility. Consider using red curbs where no conflict with on-street parking.

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
		Will provide assistance with rack location identification and approval, rack procurement, and installation.	based on number and type of racks selected)		Work with WDOT along highways.
Other Items					
Install Paid Parking by Memorial Day 2020	Parking Manager Public Works Police Legal Planning Finance Pathways IT Court	3 - 5 additional FTE (this would likely include one CSO transferred from Police). First need to hire Parking Manager and other staff to lead and implement program. Existing staff capacity not sufficient.	\$825,000: On-street meter technology \$300K – 500K: Staff Revenue: 1 st Year: \$100,000 Other years: \$275,000/yr (according to consultants)	Immediate implementation (May, 2020): Not feasible and not recommended Gradual Implementation October 2020 (initial testing) and May 2021 (possible full implementation) Alternative: Don't hire Parking Manager but hire consultant to implement entire program immediately (approx. 6 -12 months). Higher costs. 1.5 – 2 million.	Implementing paid parking requires not only approx. \$1.2 – 1.5 million of direct initial investment, but significant time to educate downtown business/property owners and public, and install and test major technological upgrades. System should have extensive trial period which should begin in off season. Not sure if this would increase/decrease number of parking tickets

Implementation Schedule - Downtown Parking Implementation Plan					
Action Item	Implementing Departments	Estimated Staff Resources	Estimated Cost/Offsetting Revenue	Estimated Completion Date	Comments/Discussion/Things to Consider
IT and infrastructure upgrades including LPR, vehicles (backups), ticketing software, bridges for interconnectivity between software; redundancy of equipment and staff	Parking Manager Police IT Finance Legal Court	Additional staff needed. Significant staff time from the IT, Police, and Finance Departments in particular that cannot be handled by existing staff.	Cost: TBD but significant	May, 2020: Not feasible and not recommended October 2020: Possible initial testing of system May 2021: possible full implementation	This item will be a significant challenge and may require major shifts from existing software and hardware programs.
Implement a residential parking permit program	Parking Manager Public Works Police Legal Planning Finance IT Court	Only necessary if paid parking adopted. (assuming Parking Manager and support staff would be implementing this item)	Cost: TBD Revenue: Potential for revenue if tickets increase	2+ years (Implement after paid parking)	This option can either be done concurrent with paid parking or only if and when employees and other displaced parkers start to overuse adjacent residential neighborhoods to avoid paid parking.
Town wide ADA audit	Parking Manager Public Works Planning	Existing staff (assuming Parking Manager and support staff are hired. May require specialist consultant.	Cost: TBD	6 months from hiring Parking Manager	

