

Special Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

January 30, 2020

3:00 - 5:00 PM

Town Council Chambers

Chair: Mayor Pete Muldoon

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. DISCUSSION/ACTION ITEMS

- A. Integrated Transportation Plan (ITP) (Tyler Sinclair)

III. 5:00 PM - JOINT BOARD INTERVIEW

- A. Jackson Hole Airport Board

IV. JOINT EXECUTIVE SESSION

Recess if coming back / Adjourn if not to executive session to discuss personnel matters / appointments to volunteer boards in accordance with Wyoming Statute 16-4-405(a)(ii).

V. APPOINTMENT TO JACKSON HOLE AIRPORT BOARD, if ready

VI. ADJOURN

Please note that at any point during the meeting, the Chairman or Mayor 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.



BOARD OF COMMISSIONERS



TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: January 24, 2020

MEETING DATE: January 30, 2020

SUBMITTING DEPARTMENT: Joint Long-Range Planning

DEPARTMENT DIRECTORS: Tyler Sinclair and Chris Neubecker

PRESENTER: Jim Charlier, Charlier Associates (Consultant)

SUBJECT: Integrated Transportation Plan ITP – Technical Update

PURPOSE

The purpose of this meeting is to discuss and provide direction on Charlier Associates conclusions and proposed actions/updates to the 2015 Integrated Transportation Plan (ITP).

BACKGROUND

The existing Integrated Transportation Plan was jointly adopted in September 2015 by the Town of Jackson and Teton County. The Action Plan in Chapter 7 of the ITP calls for a “technical update” of the ITP within five years following adoption. Charlier Associates, Inc. has been retained to prepare the Update.

The first phase of the Update pulled together data on Jackson Hole travel and traffic trends since 2015 and documented status of implementing the ITP Action Plan. This information was presented and discussed by the Boards at the November 4 Joint Information Meeting.

The second phase included a policy and strategy presentation and discussion to the Boards at a Special Joint Information Meeting on December 19 focused on the following six (6) questions:

1. Benchmarking system
 - Should we continue to use the four summer months?
 - Is LOS D an appropriate criterion, given induced demand?
2. WY-22 corridor and Capital Group 1
 - How can the Town and County (with START) help guide planning and design?
3. Transit goals (doubling ridership and then doubling again)
 - Is this too ambitious?
 - Should we frame this differently?
 - Should we establish a different approach to objectives?
4. Active transportation
 - Should we adopt a focus on bicycling - low impact tourism, quality of life, etc?
 - Do we need a renewed emphasis on safe, convenient walking in Town?

5. TDM program

- Do we still want to develop a transportation demand management program?
- If so, how can we move forward – what are the next steps?

6. Regional Transportation Planning Organization

- Do we still want to establish an RTPO?
- If so, how can we move forward – what are the next steps?

ALTERNATIVES

The purpose of phase 3 will be to present and discuss conclusions and proposed actions/updates to the ITP based upon phases 1 and 2 at the January 30, 2020 Joint Information Meeting. At the meeting Jim Charlier will present his conclusions and proposed actions/updates based upon the process to date and more specifically upon the discussion and direction provided at the December 19 JIM for each chapter as follows:

1. **Plan Overview** – providing context and describing the Plan scenario
2. **Transit Development** – outlining strategic transit improvements
3. **Active Transportation** – outlining specific actions for walk, bike, etc. travel
4. **Travel Demand Management (TDM)**– establishing strategies by travel market and monitoring and reporting
5. **Major Capital Projects** – describing projects and establishing benchmarks
6. **Regional Transportation Planning Organization** – outlining 2 stages of organization
7. **Action Plan and Funding** – coordinating all implementation actions and identifying the need for additional funding

Staff has attached the PowerPoint Presentation that will be presented for review and consideration prior to the meeting. Information provided at the November 4 JIM and December 19 JIMs can be found online. In addition, staff has attached the Transportation portions of the Comprehensive Plan Update – Growth Management Plan (GMP), Phase 1 and Phase 2 reports for consideration. In addition, information for your February 3 JIM on the GMP update will also be released prior to the meeting and should be considered in the context of the overall transportation goals for the community.

Upon completion of phase 3 at this meeting, the ITP Technical update will enter phase 4, the final phase of the update process the review and consideration of a revised ITP in March.

ATTACHMENTS

- ITP Update PowerPoint Presentation, January 30, 2020
- ITP Staff Report and Video Link, JIM December 19, 2019
 - o <https://jacksonwy.civicclerk.com/Web/Player.aspx?id=348&key=-1&mod=-1&mk=-1&nov=0>
- ITP Staff Report and Video Link, JIM November 4, 2019
 - o <https://jacksonwy.civicclerk.com/Web/Player.aspx?id=203&key=-1&mod=-1&mk=-1&nov=0>
- GMP – Phase 1: Chapter 7 Review
- GMP – Phase 2: What's Next
- Integrated Transportation Plan – 2015
 - o <http://jacksontetonplan.com/239/Integrated-Transportation-Plan>

FISCAL IMPACT

Phase 3 has progressed within the budget and staff resources indicated in the project Scope of Work approved in June 2019.

STAFF IMPACT

Phase 3 has progressed within the budget and staff resources indicated in the project Scope of Work approved in June 2019.

LEGAL REVIEW

None at this time

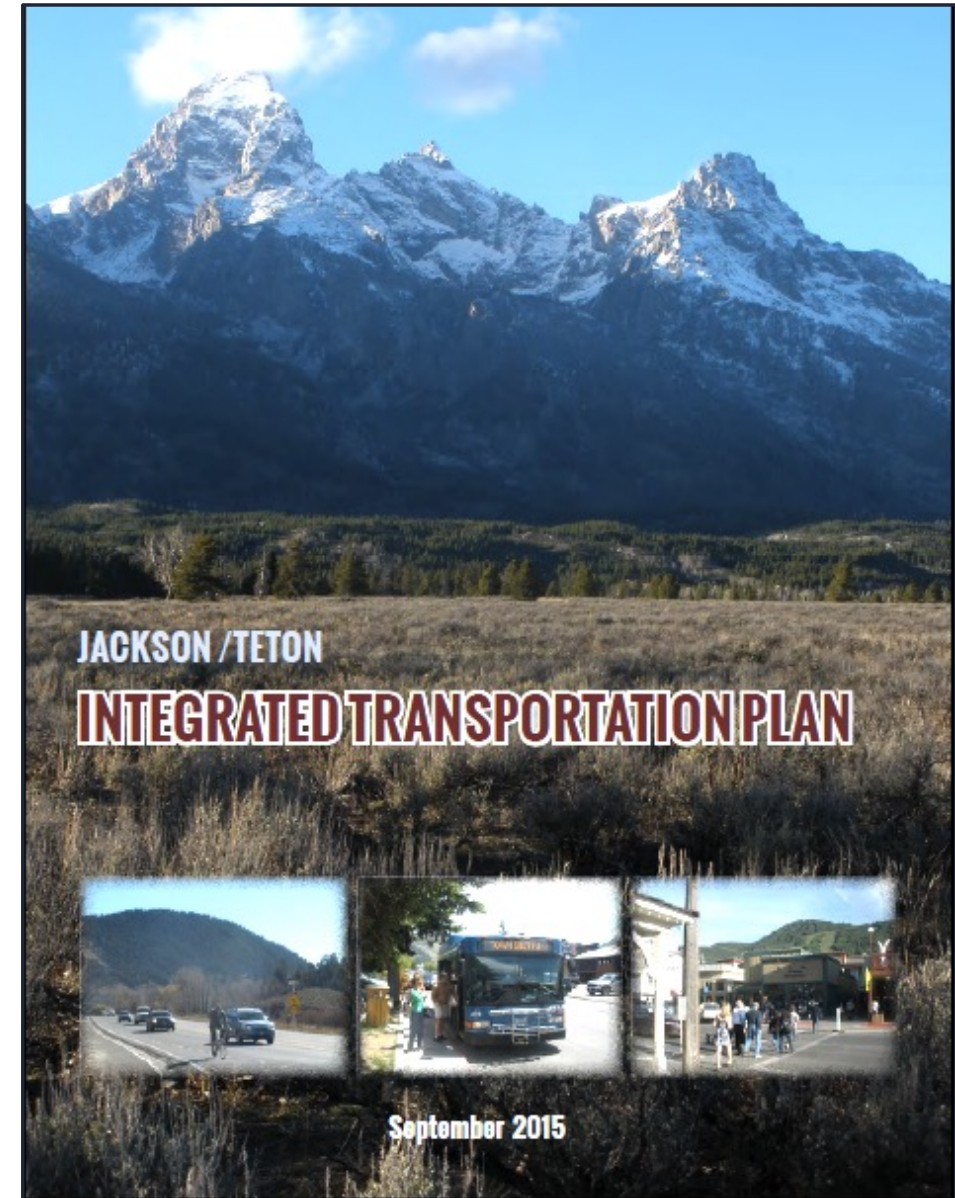
SUGGESTED MOTION

I move to direct staff to amend the Integrated Transportation Plan, as directed at this meeting, for review and approval at a later date.



ITP update

Jan 30, 2020 Joint Information Meeting



recap – JIM sessions on the ITP

Nov 4, 2019 status, trends, benchmarks

Dec 19, 2019 policy and strategy discussion

Jan 30, 2020 recommendations

tbd adoption

today's outline

fundamental questions

transit – chapter 2

active transportation – chapter 3

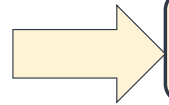
transportation demand management – chapter 4

major capital project benchmarking – chapter 5

regional transportation planning organization – chapter 6

action plan – chapter 7

today's outline



fundamental questions

transit – chapter 2

active transportation – chapter 3

transportation demand management – chapter 4

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regional transportation planning organization – chapter 6

action plan – chapter 7

is the ITP so flawed we should start over?

conclusions

- no:
 - goals of public and elected boards are well-aligned
 - ITP takes direction from Comprehensive Plan
- need to clarify goals based on Comprehensive Plan
- need to overcome barriers to implementation

actions

- develop a clearer plan narrative - community objectives
- add support for innovation
- kick start implementation

what should ITP say about ‘SOV capacity?’

conclusions

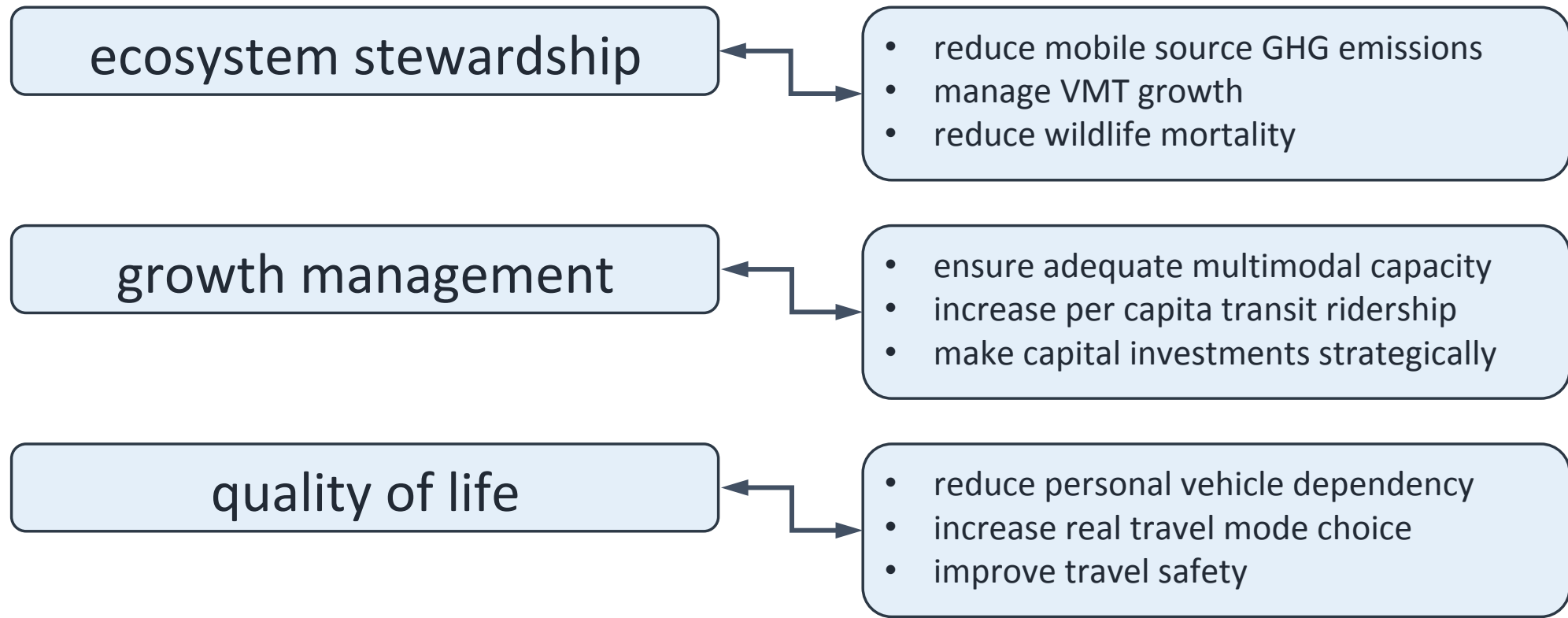
- ‘no new SOV capacity’ is too broad and too specific
- no practical way to measure at system level
- many worthwhile projects might increase SOV capacity

actions

- move beyond dry quantification
- focus on ‘relatable’ objectives
- update indicators to reflect Comprehensive Plan

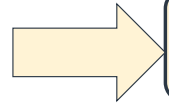
comprehensive plan

ITP implementation



today's outline

fundamental questions



transit – chapter 2

active transportation – chapter 3

transportation demand management – chapter 4

major capital project benchmarking – chapter 5

regional transportation planning organization – chapter 6

action plan – chapter 7

is the transit plan too ambitious?

conclusions

- no:
 - need for increased service & ridership is now more urgent
 - the plan should be aspirational
- incremental tweaks will not be enough
- available funding sources are more than sufficient
- required service levels are physically feasible

actions

- focus on progress from 2015 ITP adoption
- define transit role: absorb as much travel growth as possible
- clarify route components of required service increase

how can we increase public support for transit?

conclusions

- progress toward goals, as defined, is disappointing
- continued challenges discourage commitment
- transit objectives are unclear – why must we do this?
- current plan is too dry and quantitative

actions

- clarify specific service components – build the case
- clarify relationships between service & ridership
- identify “long steps” to galvanize interest and resolve
- deploy transportation demand management (see below)

clarify purpose of transit service components

commuter routes

support local economy, employee
recruitment and retention

corridor routes

make transit a competitive choice
for local travel

circulators

free residents and visitors from
having to drive for short trips

potential long steps in transit

WY-22 corridor: BRT or HOV

put dedicated revenue source in place

go fare-free

work with GTNP on summer season connection(s)

how can we achieve our vision for WY-22?

conclusions

- both 'BRT' and 'HOV' lanes are feasible options
- widening for all vehicular use would be counterproductive
- WYDOT has no experience with either BRT or HOV
- Wyoming statutes provide no authority for BRT or HOV
- transit plan will require bus prioritization

actions

- engage proactively with WYDOT in planning and design
- cooperatively take the lead on the public process
- work with Legislature to add BRT and HOV to statutes

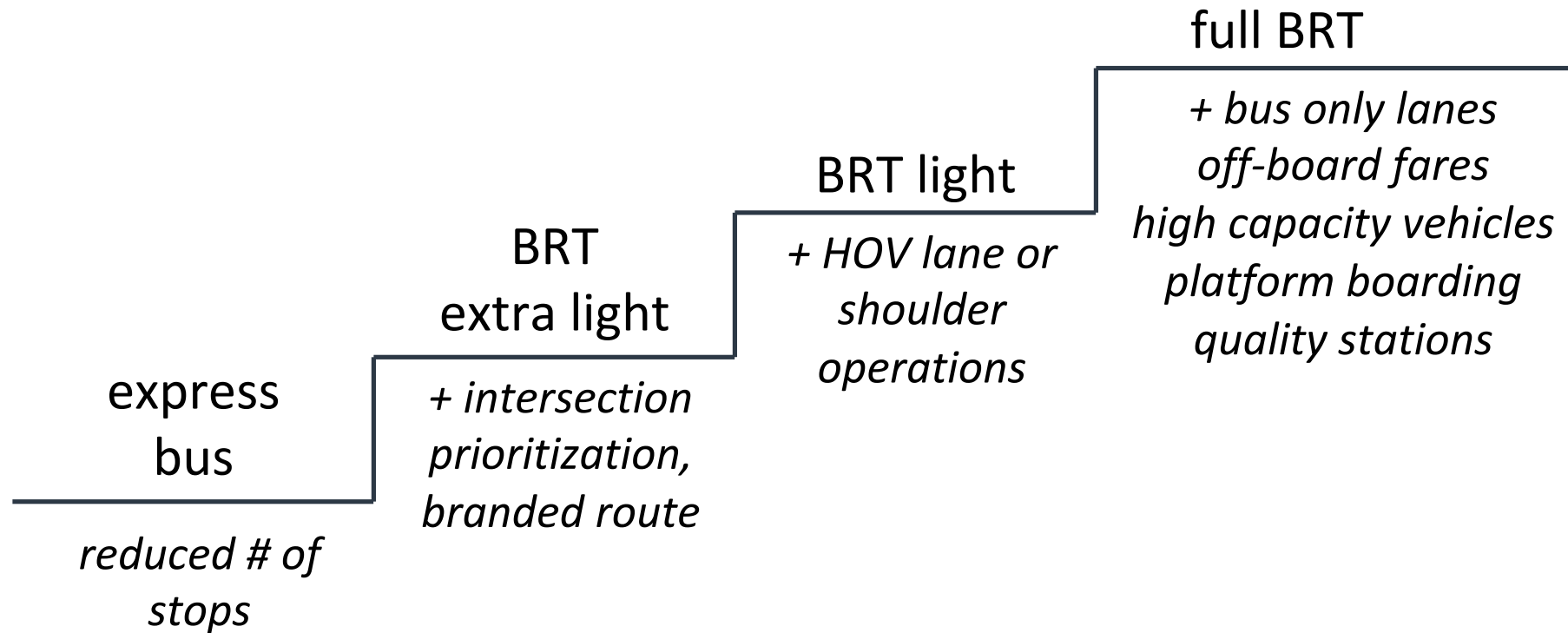
BRT lanes
bus rapid transit

- corridor transit – express service
- branded route
- exclusive lanes (bus only)
- buses prioritized at intersections
- off-board fare collection
- platform-level boarding
- high capacity vehicles
- quality stations

HOV lanes
high occupancy vehicles

- restricted to non-SOV use
- originally mostly 2+ HOV
- 3+ HOV now more common
- may apply only in peak hours
- vehicle exceptions (e.g., electric cars)
- difficult enforcement
- may include slug lanes
- can transition to “managed lanes”

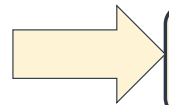
levels of BRT implementation



today's outline

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action plan – chapter 7

what changes are needed to this chapter?

conclusions

- pathways program has achieved notable successes
- summer walking & bicycling are relieving traffic demand
- access to safe walking and bicycling improves quality of life

actions

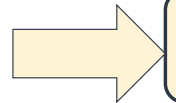
- make active transportation a higher priority
- increase focus on short trip walk and bike access
- delete reference to Teton County Community Streets Plan

today's outline

fundamental questions

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what changes are needed to this chapter?

conclusions

- demand management continues to be a priority
- Village program is successful and an example of potential
- transit program will require demand management support
- no major changes required in Chapter 4

actions

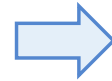
- prioritize implementation beginning in 2020

transportation demand management

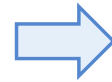
information & promotion



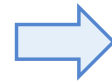
coordination & events



in-commuters



visitors + tourists



residents

parking – transit – trails & pathways – maps – taxi – ride hailing – airport access – parks access – trip planning
employee benefits – commute options – carpooling and vanpooling – bike to work day – cyclovia – tactical urbanism

prioritize implementation

- immediate
 - ✓ fill TDM coordinator position
 - ✓ procure consultant contract – transportation demand management
- longer term
 - ✓ transition position to RTPO
 - ✓ integrate with transit and with visitor services

is the performance monitoring system working?

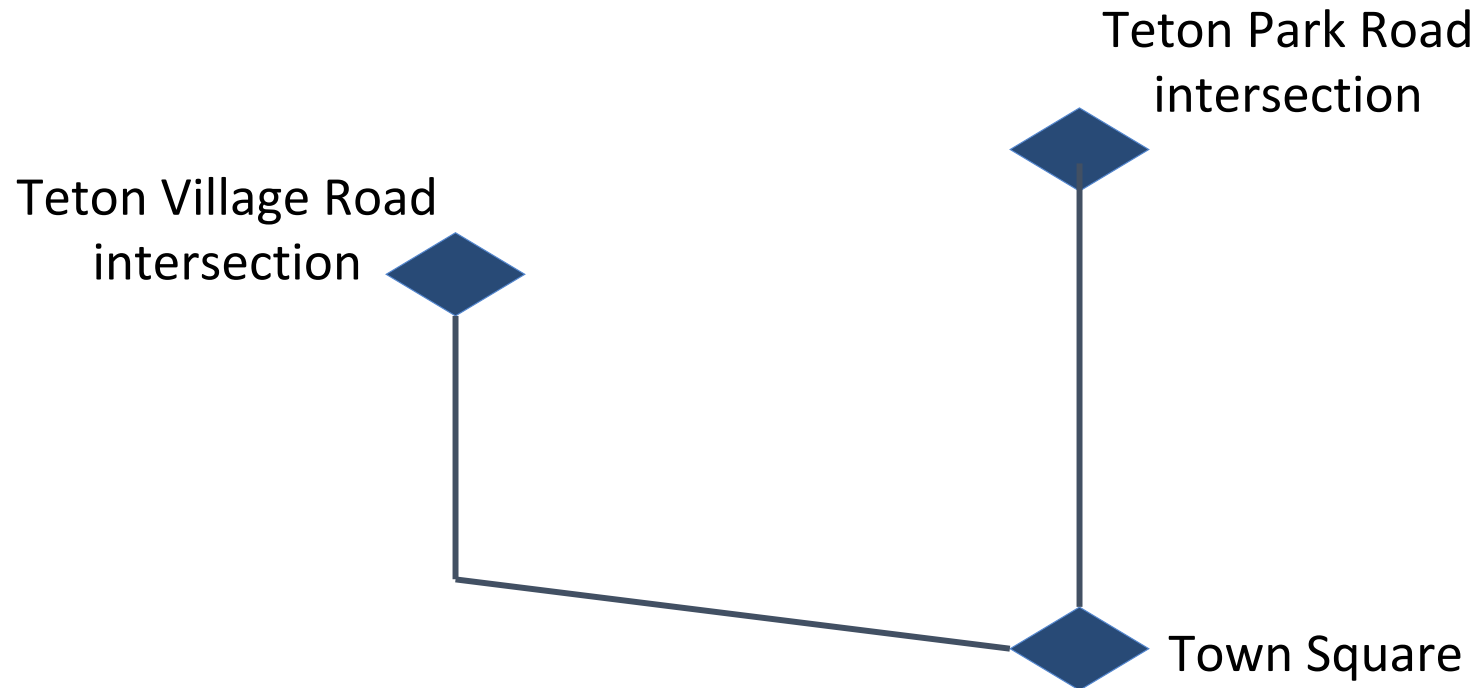
conclusions

- yes:
 - annual reports have been useful
 - linking to comprehensive plan reporting has been helpful

actions

- delete the dashboard section
- add travel time indicator:
 - bus and drive
 - Town-Village and Town-GTNP

travel time indicator



START bus – average summer PM peak hour travel time

SOV drive – average summer PM peak hour travel time

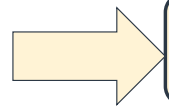
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is benchmarking working as intended?

conclusions

- yes, trends and status of capital needs are clear to see
- need to review use of LOS D
- need to review use of peak season (4 months) traffic

actions

- update status and benchmarking data
- discontinue LOS D and sync with Comp Plan update
- continue use of peak season (4 months) traffic

is use of LOS D still appropriate?

conclusions

- use of LOS is not a best practice in transportation planning
- LOS criteria lead to induced demand
- LOS criteria force counterproductive spending

actions

- no longer use LOS D as a corridor planning benchmark
- use 20,000 vehicles/day instead (for 2-lane roads & streets)
- LOS D is not an ITP objective for state or local roads

is use of peak season traffic still appropriate?

conclusions

- yes
- ITP uses average summer weekday traffic (Jun – Sep)
- winter, shoulder season traffic growing faster than summer
- worst 'routine' congestion will continue to occur in summer

actions

- continue to use average summer weekday traffic
- work with WYDOT to implement 'incident management'

today's outline

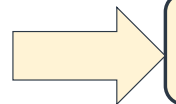
fundamental questions

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action plan – chapter 7

should implementing an RTPO be a priority?

conclusions

- yes:
 - there is broad support among advocacy organizations
 - both staff and elected boards have expressed support
 - transportation is a major regional priority
- implementation will require adequate resources

actions

- implement an RTPO through a phased approach
- add a preliminary stage to the original ITP 2-stage plan
- start in 2020

regional transportation planning organization three stages

1. ITP implementation lead

2. joint powers agency

3. regional funding

regional transportation planning organization

three stages

stage 1. ITP implementation lead

- ✓ share funding – town & county (WYDOT?)
- ✓ formalize role of technical advisory committee
- ✓ initial priorities for ITP implementation lead:
 - coordinate Town, County, WYDOT work on WY-22 planning & design
 - develop a charter for stage 2 and 3 RTPO
 - provide coordination & support to START, pathways & TDM programs
 - take charge of performance monitoring and reporting
- ✓ if needed, consider consulting contract as alternative to staff position

regional transportation planning organization

three stages

stage 2. joint powers agency

- ✓ town and county, with WYDOT
- ✓ multimodal transportation planning responsibility
- ✓ absorb START and pathways operational entities
- ✓ absorb traveler support system
- ✓ begin coordination with Lincoln County, Teton County, ID
- ✓ work to implement stage 3

regional transportation planning organization

three stages

stage 3. regional funding

- ✓ regional partnership, with WYDOT
- ✓ work with partners & Legislature to update RTA statute
- ✓ establish dedicated source of funding for transit
- ✓ establish formal “rural MPO” authority

today's outline

fundamental questions

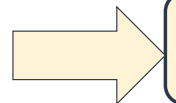
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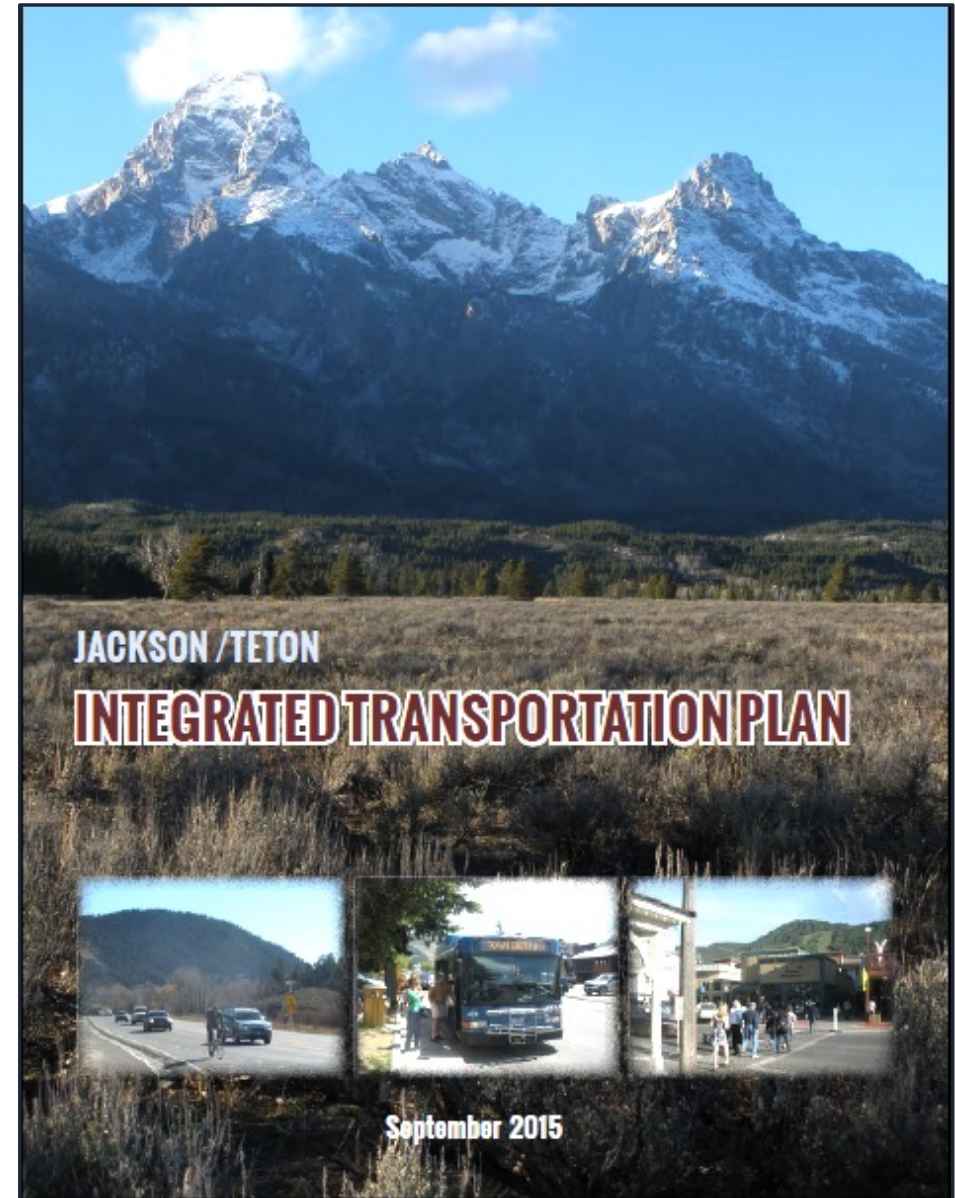
action plan – chapter 7

summary list – immediate actions (2020 – 2023)

- ✓ hire transportation demand management position
- ✓ hire ITP implementation lead
- ✓ add peak hour travel time indicator (2 corridors, bus & drive)
- ✓ work with WYDOT on highway incident management program
- ✓ engage proactively with WYDOT on WY-22 planning & design
- ✓ work with Legislature to add BRT & HOV to Wyoming Statutes



wrap up



recap – JIM sessions on the ITP

Nov 4, 2019 status, trends, benchmarks

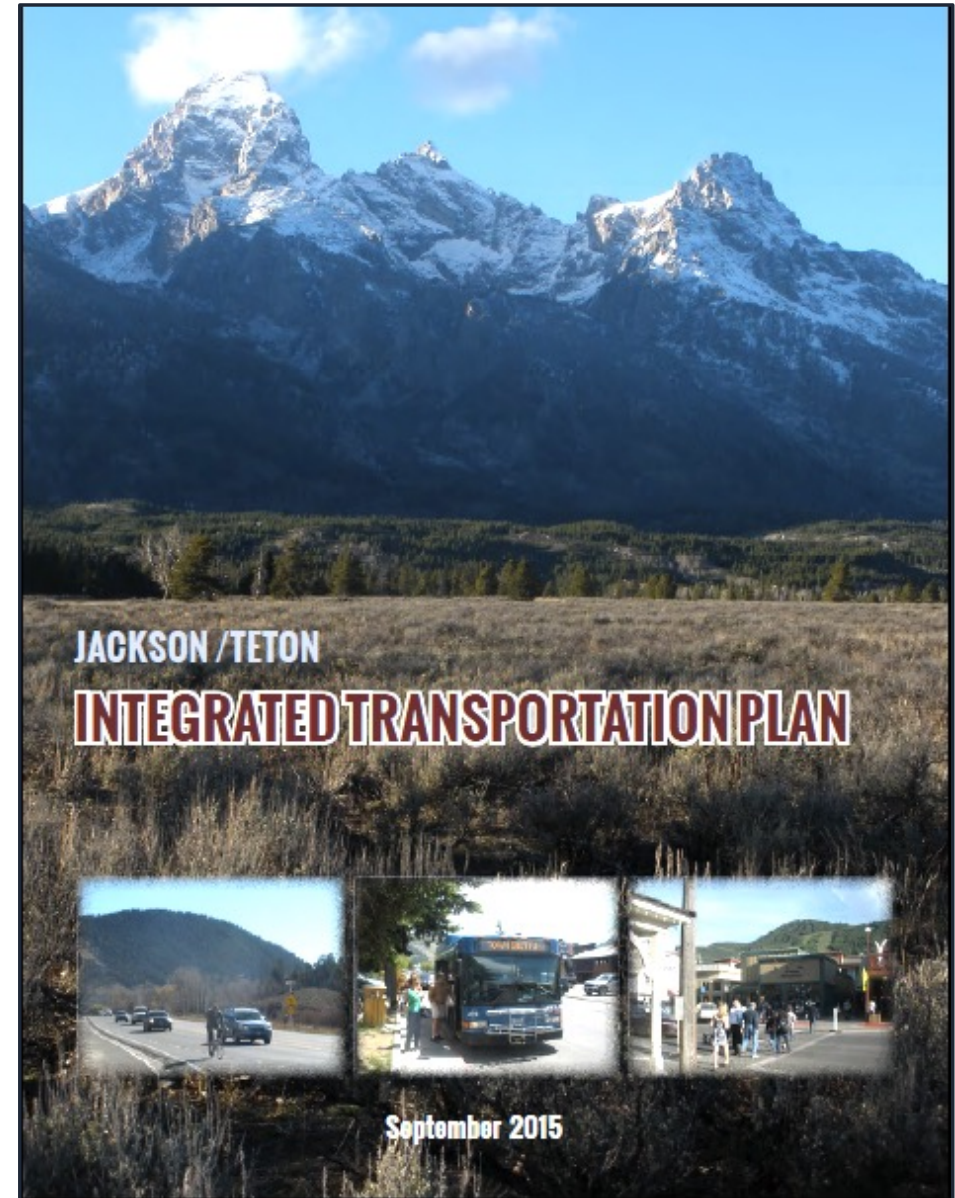
Dec 19, 2019 policy and strategy discussion

Jan 30, 2020 recommendations

tbd adoption



thank you



Section 7: Multimodal Transportation

Community Goal:

Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation.

- Are residents and visitors using alternative transportation?
- Within the community? Throughout the region?
- Is movement safe? efficient? economical?

Section 7: Multimodal Transportation			
Trends			
	Trends/Events		Future Considerations
	• VMT growth at the rate of effective population • Jackson to Moose Pathway (2012)	• Increasing walk/bike mode share • High commuter transit growth • Flat per capita transit growth • VMT growth at the rate of effective population • ITP (2015) • Path 22 (2016) • Snow King Bollards (2018)	• Without a significant shift in how the effective population travels, vehicle miles traveled and emissions will continue to rise. • Limiting workforce housing will not limit the workforce needed, it will only increase the distance it has to travel.
Perception	• Public is proud of pathways, START, and personal transportation decisions. • Transportation is not a priority in terms of work to do.		

Sources: Indicator Report

Trends

Commuters have more transportation options and there is some evidence of an increase in walking and biking per capita. However, vehicle miles traveled (traffic) is still growing at the rate of effective population, which is contrary to the community goal to reduce such growth.

Are residents and visitors using alternative transportation?

The Integrated Transportation Plan (ITP), adopted in 2015, defines the mode-shift goal of the community – a nearly 6% shift away from trips by vehicle by 2035. The ITP relies on doubling transit ridership between 2013 and 2024, then doubling again between 2024 and 2035. In terms of annual growth, the ITP goal is 6.5% compounding annual growth in transit ridership. Over the first 5 years of implementation (2013-2018), transit ridership has grown at a compound annual rate of 3.4%. Every year, transit ridership grows slower than expected and the ITP scenario becomes less achievable. A shift to biking or walking may offset the lack of transit ridership. American Community Survey (ACS) trends regarding active transportation are positive. The increasing popularity of e-bikes has made cycling a more realistic option for longer trips. Time will tell how significantly e-bikes impact peak traffic, especially on the Hwy 22 corridor. The real proof of success will be more people moving by bus, bike, or foot and less cars on the road.

Is movement safe? efficient? economical?

The goal also asks if the alternate mode of transportation is safe, efficient, and economical. Alternate modes of transportation are significantly more economical than driving. Commuting 50 miles a day, 250 days a year at \$0.58 per mile (Federal mileage rate) costs a commuter \$7,250 a year. An annual START Bus commuter pass costs \$1,260 a year. Commuting 15 miles a day within the Jackson area at the same rate costs about \$2,175 per year. A START Bus pass within the Jackson area costs \$0 to \$250 per year. Cycling or walking within the area has a similar or reduced cost range.

Efficiency is the transportation characteristic that drives behavior. Can people get where they want to go when they want to get there? Lack of efficiency may be why transit is not meeting ITP ridership goals. Nearly all out-of-Town bus routes travel Highway 22. Highway 22 and Moose-Wilson traffic growth is not only above ITP targets, it is above ITP baseline. Per capita vehicle miles traveled has essentially remained flat and effective population has grown faster than projected. The dedicated Bus/carpool lane discussed in the ITP has not become a reality although WYDOT is exploring what the idea might look like as it designs a new Highway 22 bridge.

Throughout the region?

Regionally, the efficiency of transit is greater. The Commuter routes experienced the greatest growth. START reports that there is demand for greater commuter route frequency, at a wider variety of hours.

Public Perception

The community's sense of progress on transportation is positive. While traffic is a common topic of social conversation, it was not a leading call to action in public review of the Comprehensive Plan. People cite Pathways and START as successes. Transportation choices were how individuals felt they had personally implemented the Plan. People are pleased with their options and would like transit to be more convenient, but think other community goals require more urgent action. This opinion is consistent with public opinion in 2012.

This response is likely the result of positive outreach, which asked the community what it should work on, not what is broken. This may indicate a community acceptance of traffic (an affirmation of the Plan policy accepting Level of Service D traffic). The response is also interesting since traffic, emissions, and ecosystem health are connected. That connection may not be obvious, which might be why people are concerned about ecosystem health without calling for action on one of the most tangible responses the community could take, traffic.

Future Considerations

Transportation requires corrective action. While the public can seemingly live with the level of traffic we have, there is concern about the affect climate change will have on ecosystem health, and vehicle emissions is the biggest lever the community has to address that issue.

- Dedicate resources to Travel Demand Management including staff time funding and enthusiasm. Reducing traffic has to be cultural, it will be most successful if it becomes part of the community pride and identity in the same way as conservation.
- Update the Action Plan in the ITP to embrace new opportunities. The transit mode shift goals might be unrealistic, but the overall mode-shift goal might be achievable through an embrace of e-bikes in the summer months.
- Work with WYDOT on big ideas. Dedicated HOV/BRT lanes designed to accommodate autonomous vehicles is not a typical rural solution, but there is federal funding for those type of big ideas and working with WYDOT to try new things is the way it can be done.
- Prioritize pedestrian infrastructure in Town. Analyze the pedestrian network as a whole. Where is pedestrian demand, where is the sidewalk network broken, where can pedestrians share the road?
- Add vehicle miles traveled per capita to core indicators. 60/40 and 65% have provided good guidance. A vehicle miles traveled equivalent or mode share equivalent would provide focus on the issue.

footprint and adaptive management. However, our community has exhibited success in remaining committed to the Character Districts and adaptive management planning without such tools.

Topic F: Commit to a shift in how we travel

One of the key trends identified in the “Are we on Track?” review was increasing greenhouse gas emissions. Our travel decisions account for about 80% of our emissions. Per capita vehicle miles traveled have increased since 2012, particularly in the winter and shoulder seasons. The recommended plan updates and future actions are intended to provide a clearer transportation vision to reinforce additional action regarding a shift in how we travel because we can only find alternatives to travel by single-occupancy vehicles if we commit to looking for them.

Staff Recommendation

- F1. Rephrase the Principles and reorganize the policies accordingly
 - 7.1: Reduce vehicle emissions.
 - 7.2: No new SOV capacity, Prioritize bike/walk/bus infrastructure.
 - 7.3: Coordinated, regional transportation planning.
- F2. Refine Chapter 7 to incorporate the ITP as the implementation plan.

In terms of principle and policy updates, the main clarifications recommended are a syncing of the Comprehensive Plan section and the ITP (now that the ITP exists) and clear emphasis on the main transportation related goals – reduced vehicle emissions and no new single-occupancy vehicle capacity. These updates represent a strengthening and emphasis of the policies in the Plan but are largely just a reorganization effort. The Update of the section will be coordinated with the technical update to the ITP that is occurring in parallel.

- F3. Add a policy about the importance of evaluating outside-the-box transportation solutions

There were not any strategies suggested through this process that do not already exist in the Comprehensive Plan or ITP. There were a number of specific strategies that fall within broader efforts, but no new strategies were developed. For example, there were a lot of TDM methods suggested that will be evaluated as part of Strategy 7.1.S.4, implement a TDM program; and a lot of funding ideas suggested that will be evaluated as part of Strategy 7.1.S.2, consider a funding source for walk/bike/bus travel. What is needed most at this point is an allocation of resources and prioritization of the strategies already in place. However, the Plan should be enhanced with a new policy that encourages out-side-the-box solutions to be explored. While many of the specific strategies fall under broader existing efforts, some are at the edges of what is possible. A policy is needed to encourage the community and WYDOT to explore those less conventional alternatives as part of its transportation planning.

Topic G: Define the economy we want

The “Are We on Track?” review identified that the economic vision for the community is vague but that the growing inequality in the community is likely contrary to the community’s economic vision. Just as the past economic performance was hard to gauge, the suggestions for a future economic vision are hard to evaluate without a clear economic vision. Staff’s recommendation is that a separate effort is needed to establish a clear economic vision for the community.

Staff Recommendation

- G1. Adopt a strategy to update the employee generation nexus study to look at the full range of employee generation and the full range of associated impacts.

Jackson Hole Airport Board

Interviews conducted on December 17, 2019:

Edward Minczeski

Richard Aurelio

Greg Herrick

Tyler LaMotte

Ed Liebrecht – appointed to a full term on January 6

Interviews conducted January 6, 2020:

Jerry Blann

Patrick Dominick

Applicants for the partial term of Mary Gibson Scott, going through January 2022:

1. Greg Herrick
2. Tyler LaMotte
3. Jerry Blann
4. Patrick Dominick
5. (new) Valerie Brown – interview on January 30 at 5:00pm

Executive Session scheduled for deliberation – January 30 following Valerie Brown interview

Appointment may be made either on January 30 or in the February 3 JIM

Suggested motion: I move to appoint ____ to the remainder of a partial term left by a resigning member of the Jackson Hole Airport Board going to January 31, 2022.

Online Form Submittal: Volunteer Board Application Form

noreply@civicplus.com <noreply@civicplus.com>

Sat 1/18/2020 8:20 AM

To: County Clerk Admin <clerkadmin@tetoncountywy.gov>

Volunteer Board Application Form

First Name	Valerie
Last Name	Brown
Select the Board, Commission, or Committee applying for	Airport Board
Have you served on this Board before?	No
Are you currently an employee of Teton County or the Town of Jackson?	No
Personal Information	
Address1	PO Box 30000, PMB 493
Address2	Field not completed.
City	Jackson
State	WY
Zip	83002
Home Phone Number	770-842-4848
Business Address	Non
Business Phone Number	None
Occupation	Retired
Email Address	brown.valerieg@gmail.com
Residency Information	
Length of Residency in Teton County	5.5 years
Are you a registered voter in Teton County?	Yes
Education and Hobbies	
High School	Capital High School, Boise, IDaho

College	Bachelor of Science, Chemical Engineering, Oregon State University, Corvallis OR, MBA, Stanford University, Stanford, CA
Trade or Business School	<i>Field not completed.</i>
Hobbies	Skiing, scuba diving, hiking, golf, fly fishing, travel
Organization Membership Information	
Have you served on a Board, Commission, or Committee before?	Yes
If yes, which	No Teton County Boards. Other past Boards: Blackrock Mutual Funds Board, NY, NY, Board of Theatrical Outfit, Atlanta, Georgia, Board of Metropolitan Atlanta Arts Fund, Atlanta, GA, Cetera Fin. Group, El Segundo, CA,
Are you currently serving on other Boards, Commissions, or Committees?	Yes
If yes, which	Board Chair, JH Center for the Arts, Jackson, Advisor Group, NY, NY, Financial Services Institute, DC., Securities Industry and Financial Markets Assoc., DC.
Please list organizational memberships or affiliations and positions held.	I recently retired from my full time role as Exec. Chairman, Advisor Group Inc. Note Board positions held in previous question.
Please List Areas of Special Interest:	Creating sustainable partnerships between business, community and the environment, Arts education and impact, Habitat for Humanity and low-income housing, sustaining our fabulous environment, mentoring younger entrepreneurs
Please provide your knowledge of the duties & responsibilities of the Board you are applying for:	As a Board member of the airport, I would be responsible to support management's efforts to serve the community in a quality, safe and sustainable way. The Board is accountable to the County, the Park Service, the town of Jackson, TSA and the FAA, EPA to name a few. It has many partners, vendors and leasees. It is a complex operation with much at risk if not run well. The Board has a fiduciary accountability to the Town and County and to the Revenue bond holders. The Board meets monthly and on an adhoc basis as necessary to provide needed oversight. The Board works with management in developing strategy to improve efficiency and service levels while maintaining a plant of the highest quality with sensitivity to our environment. The Board also plays a role as the eyes and ears of the community and the many visitors that come to Jackson Hole and the surrounding parks through this critical gateway.
Why do you want to serve on this Board?	I have traveled several million miles by air in my lifetime and honor and respect the challenges and intrinsic rewards of a well-run airport. I respect Jim Elwood and his team and would feel honored to provide my expertise as a business traveler and

an executive who has dealt with many of the challenges and opportunities that present themselves in a high transaction type of operation like the airport. I have financial and strategy expertise from running several successful businesses. I also have a deep respect for the challenges of balancing the needs of many stakeholders while sustaining a vibrant economic entity. I believe I could be of help to Jim, his team and the community as a Board member.

What are your qualifications for serving on this Board?

I have led complex, large transaction and service businesses that operate within the oversight of a multitude of regulatory agencies and stakeholders. I understand the challenges of meeting multiple and sometimes contradictory needs. I have millions of miles of travel by air in my past and have given Jim feedback multiple times on areas there JAC is the best and where we have opportunity. I would be honored to bring my energy, passion for the product, and respect for the needs of our town, County, Park Service to help this organization safely and effectively serve their customers.

What experience and/or special training do you have that is pertinent to this Board's efforts?

Beyond the deep business and travel experience noted above, I have served on multiple boards in the for-profit and not-for-profit realms. I believe in teamwork and collaboration. I have a strong financial background and can play the required role as a fiduciary member of the Board. As noted above, I have worked in businesses that require balancing the needs of safety, economics, community relations and regulatory requirements. I would bring this respect for stakeholder needs and a collaborative working style to the Board. I am passionate about all that is Jackson Hole and want to do what I can to sustain its beauty and access to it for generations to come.

What is your understanding of the time and service requirements of this Board and how are you prepared to meet them?

I understand the Board meets monthly. Given I retired last August from full-time work and will complete my term as Board Chair of the Center for the Arts in September, I have the time and energy to give to the Airport Board if selected.

Do you have any scheduling conflicts you are aware of?

The Board meeting in March has a conflict of which I have spoken to Jim. He told me he would move the meeting by a day.

If selected for service on this Board do you commit to abiding by the Teton County Board Member Expectations?

YES

See Below:

[/DocumentCenter/View/7173/Agreement-Expectations]Teton County Board Member Expectations

Resume

[Valerie Brown CV 2019.pdf](#)

References

[VG Brown References for JH Airport Board.docx](#)

Electronic Signature

I agree.

Agreement

Electronic Signature

Brown

Email not displaying correctly? [View it in your browser.](#)

Brown, Valerie G.

Board Candidate

Personal Location: Jackson Hole, Wyoming

Telephone: (770) 842-4848

Email: brown.valerieg@gmail.com

Board Relevant Experience / Knowledge

- Organic growth strategies and implementation
- Regulatory Risk management-with deep FINRA, SEC and DOL experience
- Audit Committee experience
- Consumer and Trade brand development and pull marketing with focus on share gain
- Acquisitions: identification, negotiation, integration that exceed Proforma
- Positioning company for liquidity event(s) that enriches shareholders
- Balance sheet optimization including rated debt raise/dividend recapitalization
- International strategy and business growth
- Strategy development and change management

Career History

Advisor Group (2016-2019)

- Executive Chairman

Cetera Financial Group (2010 - 2014)

- CEO

ING Advisors Network (2009 - 2010)

- CEO

ING US Financial Services (2007 - 2009)

- President, Retail Annuity Market Segment

ING Advisors Network (2002 - 2007)

- President

ING, Americas and Asia Pacific (2000 - 2002)

- Chief of Staff for Chairman

ING Life Direct (1997 - 1999)

- CEO and EVP Branding for U.S.

ING Medical Risk Solutions (1997 - 1999)

- CEO

ING North America (1996 - 1997)

- Executive Vice President, Strategic Marketing

Taco Bell Worldwide (1992 - 1996)

- VP, Marketing & Retail Products

Bain & Company, Inc. (1986 - 1992)

- Senior Manager

Chevron U.S.A., Incorporated (1980 - 1984)

- Project Engineer & Environmental Lobbyist

Current and Past Board Service

- Advisor Group – Board Chair (through 8/19) & Audit Committee member (Current)
- Jackson Hole Center for the Arts –Board Chair (Current)
- Financial Services Institute – Board Member (Current)
- Securities Industry and Financial Markets Association – Board & Executive Committee member (Current)
- Blackrock Equity/Bond Complex - Board member, Compliance Committee member
- Cetera Financial Group- Board member

Education & Registrations

- 1986, Stanford University - Graduate School of Business, MBA
- 1980, Oregon State University, BS with High Scholarship in Chemical Engineering
- Series 7, 24 and 66 securities registrations (2002-2019)



Brown, Valerie G.

Board Candidate

Personal Location: Jackson Hole, Wyoming

Telephone: (770) 842-4848

Email: brown.valerieg@gmail.com

Career Highlights

Advisor Group – *one of nation's largest wealth management companies focusing on providing retail financial advice and solutions for mid-affluent Americans through approx. 7000 Independent Financial Advisors*

After a successful spinout in May 2016 from AIG to Private Equity ownership (same PE company from Cetera investment below), Ms. Brown (as Executive Chairman) restructured management including new CEO and CFO. Until its recent sale in August 2019, Advisor Group assets under administration grew from \$160B to \$270B and EBITDA more than quadrupled. 2019 revenues were projected to be \$2.2B. In August 2019, Advisor Group was sold to another Private Equity firm. Ms. Brown remains on the Board. In March 2017, Ms. Brown was featured on the cover of Financial Planning magazine for Advisor Group's leadership in embracing the fiduciary standard in financial advice. Named in 2017 one of the top 25 Women to Watch in the Industry and in 2019 as one of ten Innovators in the retail financial industry by Investment News.

Cetera Financial Group – *Parent of four financial services firms focused on serving the needs of investors with best-in-class solutions through independent Financial Advisors*

Ms. Brown successfully led the divestiture from ING to Private Equity ownership in 2010. As CEO, Ms. Brown drove growth organically and through successful acquisitions, quadrupling earnings and doubling assets under administration. Cetera's 2013 Proforma revenues were \$970MM. Under Ms. Brown's leadership, Cetera created industry award winning brand and wealth management platform. Cetera was sold in May 2014 to RCS Capital (RCAP) for \$1.15 Billion Dollars. Ms. Brown retired at the closing of the sale.

In May 2013, Ms. Brown was included in *Investment Advisor's* IA25, a list of the most influential individuals in the independent advisor business. She was previously named one of the 50 Top Women in Wealth by *AdvisorOne*.

ING Financial Group – *a global financial institution of Dutch origin, offering banking, investment, life insurance and retirement services.*

Ms. Brown formulated and executed ING's US growth strategy via a series of major acquisitions across a number of key products and distribution channels. Ms. Brown and her team developed the template for launching and establishing ING's worldwide brand. She consistently demonstrated business-building skills across multiple insurance business lines with particular expertise in creating compelling value-propositions through independent distribution. She and her family lived and worked in Amsterdam supporting ING Americas and Asia's business strategy at the Executive Board level.

Taco Bell – *fast food and packaged goods (during which it was a subsidiary of PepsiCo)*

Ms. Brown was responsible for managing one quarter of the annual product/marketing calendar and Taco Bell's kid's program. During her tenure she developed deep retail marketing and brand expertise.

Bain & Company – *one of the world's leading management consulting firms.*

Ms. Brown led teams that worked with clients across numerous industries and business types to formulate and implement corporate and market/product strategic plans.

Chevron Oil Company – *one of the world's leading diversified energy companies*

Ms. Brown led teams that designed and constructed oil production facilities both onshore and offshore. Technical expert in multi-disciplinary environmental permitting efforts.

Personal Interests – *Charity Board work in the arts, skiing, scuba, hiking, and international travel*

References for Valerie G. Brown
Application for the Jackson Hole Airport Board
12/2019

Katharine Conover
President
Community Foundation of Jackson Hole
kconover@cfjacksonhole.org
(307) 690-8589

Nona Yehia
CEO and Co-Founder
Vertical Harvest
Principal of GYDE Architects
ny@gydearchitects.com
+1 (917) 887-7656

Lynne Wagner
President of Board
Jackson Hole Community Housing Trust
lwagner@wyoming.com
(307) 690-9570

Jeff GoLightly
VP- Gardner Capital Management
Former CEO of Jackson Chamber of Commerce
jeff@gardnercmc.com
+1 (307) 690-1304