Special Town Council Workshop

December 20, 2021

1:30 PM

Virtual via Zoom and Swagit

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. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your browser: https://us02web.zoom.us/j/89949017893?pwd=MlRZZHFhZmRRSENXYjNFSkVPczgxdz09
If the link does not work, join at zoom.com with Webinar ID **899 4901 7893** Password: **83001**
or join by phone **1.346.248.7799** with Webinar ID **899 4901 7893** and Passcode **83001**

II. CALL TO ORDER AND ROLL CALL

III. WORKSHOP ITEMS

A. Director Updates (Community Development, Finance, Housing, Parks & Rec, 20 mins)

B. Jackson Street Apartments Presentation (Paul Anthony, 60 mins)

C. Future Funding of Local Government (Larry Pardee, 120 mins)

IV. PROPOSED ITEMS FOR FUTURE WORKSHOPS

1/18 Director Updates (Legal, Personnel, Police Department, START)
1/18 Rec Center Expansion Update (Steve Ashworth, 60 mins)
1/18 Title 9 Criminal Code Update (Lea Colasuonno, 20 mins)
2/22 Director Updates (Fire/EMS, IT, Planning/Building, Public Works)
2/22 Downtown Paid Parking RFP (Paul Anthony, 60 mins)
2/22 Vine Street Design Concept (Johnny Ziem, 30 mins)
2/22 Utility Rate Increases (Floren Poliseo, 30 mins)
2/22 Council Chambers AV Discussion (Zolo, 30 mins)
3/21 Director Updates (Community Development, Finance, Housing, Parks & Rec)
3/21 Employee Housing (Floren Poliseo, 60 mins)
3/21 Title 2 Personnel & Administration (Lea Colasuonno, 20 mins)

V. ADJOURN

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.

STAFF REPORT

Meeting Date:	December 20, 2021	Meeting Title:	Workshop
Submitting Department:	Planning	Presenter:	Paul Anthony
Agenda Item:	P21-280 Pre-application meeting for Jackson Street Apartments at 335 S. Glenwood	Public Comment:	Yes

Purpose & Policy Considerations.
Town Council consideration of a proposed new residential project for 57 units of deed-restricted affordable housing on 10 lots.

Requested Action.
The applicant, the Jackson Teton County Affordable Housing Department, is requesting a Preapplication Meeting with the Council to present the project plan for a new 57-unit 100% deed-restricted affordable housing project located on 10 lots immediately south of the Snake River Brew Pub. The applicant is seeking feedback from the Council regarding the project prior to submittal of the building permit. This Preapplication Meeting with the Council is required by the Planning Director due to the significant inclusion of public resources as a part of the project.

Recommendations.
Preapplication Meetings are for informational and review purposes only, thus no recommendation is provided by the Planning Director.

Background.
This project is a public-private partnership between the Cumming Foundation and Teton County to build affordable housing. The application process is being managed by the Jackson Teton County Housing Department.

The project is split-zoned with the northern portion (6 lots) owned by the Cumming Foundation zoned Commercial Residential - 2 (CR-2) while the southern portion (4 lots) is owned by Teton County and zoned Neighborhood High-Density-1 (NH-1). The project spans three street frontages with Hansen Avenue on the north, Jackson Street on the west, and Kelly Avenue on the south. The project is using the 2:1 Workforce Housing Floor Area Bonus in LDR Sec. 7.8.4 to create many of the units. All existing buildings on the site will be demolished and most, if not all, existing trees will be removed. The project will include 57 units as follows:

- 9 (1-br units)
- 41 (2-br units)
- 7 (3-br units)

The CR-2 portion of the site consists of approximately 25,491 sf of development within six buildings (four separate structures). The structures are approximately 39’ tall and exterior materials include a variety of brown stained wood siding, grey stone, and black corrugated metal. Each building includes a walk-up entrance that faces the street and is consolidated to provide access to all of the units in the building. An exterior materials palette is provided in the review packet and physical samples are available at the Planning Department office for inspection by the Council if members desire to see them.

The NH-1 portion of the project consists of approximately 15,149 sf within three buildings (two separate structures) with a large private open space located on the corner of Jackson Street and Kelly Avenue for use by the residents. The three NH-1 structures are approximately 35' tall in height and have the same general architectural design and exterior materials as proposed for the northern CR-2 buildings.

The pedestrian frontages (sidewalks) on the CR-2 portion of the project are shown as street trees with a paver strip while the NH-1 portions of the project will be street trees with a grass strip (see DRC section below for their recommendation to make all frontages trees with a grass strip). There are no current sidewalks on any part of the project so the new sidewalks will significantly improve pedestrian access and safety. All 64 proposed parking spaces are provided as uncovered surface parking and are located on both sides of the alley internal to the site.

This project does not require a Development Plan (i.e., public hearing) and instead will go straight to building permit for compliance review under the permit thresholds in the CR-2 and NH-1 because the project is 100% affordable housing. However, as mentioned above, due to significant public resources going into the project, Planning staff deemed it important that the Council get an opportunity to review and comment on the project before the design was finalized and submitted for building permit. Toward that end, the Planning Director elevated this project for a workshop with the Council, similar to the approach taken recently with the Jackson Hole History Museum on East Broadway.

Analysis.
This applicant completed a staff-level Preapplication Meeting (P20-198) last year before submitting for this Preapplication Meeting with the Council (P21-280). The project design has changed significantly in that time and has become more finalized, thus staff has included the departmental review comments for the current preapplication process as being most relevant. As is typical in the Preapplication Meeting process, this project was distributed to all relevant Town and joint departments for review and comment. These departments included Public Works, Police, Fire, Building, Park and Recreation, Pathways, Town Attorney, and Planning.

While completing a full zoning compliance analysis will not be done until the project is formally submitted for a building permit, based on the application materials and staff's review, the project appears to comply with most LDRs (e.g., height, FAR, LSR, pedestrian frontages, etc.). The applicant acknowledges, however, that two Administrative Adjustments will be requested to: 1) reduce the number of parking spaces from 86 to 64 spaces and to 2) reduce the front setbacks on the Kelly Avenue frontage from 20' to 16' and on the Jackson Street frontage from 10' to 8 feet. The Administrative Adjustments will be formally submitted and reviewed as part of the building permit review.

<u>DRC Review</u>: This project requires review by the Design Review Committee (DRC) and went before the DRC on December 8, 2021. The DRC recommended approval of the architectural design and location of the buildings, the internal pedestrian circulation, and internal parking lot layout as meeting the Jackson Design Guidelines. However, the DRC wanted more information on a number of smaller items and recommended that the applicant come back to the DRC at its next meeting on January 12 with recommendations to do the following:

a. To consider alternative designs for the window-well guardrail for the garden-level units, especially with something smaller in scale;
b. To consider making the entire street frontage around the project a 'Trees in Lawn' frontage;

c. To provide a lighting plan that shows all proposed internal project lighting as well as any lighting along the street frontages;
d. To consider options for working with or encouraging the Town to complete the sidewalk frontage around the southeastern corner of the block to fully connect the sidewalk around the entire block;
e. To consider providing a greater variety of plantings along both the street and internal to the site.

The applicant will continue to work on these recommendations not only internally within the applicant's team but also with Town staff as is necessary for some of the recommendations. For example, regarding Recommendation "b" that encourages a "Trees in Lawn" frontage for the project's entire street frontage, the Planning Director has already indicated that this change would likely be appropriate and can be done through an Administrative Adjustment per Sec. 2.2.1.C in the LDRs. In addition, any decision to complete the off-site sidewalk frontage on the southeastern corner of the project (Recommendation "d") would be made by Public Works staff and likely integrated into the Town's CIP plan but it is not something the applicant can control or guarantee at this time.

Alternatives.
No alternatives have been proposed or are recommended by staff.

Comprehensive Plan & Priority Alignment.
The development of the proposed affordable housing rental project at this downtown location promotes or is consistent with the following Comprehensive Plan goals: No alternatives have been proposed or are recommended by staff.

<u>Policy 3.1.b:</u> Direct development toward suitable Complete Neighborhood subareas
<u>Policy 4.1.b:</u> Emphasize a variety of housing types, including deed restricted housing
<u>Policy 4.1.c:</u> Promote compatible infill and redevelopment that fits Jackson's neighborhoods
<u>Policy 4.3.b</u>: Create and develop Transitional Subareas
<u>Policy 5.1.a</u>: House at least 65% of the workforce locally
<u>Policy 5.4.c</u>: Promote cooperative efforts to provide workforce housing
<u>Policy 5.4.d</u>: Provide incentives for the provision of workforce housing

Fiscal Impact.
Staff is unaware of any significant Town financial contribution to the project. Teton County, however, as the owner of four lots will be much financially involved.

Staff Impact.
Staff has spent approximately 20 hours to date working on this Preapplication Meeting application, including preliminary discussions before formal submittal of the project.

Attachments or Links.
Application from Jackson Teton County Affordable Housing Department
Town departmental reviews

Suggested Motion. *Council always has the option to adopt, approve with conditions, continue, or deny items*.

Staff Note: Because this is a Preapplication Meeting, the applicant is seeking comments and suggestions from the Council and not a formal motion of approval/denial. However, the Council may provide a formal motion if it desires to do so.

JACKSON STREET APARTMENTS

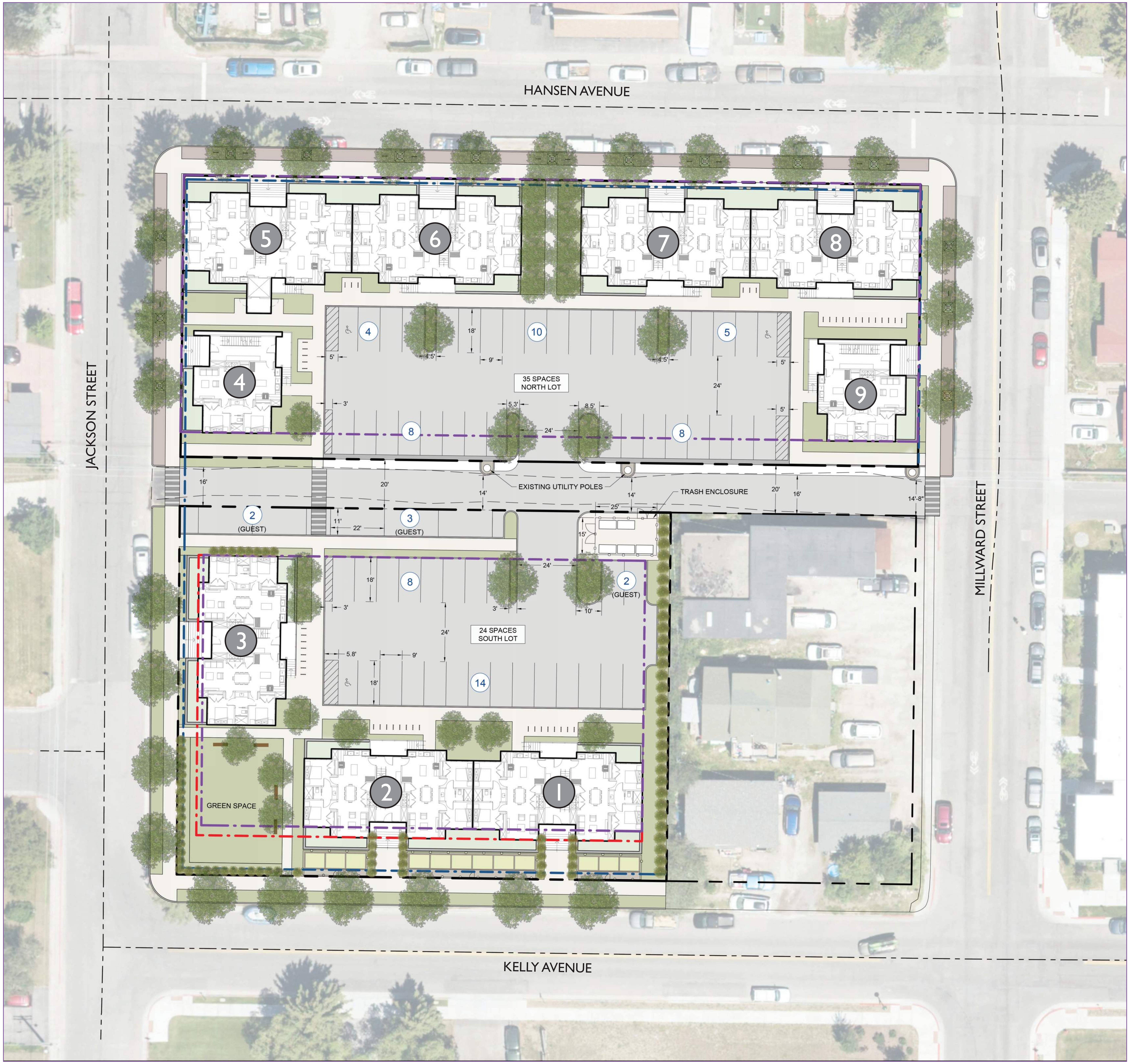
jackson, wyoming

HDLA

HOYT architects

JORGENSEN

NOVEMBER 22, 2021 - DRC SUBMITTAL



JACKSON STREET APARTMENTS

PLANTING LEGEND

- Trees
- Shrubs
- Lawn
- Groundcover (Window Well)
- Garden Beds

LEGEND

- Property Boundary
- Existing LDR Setback
- Proposed Administrative Adjustment
- 13.5' Streetscape Setback

UNIT SUMMARY

ONE BEDROOM : 9 UNITS

TWO BEDROOM : 41 UNITS

THREE BEDROOM : 7 UNITS

TOTAL: 57 UNITS

PARKING SUMMARY

5	PARALLEL ALLEY SPACES
59	OFF-STREET SPACES
64	TOTAL PARKING SPACES

BIKE PARKING SUMMARY

28	ON-STREET SPACES
98	OFF-STREET SPACES
126	TOTAL BIKE PARKING SPACES

SNOW STORAGE SUMMARY

NORTH LOT : 13,200 SF x 2.5% = 330 SF MIN.

SOUTH LOT : 12,000 SF x 2.5% = 300 SF MIN.

(SEE CIVIL FOR LOCATIONS)

DRC SUBMISSION
November 22, 2021

HDLA

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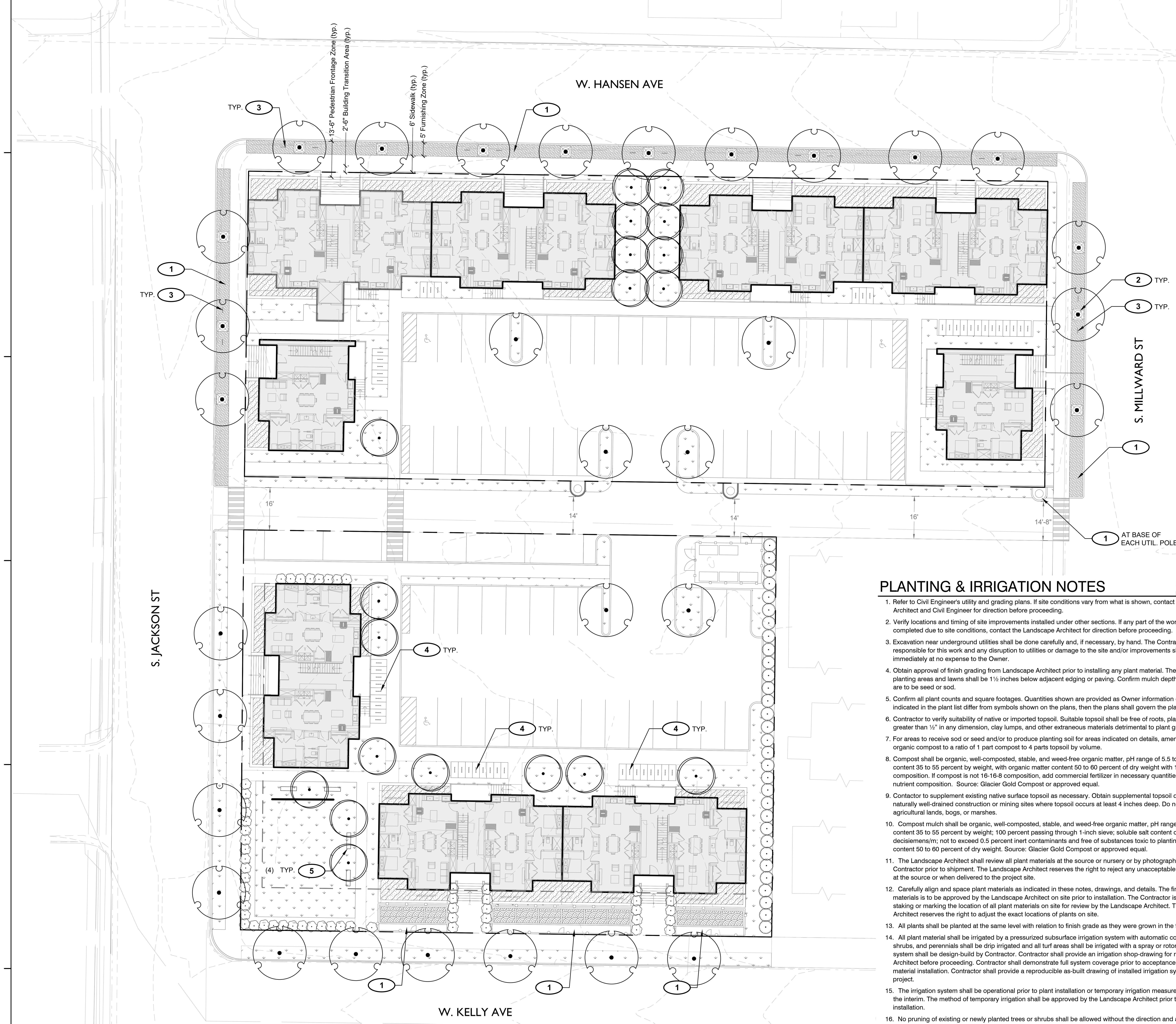
SCALE 1" = 20' - 0"



PLANT SCHEDULE (PLANT SYMBOLS NOT TO SCALE)

TREES	BOTANICAL / COMMON NAME	CONT	SIZE	QTY
	Fraxinus pennsylvanica 'Patmore' / Patmore Green Ash or Other Approved TOJ Street Tree(s)	B & B	3" Cal.	31
	Populus tremuloides / Quaking Aspen	B&B	3" Cal.	19
SHRUBS	**BOTANICAL / COMMON NAME**	**CONT**	**SIZE**	**QTY**
	Spiraea betulifolia 'Tor Gold'	5 gal		56
	Syringa vulgaris / Common Lilac	5 gal		31
GROUND COVERS	**BOTANICAL / COMMON NAME**	**CONT**	**SPACING**	**QTY**
	Blue Grass Sod	SOD		11,650 sf
	Perennials / Ornamental Grasses Species TBD	1 gal.	18" o.c.	1,444
	Vegetable garden (By Community)	N/A		539 sf

LSR SUMMARY

North Lot (CR2 Zoning):
Gross Site Area: 34,488 SF
Proposed LSR: 5,566 SF
Minimum Required LSR: 10% (3,448 SF)
Proposed LSR: 16%

South Lot (NH-1 Zoning):
Gross Site Area: 30,011 SF
Proposed LSR: 8,104 SF
Minimum Required LSR: 21% (6,302 SF)
Proposed LSR: 27%
Minimum Required Landscaping in Front $\frac{1}{3}$ of Lot: 70% of Min. Req'd LSR (4,411 SF)
Proposed Landscaping in Front $\frac{1}{3}$ of Lot: 70% (4,411 SF)

PLANT UNIT SUMMARY

Plant Unit Requirements:

1 Plant Unit per 12 Parking Spaces (61 Parking Spaces Proposed)	= 6 Plant Units
1 Plant Unit per 1,000SF of LSR (13,670SF of Proposed LSR)	= 14 Plant Units
TOTAL PLANT UNIT REQUIREMENT	**= 20 PLANT UNITS**

PLANT UNIT COST ESTIMATE

All landscaping will comply with Div. 5.5 of Town of Jackson LDR's. The landscape material shown hereon exceeds the monetary value of twenty (20) Plant Units, using an average cost per plant unit of $2,600 (monetary value of (20) plant units is $52,000). A bond for the 20 Plant Units and irrigation will be provided before Permits are issued. The bond amount is based off of the following cost estimate:

Plant Material	SIZE	UNIT COST	QTY	TOTAL
Patmore Ash	3" Cal.	$495	31	$15,345.00
Quaking Aspen	3" Cal.	$495	19	$ 9,405.00
Spirea 'Tor Gold'	5 Gal.	$75	56	$ 4,200.00
Common Lilac	5 Gal.	$75	31	$ 2,325.00

Accepted Substitutions for Plant Units per LDR Section 5.5.3.E.3:

1) Garden Beds: 10SF of Garden Beds can count towards (4) #5 Shrubs. The proposed 539 SF of Garden Beds is equal to the equivalent of (212) #5 Shrubs (539/10 X 4 = 212):

Garden Beds (Shrub Equivalent):

	5 Gal	$75	212	$15,900.00

2) Benches. Benches may be substituted for (1) canopy tree. The proposed 4 benches is equal to the equivalent of (4) Canopy Trees:

Benches (Canopy Tree Equivalent):

	3" Cal.	$495	4	$ 1,980.00

3) Bike Racks: Bike Racks accommodating 6 bikes may be substituted for (1) canopy tree. The proposed (14) bike racks that can accommodate 6 bikes is equal to the equivalent of (14) Canopy Trees:

Bike Racks (Canopy Tree Equivalent):

	3" Cal.	$495	14	$ 6,930.00

TOTAL LANDSCAPE PLANT (and substitutions) COST ESTIMATE $56,035.00
TOTAL COST X 125% FOR BOND AMOUNT $70,043.75

PLANTING & IRRIGATION NOTES

1. Refer to Civil Engineer's utility and grading plans. If site conditions vary from what is shown, contact the Landscape Architect and Civil Engineer for direction before proceeding.
2. Verify locations and timing of site improvements installed under other sections. If any part of the work cannot be completed due to site conditions, contact the Landscape Architect for direction before proceeding.
3. Excavation near underground utilities shall be done carefully and, if necessary, by hand. The Contractor is fully responsible for this work and any disruption to utilities or damage to the site and/or improvements shall be repaired immediately at no expense to the Owner.
4. Obtain approval of finish grading from Landscape Architect prior to installing any plant material. The finish grades of planting areas and lawns shall be 1½ inches below adjacent edging or paving. Confirm mulch depth and whether lawns are to be seed or sod.
5. Confirm all plant counts and square footages. Quantities shown are provided as Owner information only. If quantities indicated in the plant list differ from symbols shown on the plans, then the plans shall govern the plant count.
6. Contractor to verify suitability of native or imported topsoil. Suitable topsoil shall be free of roots, plants, sod, stones greater than ½" in any dimension, clay lumps, and other extraneous materials detrimental to plant growth.
7. For areas to receive sod or seed and/or to produce planting soil for areas indicated on details, amend suitable topsoil with organic compost to a ratio of 1 part compost to 4 parts topsoil by volume.
8. Compost shall be organic, well-composted, stable, and weed-free organic matter, pH range of 5.5 to 8.0; moisture content 35 to 55 percent by weight, with organic matter content 50 to 60 percent of dry weight with 16-16-8 nutrient composition. If compost is not 16-16-8 composition, add commercial fertilizer in necessary quantities to meet 16-16-8 nutrient composition. Source: Glacier Gold Compost or approved equal.
9. Contactor to supplement existing native surface topsoil as necessary. Obtain supplemental topsoil displaced from naturally well-drained construction or mining sites where topsoil occurs at least 4 inches deep. Do not obtain from agricultural lands, bogs, or marshes.
10. Compost mulch shall be organic, well-composted, stable, and weed-free organic matter, pH range of 5.5-8.0; moisture content 35 to 55 percent by weight; 100 percent passing through 1-inch sieve; soluble salt content of 2 to 5 decisiemens/m; not to exceed 0.5 percent inert contaminants and free of substances toxic to planting, organic matter content 50 to 60 percent of dry weight. Source: Glacier Gold Compost or approved equal.
11. The Landscape Architect shall review all plant materials at the source or nursery or by photographs provided by Contractor prior to shipment. The Landscape Architect reserves the right to reject any unacceptable plant material either at the source or when delivered to the project site.
12. Carefully align and space plant materials as indicated in these notes, drawings, and details. The final location of plant materials is to be approved by the Landscape Architect on site prior to installation. The Contractor is responsible for staking or marking the location of all plant materials on site for review by the Landscape Architect. The Landscape Architect reserves the right to adjust the exact locations of plants on site.
13. All plants shall be planted at the same level with relation to finish grade as they were grown in the field or nursery.
14. All plant material shall be irrigated by a pressurized subsurface irrigation system with automatic controller. All trees, shrubs, and perennials shall be drip irrigated and all turf areas shall be irrigated with a spray or rotor system. Irrigation system shall be design-build by Contractor. Contractor shall provide an irrigation shop-drawing for review by Landscape Architect before proceeding. Contractor shall demonstrate full system coverage prior to acceptance and before plant material installation. Contractor shall provide a reproducible as-built drawing of installed irrigation system at conclusion of project.
15. The irrigation system shall be operational prior to plant installation or temporary irrigation measures shall be provided in the interim. The method of temporary irrigation shall be approved by the Landscape Architect prior to plant material installation.
16. No pruning of existing or newly planted trees or shrubs shall be allowed without the direction and approval of the Landscape Architect.
17. For ball & burlap trees, remove burlap from top 1/3 of rootball and entire wire basket as tree pits are backfilled.
18. All installed trees shall be staked. The Landscape Architect shall review and reserves the right to reject the method and/or installation of tree staking and guying systems prior to acceptance.
19. During construction and prior to final acceptance, Contractor shall observe the project site for the growth of noxious weeds. Contractor shall report the growth of noxious weeds to the Teton County Weed and Pest District Office. Contractor and Owner shall implement a weed control program to control noxious weeds.
20. All disturbed areas not receiving other planting treatment shall be seeded with specified or subdivision-specific seed mix.
21. Apply 16-16-8 fertilizer at the rate of 15 lbs per 1,000 SF and till into top 4" of areas to receive sod or seed.
22. Planting period for seed and sod shall be immediately after finish grading and irrigation installation are accepted but no later than September 30 for sod. Seed shall be installed after September 30 or no later than June 1.
23. Final sod and seed quantities shall be calculated by Contractor based on sod perimeter marked in field by Landscape Architect, and all remaining areas of disturbance for seed.

REFERENCE NOTES

1 Pedestrian Frontage - TOJ brick pavers
2 Pedestrian Frontage - Trees in Grates w/ TOJ streetscape grates
3 Bike parking - on-street
4 Bike parking - off-street
5 Bench
6 Pedestrian Frontage - Trees in Lawn

NORTH
0 10 20 40
ORIGINAL SCALE: 1"=20'

HDLA
560 South Glenwood
P.O. Box 1648
Jackson, WY 83001
307.739.1001
www.hdlajh.com

JACKSON STREET APARTMENTS
JACKSON, WYOMING

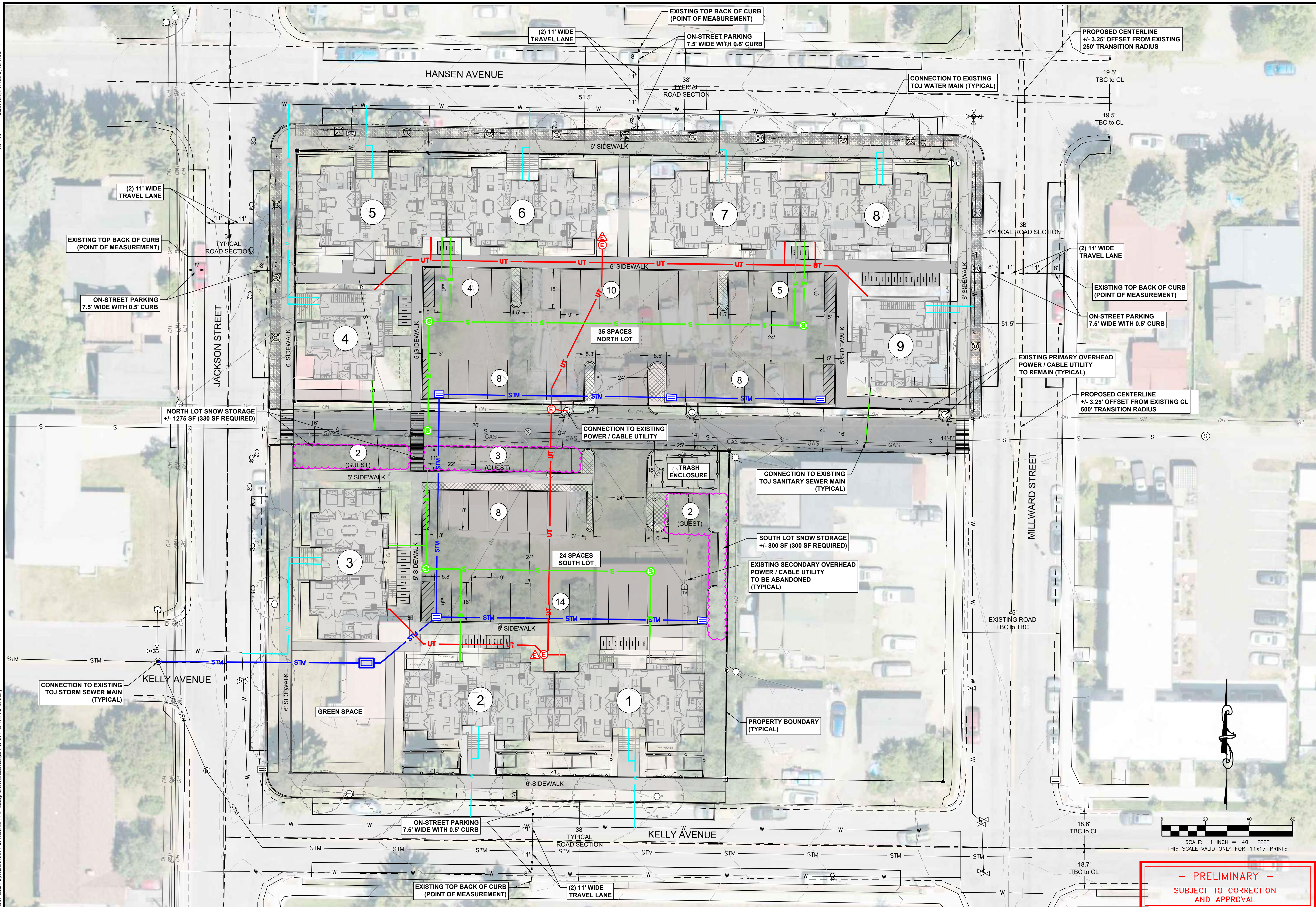
ISSUE DATE: NOVEMBER 22, 2021
REVISIONS

DRAWN: ______ REVIEWED: MK / BH

PROGRESS SET
NOT FOR
CONSTRUCTION

OVERALL SITE PLANTING PLAN

L0.1



– PRELIMINARY –
SUBJECT TO CORRECTION AND APPROVAL

JORGENSEN
PINEDALE, WYOMING
307.367.6548
www.jorgeng.com

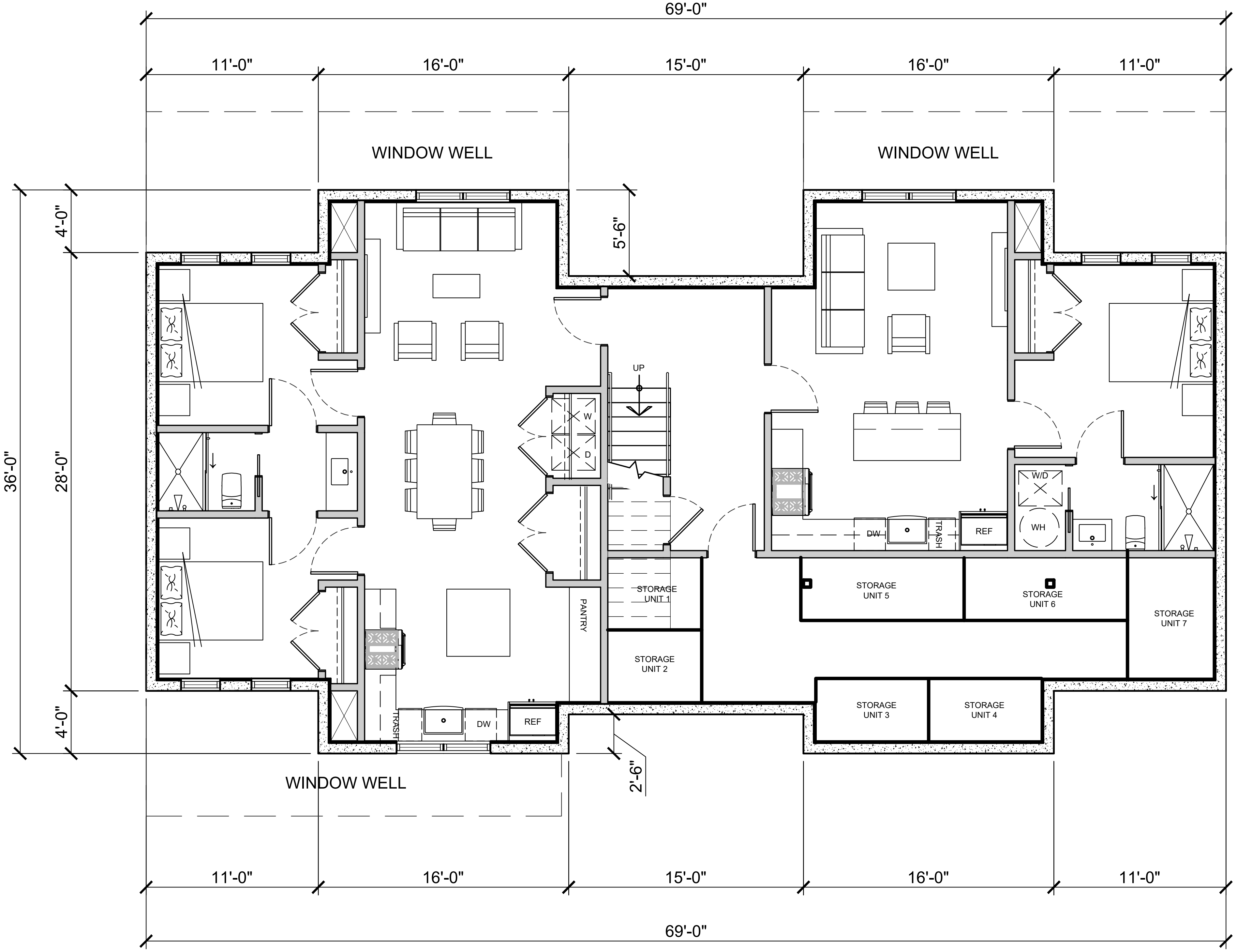
PROJECT TITLE:
JACKSON STREET APARTMENTS
LOTS 1-6, BLOCK 9, WORT-2
LOTS 4-6, BLOCK 3, KARNS 4TH
LOTS 3-4, BLOCK 2, KARNS 3RD
TOWN OF JACKSON, WYOMING

SHEET TITLE:
PRELIMINARY CIVIL UTILITY PLAN

DRAFTED BY:	UC
REVIEWED BY:	AJ
PLAN VERSION	DATE
PRELIM CIVIL	12/02/2021

PROJECT NUMBER
20150.10

SHEET
C1.1



FULL UNIT - GARDEN LEVEL PLAN -5'

1/8" = 1' - 0"

GARDEN LEVEL
PLATE: 2,188
UNIT (1 BED): 625.5
UNIT (2 BED): 934
CIRC/MECH/STORAGE: 628.5

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

HOYT architects
Jackson Wyoming
hoytarchitects.design
307.733.9955

JACKSON STREET
APARTMENTS

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Submittal

11.22.2021
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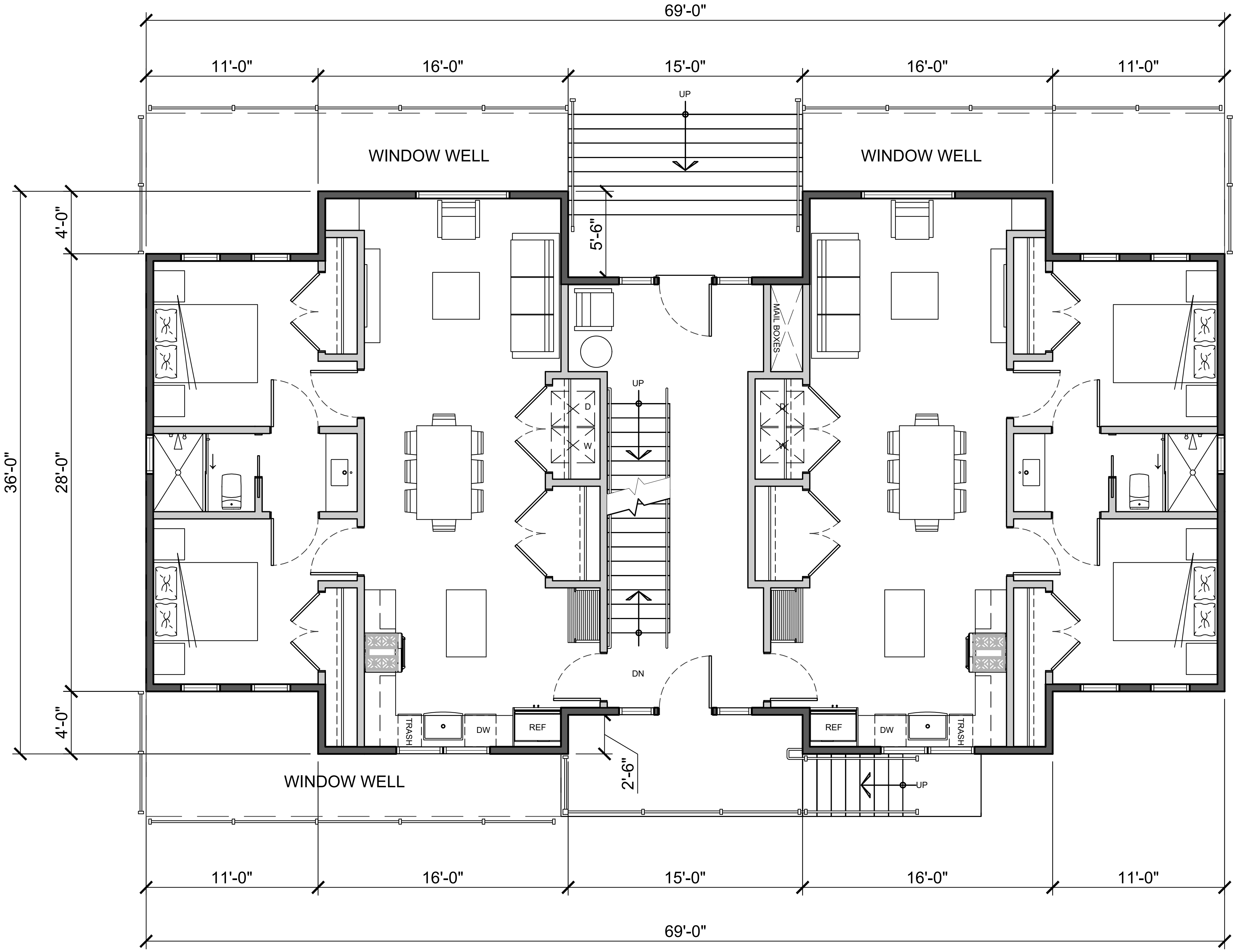
A101



FULL UNIT - FIRST LEVEL PLAN + 5'

1/8" = 1' - 0"

FIRST FLOOR
PLATE: 2,188
UNIT: (2) @ 919 = 1,838
CIRC/MECH: 350

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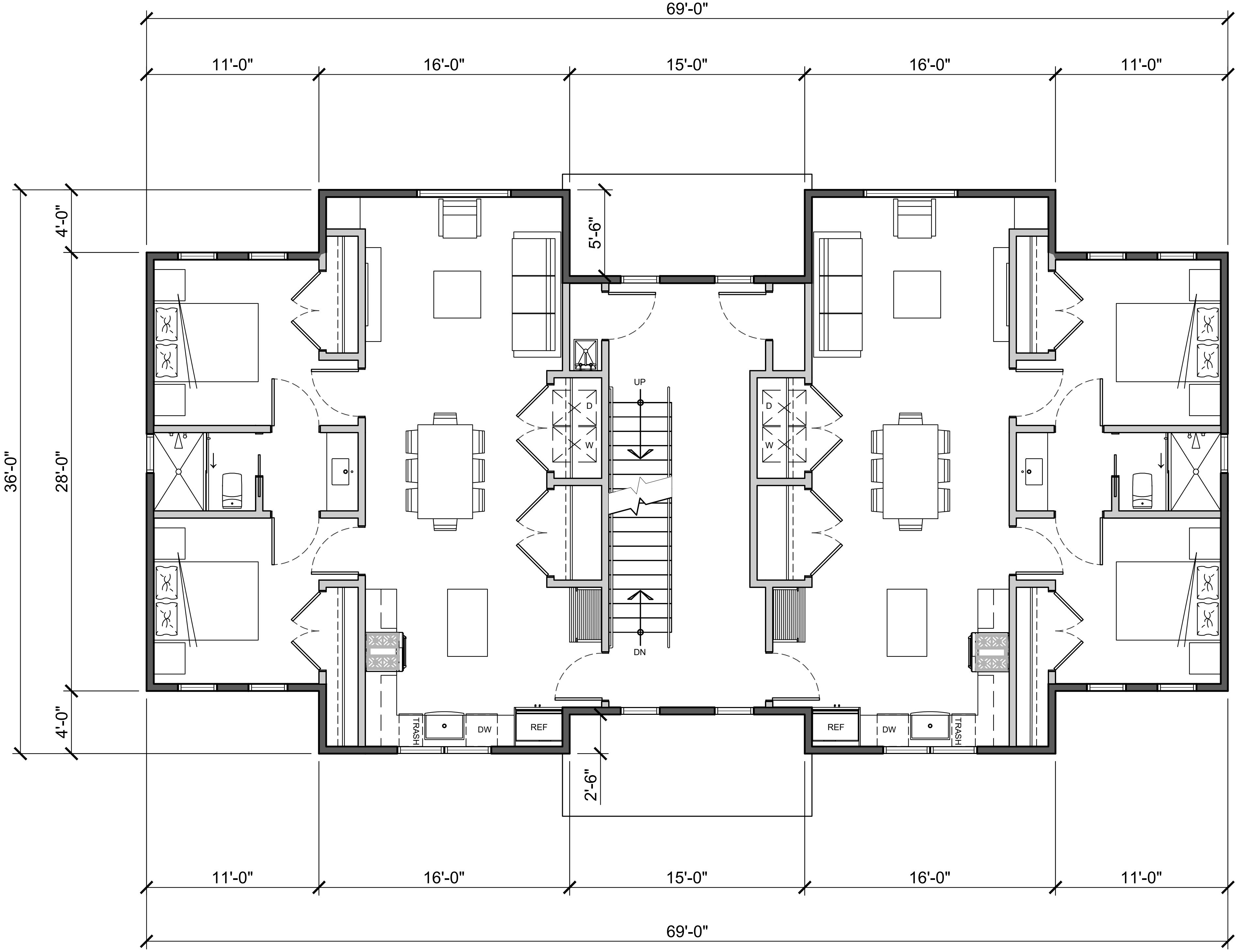
A102



FULL UNIT - SECOND LEVEL PLAN + 15

1/8" = 1' - 0"

SECOND FLOOR
PLATE: 2,188
UNIT: (2) @ 919 = 1,838
CIRC/MECH: 350

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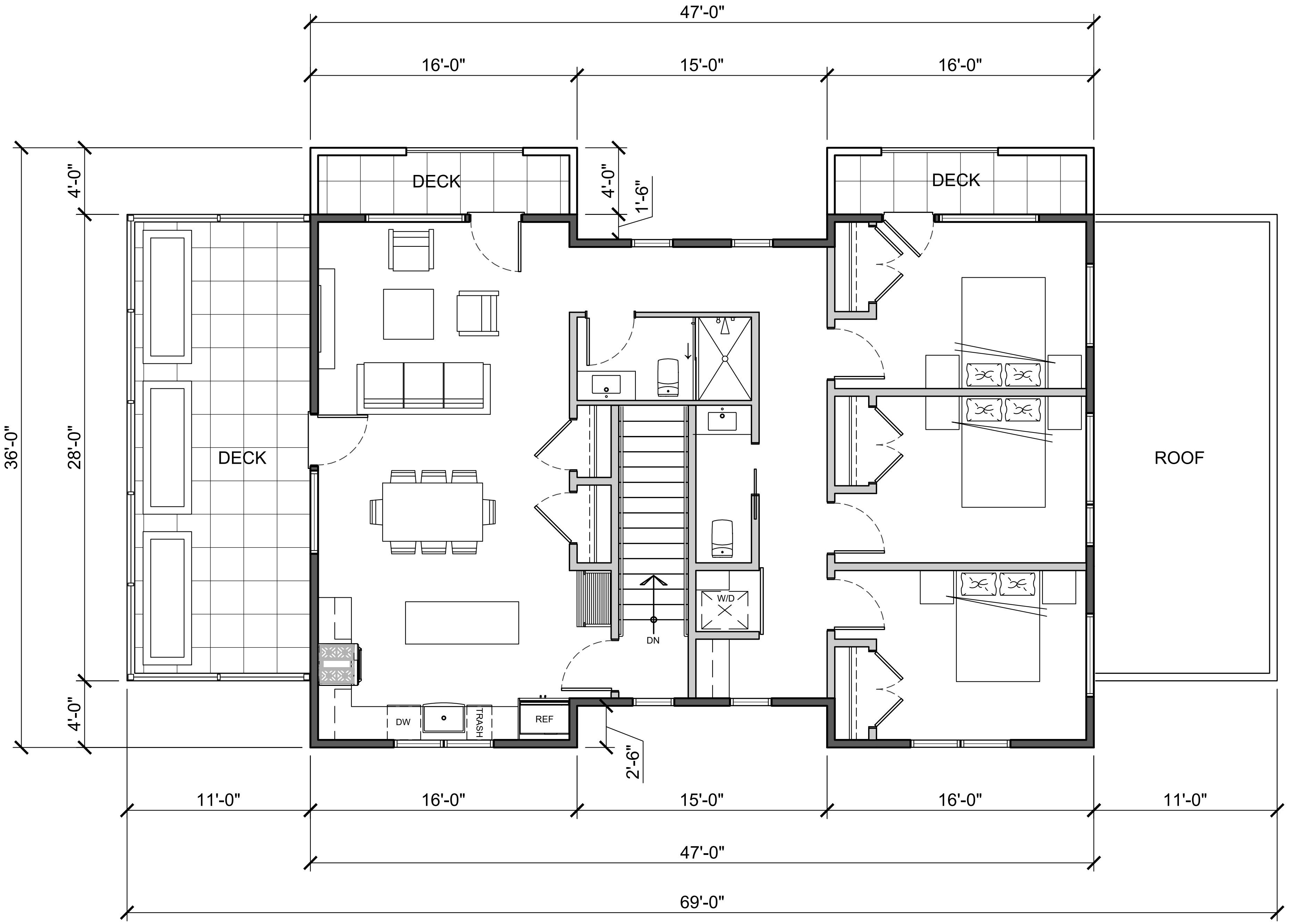
A103



FULL UNIT - THIRD LEVEL PLAN + 25'

1/8" = 1' - 0"

THIRD FLOOR
PLATE: 1,444
UNIT: 1,373.5
CIRC: 70.5
DECKS: 436

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

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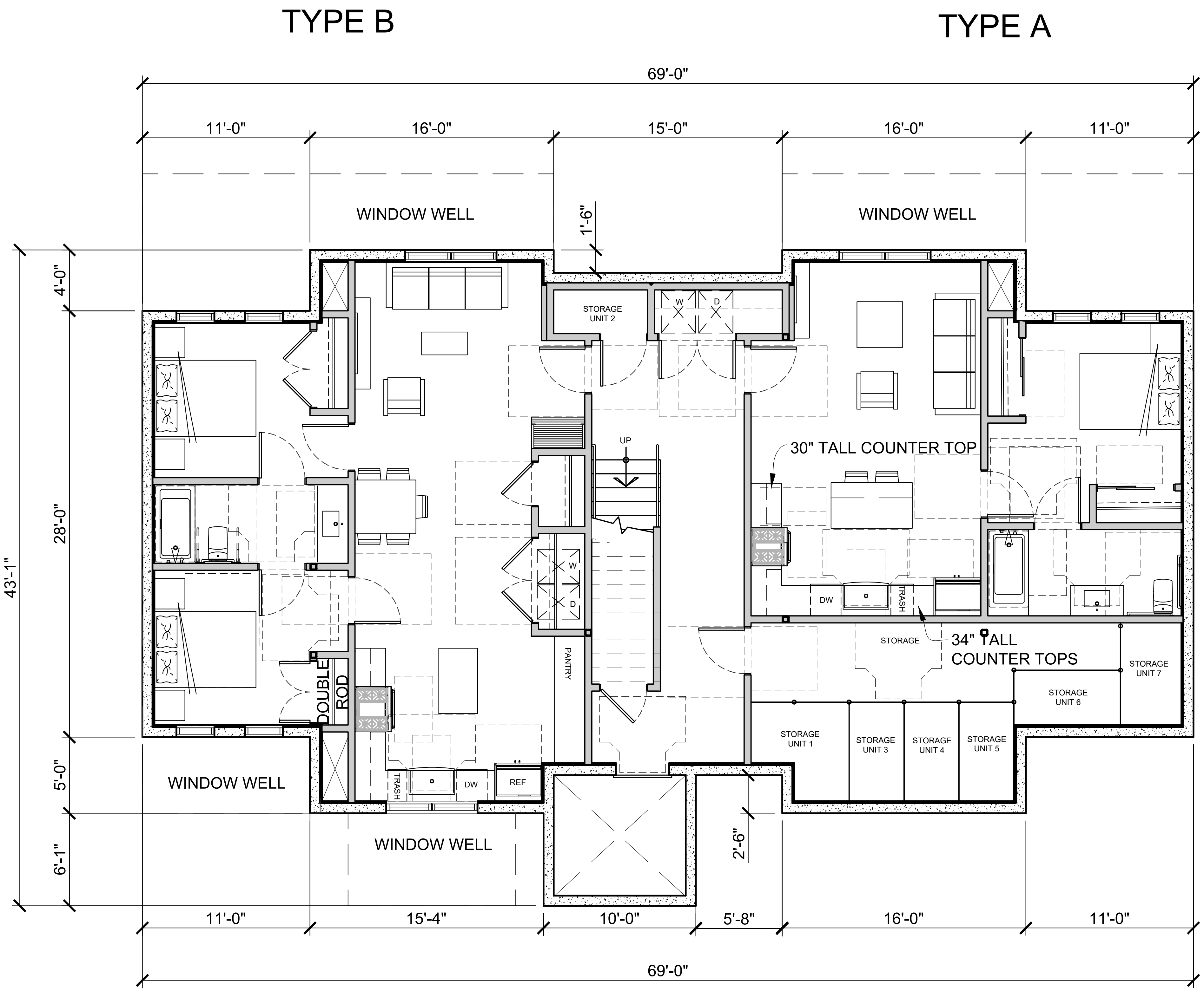
A104



ADA GARDEN LEVEL PLAN -5'

1/8" = 1' - 0"

GARDEN LEVEL ADA
PLATE: 2,379
UNIT (1 BED): 655
UNIT (2 BED): 950
CIRC/MECH/STORAGE: 774

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JACKSON STREET
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Submittal

11.22.2021
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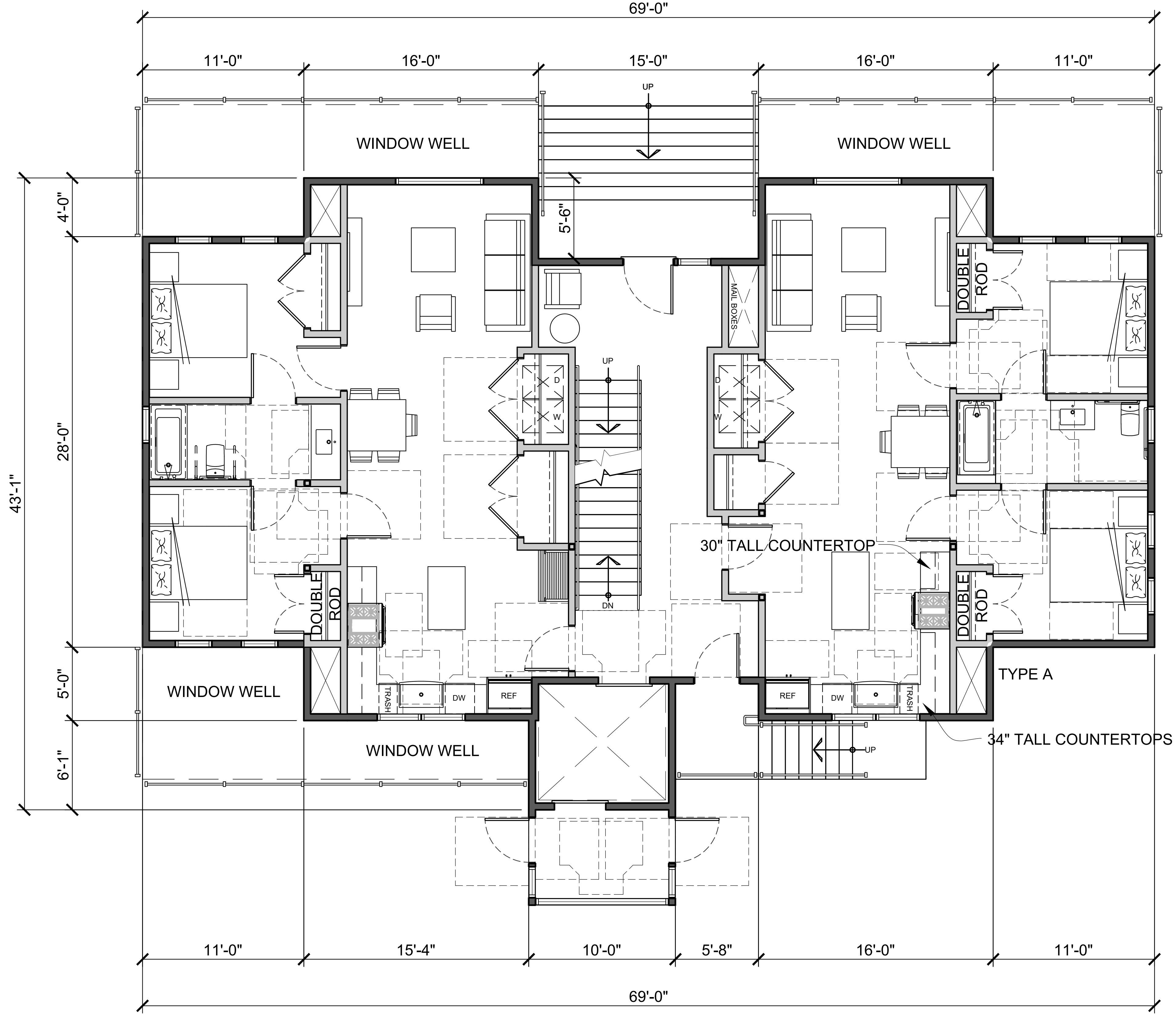
TYPE B

TYPE A



ADA FIRST LEVEL PLAN + 5'

1/8" = 1' - 0"

FIRST FLOOR
PLATE: 2,379
UNIT: 935
ADA UNIT: 920
CIRC/MECH: 524

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JACKSON STREET
APARTMENTS

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

DRC
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11.22.2021
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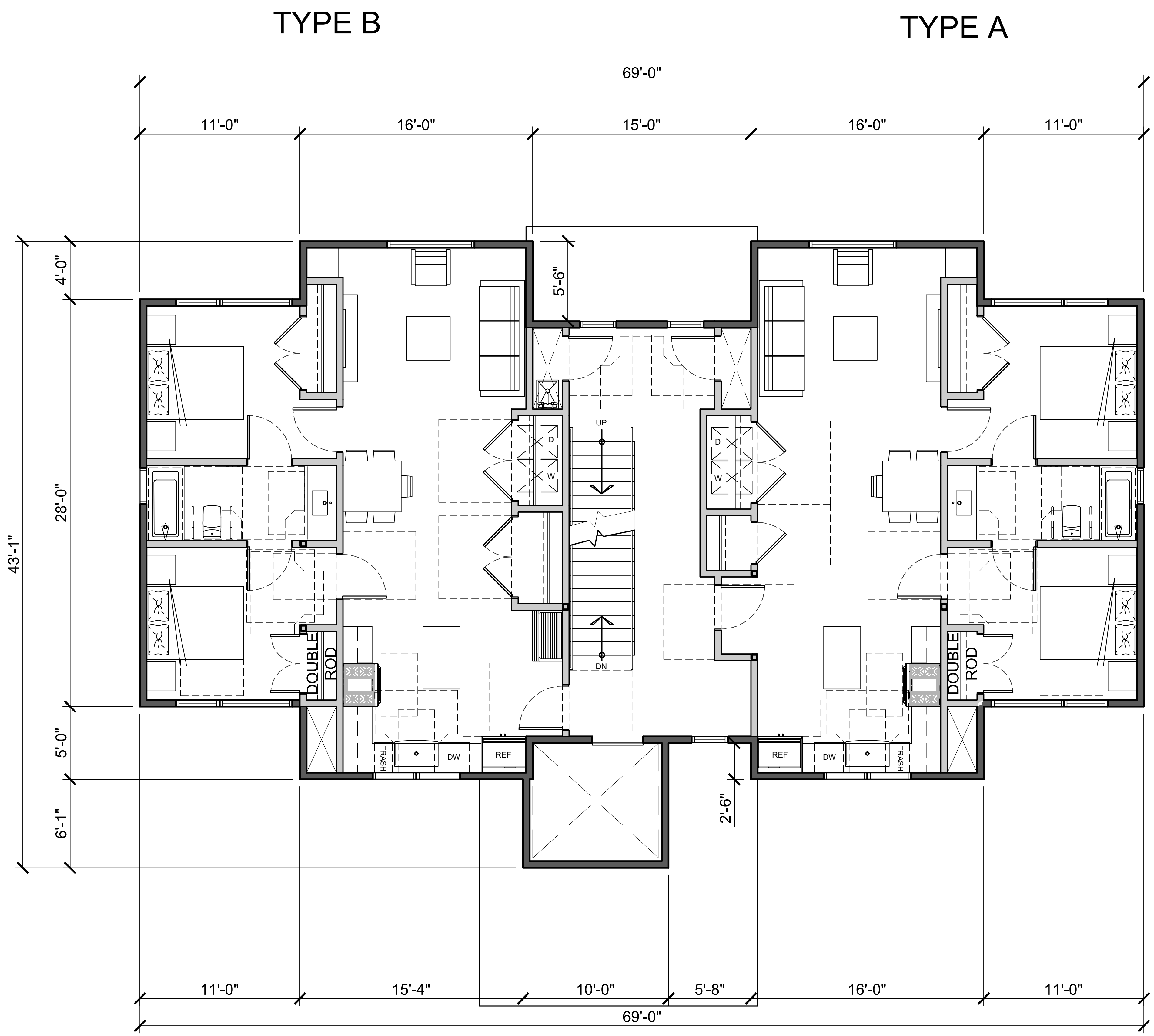
A106



ADA SECOND LEVEL PLAN + 15

1/8" = 1' - 0"

SECOND FLOOR
PLATE: 2,319
UNIT: 935
ADA UNIT: 920
CIRC/MECH: 464

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

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JACKSON STREET
APARTMENTS

DRC
Submittal

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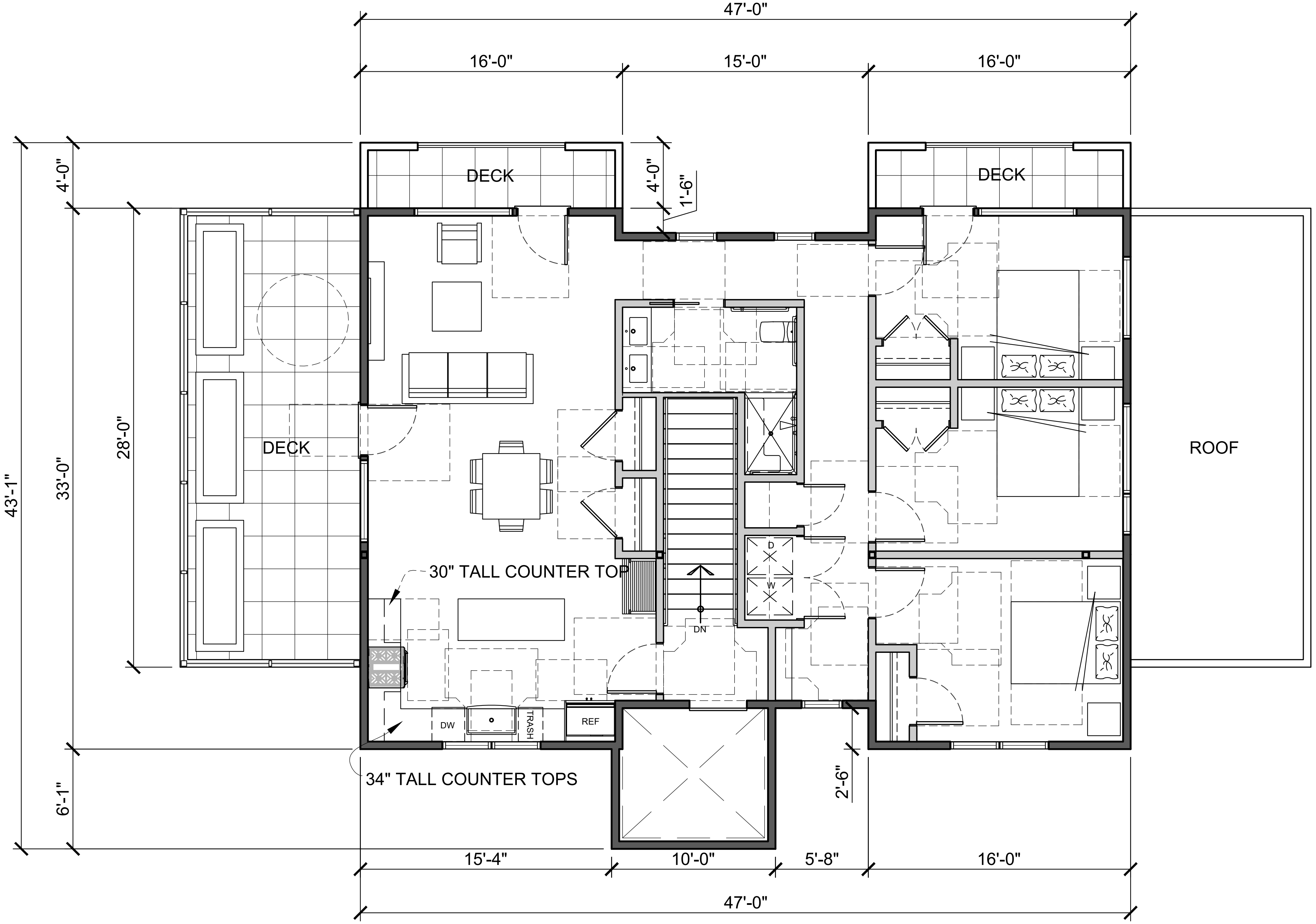
A107

TYPE A



ADA THIRD LEVEL PLAN + 25'

1/8" = 1' - 0"

THIRD FLOOR
PLATE: 1,575
ADA UNIT: 1,399
CIRC: 176
DECKS: 436

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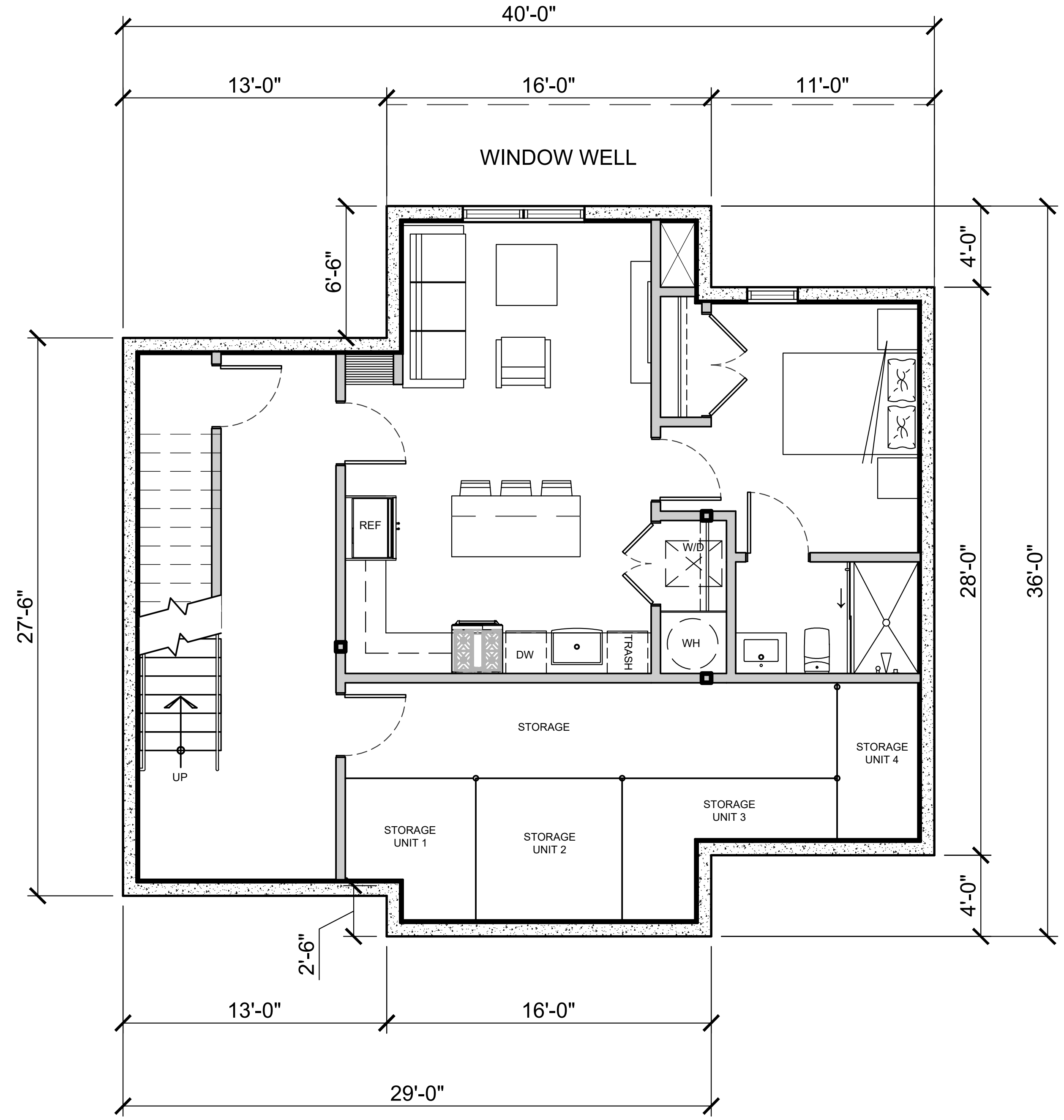
JACKSON STREET
APARTMENTS

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

DRC
Submittal

11.22.2021
DRAWN BY |
CHECKED BY |
REVISIONS

A108



HALF UNIT - GARDEN LEVEL PLAN -5'

1/8" = 1' - 0"

GARDEN LEVEL
PLATE: 1,234
UNIT (1 BED): 623
CIRC/MECH/STORAGE: 611

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JACKSON STREET
APARTMENTS

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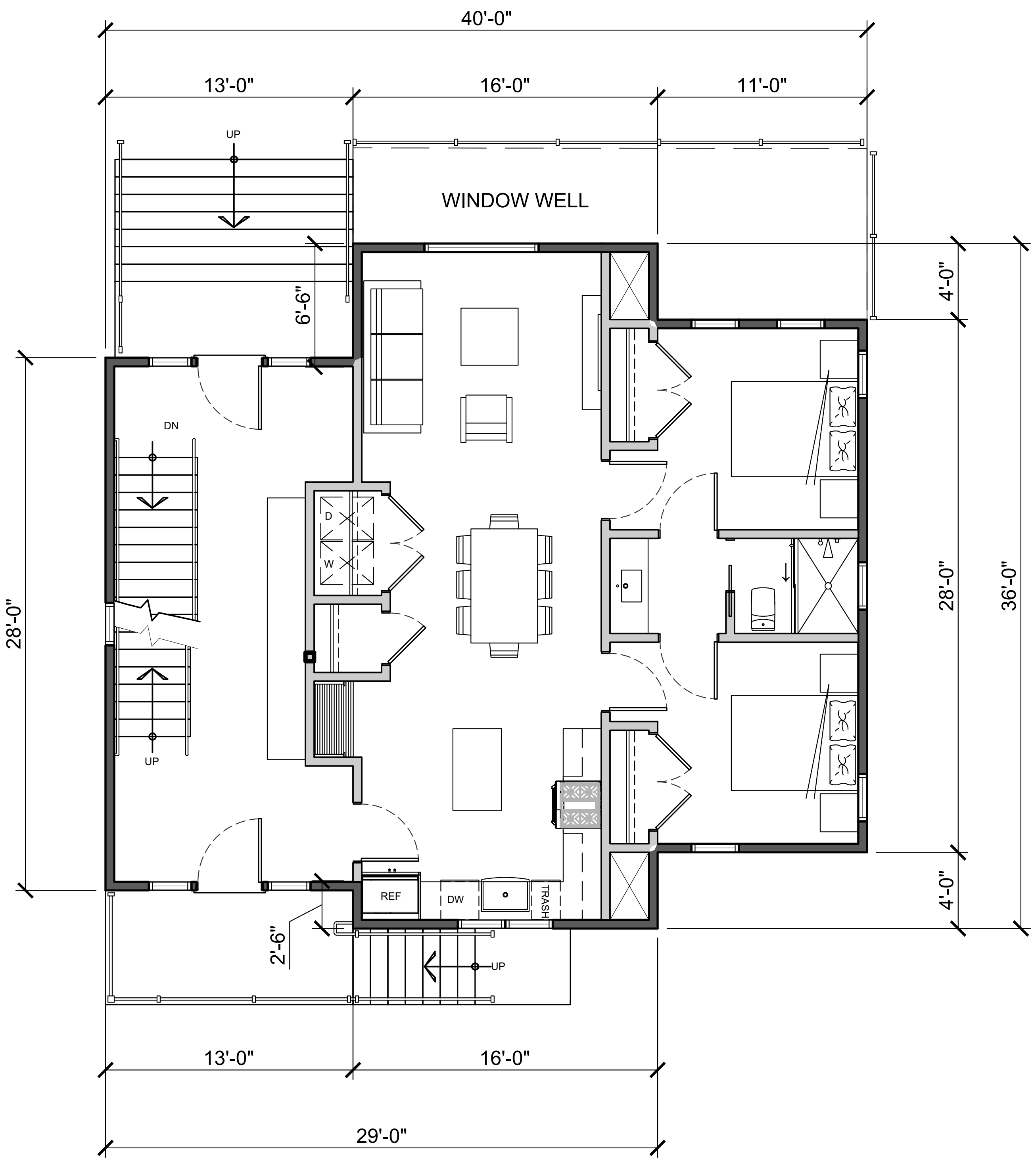
A109



HALF UNIT - FIRST LEVEL PLAN + 5'

1/8" = 1' - 0"

FIRST FLOOR
PLATE: 1,234
UNIT: 916.5
CIRC/MECH: 317.5

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JACKSON STREET
APARTMENTS

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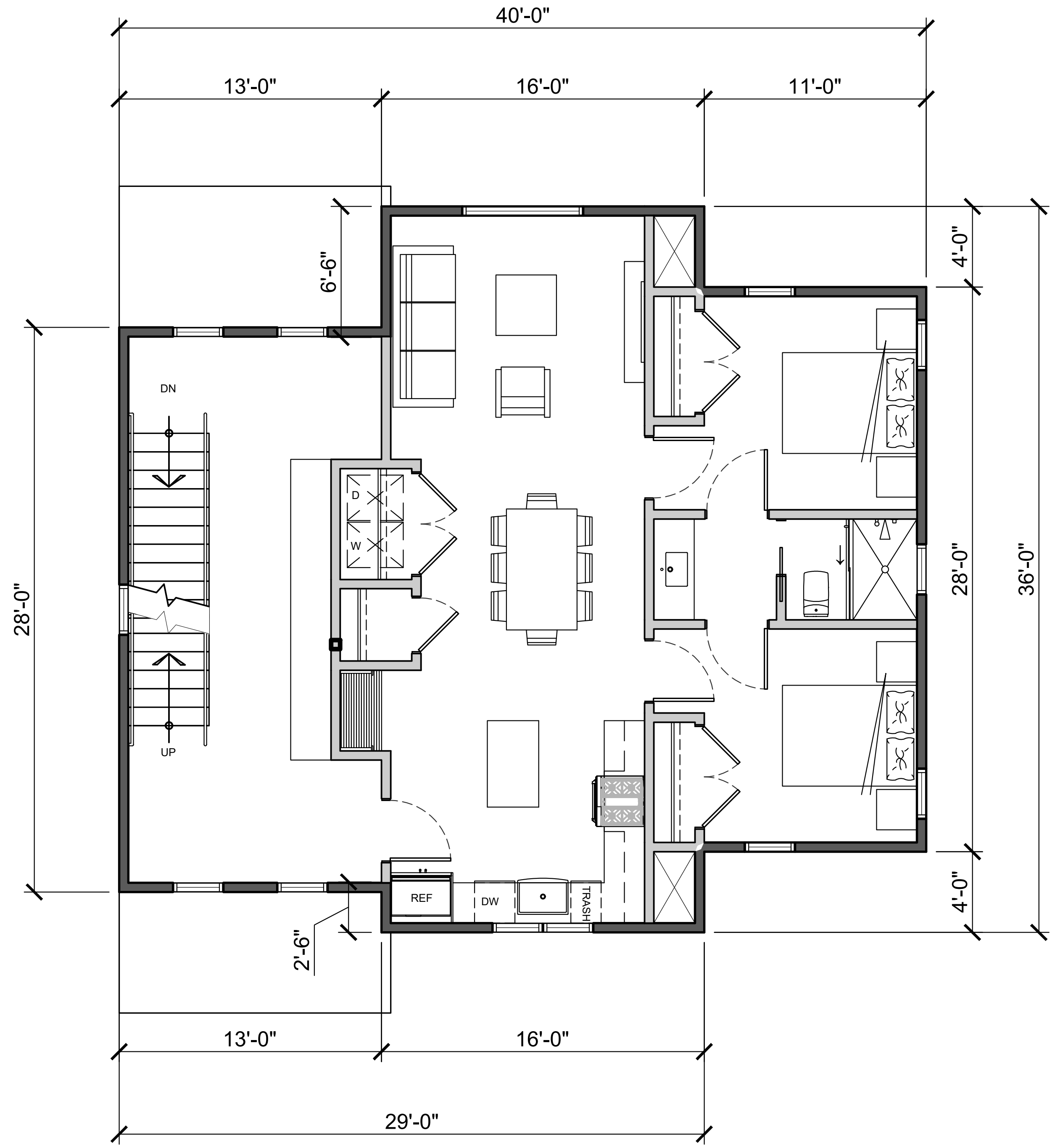
A110



HALF UNIT - SECOND LEVEL PLAN + 15

1/8" = 1' - 0"

SECOND FLOOR
PLATE: 1,234
UNIT: 916.5
CIRC/MECH: 317.5

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JACKSON STREET
APARTMENTS

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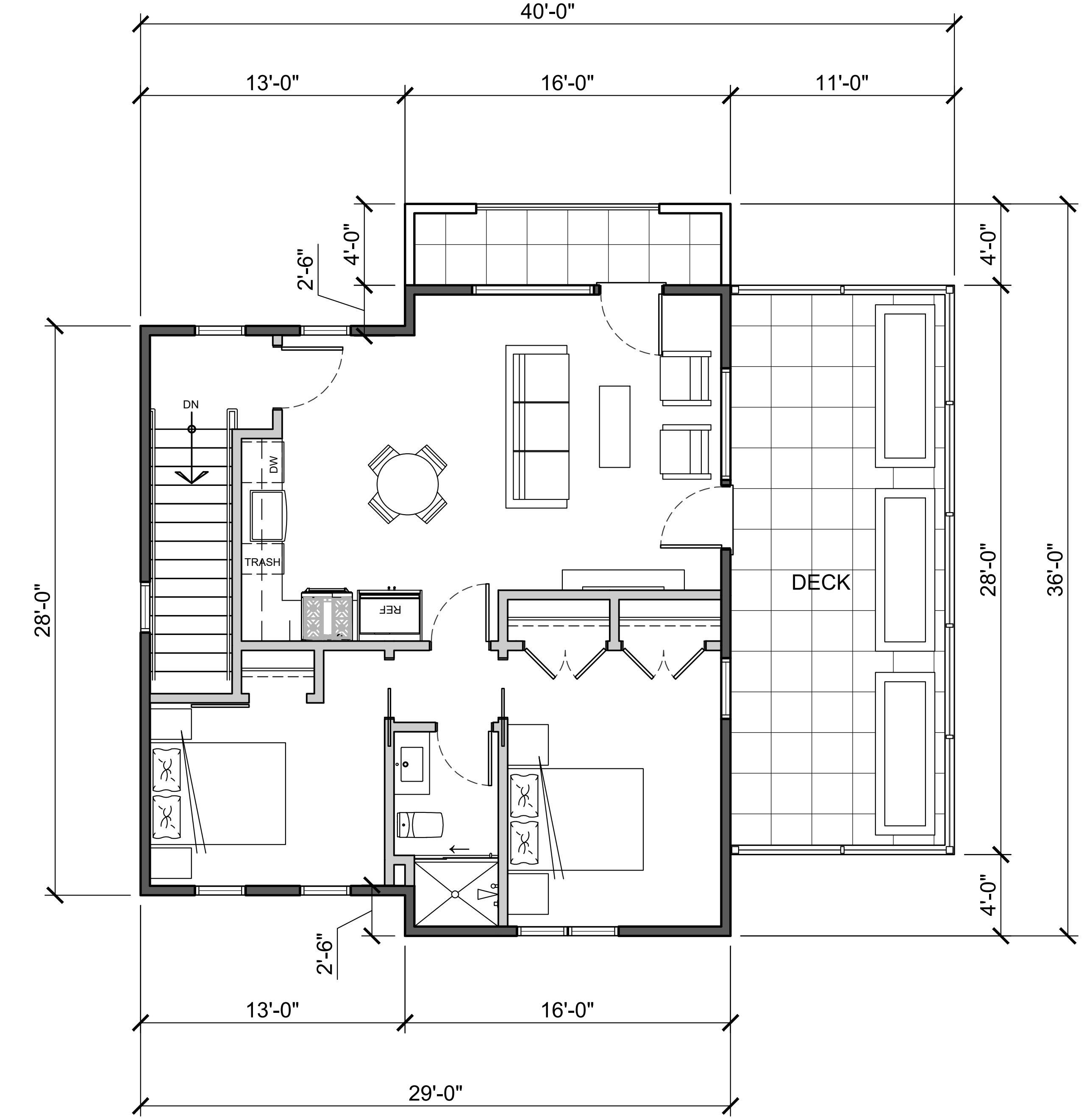
A111



HALF UNIT - THIRD LEVEL PLAN + 25'

1/8" = 1' - 0"

THIRD FLOOR
PLATE: 862
UNIT: 782
CIRC/MECH: 80
DECKS: 372

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JACKSON STREET
APARTMENTS

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A112

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JACKSON STREET
APARTMENTS

FULL UNIT - NORTH LOT - NORTH ELEVATION

3/32" = 1' - 0"

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A201

FULL UNIT - NORTH LOT - SOUTH ELEVATION

3/32" = 1' - 0"

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JACKSON STREET
APARTMENTS

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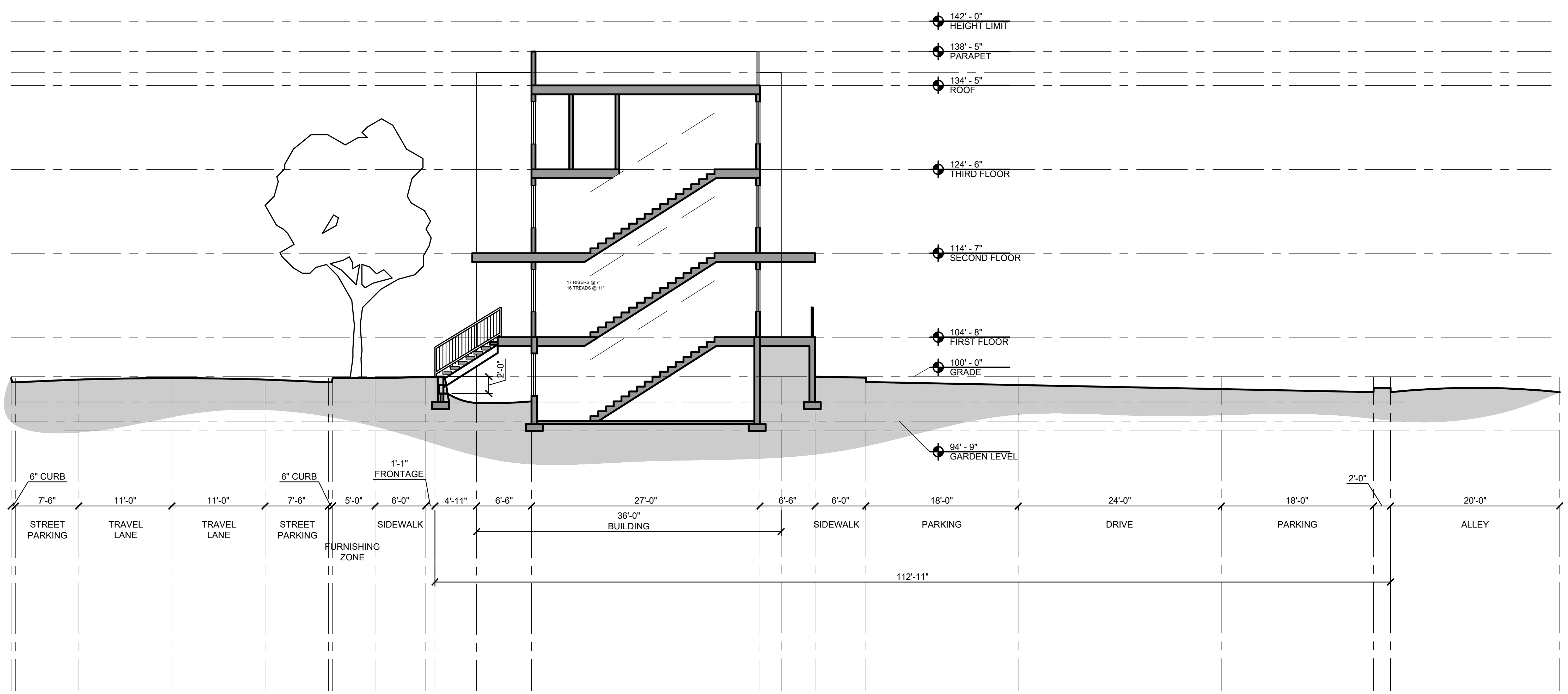
A202



SITE SECTION

SCALE: 1/8"=1'-0"

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JACKSON STREET
APARTMENTS

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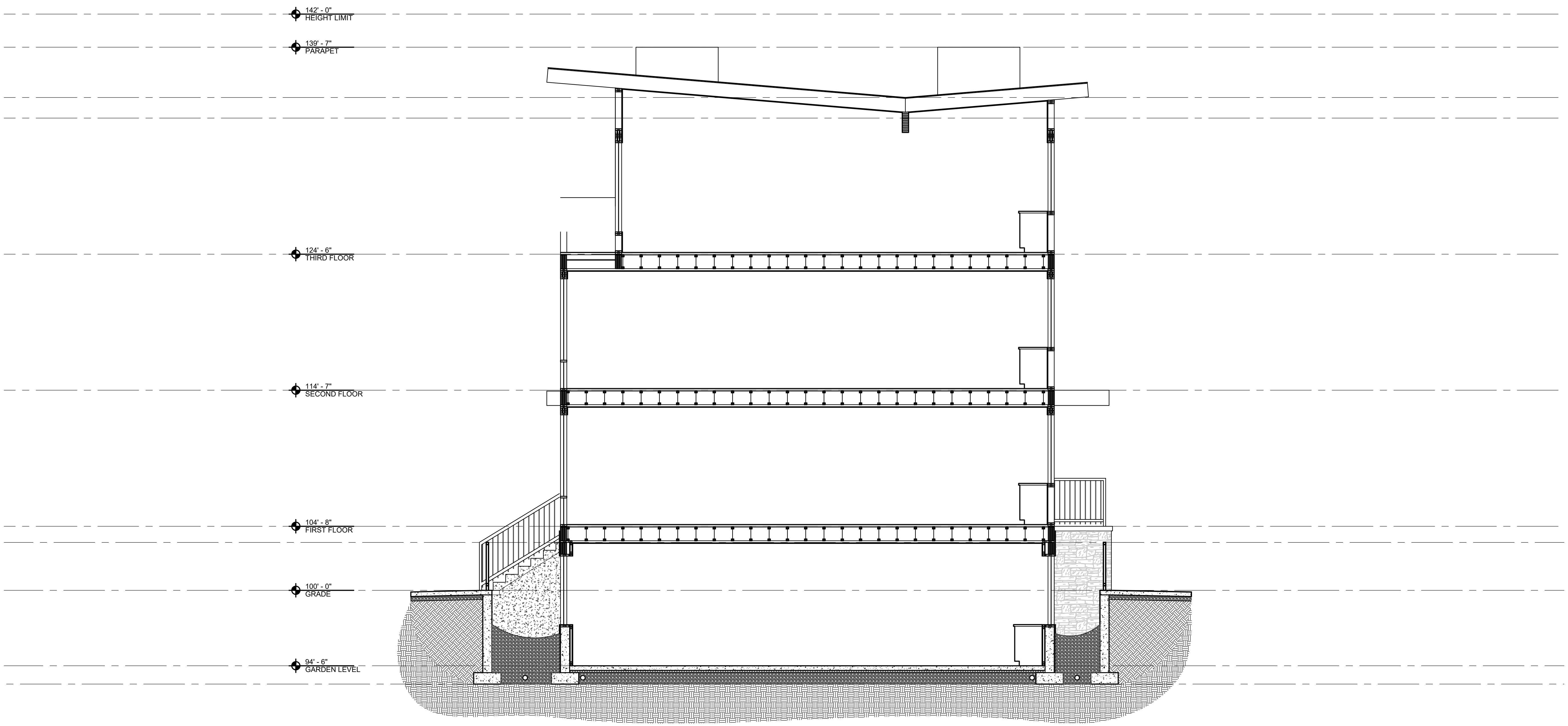
A301



FULL UNIT - NORTH LOT - SECTION

1/8" = 1' - 0"

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

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JACKSON STREET
APARTMENTS

DRC
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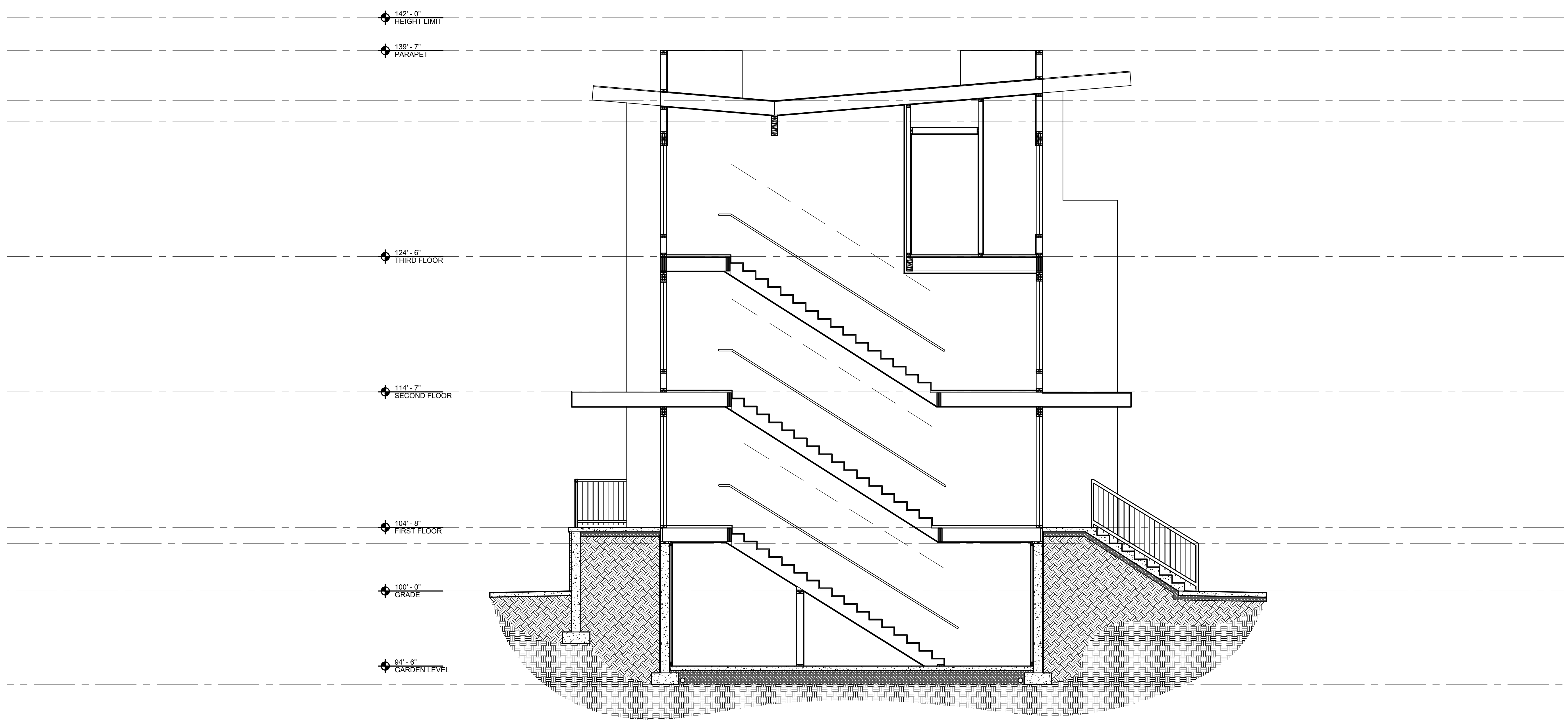
A302



FULL UNIT - NORTH LOT - SECTION

1/8" = 1' - 0"

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JACKSON STREET
APARTMENTS

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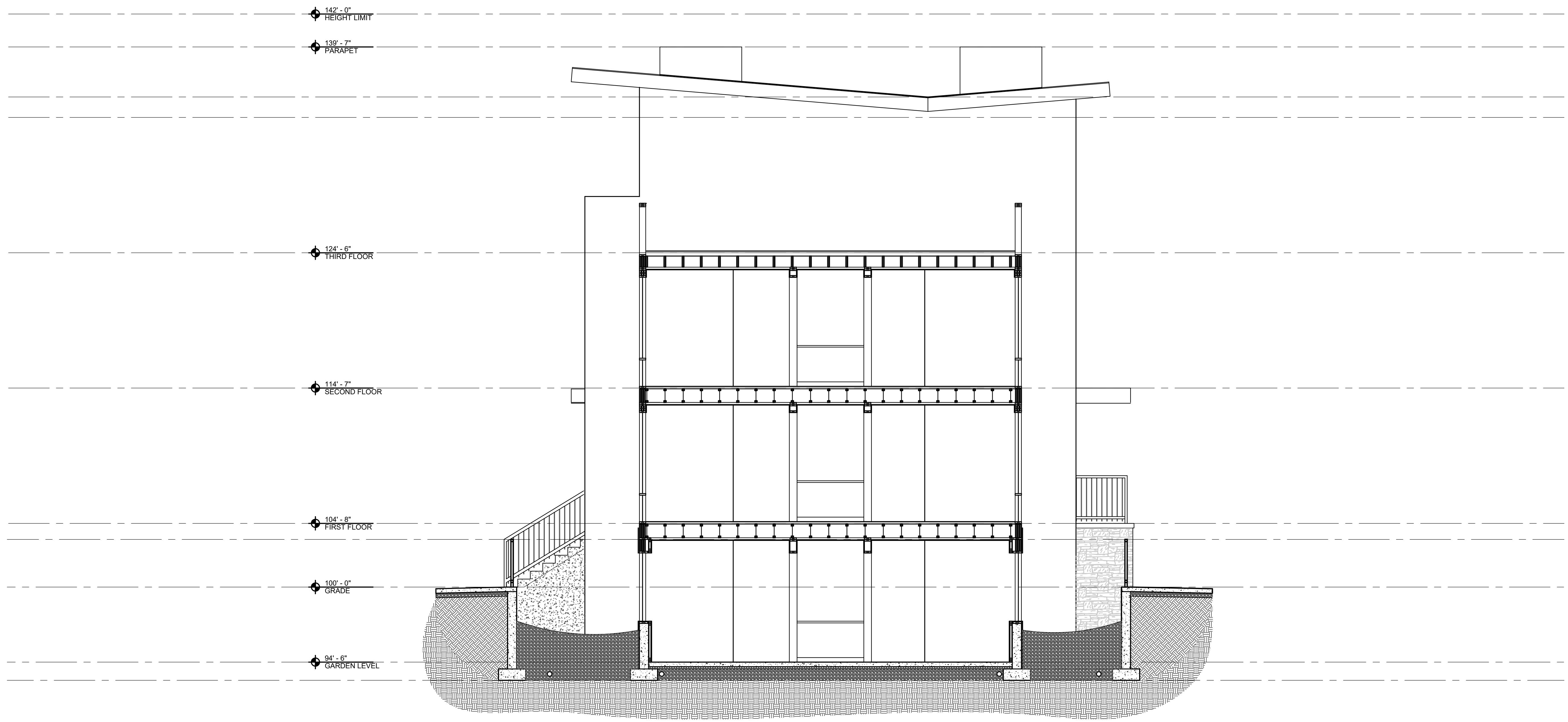

FULL UNIT - NORTH LOT - SECTION

1/8" = 1' - 0"

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JACKSON STREET
APARTMENTS

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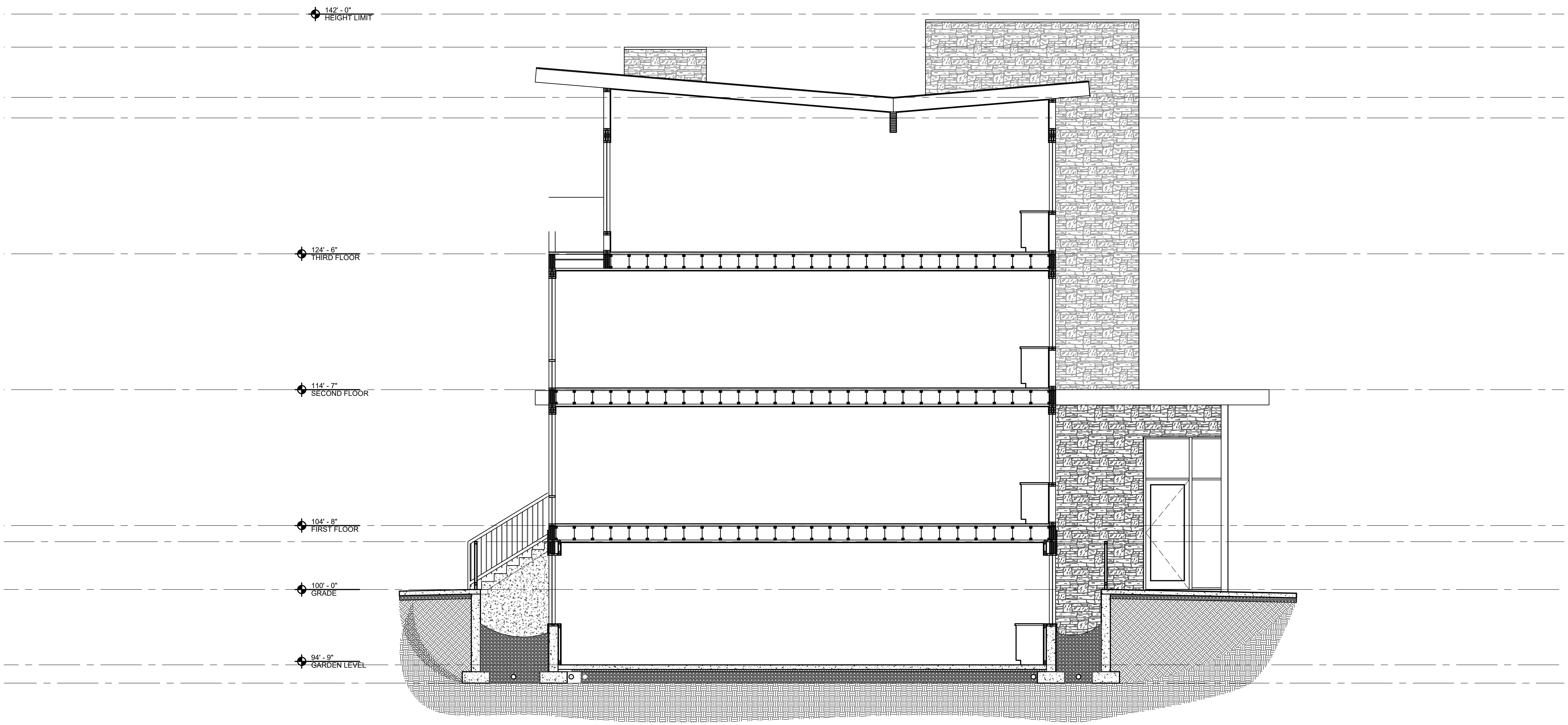
A304



ADA UNIT - SECTION

1/8" = 1' - 0"

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JACKSON STREET
APARTMENTS

DRC
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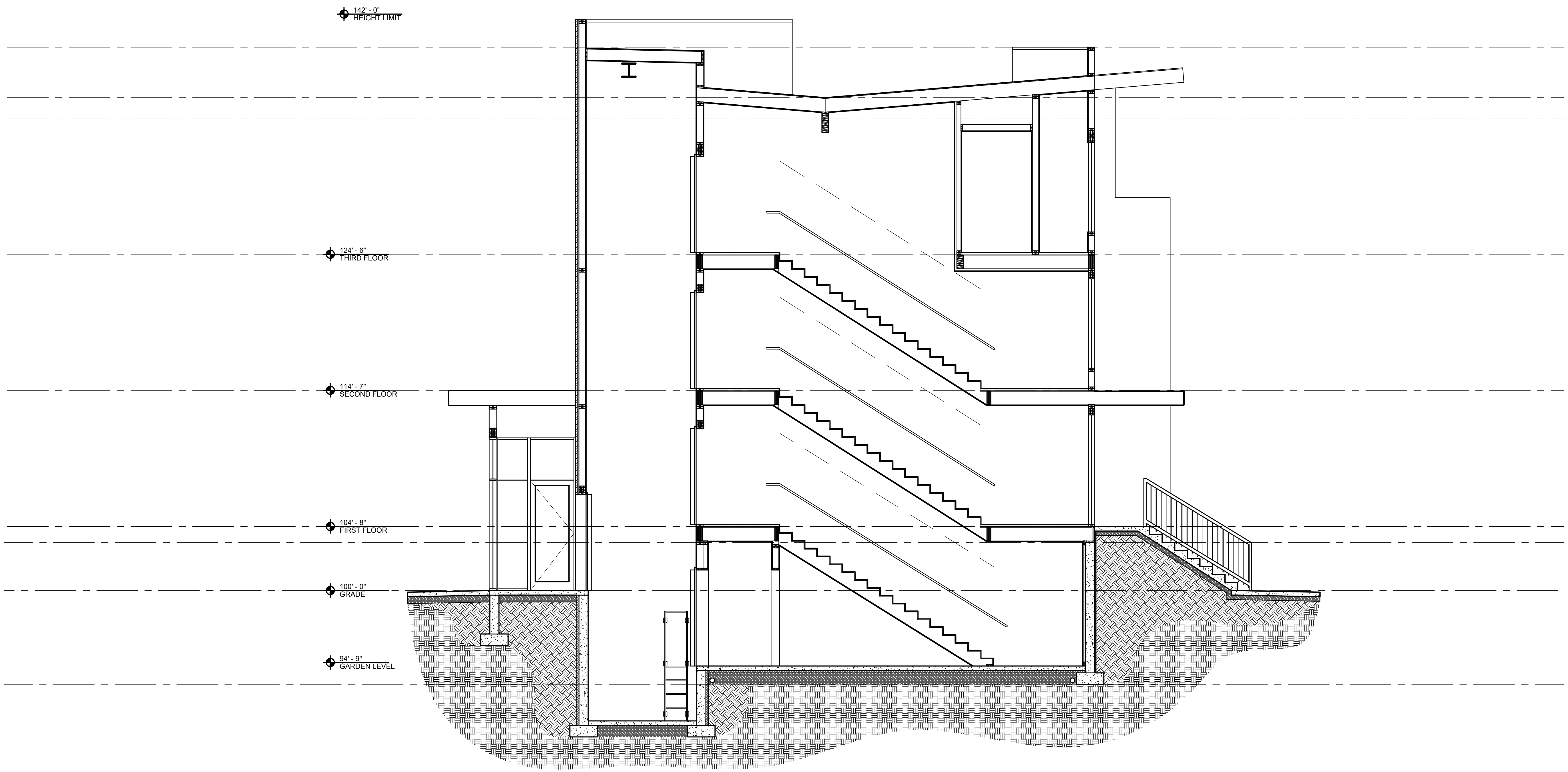
A305



ADA UNIT - SECTION

1/8" = 1' - 0"

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

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JACKSON STREET
APARTMENTS

DRC
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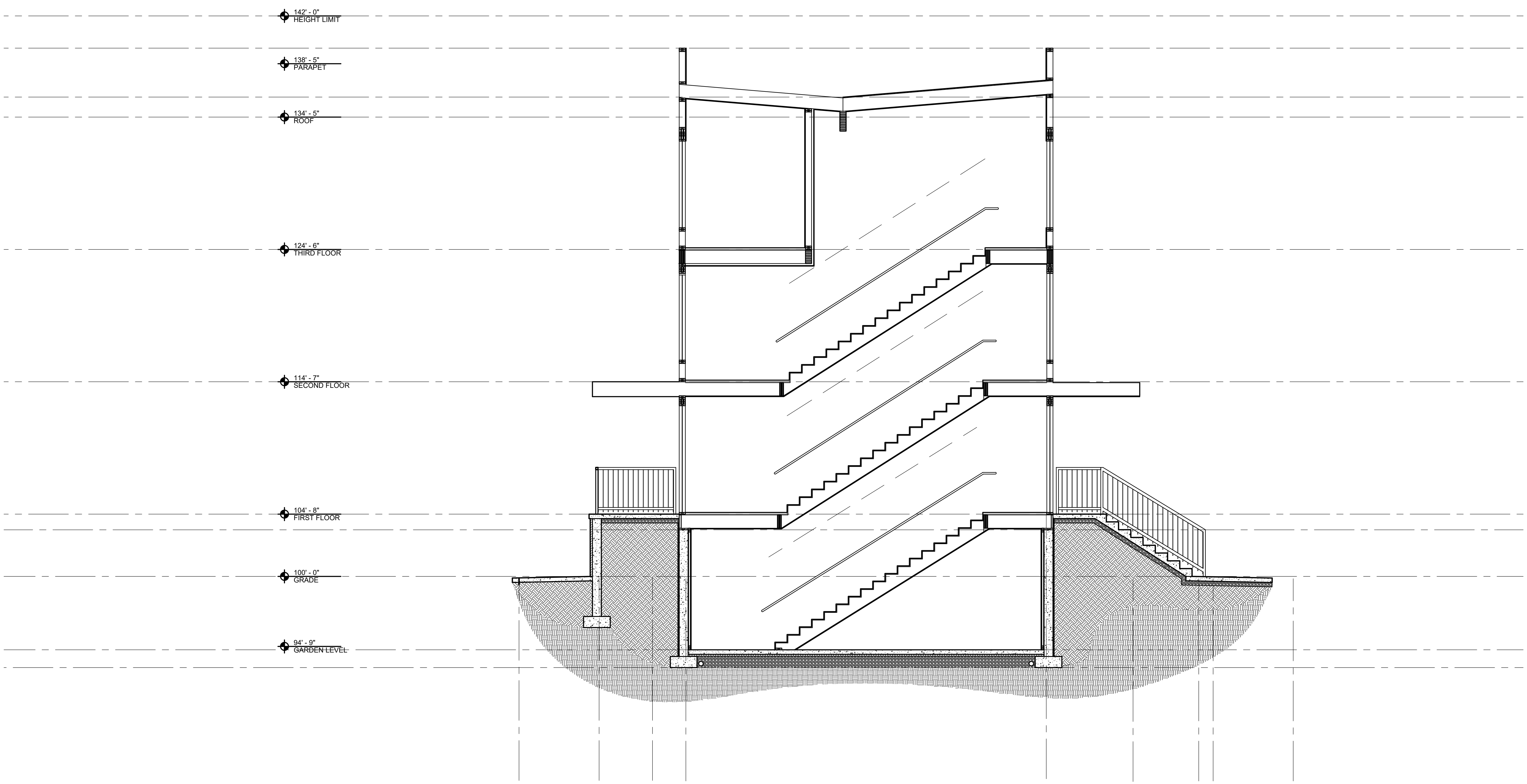
A306



HALF UNIT - SECTION

1/8" = 1' - 0"

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

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JACKSON STREET
APARTMENTS

DRC
Submittal

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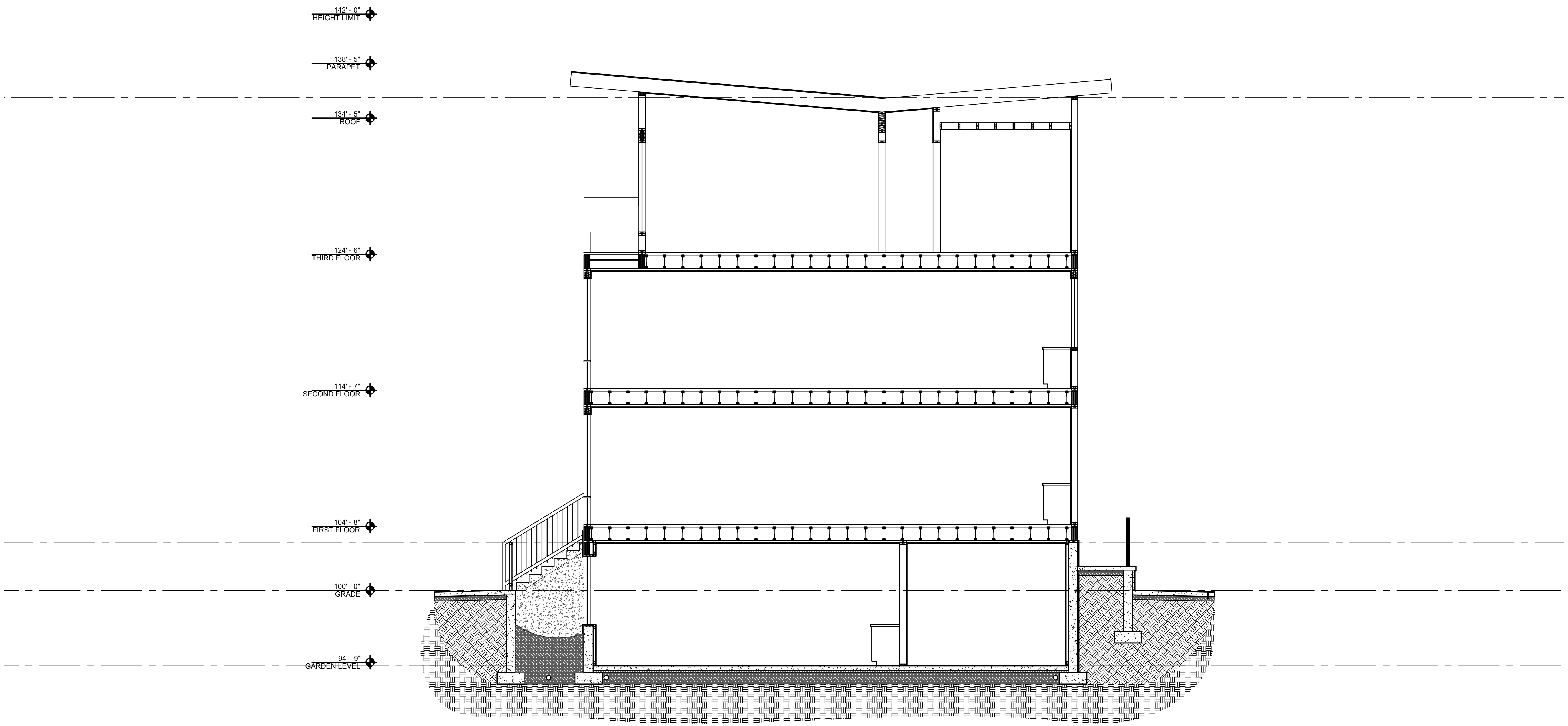
A307



HALF UNIT - SECTION

1/8" = 1' - 0"

NOT FOR CONSTRUCTION - PRELIMINARY DESIGN

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JACKSON STREET
APARTMENTS

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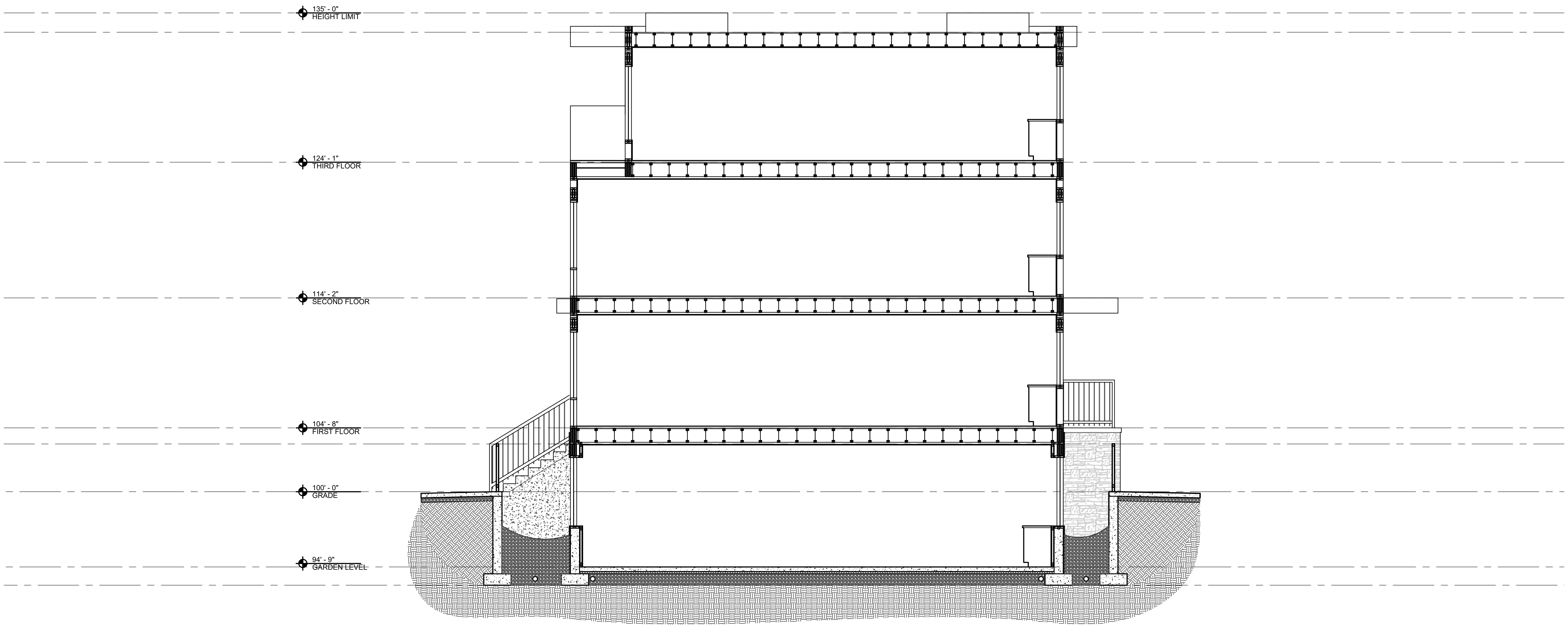
A308



FULL UNIT - SOUTH LOT - SECTION

1/8" = 1' - 0"

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JACKSON STREET
APARTMENTS

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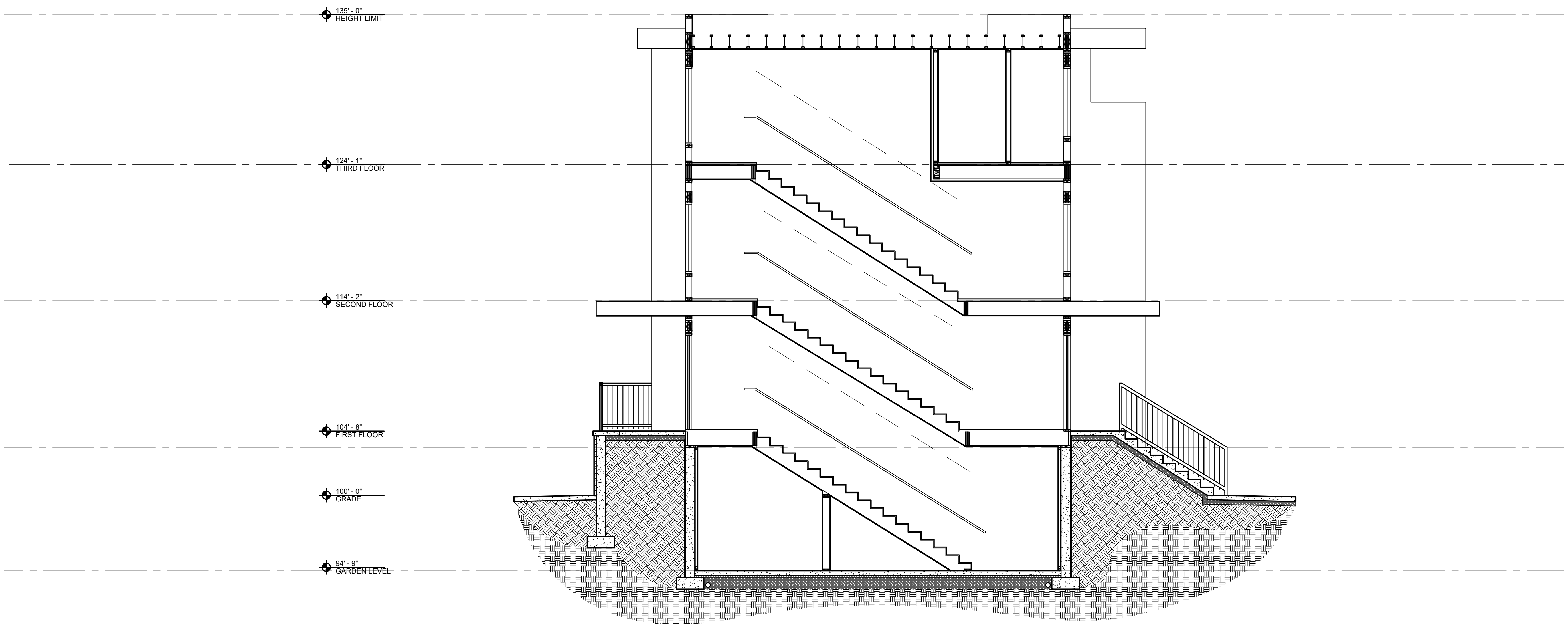
A309



FULL UNIT - SOUTH LOT - SECTION

1/8" = 1' - 0"

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JACKSON STREET
APARTMENTS

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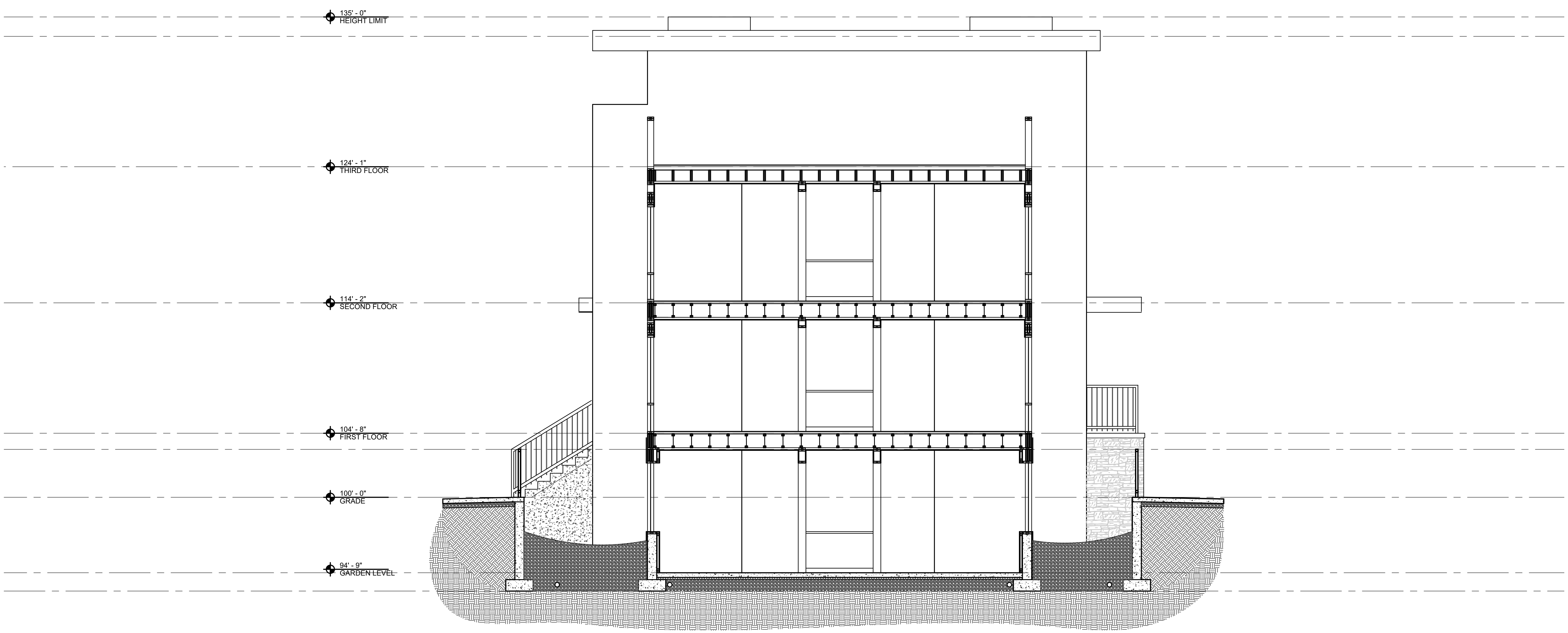
A310



FULL UNIT - SOUTH LOT - SECTION

1/8" = 1' - 0"

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JACKSON STREET
APARTMENTS

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A311

Sierra Pacific | H3 | Aluminum Clad | Black 23

Delta Millworks - Thermo Oak | Smooth | Unfinished

Bridger Steel | 24 gauge | Coal Black | Rawhide

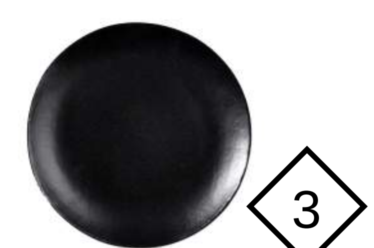
Delta Millworks - Accoya | Barnwood | Old Town Grey

Delta Millworks - Accoya | Colorado Barnwood | Pueblo

Merrill Stone | Delta Grey | 2-4-6

Delta Millworks - Accoya | Barnwood | Light Ivory

Delta Millworks - Old Souls | Cheyenne



Exposed Ferrous Metals | Black | Alkyd Urethane Enamel

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JACKSON STREET
APARTMENTS

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G100

North
Aerial Perspective
N.T.S.

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APARTMENTS

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G101

East
Aerial Perspective

N.T.S.

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JACKSON STREET
APARTMENTS

DRC
Submittal

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G102

South
Aerial Perspective

N.T.S.

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JACKSON STREET
APARTMENTS

DRC
Submittal

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G103

West
Aerial Perspective

N.T.S.

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JACKSON STREET
APARTMENTS

DRC
Submittal

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G104

North Perspective

N.T.S.

West Perspective

N.T.S.

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JACKSON STREET
APARTMENTS

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DRC
Submittal

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G105

South Perspective

N.T.S.

East Perspective

N.T.S.

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JACKSON STREET
APARTMENTS

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G106

Northeast Perspective

N.T.S.

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JACKSON STREET
APARTMENTS

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DRC
Submittal

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G107

Southwest Perspective

N.T.S.

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JACKSON STREET APARTMENTS

DRC Submittal

11.22.2021
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REVISIONS

G108

Jackson Street Apartments – LDR Compliance Summary 12/2/2021

This project complies with all applicable development limitations and requirements of the Town of Jackson Land Development Regulations (LDRs) with two exceptions, Parking and Setbacks. The project follows all rules applicable to neighborhood character zones, floor area summaries (scale of development), and height. This is detailed on pages 2-4 of this summary. LSR and plant units comply and are detailed on the Planting Plan (Sheet LO.1).

The Jackson Apartments will require Administrative Adjustments to be approved by the planning director to reduce the requirement for Parking and Street yard setbacks in the NH-1 Zone.

Parking

All units are required by the LDRs to have 1.5 parking spaces. The unit mix depicted below generates a parking requirement of 86 parking spaces where 64 will be provided (1.12 per unit). Parking will be managed on site by the property manager. Each unit will be provided 1 parking spot. With 57 total apartments this leaves 7 spots for guests. The applicant requests the planning director to approve this administrative adjustment to the parking requirements for this project to prioritize generating total affordable housing units over parking. This reduction will be mitigated by multimodal options such as a pedestrian friendly streetscape to encourage walking, providing 126 bicycle parking spots, and two Start Town Shuttle stops located nearby at the corner of Pearl and Jackson (775 feet away) and the corner of Pearl and Glenwood (1,125 feet away).

Unit Type	Quantity	Parking Requirement
1 Bedroom	9	13.5
2 bedroom	41	61.5
3 bedroom	7	10.5
Total Spaces Required		*85.5*
Spaces Provided		**64**
Per units		**1.12**

NH-1 Setbacks

The Jackson Street Apartments is a dual zoned project. It is located in both the CR-2 and NH-1 Zoning Districts. To create a more cohesive site plan and street scape, administrative adjustments are required to bring the buildings in the NH-1 Zone closer to the street, like the portion of the project that is in the CR-2 Zone that has no street setback. This request also helps with increasing the internal space adjacent to the alley to allow for more parking, circulation of vehicles, bike parking, and increased circulation between buildings for pedestrians. Therefore, the applicant requests the planning director to approve these administrative adjustments to reduce the 20 foot primary street yard setback on Kelly Avenue by 20% to 16 feet and to reduce the 10 foot secondary street yard setback on Jackson Street by 20% to 8 feet.

JACKSON STREET APARTMENTS - CR-2 Zone

2. BULK STANDARDS	NORTH LOT CR-2 ALLOWED	CR-2 PROPOSED
STREET FAÇADE		
Width of ground and 2nd story in primary street setback range	70%	Compliant
Length from Street Corner (Min)	30'	Compliant
Width of ground and 2nd story in Secondary street setback range	35%	Compliant
Length from Street Corner (Min)	30'	Compliant
BUILDING HEIGHT		
Height (Max) if roof pitch < 5/12	42'	39'-7"
Stories (Max)	3	3
Stories or Height (Min) in any street setback range	2 or 24'	28'-7"
BUILDING STEP BACK		
Stepback for any 3rd story street façade or street façade over 30' (min)	10'	EXEMPT
Encroachment in stepback (max % of overall façade width)	60%	EXEMPT

A building with only residential use that has at least 4 units is exempt from the stepback requirement.

	ALLOWABLE NORTH LOT CR-2 RATIO	 SITE	 TOTAL ALLOWED	PROPOSED CR-2
SCALE OF DEVELOPMENT				
FAR (MAX)	0.46	34,488	15,864	EXEMPT
Additional FAR for lodging use	-	-	-	
Deed Restricted Housing Exemption	ALL UNITS TO BE DEED RESTRICTED			25,491

	CR-2	
	ALLOWED	PROPOSED
4. RESIDENTIAL		
STORY HEIGHT		
Ground Story Height (Min)	9'	9'-11"
Upper Story Height (Min)	9'	12'-1"
Ground Floor Elevation (Min-Max)	0'-5'	4'-8"
TRANSPARENCY		
Ground Story, Primary Street (Min)	20%	27%
Ground Story, Secondary Street (Min)	20%	21%
Upper Story, Primary (Min)	20%	34%
Upper Story, Secondary (Min)	20%	20%
BLANK WALL AREA		
Blank Wall Area, Primary Street (Max)	35'	12'-6"
Blank Wall Area, Secondary Street (Max)	50'	18'-6"
PEDESTRIAN ACCESS		
Entrance Facing Primary Street	Required for each ground floor unit	Yes

JACKSON STREET APARTMENTS – NH-1 Zone

3. BULK & MASS STANDARDS

	SOUTH LOT NH-1 ALLOWED			NH-1 PROPOSED
PRIMARY BUILDING HEIGHT				
Height (max): roof pitch <3/12	3 Stories, not to exceed 35'			35'
	SOUTH LOT NH-1			NH-1
	RATIO	SITE	TOTAL ALLOWED	
SCALE OF DEVELOPMENT				
FAR (MAX)	0.4	30,011	12,004	EXEMPT
Additional FAR for lodging use	-	-	-	
Deed Restricted Housing Exemption	ALL UNITS TO BE DEED RESTRICTED			15,149
Workforce Housing Floor Area Bonus				

Project Plan Review History

PLANNING

Project Number	P21-280	**Applied**	10/28/2021 AL
Project Name	Pre-App-335 S Millward - Red House	**Approved**	
Type	PREAPPLICATION	**Closed**	
Subtype	OPTIONAL W/ STAFF	**Expired**	
Status	STAFF REVIEW	**Status**	

Applicant Hoyt Architects - Neal Zeren **Owner** RED HOUSE, LLC

Site Address	**City**	**State**	**Zip**
335 S MILLWARD STREET	JACKSON	WY	83001

Subdivision	**Parcel No**	**General Plan**
WORT ADDITION 2ND	22411633120001	

Type of Review / **Contact** / **Notes**	**Status**	**Dates: Sent**	**Due**	**Received**	**Remarks**
Building	APPROVED W/CONDITI	10/28/2021	11/19/2021	11/11/2021	

Kelly Sluder
(11/11/2021 11:39 AM KS)
The structures must meet the current adopted Codes and amendments of the Town at the time of permitting.

Fire	APPROVED W/CONDITI	10/28/2021	11/19/2021	11/10/2021	

Kathy Clay
(11/10/2021 5:43 PM CLAY)
It is assumed all structures will be built to the most current edition of the IBC and therefore will require fire sprinkling. Mixed use does not seem to appear, NFPA 13R fire sprinklers would be appropriate. A water source - hydrant - within the parking area will be appropriate to serve this development should all structures be fire sprinklered.

Joint Housing Dept	APPROVED W/CONDITI	10/28/2021	11/19/2021	12/2/2021	See comments

Stacy Stoker
(12/2/2021 3:20 PM SAS)
All restricted units are required to comply with the Livability Standards in the Jackson/Teton County Housing Department Rules and Regulations.

The following shall occur prior to submittal for Building Permit:

1. The Livability Standards Questionnaire shall be completed and submitted to the Housing Department for review along with floor plans that include dimensions and a functional furniture placement diagram.

2. A letter from the Housing Department will be issued to the applicant stating whether the unit(s) are approved or whether there are required changes.

3. A Livability Standards Approval Letter is required to be submitted to the Planning Department along with submittal for Building Permit.

The following shall occur prior to issuance of Certificate of Occupancy:

1. The applicant or applicant's agent(s) shall attend a Compliance Conference with the Housing Department.

2. The Housing Department shall inspect the unit.

3. A restriction drafted by the Housing Department using the applicable approved Restriction Template will be recorded on the units/property. The applicant will be responsible for payment of recording fees.

Type of Review / Contact / Notes	Status	Dates: Sent	Dates: Due	Dates: Received	Remarks
Legal Lea Colasuonno	NO COMMENT	10/28/2021	11/19/2021	11/29/2021	
Parks and Rec Steve Ashworth		10/28/2021	11/19/2021	10/29/2021	See comments

(10/29/2021 11:30 AM AL)
Comments on P21-280, Pre-App.

- Request consistent sidewalk development on the entire block. On Kelly, sidewalk to nowhere proposed going east. On Millward headed south sidewalk transitions from 6' to 5'.
- Consider surrounding developments with respect to attached vs detached sidewalk and planting zones. Consistency. Can plant unit requirements be achieved on the interior of the property?
- Clarification, at the appropriate time, of maintenance/care of planter strips...HOA/Red House or County? Snow removal from ROW?

Type of Review / Contact / Notes	Status	Dates: Sent	Dates: Due	Dates: Received	Remarks
Pathways Brian Schilling		10/28/2021	11/19/2021		
Planning Paul Anthony		10/28/2021	11/19/2021		
Police Michelle Weber		10/28/2021	11/19/2021	10/29/2021	See comments

(10/29/2021 11:31 AM AL)
Adequate parking is going to be my ongoing concern with new developments. Thank you! Michelle

Type of Review / Contact / Notes	Status	Dates: Sent	Dates: Due	Dates: Received	Remarks
Public Works Brian Lenz	APPROVED W/CONDITI	10/28/2021	11/19/2021	11/29/2021	

(11/29/2021 4:03 PM BTL)
Pre-Ap Comments - SUFFICIENT

P21-280
ADDRESS: 335 S Millward Street; 320 S Jackson St; West Hansen, and West Kelly Avenues; 10 Lots total.
OWNER: Red House, LLC
APPLICANT: Hoyt Architects – Neal Zeren

11/29/2021
Brian Lenz, 733-3079

DATE OF SUBMITTAL: 10/28/2021
DATE OF MATERIALS: 10/28/2021
REVISION NO.: 00
The engineering division has reviewed your application for a Development Pre-Application submitted on and with application materials as dated above.

*The following comments are being provided for use in preparation of future applications.

Comments were provided for the previous Pre-Application, P20-198. These comments included general comments regarding sections of the code and LDRs that need to be considered in the design. For simplicity, the standard comments are not repeated in this review but should still be considered for future development applications.

PROJECT SPECIFIC COMMENTS

STREETS / ALLEY / PARKING
Development shall include paving of the full length of the alley including elevated sidewalk crossings at each end of the alley.

Given the removal of driveways and breaks for water services and other work, all of the curb and gutter around the project is to be replaced.

The proposed midblock crossing in the alley is not standard and should be removed, unless warrants can be met for including it.

One van accessible ADA space (8-feet wide aisle and 8-feet wide space) is required within each parking lot.

The proposed trash / recycle collection facilities require the north side residents to cross the alley. Consider facilities on both sides, perhaps then only a few residents need to cross the alley for parking rather than all for trash. Also providing a facility that trash collectors can drive straight into is generally more efficient.
Show the proposed snow storage areas for the parking lots.

There are known drainage and icing issues in the vicinity of this project, particularly along Hansen Ave. and Jackson St., that need to be coordinated with the Town and considered in the redevelopment of these frontages. Considerations include surface slope, shade from sun, unintended low points, etc. Provide alignment and profiles of the proposed curb & gutter and sidewalks.

The development shall retain straight paths for vehicle travel lanes through intersections around the development. If locations of parking, sidewalk, curb lines, etc. are altered from existing conditions, the striping plan shall be included in the drawings to demonstrate ease of vehicle and pedestrian throughway. If the project will alter curb locations, provide street sections and information depicting property lines, travel lane consistency, connections to adjacent blocks, overlay existing and proposed, dimensions, etc.

SIDEWALKS
Development shall include Community Streets Plan or Land Development Regulations pedestrian frontage for all four block faces at this location. The Town's preference is to align the sidewalk on the north side of Kelly with the existing sidewalk east of Millward. Community Streets Plan recommended sidewalk widths are a minimum and actual width should accommodate the development.

The existing street corners shall be re-developed to meet ADA and Town Community Street Standards.

Notes

Landscape strip is not to be used to accommodate grade changes; project grade changes shall be on site. The sidewalk shall be parallel to back of curb.

Show property boundaries in the section views for clarity. Encroachments may not be allowed even with agreement.

LANDSCAPING

Tree species proposed to be planted in the Town right-of-way shall adhere to the Town's recommended street tree list. While the Quaking Aspen is included on the list, no positive traits are noted and it is not preferred.

Development shall include replacing some of the proposed street trees with lights, space the trees farther apart, and include a variety of trees.

Lighting, vegetation, and street signage must be coordinated and shown on one plan.

LIGHTING

Integrate property exterior lighting, street lighting (including at street intersections), and the building exterior lighting.

Replace Lower Valley Energy streetlights with Town streetlights, all intersections shall have at least one street light illuminating the intersection.

Consider placing streetlights and all exterior lighting on a common Town controlled circuit. Town lighting conduit exists to the intersection of Jackson and Kelly on the south side of Kelly, supplied from Cache St., and the capacity of the system needs to be evaluated for adequate capacity or a new system installed.

WATER SUPPLY

Development plans shall include information regarding the existing fire hydrant located at the intersection of Hansen and Millward (i.e., whether the hydrant will be moved, raised, replaced, etc.). If the hydrant is to be moved, the Town will assess the existing hydrant condition and will provide a new one if deemed appropriate. Installation of the replacement hydrant would be the responsibility of the developer. Provide 2 feet of clear space to the hydrant from sidewalk and curb.

As proposed each building will have its own Town meter and the units within the building can be privately sub-metered.

Provide information on how irrigation will be supplied, metered, and protected against cross connection. Preference is that irrigation is a common utility within one of the units and could be metered.

The water main in Jackson should be constructed from Hansen to Kelly within the roadway and not behind the back of curb. The Town may elect to participate in certain over-sizing to achieve overall system improvements. The Town may require over-sizing and system improvements to insure adequate service within the development and impacted areas.

SANITARY SEWER

The sewer main within the alley should be replaced at this time. The development will place increased loading on the sanitary sewer line, which may cause issues downstream. Provide sewer calculations assessing the capacity of the existing line and the anticipated total loading at full building occupancy. Determine whether the existing downstream sewer infrastructure is sufficient. If new piping is required to accommodate the increased loading. The Town may elect to participate in certain over-sizing to achieve overall system improvements. The Town may require over-sizing and system improvements to insure adequate service within the development and impacted areas.

Building 9 sewer service shall connect to the internal collection system and not directly to the Town's main in the alley.

Collection lines estimated to carry more than 2000 gpd are mains and should connect to the Town main with a manhole.

STORMWATER

As proposed the private storm line crossing the alley would require an easement. Consideration for a system on each side of the alley with separate treatment units should be evaluated and would be required if ownership/management is separate on each side of the alley. The Town may elect to participate in certain over-sizing to achieve overall system improvements. The Town may require over-sizing and system improvements to insure adequate service within the development and impacted areas.

Type of Review	Status	Dates			
Contact		Sent	Due	Received	Remarks
Notes					

OTHER UTILITIES:
Provide a plan for all other utilities, such as telephone, cable TV, electric, fiber, gas. All utilities shall be installed underground. Provide right-of-way or easements as required. Show that private utilities can be located on private properties, e.g. transformers and communication pedestals.

Recommend burying all the overhead utilities within the alley concurrently with this project. The Town may elect to participate in burying overhead utilities if cost estimates are provided.

TRAFFIC
Provide a traffic report on the number of anticipated trips from the development and recommendations as to whether any of the adjacent intersections will warrant additional traffic control, especially the Jackson and Kelly intersection.

DEMOLITION
A demolition permit is required for each existing structure to be removed from the site. Water and sewer services to be abandoned for the project shall be abandoned at the main during the demolition phase of the project.

CONSTRUCTION
A construction preliminary staging narrative and plan shall be submitted for review and approval with the Development Plan application.

Given the extent of new curb and services as well as the necessary abandonments, the road should be reconstructed from at least the parking lane back to the curb. Final plans may justify more roadway replacement.

Plans provided shall show all work to be completed within the Town's right-of-way.

Provide a monumentation plan for the property that defines the final boundaries of the proposed development.

START		10/28/2021	11/19/2021		
Darren Brugmann					

STAFF REPORT

Meeting Date:	December 20, 2021	**Meeting Title:**	Special Workshop
Submitting Department:	Administration	**Presenter:**	Larry Pardee
Agenda Item:	Future Funding of Local Government	**Public Comment:**	No

Purpose & Policy Considerations.
The purpose of this item is to complete Phase 5 *Identification/Matching of Funding Sources with Expenditures*, of the Future Funding of Local Government framework.

Requested Action.
For Council to provide direction on the desired level of expenditures and the associated funding for scenarios 1 and 2 described below.

Recommendations.
Staff provides no recommendation.

Background.
Council have met previously 3 times progressing through the Six (6) Phase Future Funding framework with the goal to develop a Future Funding strategy for the Town of Jackson. Staff has attached the November 1, 2021, staff report outlining the entire process to date and associated background information. Please review this information to assist in the exercise described below.

Analysis.
For this meeting staff is requesting Council identify their desired level of future expenditures (Step 1) and the desired future funding (step 2) for the two scenarios provided below to create a Future Funding strategy for the Town.

Staff has previously presented three funding and expenditure scenarios for Council consideration. In order to focus today's Future Funding framework on the impending budget deficit and current levels of service provided by the Town, staff has simplified the previous 3 scenarios into 2, by combining scenarios 2 and 3. Staff has done this to ensure we first address our current budget challenges before considering additional expenditures the community may desire. For this workshop staff is presenting the following two scenarios for consideration.

Scenario 1 – **Status Quo** represents the current Level of Service (LOS) projected over 5 years with (7%) inflation adjustments only. Staff notes that the current approved FY2022 budget is unsustainable over the next five years (FY23-FY27) at the current rate of spending. Staff recommends that Council first solve for Scenario 1 to address our critical financial challenge (impending budget deficit) prior to moving on to Scenario 2.

Scenario 2 – Community Priorities represents staffs' estimate of the expenditures needed to increase funding for Health and Human Services/ECE, Affordable/Employee Housing, Environment/Multimodal Transportation and Core Services in order to maintain the current quantity and quality of services provided, which will require additional staffing and funding resources beyond current levels over the next 5-years.

Staff notes that both scenarios 1 and 2 will lead to a budget deficit by 2027 without additional funding. The primary purpose of today's workshop is to develop a Future Funding strategy to address these projected deficits.

General Fund Only							
				2022	**2027**		**2027**
				Adopted Budget	***Scenario 1***		***Community Priorities***
Beginning Fund Balance				***$18,029,873***	**($10,129,339)**	***5%***	**($17,121,323)**
			Sales Tax	*$18,003,358*	$22,977,354		$22,977,354
			Lodging Tax	*$1,224,113*	$1,562,313		$1,562,313
			Property Tax	*$252,000*	$321,623		$321,623
			All Other	*$7,047,544*	$8,994,650		$8,994,650
			One-time Rev ($)	*$0*	$0		$0
Revenue				***$26,527,015***	***$33,855,940***		***$33,855,940***
Potential Revenue							
Max $	**Implementation Year**	**% of Max**					
$9,500,000	2024	0%	.5% or 1% Sales Tax - County wide		$0		$0
$4,500,000	2024	0%	.5% or 1% Sales Tax - Town only		$0		$0
$1,450,000	2026	0%	2% Lodging Tax - Town only		$0		$0
$3,750,000	2024	0 mills	7.5 Mills Property Tax - Town only		$0		$0
$500,000	2025	0%	Other		$0		$0
		Total		***$26,527,015***	***$33,855,940***		**$33,855,940**
Expenditures							
	Implementation Year	**Council Adjustment**	**Town - Community Priorities**			***7%***	
	2023	0%	Human Services	*$1,407,959*	$1,974,735		$1,974,735
	2023	0%	Housing	*$1,962,444*	$2,752,939		$2,918,194
	2023	0%	Environment	*$620,000*	$869,582		$1,131,741
	2023	0%	Transportation	*$1,500,628*	$2,104,708		$2,104,708
	2023	0%	Core Services	*$19,897,912*	$27,907,851		$31,801,195
	2023	0%	*General Fund dollars to Capital*	*$4,976,719*	*$6,980,106*		*$6,790,761*
		Total		***$30,365,662***	***$42,589,922***		***$46,721,335***
Fund Balance							
Rev. vs. Exp. Net:				*($3,838,647)*	($8,733,982)		*($12,865,395)*
Ending Fund Balance				***$14,191,226***	**($18,863,321)**		***($29,986,718)***
Ending Fund Balance % of Total Expenditures				***47%***	***-44%***		***-64%***

Based upon your understanding of Scenarios 1 and 2, each Councilmember is now being asked to identify and prioritize desired funding and expenditure areas to resolve our structural funding challenges. This can be achieved primarily through one or a combination of:

1. Adding/Subtracting new/existing reoccurring funding sources:
   - 0.5% or 1% Sales Tax – County wide
   - 0.5% or 1% Sales Tax – Town only
   - 2% Lodging Tax – Town only
   - 7.5 mills property tax – Town only
   - Other
2. Adding/Reducing new/existing expenditures:
   - Health and Human Services/ECE,
   - Affordable/Employee Housing,
   - Environment,
   - Multimodal Transportation
   - Core Services

Council Exercise

Staff recommends that Councilmembers utilize the Future Funding Spreadsheet Model provided by Councilmember Schechter (or a similar tool) to indicate their preferred Future Funding strategy including direction on how to address the projected budget deficit and identify necessary funding for future expenditures. At the December 20 workshop Councilmembers will be asked to discuss their individual Future Funding strategies and to find similarities and common ground to develop one Future Funding strategy for the Town. Upon completion of Phase 5 at this meeting, Council will move on to Phase 6, Implementation and Action Steps.

To assist in the completion of this exercise, staff has provided an overview on each identified Potential Funding Source for Council to review and consider (see attached).

As Council discusses and completes a desired Future Funding strategy it will be important to focus on the overall goal of the Future Funding of Local Government framework to:

> ***To diversify and develop sustainable funding to meet the needs and desires of the community.***

Next Steps
Once a Future Funding strategy for the Town is completed, the Town will then meet with Teton County to have a dialogue about Future Funding of Local Government overall recognizing that many of the desired strategies may impact both jurisdictions and may require agreement by both Boards. Staff has tentatively scheduled to begin this joint discussion at January's Joint Information Meeting. After creating a Joint Town and County Future Funding strategy, Town Council will work to complete **Phase 6 - Implementation Action Steps** where, based upon the outcome of previous work, staff and Council will work to develop an implementation strategy and action steps along with an associated timeline and identification of responsible parties.

Possible Alternatives.
As described above.

Comprehensive Plan & Priority Alignment.
To successfully implement the Comprehensive Plan, Council must set priorities, be strategic, and be disciplined. A critical component is prioritizing and identifying the necessary level of funding to address desired goals, policies, and strategies. As a result, this project is critical to the successful implementation of the Community Priorities and 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 Comprehensive Plan come at an additional cost to the community that current funding levels cannot accommodate. Chapter 8 - Quality Community Service Provision calls for *"Timely, efficient and safe delivery of quality services and facilities in a fiscally responsible and coordinated manner."*

Fiscal Impact.
None at this time.

Staff Impact.
The staff impact of preparing this information for the December 20 meeting is approximately 120 hours. Staff is expecting to spend an additional 200 combined hours to complete the initiative. Work on this initiative includes time primarily from the Finance Director and Town Manager with additional time spent by the Community Development Director and other Department Directors.

Attachments
- Future Funding Spreadsheet Model
- Potential Funding Sources – One Page Overviews
- Future Funding of Local Government, Staff Report, dated November 1, 2021

Suggested Motion. *Council always has the option to adopt, approve with conditions, continue, or deny items*.

I move to approve Phase 5 of the Future Funding of Local Government framework as described below***:***

- *Upon completion of Council's preferred Future Funding Spreadsheet model, it will be inserted here*

Town of Jackson Finances: 2022-2027

Projected Revenues, Expenses, Net Change, and Fund Balances

Step 1 of 3 - Basic Projections

Change any or all of the cells highlighted in yellow; changes reflected in table and graph

Annual Basic Revenue Growth	5.0%	*Note: 5% annual growth is historic average*
Annual Basic Expense Growth	7.0%	*Note: 7% growth keeps current service levels and staffing (but staff is burning out)*
Annual Additional Expense Growth	0.0%	*Note: Leadership feels 2% additional growth is needed to avoid long-term staff burn out)*

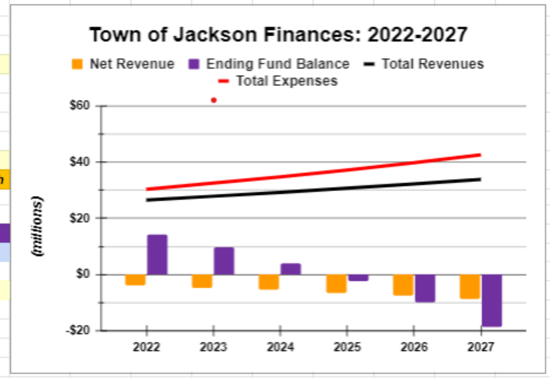
	2022	2023	2024	2025	2026	2027	
Revenues							
Sales & Lodging Taxes	$19,227,471	$20,188,845	$21,198,287	$22,258,201	$23,371,111	$24,539,667	
Property Taxes	$252,000	$264,600	$277,830	$291,722	$306,308	$321,623	
All Other Recurring Revenues	$7,047,544	$7,399,921	$7,769,917	$8,158,413	$8,566,334	$8,994,650	
One-time Revenues (<=$3 million in 2022)	$0	$0	$0	$0	$0	$0	
Total Revenues	$26,527,015	$27,853,366	$29,246,034	$30,708,336	$32,243,753	$33,855,940	*Black line in graph*
Expenses							
Base Expenses	$30,365,662	$32,491,258	$34,765,646	$37,199,242	$39,803,189	$42,589,412	
Reductions	$0	$0	$0	$0	$0	$0	
Increases	$0	$0	$0	$0	$0	$0	
Total Expenses	$30,365,662	$32,491,258	$34,765,646	$37,199,242	$39,803,189	$42,589,412	*Red line in graph*
Net Revenue	-$3,838,647	-$4,637,893	-$5,519,612	-$6,490,906	-$7,559,436	-$8,733,472	*Orange bar in graph*
Starting Fund Balance	$18,029,873	$14,191,226	$9,553,333	$4,033,721	-$2,457,185	-$10,016,621	
Ending Fund Balance	$14,191,226	$9,553,333	$4,033,721	-$2,457,185	-$10,016,621	-$18,750,093	*Purple bar in graph*
Note: targeted fund balance 25%	47%	29%	12%	-7%	-25%	-44%	

Step 2 of 3 - Items in Town's Control (fully or partially)

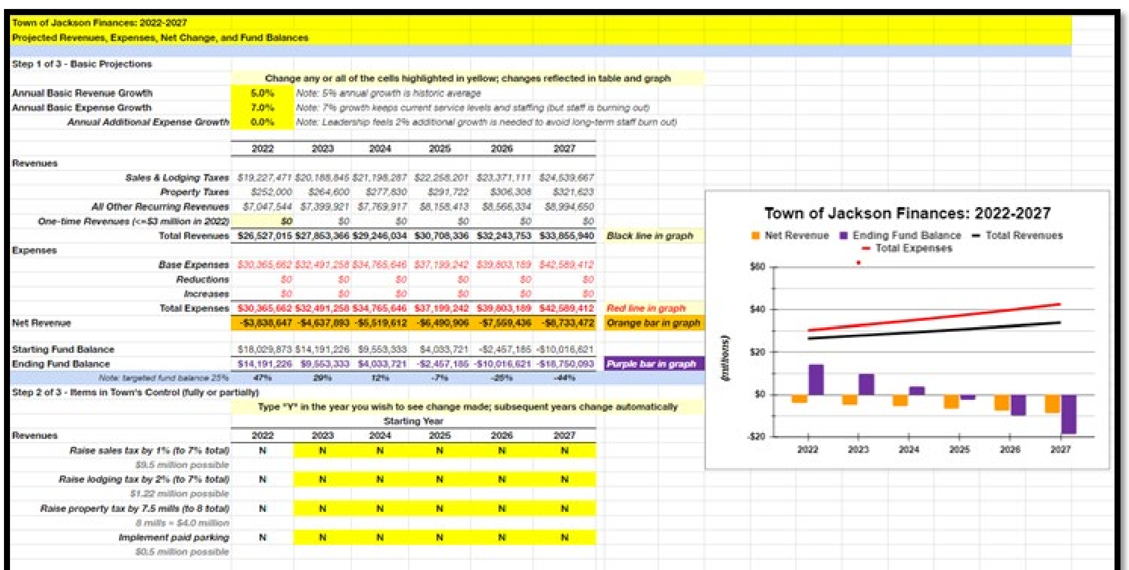
Type "Y" in the year you wish to see change made; subsequent years change automatically

Starting Year

Revenues	2022	2023	2024	2025	2026	2027
Raise sales tax by 1% (to 7% total)	N	N	N	N	N	N
$9.5 million possible						
Raise lodging tax by 2% (to 7% total)	N	N	N	N	N	N
$1.22 million possible						
Raise property tax by 7.5 mills (to 8 total)	N	N	N	N	N	N
8 mills = $4.0 million						
Implement paid parking	N	N	N	N	N	N
$0.5 million possible						



Future Funding Spreadsheet Model



Town of Jackson Finances: 2022-2027							
Projected Revenues, Expenses, Net Change, and Fund Balances							
Step 1 of 3 - Basic Projections							
	Change any or all of the cells highlighted in yellow; changes reflected in table and graph						
Annual Basic Revenue Growth	5.0%	Note: 5% annual growth is historic average					
Annual Basic Expense Growth	7.0%	Note: 7% growth keeps current service levels and staffing (but staff is burning out)					
Annual Additional Expense Growth	0.0%	Note: Leadership feels 2% additional growth is needed to avoid long-term staff burn out)					
	2022	2023	2024	2025	2026	2027	
Revenues							
Sales & Lodging Taxes	$19,227,471	$20,188,845	$21,198,287	$22,258,201	$23,371,111	$24,539,667	
Property Taxes	$252,000	$264,600	$277,830	$291,722	$306,308	$321,623	
All Other Recurring Revenues	$7,047,544	$7,399,921	$7,769,917	$8,158,413	$8,566,334	$8,994,650	
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Note: targeted fund balance 25%	47%	29%	12%	-7%	-25%	-44%	
Step 2 of 3 - Items in Town's Control (fully or partially)							
	Type "Y" in the year you wish to see change made; subsequent years change automatically						
	Starting Year						
Revenues	2022	2023	2024	2025	2026	2027	
Raise sales tax by 1% (to 7% total)	N	N	N	N	N	N	
$9.5 million possible							
Raise lodging tax by 2% (to 7% total)	N	N	N	N	N	N	
$1.22 million possible							
Raise property tax by 7.5 mills (to 8 total)	N	N	N	N	N	N	
8 mills = $4.0 million							
Implement paid parking	N	N	N	N	N	N	
$0.5 million possible							

SALES & USE TAX SUMMARY

Definition: The state of Wyoming has 4% sales and use tax in all 23 counties, and Teton County has a 1% or (5th-cent) local option tax, also a 1% or (6th-cent) specific purpose excise tax (SPET) currently in place, all apply to each purchase made, except for some services, groceries, and prescription drugs. This means that for each dollar spent on purchasing goods or services in Wyoming, an additional 5th and 6th cents are charged in Teton County. The State allows an additional 1% or (7th- cent) for ether local option tax or SPET option tax which currently is not utilized. The State also recently authorized a 1% (7^{th-} cent) Town only option based upon point of sale.

How much revenue does this source generate?

- 1% Teton County local option = $8.1 million
- 1% Town only option = $4.5 million
- 4% Statewide option = $9.9 million

Is this source recurring? How consistent or volatile has it been in the past?

- Recurring
- Cyclical with tourism and economy

Who needs to authorize the source? (Residents, Council, County, Joint, State, etc.)

- 1% local option - Residents and Council

What are risks or likely disadvantages of reliance on each funding source?

- Economic downturns

Equity impact – Who is paying (Property Owners, Visitors, Residents, Users etc.)? Is it regressive/progressive?

- Regressive because people who earn less pay a larger percentage of their salary in the form of sales tax, compared to those who earn more. As a percentage, people in the lowest income bracket pay more than double what the top 1% pay.
- Unprepared foods (all groceries) are currently exempt from sales tax across the state.

Does it achieve an alternate goal (i.e., parking revenue and TDM)?

- No

Does it grow the overall revenue projections, or does it rob Peter to pay Paul?

- Yes

What can it be used for? Are there restrictions on use (i.e., Lodging Tax)?

- Unrestricted

What are possible unintended consequences of this funding source (i.e., impact on other agencies, other communities, etc.)?

- Less disposable income for residents

PROPERTY TAX SUMMARY

Definition: The level of assessment is set as a percentage of the assessed value of a property. The assessed value is then applied to the mill levy to derive the exact tax dollar amount due each year.

How much revenue does this source generate?

8 Mills	4,030,348		4 Mills	2,015,174
7 Mills	3,526,554		3 Mills	1,511,380
6 Mills	3,022,761		2 Mills	1,007,587
5 Mills	2,518,967		1 Mill	503,793
4 Mills	2,015,174		1/2 Mill	251,897

Is this source recurring? How consistent or volatile has it been in the past?

- Recurring
- Increasing trend parallel to property values

Who needs to authorize the source? (Residents, Council, County, Joint, State, etc.)

- Council

What are risks or likely disadvantages of reliance on this funding source?

- Impact on long-term residents on fixed incomes

Equity impact – Who is paying (Property Owners, Visitors, Residents, Users etc.)? Is it regressive/progressive?

- Property taxes are fundamentally regressive because, if two individuals in the same tax jurisdiction live in properties with the same values, they pay the same amount of property tax, regardless of their incomes. However, they are not purely regressive in practice because they are based on the value of the property.

Does it achieve an alternate goal (i.e., parking revenue and TDM)?

- Diversification during sales tax downturns

Does it grow the overall revenue projections, or does it rob Peter to pay Paul?

- Yes

What can it be used for? Are there restrictions on use (i.e., Lodging Tax)?

- Supports all functions.
- No restrictions unless Council directs staff to earmark

What are possible unintended consequences of this funding source (i.e., impact on other agencies, other communities, etc.)?

- Less disposable income for property owners who may pass on to renters.

LODGING TAX SUMMARY

Definition: The new law applies to lodging services and went into effect on January 1, 2021. The law levies a 5% tax on all lodging services in the state and allows local governments to impose up to an additional 2% of lodging taxes.

How much revenue does this source generate?

- Currently 5% statewide (State keeps 3% & Local Government receives 2%)
- The current local 2% lodging tax generates $1,124,113 and if voters approve, we could add an additional 2% and that would generate $1,124,113 in new revenues.

Is this source recurring? How consistent or volatile has it been in the past?

- Recurring
- Cyclical with tourism

Who needs to authorize this source? (Residents, Council, County, Joint, State, etc.)

- A county wide vote of local residents

What are risks or likely disadvantages of reliance on this funding source?

- Means reliance on tourism

Equity impact – Who is paying (Property Owners, Visitors, Residents, Users etc.)? Is it regressive/progressive?

- Considered progressive where Visitors pay.

Does it achieve an alternate goal (i.e., parking revenue and TDM)?

- Would help to offset some of our annual costs relating to guest impacts

Does it grow the overall revenue projections, or does it rob Peter to pay Paul?

- Yes

What can it be used for? Are there restrictions on use (i.e., Lodging Tax)?

- 60% is restricted to promotional advertising provided through Travel & Tourism Board
- 30% is restricted to visitor impacts. Town uses for (START, Parks & Rec, and Pathways)
- 10% unrestricted in General fund, used to pay for Fire/EMS, Police, Public Works and General services

What are possible unintended consequences of this funding source (i.e., impact on other agencies, other communities, etc.)?

- Decreased occupancy and sales tax if viewed as cost prohibitive

STAFF REPORT

Meeting Date:	November 1, 2021	**Meeting Title:**	Special Town Council Workshop
Submitting Department:	Administration	**Presenter:**	Larry Pardee
Agenda Item:	Future Funding of Local Government	**Public Comment:**	Yes

This staff report has not changed significantly from the October 11th report. Staff has revised Phases 4 and 5 (see italics) which will be the focus of the November 1, 2021, meeting.

Purpose & Policy Considerations.
The purpose of this item is for Council to give direction on a framework for moving forward with the Council Priority - Future Funding of Local Government initiative.

Requested Action.
The desired outcome is to continue to evaluate, receive direction, and take next steps towards securing more diversified funding for the Town of Jackson in order to bring the community closer to achieving the desired Quality of Life through health, safety, and welfare of our community.

Recommendations.
To direct staff to proceed with the Future Funding of Local Government initiative.

Background.
At Town Council's January 2021 Retreat, Council members suggested potential priorities for the next two years, which were then discussed and ranked by each member. Future Funding of Local Government was one of the Council's top priorities. The goal of this initiative is to develop a Future Funding of Local Government framework including the identification of desired funding sources and matching of desired expenditures for all Town and Joint programs and departments. This initiative will start with Town staff developing a short and long-term implementation plan laying out a Future Funding of Local Government strategy for the Town, then working with Teton County to produce a similar strategy for joint programs and areas.

The Town began the Future Funding of Local Government initiative with the previous Council, with the goal to gain a thorough understanding of how the Town is currently funded, how revenue is allocated, and options for increasing sustainable recurrent funding. Based upon that discussion, the previous Council identified an additional penny (7th cent) of Sales Tax as the preferred option for addressing revenue diversification and shortfalls in the Town budget. This tax proposal was put to the Teton County voters in November 2020 and failed (passing in the Town but not in the County). In January 2021, Council again identified the Future Funding of Local Government as a priority to continue to work on both at the Town's Retreat and the Joint Retreat with Teton County.

Analysis

Goal and Desired Outcomes

During the October 11th, 2021, Town Council Workshop, Council discussed a few alternatives to the goal statement and voted to support the new goal statement as follows:

To diversify and develop sustainable funding to meet the needs and desires of the community.

Discussion Points: Does Council want to diversify, increase, and find new sustainable funding streams for the Town? Is the goal to increase revenue or could outcomes be achieved by reallocating existing revenue, shifting expenditures, or reducing levels of service? Is Council looking for sustainable sources of funding?

Next, staff has provided a draft framework for addressing the Future Funding of Local Government initiative. In order to assist Council in preparing for this discussion and facilitate the meeting, staff has identified "Discussion Points" throughout this report. This discussion will provide “initial” direction, and staff anticipates additional work at future meetings with more detailed drafts concluding with a final agreed upon framework.

Six-phase framework for moving forward with this initiative as follows:

- Phase 1 – Identification, review, and evaluation of historical, and current revenues
- Phase 2 – Identification, review, and evaluation of historical and current expenditures
- Phase 3 – Community Priorities Framework
- Phase 4 – Identification of Desired Future Expenditures
- Phase 5 – Identification/Matching of Funding Sources with Expenditures and Framework for Completing
- Phase 6 – Implementation Action Steps

<u>Today’s Workshop</u>

For today’s workshop, staff plans to work with Council starting with phase 5 funding sources and expenditures framework. Staff has continued to provide an overview of all phases in this report for Council to see all the phases of the proposed discussion and how they fit together.

Phase 1** - **Identification, review, and evaluation of historical, and current revenues - Discussed on September 13

Staff will review historical and current funding sources with Council, including a review of data trends, analysis of increases and decreases, if sources are sustainable or one time only, and who authorizes various sources of revenue. Staff has attached a Revenue Workbook for review prior to the workshop, but it is not expected. In addition, staff will discuss potential new revenues sources and review against the following criteria for initial consideration and evaluation:

Discussion Points: Does Council understand the source and collection method for current Town revenues? Does Council have additional criteria to consider when discussing potential new revenue? Does Council have any further new revenue sources they would like to consider?

Phase 2** - **Identification, review, and evaluation of historical and current expenditures -Discussed on September 13

Staff will review with Council historical and current expenditure trends including how expenses break down in terms of the Community Priorities framework (included below). Staff has attached an Expenditures Workbook for review prior to the meeting, but it is not expected.

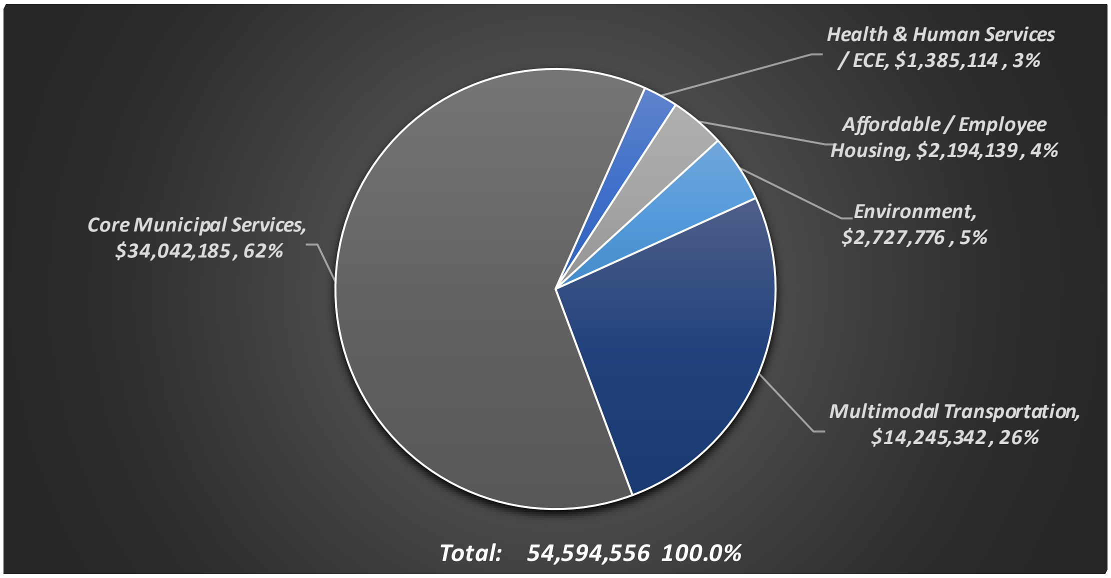
Staff will review all types of expenditures including services, programs, capital, contracts for service (health & human services), utilities, etc. and consider them through the following criteria:

Staff will also identify the current source(s) of funding for each expenditure to have Council better understand where and how all Town expenditures are currently being met.

***Discussion Points:** Does Council understand the Town’s historical and current expenditures? What questions does Council have regarding how the Town funds expenditures?*

Phase 3 – Community Priorities Framework - Discussed on September 13

During this phase, staff will review the proposed Community Priorities Framework to group expenditures and revenues into the community’s highest priorities for ease of comparison and discussion as follows:



The Town has tried a variety of different methods for grouping expenditures and funding in the past including the iceberg model (Programs, Planning & Potential), Comp Plan Common Values, Comp Plan Chapters, etc. It is staff's hope that the proposed Community Priority grouping utilizes the benefits from each of the previous versions to create a clear understandable summary of the Town's budget for Council and the community going forward. Staff have attached a Community Priorities Framework worksheet indicating what programs and services are included in each category should Council choose to review prior to the meeting.

Discussion Points: Does Council support the use of the Community Priorities Framework for budget discussions moving forward? Does Council have any changes to the programs or services provided in each category?

Phase 4 – Identification of Desired Future Expenditures – Discussed on October 11

During this phase, staff will assist Council in identifying where Council would like to expend resources in the future. This may include increasing or decreasing current levels of service and/or adding or eliminating program areas. This step will include an estimate of how much, if any, additional funding is desired, but will not identify where additional funding would come from, which will be part of Phase 5. Discussion here may include status quo and/or expansion of existing programs, and new areas for Town involvement. For example, the Comprehensive Plan calls for identifying dedicated funding sources for Housing, Transportation, and Open Space. Council could determine if these three Community Priorities should receive further dedicated funding and, if so, how much and for what. Staff is providing the following worksheet for consideration by Council regarding this phase:

Community Priorities Framework

	Health & Human Services / ECE	Affordable / Employee Housing	Environment	Multimodal Transportation	Core Municipal Services	Total
Current Approved LOS & $$$	$1,407,959 **3%**	$2,194,139 **5%**	$617,992 **2%**	$14,245,342 **35%**	$22,251,065 **55%**	**$40,716,497**
Future Desired LOS & $	**$3,280,944** **5%**	**$4,390,542** **7%**	**$883,916** **1%**	**$10,913,998** **18%**	**$40,590,825** **68%**	**$60,060,225**
5yr growth	133%	100%	43%	-23%	82%	48%
Annual growth	27%	20%	9%	-5%	16%	10%

Staff notes that the above table has been revised since the October staff report to exclude water, sewer, and fleet management programs. In addition, all department directors were asked to revise their requests for the next 5 years to include only what was needed to maintain current Levels of Service. The October staff report included department requests for increases in Level of Service and expansions of programs and/or services but those have been removed.

To begin this discussion, staff has drafted a 5-year budget projection to assist Council to think about potential changes to expenditures in the future in order to better align with Council's priorities while maintaining, or in some cases, increasing core services. Department directors identified potential future expenditures in the 5 Community Priority Framework categories based on the 39 Priority Driven Budget programs to maintain current Levels of Service only, as described above.

For each increase, staff identified the purpose of the expenditure, and why it was necessary to maintain the current level of service. Staff notes that these projections have not been largely discussed or prioritized but are provided to give Council an estimate needed to maintain core services. Moving forward, staff and Council will work to further develop the specific needs, priorities, and timing of these requests. In addition, it will be important to ensure that Council's top priorities are receiving the funding necessary to move them forward.

***Discussion Points:** Does Council generally support the estimated increases in the 5 Community Priorities Framework categories? What categories should be increased or decreased and for what in order to establish a desired future expenditure target?*

Phase 5 – Identification/Matching of Funding Sources with Expenditures and Framework for Completing

During this Phase, the outcome of Phases 1 and 4 will be combined to identify the available and most appropriate type of funding for all desired expenditures. The criteria and evaluation completed during Phase 1 will be utilized to match the most appropriate funding sources with the desired expenditures through the Community Priorities Framework.

Staff has presented below two funding and expenditure scenarios. Scenario 1 represents the current LOS projected over 5 years with inflation adjustments only. Scenario 2 is staffs' estimate of the expenditures needed to increase community priority funding for Health and Human Services/ECE, Affordable/Employee Housing, Environment, and Multimodal Transportation as identified by staff. In addition, Scenario 2 includes staff's estimate of the required increase in core municipal services funding needed to maintain our current Level of Service. Staff notes that both scenarios presented indicate a budget deficit by year 2027. Based upon scenarios 1 and 2, Council will be asked at the meeting to develop a desired Scenario 3 to conclude the future funding of local government initiative. Through the development of a Council preferred Scenario 3, Council will determine how to address the projected budget deficit, set the desired future expenditures in each of the 5 community priority categories and identify the necessary revenues to support future expenditures.

***Discussion Points:** What additional funding can be identified and/or how could existing funding be reallocated?*

	Projected FY2027 Budget		
	Scenario 1	Scenario 2	Scenario 3
Projected Revenues	47,340,387	47,182,989	
Health & Human Services / ECE	3,280,944	3,280,944	
Affordable / Employee Housing	2,877,061	4,390,542	
Environment	866,766	883,916	
Multimodal Transportation	10,546,976	10,913,998	
Core Municipal Services	34,581,573	40,590,825	
Budget Surplus (Deficit)	(4,812,932)	(12,877,236)	-
Fund Balance	16,628,217	(17,546,634)	

Note: Water, sewer, and fleet management programs have been excluded; fund balance represents, general fund, capital projects fund and special revenue funds, this falls below our target fund reserves.

Revenue / Funding Worksheet	**How Much Revenue is generated**	**Is it Reoccurring or One Time**	**Who Needs to Authorize**
Currently Allowed Revenues	**$ - Estimates**		
Sales & Use Tax 4 - cents	$ 10,757,562	Reoccurring	Town / County
Sales & Use Tax 5th - cent (split 50% General & 50% Capital)	$ 8,859,175	Reoccurring	Town / County
Lodging Tax 2%	$ 1,456,463	Reoccurring	TOJ/TC / Community
Property Tax .05 mill	$ 251,897	Reoccurring	Town
Fee's	$ 1,279,143	Reoccurring	Town
Development Exactions & Impact Fees	$ 156,800	Reoccurring	Town / County
START Revenues	$	Annual Grant	Federal
Federal and State - Sources and Programs	$	TBD	Federal / State
Total:	**$ 22,761,040**		
Allowed but currently not utilized			
Additional 1 - cent local option or SPET from sales & use tax	$ 8,859,175	Reoccurring	Town / County / Community
Additional Lodging Tax 2% - needs a vote	$ 1,456,463	Reoccurring	Community
Property Tax 7.5 mills	$ 3,778,451	Reoccurring	Town
Development Exactions & Impact Fees	$	Reoccurring	Town / County
Surface Water Drainage (Stormwater)	$	Reoccurring	Town
Bonding	$	One Time	Town / Community
Improvement & Service Districts & Special Districts	$	TBD	Town / Community
Downtown Managed (Paid) Parking	$ 504,000	Reoccurring	Town
Other -	$		
Total:	**$ 14,598,089**		
Currently not allowed and will need State Legislation			
Real Estate Transfer Tax	$ -	TBD	State of WY
Unearned Income Tax	$ -	TBD	State of WY
Other	$ -		State of WY
Total:	**$ -**		

Phase 6 – Implementation Action Steps

During this phase, based upon the outcome of the previous work, staff and Council will work to develop implementation action steps, and an associated timeline identifying parties responsible for implementation. It is staff's recommendation that the Town complete review of all Town programs and services prior to working with the County on joint departments and issues as follows:

- **Step 1: Town**
  Town Council completes the Future Funding of Local Government process described herein.
- **Step 2: Town and County**
  The Town and County work to complete a similar Future Funding of Local Government process for joint departments and areas similar to the one completed for the Town.

Schedule

Staff would like Council direction about the pace that Council would like to move this initiative forward, with a possible goal of completing it before the next budget cycle that begins in February.

In order to complete this initiative prior to next year's budget session, staff recommends a 6-month timeframe, with completion by February 2022. Based upon this, staff has identified the following meeting options for consideration:

1. Utilize thirty minutes to an hour from each monthly Town Council workshop to discuss
   a. Regular workshops - Dec 20 and Jan 17
2. Add an hour (start at 2:00) to each monthly workshop to discuss
   a. 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 (4-6 months)
    a. Special workshops – Dec 13 and Jan 10
4. Etc.

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

Discussion Points: Is the proposed 6-month timeline for completion of this initiative realistic/desirable? What is the appropriate type(s) of meetings and schedule to ensure the desired goals of the initiative are achieved? Should completing discussions with Teton County occur during the proposed timeline or could that occur after?

Alternatives (Optional).

Comprehensive Plan & Priority Alignment.
To successfully implement the Comprehensive Plan, Council must set priorities, be strategic, and be disciplined. A critical component is prioritizing and identifying the necessary level of funding to address desired goals, policies, and strategies. As a result, this project is critical to the successful implementation of the Community Priorities and 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 Comp Plan come at an additional cost to the community that current funding levels cannot accommodate. Chapter 8 - Quality Community Service Provision calls for *"Timely, efficient and safe delivery of quality services and facilities in a fiscally responsible and coordinated manner."*

Fiscal Impact.
None at this time.

Staff Impact.
Staff resources have been added through the adoption of the FY22 Budget including a Community Engagement Specialist, Community Development Director and reorganization of the Town Manager, Assistant Town Manager and Planning Director jobs. The staff impact of preparing this information for the August 30 meeting is approximately 40 hours. Staff is expecting to spend an additional 600 combined hours in order to complete the initiative. Work on this initiative includes time primarily from the Finance Director and Town Manager with additional time spent by the Community Development Director, Assistant Town Manager and other Department Directors.

Attachments or Links.
None

Suggested Motion.
I move to direct staff to proceed with the Future Funding of Local Government initiative as described in this staff report, including any additional direction provided by Council at this meeting.