

Special Town Council Meeting

January 31, 2022

9:30 AM

Snow King Resort - Snow King Hotel - Grand Room

Chair: Hailey Morton Levinson

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

- A. To join, click the link or copy to your browser: <https://us02web.zoom.us/j/83869952664?pwd=cEd4d0l4djRWYlZUalpzaTdKKzd6Zz09>
If the link does not work, join at [zoom.com](https://zoom.us) with Webinar ID: **838 6995 2664** Password: **83001**
or join by phone **+1 253 215 8782** with Webinar ID: **838 6995 2664** and Passcode: **83001**

II. WELCOME AND AGENDA REVIEW

III. ICEBREAKER

IV. DISCUSSION

- A. Update on Current Status of Council and Town Priorities
- B. Council Priorities and Potential Initiatives List

V. BREAK

VI. DISCUSSION

- A. Checking in on Council Procedures and Agreements
- B. A Critical Priority for the Town: Retention, Support, and Recruitment of Staff

VII. LUNCH

VIII. DISCUSSION

- A. Director Updates

IX. BREAK

X. DISCUSSION

- A. Dialogue with State Legislative Liaison Nick Agopian

XI. 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.



Childcare/Early Childhood Education (ECE)

Council voted to have staff explore potential levers the Town can utilize to affect ECE in our area. ECE affordability is a structural, national issue, especially for infants and toddlers, and in Jackson and Teton County, pose real and present challenges for parents and guardians of young children. Staff presented the following list as possibilities to address the structural lack of affordability of ECE, the need for more support for the most under-resourced families in our community, and consideration of ways to reduce the financial burden of ECE for parents and guardians.

In the near-term, staff has been focused on creating a website with a list of licensed, local childcare providers and the process for substitute ECE teachers to go through to become accredited. Staff worked with the Department of Family Services and local providers to ensure the accuracy of the information on the Town's webpage, which is available here: <http://townofjackson.com/618/Childcare>. Staff is also working to be able to provide childcare during Town Council meetings when in-person meetings resume and connecting with local providers about needs that may be expressed during the budgeting cycle. In addition, garden-level space in a town-owned building will be unoccupied sooner than expected and staff will be bringing forth various options for utilizing that space, potentially including for childcare. If that use is chosen, the process would likely include a request for proposals from providers to run an ECE program in this space and would require a certain number of spots for Town employees.



Ecosystem Stewardship

Town Council approved the hiring of an Ecosystem Stewardship Administrator with the adoption of the FY22 budget. This first of its kind position will develop and lead Town initiatives related to Common Value 1: Ecosystem Stewardship of the Jackson/Teton Comprehensive Plan specifically including Chapter 1. Stewardship of Wildlife, Natural Resources, and Scenery and Chapter 2. Climate Sustainability specifically including the following areas:

- Town of Jackson Sustainability Program – 20%
- Collect and Evaluate Metrics indicating the Ecosystem's Health – 30%
- Jackson Hole Climate Action Collective – 20%
- Water Quality Initiatives – 20%
- Karns Meadow Park – 10%

The Town recently advertised for the position and received 37 applications. Interviews and selection of a candidate will occur over the next month.



Equity Task Force

Council directed staff to create an Equity Task Force to advise the Town on equity and inclusion strategies, strengthen connections among the many segments of the community, and make recommendations to the Town and Town Council on priorities, policies, and solutions to help bring a wider variety of voices and perspectives into conversations to, ultimately, inform decision-making. The Equity Task Force will consider existing policies, programs, and practices that can help promote greater equity, and potential changes or new policies that could help achieve greater equity. The Task Force will decide where and what to focus on during its initial meetings and make recommendations to Town staff and Town Council twice annually. Town Staff brainstormed potential projects the Equity Task Force could take on, including considering how equity fits into the Comprehensive Plan's vision of 'Quality of Life'; partnering to develop events and ways for residents to get involved in promoting diversity, inclusivity, and belonging; and consideration of equity as it relates to capital projects and infrastructure updates. These are potential ideas and may not be what the Equity Task Force focuses on and are shared to provide perspective on potential projects. Equity Task Force members will commit to serve 2-year terms during which they will attend monthly 3-hour meetings, complete work outside meetings to prepare, and serve on at least one working group committee. Task Force members will receive \$450 monthly stipends for two years. Members must live in Teton County, Wyoming. The timeline, which is currently on track includes: interview and appointment of Task Force members in February and the first monthly meeting taking place in April.



Future Funding of Local Government

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. The top six ranked priorities that staff was directed to research and report back on included continued work on the Future Funding of Local Government as one of the body's top priorities. The goal of this initiative was to develop sustainable local government funding source(s) for the entire community by working closely with County to determine the best forward-looking approach funding local government. Specifically, this project included review and consideration of the following:

- Town and County Overall Funding allocations and responsibilities
- Joint Department Funding options and responsibilities
- Exploration of all current not utilized Funding Options
 - Sales Tax Options
 - Property Tax
 - Fees
 - Licenses
 - Lodging tax
- SPET vote in 2022 and beyond
- Exploration of all future Funding Options
 - Real Estate Transfer tax
 - State Diversification
- Etc.

In December Council concluded and approved moving forward and beginning discussions with Teton County on whether to jointly support an election in 2022 for a County wide **7th Cent** local option sales & use tax at the January JIM and to continue discussions at the Joint Retreat.



Housing

The Joint Town/County highlights for 2021 include the following:

- 1) We added 83 permanently deed restricted units to our housing stock, plus 8 dorm beds.
- 2) We broke ground on two new public-private partnership projects that will create 42 new homes for members of our workforce. We are partnering on six projects that will create 189 permanently deed restricted homes for our workforce, leveraging over \$85m in private capital.
- 3) We launched the Preservation Program and have been able to permanently preserve four homes for the workforce by providing down payment assistance local working households seeking stable housing.



Karns Meadow

Council direction on this initiative for 2021-22 was to re-engage with Jackson Hole Land Trust (JHLT) on the project. JHLT has been the Town's longstanding partner on the project and had previously considered financial and technical support. Staff from Parks and Recreation and Community Development have met with the JHLT over the past year to discuss the best path forward. Based upon these discussions Parks and Recreation plans to move forward in the next year to develop a Master Plan for the area. Funding for planning, design and permitting will be requested as part of the FY23 Budget submittal. Master planning would take place in Summer 2022, with the conditional use permit process in Fall of 2022.



Teton Climate Action Plan (TCAP): Year 1 Summary and Year 2 Opportunities for the Town of Jackson

Background

On April 6, 2020, the Town Council adopted Resolution 20-05, committing to carbon neutrality by 2030. In the fall of 2020, Jackson Hole Climate Action Collective (JHCAC), a non-profit formed out of the January 2020 open community meeting on climate action, began convening the leading non-profit and public actors around climate action. In 2021, Town Council identified climate action as one of its strategic priorities for the term, which empowered Town staff to participate in the leadership of the collaboration being convened by JHCAC.

In the late spring of 2021, the climate action collaboration took shape as Teton Climate Action Planning (TCAP), facilitated by LegacyWorks Group and JHCAC with additional leadership from the Town of Jackson, Energy Conservation Works, Riverwind Foundation, Sunrise JH, Voices JH, and Yellowstone Teton Clean Cities.

TCAP is a collaborative approach to equitable climate action. TCAP emphasizes action - that change needs to start now in order to limit the impacts of climate change and massive community inequity. TCAP also emphasizes collaboration - that building the capacity of more actors will enable more action.

In 2021 TCAP convened teams of community members around the topics of equity, community engagement, dashboard monitoring, collaborative resourcing, energy use in buildings, transportation, waste, water, food, and land use. In total, about 80 members of the community participated. From the input of those teams, TCAP is producing a Teton Climate Action Planning website - tetonclimate.org - that we hope to launch publicly at the end of February and will continue to update and enhance over the years. It will have four components.

1. **Dashboard** - The Dashboard will monitor climate change in the region, the community's progress toward carbon neutrality, equity in the community, and the potential and measured impact of climate actions. The dashboard will be an interactive shared data platform that allows users to explore the potential impacts of various climate actions.
2. **Opportunity Matrix of Future Action** - The opportunity matrix will be a dynamic list of potential climate actions that can be referenced by any organization seeking to take action. It will have a public interface to invite ideas, enhancements, prioritization, and collaboration. It will be curated by the TCAP collaborative resourcing team to catalyze opportunities into action.
3. **Current Action** - Once an action is underway the current action section of the site will provide a way for people to see what's happening, get involved, and link to project monitoring on the dashboard.
4. **The Story of Climate Action in the Tetons** - This portion of the site will be a place to share the stories of climate action and promote continued climate action.

All aspects of the website will be mobile compatible and available in both English and Spanish.

Request

In 2022, TCAP will be focused on:

- Collaborative resourcing for projects in the opportunity matrix,
- Dashboard buildout and maintenance, and
- Community engagement

TCAP is not an organization with staff. It is a collaboration of organizations that dedicate staff time to catalyze climate action. The climate action projects themselves are staffed by the organizations sponsoring the projects and are funded through the participating organization(s) or grants to those



organization(s). While TCAP may assist in grant writing, the funding flows through the project sponsor. For example, the dashboarding effort is being directed by a collaborative TCAP dashboard team while being led by LegacyWorks Group, which has received a Community Foundation of Jackson Hole grant and is pursuing additional funding.

Within this model, there is a number of ways the Town of Jackson can support TCAP in the next year or two.

Staff Capacity

- Assistance from the Ecosystem Stewardship Coordinator. If climate action is in the job description for the ecosystem stewardship coordinator, we would love to bring that person into TCAP with the other coordinating staff from LegacyWorks to assist in collaborative resourcing to catalyze climate action. We envision this as a 2-10 hour per week commitment.
- Town leadership on TCAP teams. Johnny Ziem (Water, Food, Waste team lead), Susan Scarlata (Community Engagement), and Larry Pardee (Collaborative Resourcing) have all been invaluable contributors to date. Moving forward, we envision team meetings occurring quarterly, with another set of quarterly meetings for team leaders. It would be great to have at least one Town staff serve as a team leader and to have the continued participation of multiple Town staff in team meetings.
- Collaboration between the TCAP and the Equity Task Force. TCAP's community engagement and equity team is focused on equitable climate action that improves equity while taking climate action. We would love to collaborate with the newly formed Town Equity Task Force on topics such as how to equitably engage the community on what climate actions are most important to community members.

Climate Action Opportunities

- Town electric vehicle (EV) purchasing policy. One of the most impactful ways for the community to reduce emissions is to shift to electric vehicles. If every mile driven was in an electric vehicle we would be almost 60% of the way to carbon neutrality. The Town can lead this effort by committing to electrify its fleet.
- EV Charging Stations. Communitywide EV use requires widely available EV charging stations. Public investment in such stations should be a part of the overall Town parking strategy, as a way to drive climate action while also addressing parking needs, and begin immediately. A typical Level 2 charging station provides 18-28 miles of charge per hour, meaning a 3-hour parking space could provide almost 90 miles of travel. Incorporating charging into the public parking infrastructure transitions public provision of parking from a VMT facilitator into an equitable climate solution - facilitating electric travel while lowering the individual investment barrier of installing a personal, in-home charger. The stations themselves cost \$500-\$5,000 dollars depending on how quickly they provide a charge. The greater cost is in the installation of the necessary power infrastructure. By incorporating public EV charging stations into otherwise planned infrastructure projects and installing them at scale (for example a whole block, rather than one or two spaces) these costs can be minimized.
 - The Town should include charging station installation in its Capital Improvements budget. TCAP is happy to help identify matching grant funds and cost projects.
 - The Town should include EV infrastructure as part of its parking policy consideration in employment centers.
- EV Charging Station LDR Amendment. Yellowstone Teton Clean Cities intends to submit a text amendment that would require EV charging stations and or conduit to be placed in new development.
- Create pedestrian and bike-only roads in Town. This project involves identifying the roads that could be seasonally closed to vehicles to promote pedestrian, bicycle, and E-bike travel.

Town Council Retreat Item – Update on the Status of Council Priorities and On-going Efforts
Day 1, 9:45 PM



- Comp Plan Chapter 2 Update. Strategy 2.G.S.1 in the Comp Plan calls for an update to the Climate Sustainability chapter of the Comp Plan. January 2023 is an ideal date to begin that update. The update should build on the work of TCAP and recognize TCAP as a source of ongoing climate action planning and climate action strategies. The Town could also employ TCAP organizations to facilitate the update.
- Advocate for climate action in the destination management plan. The Town can support a vision for carbon-neutral tourism in the upcoming destination management planning process. Further steps toward, supporting, incentivizing, and requiring action will come later, but ensuring climate (and carbon neutral tourism) is a central consideration in future destination management is an important first step.
- Support green energy opt-out by LVE. The Town can support LVE moving to a green energy opt-out policy. The current program requires LVE users to opt-in to green power.
- Water conservation outreach program. Water conservation saves energy and reduces emissions. The Town should explore water conservation education initiatives such as a user explorer tools similar to the tool that allows LVE electricity and gas users to look at their monthly consumption.



Town Employee Housing Strategy

This item was originally identified by Council as an effort to look at current Town properties for their ability to provide employee housing for Town employees. During initial discussions of this topic staff found that by broadening this initiative to include a Town Employee Housing Strategy including Council policy direction, inventory of current and needed properties and implementation steps, the effort could be of further benefit to the Town in the long run. Based upon this staff has proposed the following outline of steps in the development of a Town Strategy to be completed over the next 6 months:

1. Town Employee Housing Survey
 - Housing Department has released a survey asking Town staff about their thoughts and needs for housing, years to retirement, current housing situation, etc.
 - The survey will provide recommendations based on survey results, national trends, comp plan goals, etc.
2. Work with Staff and Council to develop a Town Employee Housing Strategy including:
 - Target percentage of Town Employees to be housed in the next 5-, 10- and 15-years including assumptions for growth of the Town workforce
 - Type and size of housing needed
 - Affordability range of housing needed
 - Rental versus Ownership mix
 - Prioritized Housing Capital Improvement Plan with associated funding strategies
 - Inventory of current Town properties and number and type of units that could be constructed; consideration of use for Town employee and/or community housing will need to be considered
 - Amount and type of property needed to achieve Housing targets
 - Consideration of the relationship of Housing to the Town Compensation and Salary Plan and other Town benefits
 - Consideration of partnerships with other employers to building housing
 - Etc.



Transportation

The Joint Town/County position of Regional Transportation Planning Administrator was accepted by a highly qualified applicant. To respect the new hire's privacy, an official announcement will not be made until later this winter. The Town/County will welcome this new employee in late-February or early-March and look forward to increased capacity to implement the Integrated Transportation Plan. The Transportation Advisory Committee (TAC) has met monthly over the past year to coordinate transportation issues between the Town (Planning, Public Works, START), County (Pathways, Public Works, Public Works), WYDOT, and Grand Teton National Park.

Pathways Project Highlights and Progress

- Teton Mobility Project – Town and County pathways master planning effort. Completed public outreach and route analysis. Staff will bring the proposed project list to the JIM in Spring 2022.
- Scott Lane/Maple Way Bike/Ped/ADA project – Staff has completed conceptual planning and first round of public outreach and internal stakeholder outreach. Staff will bring the concept plan to Council for review in February.
- Willow St. Safe Routes project – Staff has completed concept design and public outreach for extending the buffered bike lanes on Snow King from Cache to Willow and on Willow from Snow King to Gill. Staff will bring the proposed design to Council for approval in March.
- E-bike/Pathway Safety – Staff has worked with the Pathways Task Force to recommend regulatory, education, and infrastructure measures to improve pathway user safety with a focus on e-bike usage. Council approved a provisional list of recommendations in January. Staff will bring an implementation plan to Council in Spring 2022.
- South Park Loop Pathway Root Repair – completed the root removal and pathway repair project on South Park Loop along 3 Creek in Summer 2021. Project completed on time and under budget.
- BUILD Grant – Pathways staff has helped coordinate BUILD grant planning and design for multiple projects.
 - Wilson-Stilson Pathway – design and coordination with WYDOT and other agencies on pathway between Fish Creek and Stilson Ranch. Construction scheduled for 2023.
 - Teton Pass Pathway – preliminary design and planning (including environmental compliance) and coordination with USFS and WYDOT for the 3-mile segment from Trail Creek Campground to Coal Creek.
 - Downtown Wilson Corridor Planning – coordination with Alta Planning, WYDOT, and the Wilson Advisory Group on planning and design of multimodal improvements in downtown Wilson.
- Sagebrush Connector Pathway – staff coordinated with Grand Teton National Park and the Federal Highways Administration to procure grant funding through the FLAP program to construct the missing link in the pathway between JH Golf and Tennis and Gros Ventre Jct. in Grand Teton.



Water Quality

Council voted to direct staff to move forward on the following 3 key water quality initiatives:

1. **Wastewater Treatment Plant Study**

Council approved a contract in October 2021 with TriHydro. Work is underway and staff received a Technical Review Memorandum in January that highlights results of their data gathering and modeling for operational considerations at the Plant. A technical discussion with staff and the Steering Committee will occur in mid- to late- February. Remaining milestones for this project are:

- End of April – Technical Review Report (including recommended improvements) and meeting
- Early May – stakeholder coordination
- End of May – Public Engagement meeting and project complete

2. **Stormwater Management Program**

Council approved a contract in September 2021 with Wood. Work on the project will commence in February, and this project is anticipated to take 2 years to complete. The first effort is to complete the stormwater system infrastructure GIS, which Town progressed in advance of the contract through grant funding. The next step is reviewing Town Code and LDRs, State regulations and recommendations, local requirements of similar resort communities, current plans and recommendations the Town is implementing, organizational structure/staffing capacity and needs, and current infrastructure system performance. Once this review is complete, sometime this spring, the consultant will begin to develop the Town's Stormwater Management Program. The Program will be complete next winter, and some aspects of implementation will occur as part of this contract over the year following.

3. **Water Quality Planning (Teton County)**

Council approved a Letter of Agreement in December 2021 among partnering entities for Teton County's consultant contract with Trihydro to complete the Teton County Water Quality Master Plan. The County's work with the consultant commenced with a kickoff meeting in January 2022. Staff has committed time in FY22 and proposes continued time commitments in the FY23 work plan. The project is anticipated to take 2 years to complete.

TOWN COUNCIL WORK PLAN FY22 - FY23

Council Priorities	ITEMS	Council Meetings	Estimated Staff Hours	Actual Staff Hours	% Complete	Department Lead
Council Priority	Future Funding of Local Government	6	600			Admin
	- Town	4	500		80%	
	- Town and County	2	100		10%	
	- SPET 2022 and Beyond	2	8		10%	
Council Priority	Childcare	2	30		85%	CD
Council Priority	Teton - Climate Action Plan (TCAP)	2	100			Admin/PW/CD
	- Planning Teams				On-going	
	- Projects				On-going	
Council Priority	Equity Task Force	2	1000			CD
	- Start Up	1	500		80%	
	- On-going	1	500		On-going	
Council Priority	Karns Meadow	2	40		10%	P&R/Admin
Council Priority	Water Quality		505			PW
	- Wastewater Treatment Plant Study	1	65		30%	
	- Stormwater Management Program	6	290		5%	
	- County Wastewater Planning	0	150		5%	

Town Council Retreat Item - Council Priorities & Potential Initiatives List
Day 1, 10:30 AM

On-going Priority Work	Council Rules and Procedures COMPLETED	2	15	70	100%	Admin
On-going Priority Work	Ecosystem Stewardship					CD
	- Start Up	3	100		50%	
	- On-going				50%	
On-going Priority Work	Housing Supply					Housing
	- 400 West Snow King	1			100%	
	- Housing Preservation Program				100%	
On-going Priority Work	2022 Legislative Approach	2	100		30%	CD/Admin
On-going Priority Work	FY22-23 Budget/Priority Based Budgeting	9	2,250		20%	Admin/Fin
On-going Priority Work	Council Retreat	16	120		50%	Admin/CD
	- mid-year check in				100%	
	- annual retreat				40%	
On-going Priority Work	Town Properties for Employee Housing	2	20		10%	Admin

Town Council Retreat Item - Council Priorities & Potential Initiatives List

Day 1, 10:30 AM

On-going Item	Water & Sewer Connection Policy COMPLETED	2	120		100%	CD
On-going Item	Northern South Park	2	650		60%	CD
On-going Item	Housing Nexus Study	4	380		65%	Housing
On-going Item	Definition of Family	2	70		90%	CD
On-going Item	Town Stable and Transitional Sub-areas	2	90		30%	CD
On-going Item	Short term Rentals and Lodging Overlay	2	90		30%	CD
On-going Item	Employee Compensation/Salary Survey	4	450		15%	Admin
On-going Item	Willow Street Safe Routes	2	4		25%	Path
On-going	Pathway and E-bike Safety					Pathways
On-going Item	Bear Conflict Mitigation	1	100		20%	CD
On-going Item	Future of Rodeo/Fairgrounds	2	8		0%	CD
On-going Item	Percent for Art	2	45		80%	CD
On-going Item	Property Tax Abatement	4			20%	Legal
On-going Item	Paid and Managed Parking RFP's	2	40		80%	CD

Town Council Retreat Item - Council Priorities & Potential Initiatives List
Day 1, 10:30 AM

On-going Item	Retail and Bar Licenses	6	40		40%	Admin
On-going Item	Municipal Code Update & Legal Review	6	500		75%	Legal
On-going Item	Short Term Rentals	4	100		40%	CD
On-going Item	Lawsuit Briefings	4	50		Ongoing	Legal
On-going Item	Hillside Regulations	4	50		75%	CD
On-going Item	Sign Standards	2	200		5%	CD
On-going Item	LDR Clean Up	4	360		5%	CD
On-going Item	SPET Project Implementation					Admin
	FY22 - Core Maintenance Facility Design	1	120		100%	PW
	FY23 - Core Maintenance Facility Construction	1	120		5%	PW
	FY24-FY25 - Gregory Lane	2	20		5%	PW
	FY24-FY26 - Cache Tube	1	20		0%	PW
On-going Item	Capital Improvement Projects (CIP)					Admin
	FY22 - Rancher Streetscape (Design 100%) Construction	1	30		5%	PW
	FY22 - Pearl Street Sidewalks (Design 100%) Construction	1	40		5%	PW
	FY22 - Vine Street Complete Street Design	2	35		10%	PW
	FY23 - Flat Creek Street Reconstruction	1	35		0%	PW
	FY23 - N. King Street Streetscape & Bus Loading Design	1	20		100%	PW
	FY24 - Center St. Streetscape Pedestrian Project	1	25		50%	PW
On-going Item	Town Streetscapes/Right of Way	6	140		0%	PW/Path
On-going Item	Unanticipated Items	10	200		Ongoing	Various
Total:		155	11,145	70		

PROCESS STAFF REPORTS

PROJECT	COUNCIL HOURS	STAFF HOURS	DEPARTMENT LEAD	AUTHOR
Renaming Street or Park in Honor of Rylee McCollum			Legal/Admin	RR
Research/Analyze/Discuss Short-Term Rentals & Lodging Overlay			Planning/CD	PA/TS
Town wide Speed Limits			PD	MW

POTENTIAL INITIATIVE (PI) LIST

PROJECT	COUNCIL HOURS	STAFF HOURS	Deaprtment Lead	Requestor
Food Trucks			CD	TC
Net Zero Building Requirement				JSC
Land Acknowledgment at Mtgs.			CD/SS	JSC

COMPLETED ITEMS LIST

PROJECT	COUNCIL MEETING Hours	STAFF HOURS	% Complete	Deaprtment Lead
430/440 W. Kelly			Complete	Housing
Growth Management Plan			Complete	CD
Human Services Funding Plan			Complete	Administration
Housing Plan Adoption			Complete	Housing
2020 Legislative Session			Complete	CD/Admin.
Snow King			Complete	CD
Integrated Transportation Plan			Complete	CD
START Route Updates & Plan			Complete	START
Municipal Code Update & Legal			Completed	
FY21 Budget/Priority Based Budgeting			Complete	Administration
Virginian Redevelopment			Delayed	CD
Historic Downtown Regulations			Complete	CD
Water & Sewer Utility Rate Study			Complete	PW
Community Childcare Study			Complete	CD
Updated Fee Schedule			Complete	Admin.
Retail and Bar Licenses			Complete	Admin
SPET Bonding			Complete	Admin

TOWN COUNCIL WORK PLAN 2020

[illegible]



TOWN COUNCIL WORKING AGREEMENTS

We establish these working agreements in order to have a shared understanding of how we will move forward with the work that we do for the community, how we will treat one another, what we expect from one another, and to emphasize that we have a shared commitment to civility, compassion, and service as a privilege, not a career.

▪ Discussion

We agree to:

- ✓ Avoid grandstanding.
- ✓ Minimize repetition.
- ✓ Refrain from back and forth debate.

▪ Consensus & Voting

We agree to:

- ✓ Express our opinion and vote.
- ✓ Work towards consensus when appropriate.
- ✓ Understand that a split vote is not personal.

▪ Respect

We agree to:

- ✓ Not surprise each other or staff at meetings.
- ✓ Ask our questions of staff in advance of the meeting and notify Mayor and Town Manager of major concerns.
- ✓ Act professionally.
- ✓ Treat our constituents with respect at and away from the lectern.

▪ Intentionality

We agree to:

- ✓ Trust each other to have positive intentions.
- ✓ Thank each other.
- ✓ Celebrate successes.

▪ Fairness and Equity

We agree to:

- ✓ Give equal time and equal information.
- ✓ Be consistent.
- ✓ Transparency in our words and deeds.

▪ The Body Politic

We agree to:

- ✓ Support the decision and Council even if we voted in opposition.
- ✓ Not undermine decisions already made.
- ✓ Refrain from belaboring or lobbying issues with each other or with staff after action has been taken.



Roles and Responsibilities of Elected Officials & Staff

OFFICIAL ROLES

1. Mayor

- a. Chief Elected Official
- b. Chief Executive of the Municipal Corporation
- c. Presides Over Council Meetings
- d. Symbolic Head of Town Government (ribbon cutting, baby kissing, etc.)
- e. Member of the Town Council (one vote, no veto)
- f. Provides Community Leadership

2. Individual Councilmembers

- a. Member of the Board of Directors for the Municipal Corporation
- b. One Vote

3. Town Council (As a Body)

- a. Fiduciary Responsibility (budget/finance)
- b. Legislative Responsibility (passes ordinances, resolutions, etc.)
- c. Appoints Town Manager, Town Attorney and Municipal Judge
- d. Sets Policy, Establishes Priorities, Adopts Guiding Documents
- e. Provides Community Leadership

4. Town Manager

- a. Serves at the pleasure of the Town Council
- b. Is the Chief Administrative Officer
- c. Manages the day-to-day affairs of the Town government
- d. Provides policy advice to Town Council
- e. Implements policy and enforces municipal ordinances
- f. Hires and fires all Town employees except for Town Attorney and Municipal Judge

5. Town Attorney

- a. Serves at the pleasure of the Town Council
- b. Provides legal and policy advice to Town Council and Planning Commission
- c. Provides legal advice to Town Staff

6. Town Staff

- a. Serve at the pleasure of the Town Manager
- b. Provide support, research, and professional opinions

7. Council Liaisons

- a. Attend meetings of assigned groups and remains informed of issues affecting that group
- b. Share pertinent information with Council
- c. Do not represent Council's opinion or position unless a vote of Council has been taken



GOVERNANCE ROLES

1. Mayor

- a. Pays attention to the proceedings
- b. Keeps discussion focused on the issue
- c. Allows participation by all interested parties
- d. Enforces meeting protocol and ground rules
- e. Keeps the meeting moving forward, without getting "bogged down" in minutia
- f. Uses gavel effectively
- g. Moves the discussion – provides guidance and "nudging"
- h. Checks with the Council for agreement and/or concerns
- i. Monitors for repetition –asks for a vote when discussion begins to repeat itself
- j. Gives everyone a chance to be heard
- k. Serves as sidetrack monitor "That's a good idea, but the issue is...."
- l. Serves as the "Policy Reminder" and "Micromanagement Monitor" - asks the Council if discussion is becoming too detailed and task should be delegated to management
- m. Enforces Council ground rules including: no personal attacks, don't be redundant, don't twist the facts, don't attack staff, maintain civility
- n. Trust the Council and staff – assume positive intent
- o. Be the summarizer – help define the question

2. Town Council

- a. Does their homework
- b. Stands for something
- c. Is willing to engage in meaningful debate, even if it feels like conflict
- d. Acts businesslike
- e. Shows respect to other Councilmembers
- f. Shows respect to the Staff and is fair in dealings with them
- g. Does not confuse their role as policymakers with that of staff's job
- h. Works in the best interest of the community (vs. agenda for personal gain)
- i. Stays focused on the discussion
- j. Follows meeting protocol and ground rules
- k. Supports the Mayor and helps them with their job
- l. Considers all information
- m. Expresses political opinion
- n. Is politically involved
- o. Makes 'big picture' decisions
- p. Does not engage in debate with the public at meetings

3. Staff

- a. Town Manager is Chief Administrative Officer
- b. Provides professional research, information, tools and options
- c. Stays objective and does not lobby or take sides
- d. Implements policy effectively
- e. Is politically informed
- f. Figures out the details



Town Council Retreat Item – A Critical Priority for the Town: Retention, Support, and Recruitment of Staff
Day 1, 12:00 PM

This will be an opportunity for Council to discuss the current state of Town staffing, compensation and benefits, staff retention and recruitment and related issues. Critical to this discussion will be addressing the impact that attending to these issues will have on director capacity and the Town budget. Council members will have the opportunity to ask questions and provide suggestions and input to ensure the following efforts are successful.

- Compensation Study and Active Organizational Management
 - As part of the Compensation Study a compensation and benefit philosophy will need to be developed to help guide the design of a comprehensive compensation system.
 - To further brand the Town as an employer of choice to attract and retain employees and communicate our values and culture as an organization
 - To understand market competitiveness and internal equity and align our philosophy with both
 - To be fiscally responsible with public resources
- We are continuing to invest in Organizational Culture, Leadership Development, Training, and Professional Development
- Completion of a Town Employee Housing Strategy to help better understand the needs of current and future staff, including anticipated years to retirement looking forward over the next 5, 10, 15 and 20 years. This will help with the following.
 - Planning for recruitment and possible succession
 - Understanding and planning for the number of new housing rental/ownership units needed to meet the needs of current and future staff
- Completion of a Town Facilities Needs Assessment for the next 10 to 20 years based upon staff and population growth and needs

Town Council Retreat Item – Director Updates

Day 1, 1:30 PM



LEGAL

1. Establishing Preventative Perspective: An ongoing project for the Legal Department that will continue to be a top priority is moving my own Department, the Town as an institution, internal departments, and individual staff members, to a preventive law perspective. At the most basic level, this is the process of avoiding legal difficulties, and contrasts with traditional law where the legal work involves something that has already happened. While it seems obvious that the Town tries to prevent issues before they arise, engraining the Town to look at situations, events, issues, and individual items on a landscape, strategic scale rather than as individual facts of an individual situation requires long-term investment.
2. Utility Agreements. Access to the Town's sewer and water services by parties outside the Town's corporate boundaries is a critical health and safety issue in the community. The legal work required to ensure these Town assets are appropriately managed is a long-term project, involving proactively updating existing agreements that are inadequate (Wilson Sewer District), resolving long-standing unsettled legal questions with existing agreements (3 Creek), and strategic planning best practices for future agreements (connections unrequested to date).
3. Policy and Procedure Needs: Policies, and procedures that accompany them, are important prevention tools. Having policies and accompanying procedures, *where appropriate*, ensure employees, especially new ones, know their role and have guidance in executing their duties; ensures fairness both for internal and external customers over time and in individual cases; and to put it frankly, ensure the Town is operating appropriately under the law. In some key areas, though there may be an institutional practice or an individual employee's institutional knowledge, the Town lacks policies. This is an area I have previously worked on in targeted ways and will do so more comprehensively this year as the new assistant attorney develops in their role and takes on more tasks.

PUBLIC WORKS

1. Working with Human Resources on staffing
 - Fill vacancies and retain staff
2. Capital projects for construction
 - New Core Services fleet maintenance facility
 - Rancher Street (Complete Streets Project - Water/Sewer/Roadway/Pedestrian)
 - Pearl Ave sidewalks – (Willow to Gros Ventre)
3. Water supply planning
 - Zone 3 (2 wells and tank coordination/design, including coordination with proposed developments in Northern South Park)
4. Water quality analyses
 - County Water Quality Plan
 - Wastewater Treatment Plant Technical Review
 - Stormwater Management Program (includes future funding opportunities, and fee/rate updates or additions)
5. Infrastructure systems GIS migration and data update:
 - Including water, sewer, streets, & stormwater

PLANNING DEPARTMENT

1. Implementation of Smartgov application, permitting and inspection software; Launch in April
2. Land Development Regulation clean-up

Town Council Retreat Item – Director Updates

Day 1, 1:30 PM



3. Geohazard Overlay Land Development Regulation update
 - Update LDRs standards/procedures for steep slopes/hillsides
4. Assisting Community Development Director on potential Land Development Regulation updates for Stable/Transitional zones and Short-term Rental/Lodging overlay

START

1. Work with Human Resources on staffing- recruitment,
 - Includes training and retention for both seasonal and full-time employment
2. Evaluate possible restructuring of START routes/schedules and service offering to improve service reliability and customer service;
 - Possible schedule changes to better reflect seasonal nature of demand and seasonal ability to provide reliable service
 - Possible increase in level of commuter route service
3. Implementation of Intelligent Transportation System (ITS) improvements to improve START reliability and customer service;
 - Computer Assisted Dispatch (CAD)/ Automatic Vehicle Locator (AVL)/Automatic Passenger Counter (APC)/ Electronic Fare payment systems/ Customer Information systems
4. Implementation of transit service to South Park, Rafter J and Melody Ranch neighborhoods;
5. Evaluate feasibility of transit service to Jackson Hole airport and Grand Teton National Park;
6. Participate in infrastructure improvement planning and activities to improve people moving capacity in the greater JH area
 - Implementation of structured START fleet replacement program
 - Participate in HOV lane conversations so buses don't get stuck in the same traffic as the cars do
 - Transit signal priority to improve time competitiveness of transit and to improve transit service reliability and attractiveness to potential customers
7. Advance comprehensive Governance conversations towards the realization of more robust regional transit

PARKS & REC

1. Recreation Center Expansion
 - Planning Commission and Town Council - Final Development Plan Review (March-April)
 - Guaranteed Maximum Price Award (April-May)
 - Construction to Begin (May or June)
 - Public Art- Call to Artists (June-September)
 - Facility Re-branding/Public Engagement (September-December)
2. Dog Off-Leash/Park Development Conditional Use Permit (CUP) Applications
 - Applications Scheduled to be submitted to the Town (April)
 - Wayne May Park
 - Overall Park Master Plan
 - Dog Off Leash
 - Parking and pedestrian circulation
 - Wellness Garden
 - Restroom/Playground/Tennis
 - Miller Park
 - Dog off leash
 - Relocation of Basketball Courts

Town Council Retreat Item – Director Updates
Day 1, 1:30 PM



- Expansion of Pickleball Courts
- Powderhorn Park
 - Dog off leash
 - Parking and pedestrian Circulation
- Melody Ranch Trailhead Park (Teton County)
 - Dog off leash
 - Bike pump track
- Planning Commission and Town Council CUP Review (June-July)
- 3. Karns Meadow Park Master Plan and Conditional Use Permit (CUP)
 - Request for Proposals for Consultant Services (June-July)
 - Master Planning/Public Engagement (August – September)
 - CUP Application (October or November)
 - Planning Commission and Town Council Review (December or January)
- 4. BLM Parcel 26 (Snake River Landing)- West Master Plan (Teton County)
- 5. Wilson Boat Ramp improvements (Teton County)

COMMUNITY DEVELOPMENT

1. Northern South Park Neighborhood Plan
 - Completion of a Preferred Alternative, for Public, Joint Planning Commission and Town Council and Board of County Commissioners review
2. Land Development Regulation Updates
 - Stable/Transitional zones Planning Commission and Town Council Review (February-April)
 - Short-term Rental/Lodging overlay Town Council scoping workshop (March)
3. Town Council Priorities and On-going Efforts
 - Overall Coordination and Tracking of all Council Priorities and on-going initiatives
 - Project Management of Equity Commission, Childcare, Transportation, State Legislative issues
4. External Communication and Outreach
 - Development and Execution of Town Communications Plan
 - Monthly newsletters, press releases, white papers, radio spots, Chat with Council, etc
 - Education White Papers and White Board Videos
 - Project Specific Public Engagement Plans – Vine Street, North Cache, Willow Street, Long Range Planning, etc.
5. Internal Administration Assistance
 - Compensation and Salary Survey
 - Town Employee Housing Survey and Plan development
 - Staff Report and Agenda review
 - Internal Communications Strategy
 - Town Professional Development Training and Culture Advancement
6. Implementation of Smartgov application, permitting and inspection software; Launch in April

HOUSING

1. Regional Housing Needs Assessment & Housing Nexus Study
2. Capital Projects
 - Mercill Condos, Kelly Place, Jackson Street Apartments, Flat Creek Apartments (if we get funding), Brown Property
3. Capital Programs:

Town Council Retreat Item – Director Updates

Day 1, 1:30 PM



- ARU Program, Preservation Program
4. Revising Compliance Process

POLICE

1. Recruitment and Retention
2. Mental Health
 - In the Department; and
 - In the Community
3. Sexual Assault Response Team
4. Community Engagement
 - Spanish Immersion
5. Department Training

INFORMATION TECHNOLOGY

1. Doors and cameras
 - Constantly adding more doors and cameras to the system, especially with new/additional buildings
 - Overhauling readers as old ones drop behind in security and age out
2. Network infrastructure
 - Physical and virtual devices and platforms which keep the town running need constant configuration, updating, and replacing as the network grows and/or changes
3. Chambers AV
 - Current system completely outdated
 - Finding vendors and equipment to assist with design and implementation alongside supply-chain constraints and huge demand

ADMINISTRATION

1. Oversight and assist with Town Council Priorities and On-going Efforts:
 - Assist with Overall Coordination and Tracking of all Council Priorities and on-going initiatives.
 - Assist with priority management of: Future Funding, Teton Climate Action Plan (TCAP), Water Quality, Equity Commission, Childcare, Transportation, State Legislative issues, Priority Based Budgeting, Town Employee Housing, and Housing Supply.
2. Organizational oversight and assist with Ongoing Efforts: Police Department, Fire/EMS, STAR, Public Works, Community Development, Legal, Finance, Information Technology, Parks & Rec, Affordable Housing, Dispatch, Town Clerk/Personnel and Administration.
3. Internal Administration Assistance:
 - Compensation and Salary Survey
 - Town Employee Housing Survey and Plan development
 - Staff Report and Agenda review
 - Internal Communications Strategy
 - Town Professional Development Training and Culture Advancement

PERSONNEL

1. Recruitment and Selection

Town Council Retreat Item – Director Updates
Day 1, 1:30 PM



Even though this is a day to day function of the Department, the volume is such that it is a significant portion of time in the Department and needs to be considered an important issue. As of the writing of this update we have 17 vacancies in FY22 and we are actively working on 12 of these. The Transit Director position will need to be reevaluated to determine whether to pursue recruitment again or to pursue a contract employment situation with First Transit.

2. Classification and Compensation Study

The Council will be presented a recommendation to select a vendor for the Classification and Compensation Study at the Feb 7 meeting. This project will consume significant amounts of time for the Assistant Town Manager and Town Manager as well as notable amounts of time spent by Directors and front line employees. The project includes a job description overhaul and also compares benefits and explores potential benefits associated with housing and childcare for consideration.

3. Policy Manual Rewrite

This project was begun in 2021 but will be concluded in 2022. Personnel and Legal staff will be working closely with Employer's Council to rewrite the Policy Manual to address outdated areas, streamlining policies and separating them from procedures, and ultimately communicating the updated documents with all staff for clarity and understanding.

4. Bar and Grill Liquor License Process

Council directed staff to begin this process in the spring and the Town Clerk's office has already begun to receive inquiries about the process and submitting applications. This will involve several meetings with Council to hear presentations and for the Council to deliberate on a selection, if any.

5. Training for New Positions - Town Clerk and Employee Recruitment & Development Training

We brought a new Town Clerk on board January 3 and much of the next 6 months will be spent training and ensuring core duties are understood and implemented. The prior Town Clerk, Lynsey Lenamond remains on staff to continue this training and support and also to bring the Town Clerk duties up to current. A request to make a Deputy Town Clerk a permanent position in the organization will be presented with the FY23 budget as it has become apparent that the amount of daily work, the expectations for service, and the need to maintain and process records is such that it is more than one person in the position can do well. In order to have a comfort level with duties, not burn out existing or new staff, and set employees up for success in the long run, this additional position will be requested

In the FY22 budget, the Council supported the addition of an FTE in the department to provide relief for the workload. This new position was created and once filled, recruitment, interviews and onboarding will be transferred to this position along with oversight of annual training and the employee wellness program. This transfer of duties will allow staff to spend the time necessary to focus on the critical area of recruitment and investment of time in employees once hired with the organization. It will also allow staff to be able to spend the time necessary in other areas of personnel and administration including employee performance management, policy and procedures, organizational culture and development, and overall internal administration issues.

FINANCE



Town Council Retreat Item – Dialogue with State Legislative Liaison Nick Agopian

Day 1, 3:30 PM

Overview: On August 30, Council approved a two-year Legislative Approach for submitting Resolutions to WAM in the spring, participating on statewide coalitions related to Town priorities, helping other municipalities with policies and initiatives whenever possible, hiring a Legislative Liaison, and eventually working on developing and advancing bills with committee support. As the 2022 Legislative Budget Session approaches (February 14 – March 11) our newly contracted Legislative Liaison, Nick Agopian, will share about what to expect in this session and a few bills of interest that have already been posted. With Agopian, Town staff will also be watching closely for any bills related to and/or directed at policies in our area.

CURRENT BILLS OF INTEREST IN 2022 BUDGET SESSION

HB0035 - County optional real estate tax.

AN ACT relating to taxation and revenue; providing for an optional excise tax on the sale of real property as specified; providing for distribution of the tax; providing for a reduction of local distributions based on revenue collected from the tax; requiring rulemaking; imposing penalties; and providing for effective dates. -Sponsored by the Joint Revenue Committee

SF0019 - County optional property tax refund program.

AN ACT relating to taxation and revenue; creating a county optional property tax refund program; and providing for an effective date. -Sponsored by Joint Revenue Committee

HB0012 - Public safety communications funding.

AN ACT relating to public safety communications; providing an appropriation; and providing for an effective date. -Sponsored by Joint Transportation Committee

(This would support WyoLink but may end up in a drawer as there is currently \$35M in ARPA funding in a separate ARPA Appropriations Bill being worked on.

TOWN GOAL FOR INTERIM SESSION

HOV Lanes assigned as an Interim Topic to be discussed by Transportation Committee. High-Occupancy-Vehicle (HOV) and/or Bus Rapid Transit (BRT) lanes are foundational in the Town of Jackson/Teton County's [Integrated Transportation Plan](#) calling for the Town and County to work on this issue with the State. With the BUILD grant, continued congestion on local roads, planning for the redesign of Highway 22 and coming development around Stilson, the ability to create HOV/BRT lanes is becoming more and more of a necessity.

GENERAL TOPICS PREVIOUSLY AFFIRMED

- **Human Services**
 - **Medicaid Expansion:** Monitor and support federal and state-level expansion efforts, and stay apprised of direct federal option and municipal level administration options
 - **Early Childhood Education/Childcare/Education:** Support bills that expand options for childcare and early childhood education. Collaborate with TCSD and School Board.
 - **Share:** Resources about the Town's Non-Discrimination Ordinance
- **Housing**



Town Council Retreat Item – Dialogue with State Legislative Liaison Nick Agopian

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- **Potential Bills:** Support bills that expand options for housing including State laws that enable local government to acquire or dedicate land for the development of affordable housing; and increased federal and state funding for affordable housing tax credits, vouchers, subsidies, and other financial tools to develop affordable housing. Oppose bills that do not support housing.
- **Share:** Resources with other Wyoming communities starting workforce housing programs. At a recent Joint Revenue Committee meeting Mayor Matt Hall of Cody, testifying as the President of WAM, indicated that all municipalities have concerns about housing.
- **Infrastructure**
 - **Net Metering:** Oppose changes to Net Metering that limit support for sustainable energy, continuing work with statewide coalition.
 - **Potential Bills:** Monitor bills that provide strategies for maintaining, operating and replacement of infrastructure including water, sewer, IT, etc.
- **Revenue**
 - **Resolution on New Revenue Options:** Support with WAM to allow local governments greater opportunities to access tools for raising revenue.
 - **Bills:** Proposed by Representative Mike Yin, the Legislature's Joint Revenue Committee had LSO staff draft and voted a Real Estate Transfer Tax (RETT) out of committee. This bill would provide a County RETT option in exchange for a reduction in the direct distribution to localities utilizing this tax.
 - **Potential Bills:** Support bills for Real Estate Transfer Tax, Vacancy Tax, Tax on Investment income, which could lead to more recapture funds for the state. Monitor 'Tourism Improvement Districts' being worked on by Corporations Committee, consideration of 'Sunsets' for Exemptions that WAM is working on with the Revenue Committee and look for ways to accommodate community members with the ever-rising cost of living in our area.
- **Transportation**
 - **HOV Lanes:** Support bills allowing HOV lanes, tolls roads, and the use of cameras.
 - **Potential Bills:** Support bills that address funding maintenance and replacement of highways, roads, and multimodal transportation. Support bills that encourage a balanced transportation policy addressing the need to maintain and expand roadways, bike paths and lanes, pedestrian access, carpool/vanpool, and transit options. Support bills that recognize the needs of commuters and reduction in traffic congestion.

Background: In recent years, the Town of Jackson has had to react to pre-emption and anti-mitigation measures that undermine local policy goals. Going forward, our Legislative Policy Approach focuses on taking a proactive stance across various timeframes to develop relationships and build networks. Teton County, and Jackson within it, is a "recapture county," and while economic fortunes in other areas of Wyoming are in decline, our region continues to gain population. With the rise of "Zoom Towns" across the state, many areas are experiencing issues around workforce housing, which the Town of Jackson has been a regional leader on for years. Combined, these factors will shift Jackson's role in the state and provide the Town an opportunity to lead. The following is a two-year timeline.

Town Council Retreat Item – Dialogue with State Legislative Liaison Nick Agopian
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LEGISLATIVE APPROACH TIMELINE	August to December 2021	January to March 2022	April to July 2022	August to December 2022	January to March 2023
Legislative Priority Review 2021					
Interim Session 2021					
Budget session 2022					
Session Review					
Adopt Policy Approach					
Interim 2022					
General session					

Budget Session | February 2022

- Higher threshold (2/3 of the majority) for introduction of bills, except for the budget
- Monitor, support, and oppose bills working with Legislative Liaison and WAM
- Toward end of session, propose discussion of HOV Lanes as an Interim Topic to be studied

Interim Session

- Attend committees around state in-person (post-pandemic)
- Comment on any topics the Town proposed to try to find committee support for bills
- Propose topics as Resolutions to WAM in spring to be voted on in summer
- Participate in coalitions and support of partner municipalities

General Session

- January to March 2023, no additional threshold required for introduction
- Monitor, support, and oppose bills related to list above
- Comment on bills directly related to the Town