

Special Town Council Meeting

October 24, 2022

9:00 AM

Snow King Mountain Resort - Grand View Lodge, Fireside Room

NOTICE: THIS MEETING WILL BE HELD IN PERSON. AN AUDIO RECORDING WILL BE AVAILABLE ONLINE AFTER THE MEETING. THE TIMES PROVIDED ARE ESTIMATES ONLY. ITEMS MAY PROGRESS AHEAD OF OR BEHIND SCHEDULE AS DISCUSSION ENSUES.

8:30 AM BREAKFAST - MOUNTAIN VIEW ROOM

9:00 AM CALL TO ORDER, ROLL CALL, WELCOME AND INTRODUCTIONS

Detailed Agenda Including Overview and Discussion Questions

9:15 AM STAFF AND PARTNER PERSPECTIVES ON TOWN MANAGER POSITION

Jackson Town Manager Position

10:00 AM RECESS TO EXECUTIVE SESSION (if needed)

Recess to executive session to consider the appointment, employment, right to practice, or dismissal of an officer pursuant to Wyoming State Statute 16-4-405(a)(ii).

10:30 AM BREAK

10:45 AM COUNCIL DISCUSSION ON TOWN MANAGER POSITION

11:30 PM BREAK FOR LUNCH - MOUNTAIN VIEW ROOM

12:00 PM TOWN MANAGER POSITION DESCRIPTION

2:00 PM TOWN MANAGER POSITION NEXT STEPS

3:00 PM RECESS FOR EXECUTIVE SESSION (if needed)

Recess to executive session to consider the appointment, employment, right to practice, or dismissal of an officer pursuant to Wyoming State Statute 16-4-405(a)(ii).

3:15 PM TOWN MANAGER POSITION NEXT STEPS

3:45 PM BREAK

4:00 PM BUDGET DISCUSSION AND UPDATE

FY2023 Sales & Use Projection Update

5:00 PM 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.



**Special Town Council Meeting
Jackson Town Council Fall Retreat
Snow King Mountain Resort – Grand View Lodge, Fireside Room
October 24, 2022
AGENDA**

The times provided are estimates only. Items may progress ahead of or behind schedule as discussion ensues.

8:30 AM *BREAKFAST - MOUNTAIN VIEW ROOM*

9:00 AM Call to Order, Roll Call, Welcome and Introductions

9:15 AM Staff and Partner Perspectives on Town Manager Position

- Summary presentation on interview and survey findings (Brinkman)
- Council Q & A

10:00 AM *Recess for Executive Session to consider the appointment, employment, right to practice, or dismissal of an officer pursuant to Wyoming State Statute 16-4-405(a)(ii) (if needed)*

10:30 AM *BREAK*

10:45 AM Council Discussion on Town Manager Position

- How do you envision the Town Manager position in the future? What duties should this person perform? What skills do they need?
- How, if at all, is your vision influenced by considerations about the broader role of the Town Manager's Office?

11:30 AM *BREAK FOR LUNCH – MOUNTAIN VIEW ROOM*

12:00 PM Town Manager Position Description

- Based on the morning discussion, what should we include in the Town Manager position description?
- Who will develop the formal position described after today?

1:45 PM *BREAK*

2:00 PM Town Manager Position Next Steps

- Brief summary of contractor perspectives on how other communities proceed with hiring of an executive (Brinkman, Bergman)
- Council perspectives on how to proceed with hiring a new Town Manager
- Plan for regular review of Town Manager position description

3:00 PM *Recess for Executive Session to consider the appointment, employment, right to practice, or dismissal of an officer pursuant to Wyoming State Statute 16-4-405(a)(ii) (if needed)*



- 3:15 PM** **Town Manager Position Next Steps**
- Writing job description and checking in with Council
 - Posting/pursuing a firm (if needed)
 - Additional support needed from contractors (if needed)
- 3:45 PM** ***BREAK***
- 4:00 PM** **Budget Discussion and Update**
- 5:00 PM** ***ADJOURN***



DRAFT Report for Jackson Town Manager Position Considerations

Report Summary

This report contains information for use in identifying important characteristics and considerations for the Jackson Town Manager position. Data was collected from:

- Department Directors
- Staff
- External Partners and Community Members

Additionally, a previous Town Manager assessment, conducted earlier in 2022 was reviewed for theme comparison and any needed additions. Town Council will use this data as part of their process for updating the Town Manager job description and contract.

Feedback was gathered from 79 subjects. Sixty-two subjects responded by survey and 17 in one-on-one interviews. Data analysis generated five themes for knowledge, ability, skill, and other characteristics important to the Jackson Town Manager position. A sixth theme captures data beyond but related to the scope of the Town Manager position.

1. Strategic Thinking and Change Management
2. Community Leadership and Partner Engagement
3. Internal Leadership and People Management
4. Communication Skill and Style
5. Technological and Operational Knowledge and Focus
6. Other

The following sections provide descriptions of the data gathering process, descriptions of each of these themes, and comparison data and theme priorities between the three respondent groups.

The Data Collection Process

Respondents were asked to think about important knowledge, abilities, skills and other characteristics for the Town Manager position at the Town of Jackson. The following questions prompted survey responses:

The Town Council is seeking your feedback about the Town Manager position for the Town of Jackson. When you think about the community, organization and your department, what KASOCS (knowledge, abilities, skills and other characteristics) are important for this position? Think about what you want council to consider when hiring for this position and respond to the four questions below with this in mind.

- What is your role within or connected to the Town of Jackson?
- What are the three most important criteria for this position, in general?
- What is most important for the community?
- What is most important for the organization/your department?

During the interview, the same questions were asked with more free conversation between interviewer and interviewee.

The five emergent themes are described in the following section. Note, a sixth theme (Other) captures comments outside of but related to the Town Manager Position.

Theme Descriptions and Example Comments

1. Strategic Thinking and Change Management:

This theme captures respondent feedback about the most important skills and characteristics overall (not specific to internal or community leadership). While not entirely mutually exclusive to the two leadership themes below, there is a high priority placed on being a good strategic thinker, coordinating across varied perspectives and interests, and open to and focused on positive change. Sample comments include:

- Big picture thinking is very important right now
- Clear vision and policy that respects history but keeps us moving forward
- Able to manage expectations on both sides and bridge the gap
- Exhibits strong leadership skill and ability overall
- Forward looking/thinking
- Able to juggle multiple projects
- Open to change and willing to try new things
- Innovative (Risk tolerant)
- Clearly explains staff impact to council—advise council; push back on council when appropriate
- Be a thought partner with council
- Provide leadership and recommendations, then execute on council decisions and community wants
- Skilled integrator: Able to find common ground between diverse interests and bring them together for win/win solutions
- Focus on strategic/macro rather than tactical/micro
- Help council see how it will impact community
- Good at translating/building understanding between different groups (staff-council; community-council; community-staff)—Facilitate and liaise
- Transition us to a professional organization
- Be proactive not just reactive
- Keep everyone rowing together
- Keep up with the change we have started

2. Community Leadership and Partner Engagement:

Here, the focus is on the importance of the Town Manager's responsibilities related to the community:

- Visibility in the community, at important partner and business meetings, and other events
- Partnership with the community and relationship-building with businesses and other community leaders
- Provide professional analysis and recommendations to the community and council
- Help the town and county talk to each other—don't prioritize one over the other, but focus on one whole community
- Connect with other town and city administrators
- Focus on public engagement/Actively engaging the community
- Provide leadership in bringing diverse interests together for problem-solving and creating awareness and understanding

- Facilitate discussions with the community and be a leader in building bridges between groups
- Public facing and being a good public ambassador
- Bring awareness and understanding of broader picture and impact
- Know the town well and what the community wants (working class, businesses, etc.)
- Have an ear to the street and willingness to share with council
- Seek to understand the whole community

3. Internal Leadership and People Management:

This theme captures what is most important for Town Manager leadership within the organization, focused on internal improvements, and people management, including:

- Culture improvement—focus on morale and psychological safety
- Talent recruitment, retention, and development
- Role clarity (especially at the top)
- Clear direction/vision and priorities and holding staff accountable to them
- Feedback and performance reviews
- Consistent and fair policies and procedures (including compensation)
- Inclusive decision-making practices
- Value, support and advocate for staff
- Be visible and accessible across the organization (genuine open-door policy)
- Trust departments to do their work, and delegate responsibilities effectively and appropriately
- Communicate a clear understanding of the connectivity between departments
- Provide staff the big picture view of the organization

4. Communication Skill and Style:

This theme captures the importance of skillful communication and an open, supportive style. Specific comments include:

- Able to lead and facilitate skillful, hard discussions
- Confident, skilled, and professional communicator (oral and written presentation competence)
- Collaborative, inclusive and open-minded
- Skilled at interpersonal communication (approachable and personable; skilled active-listener; empathetic; kind and compassionate)
- Trusts staff and shows respect
- Authentic, ethical, honest, transparent and trustworthy
- Efficient in making decisions (deliberate and decisive)
- Accountable (with follow-through and taking responsibility)
- Available and responsive
- Communicates with clarity (explains both what and why)
- Is inspirational and optimistic
- Skilled at conflict resolution

5. Technological and Operational Knowledge and Focus:

This theme captures specific technical knowledge important to the Town Manager role. Comments varied, but common points include:

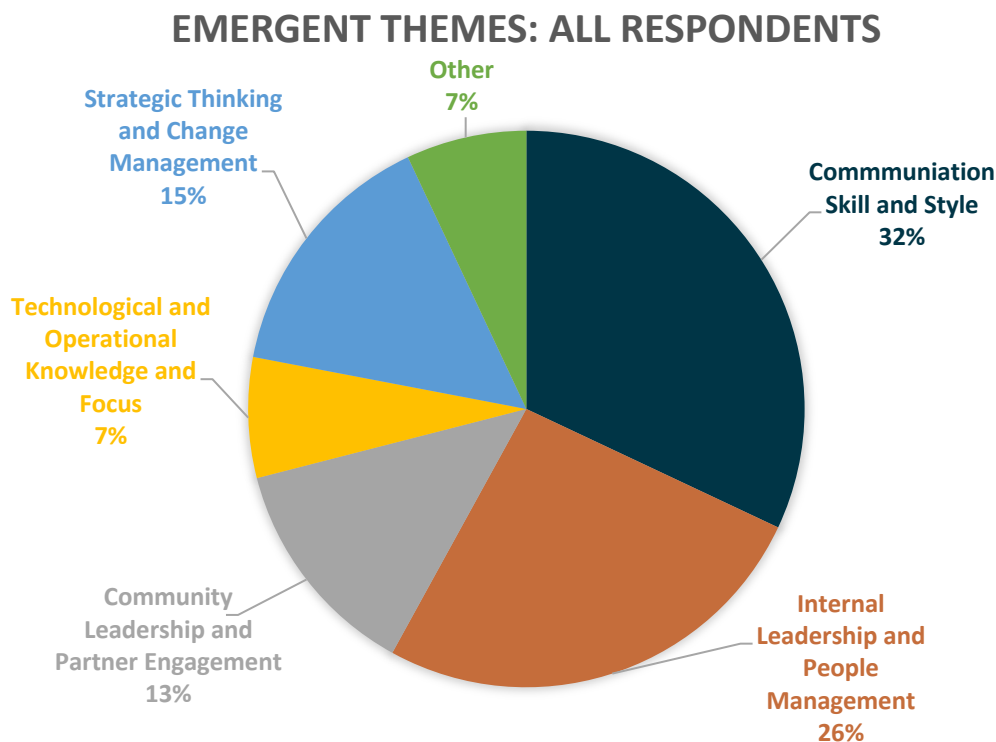
- Budget and finance expertise
- A planning background
- Experience as a Town/City Manager
- Core competency in basics, such as finance, human resources, planning, policy and construction
- A revenue focus
- Education is important
- Need to be fiscally literate and responsible
- Understands the nuts and bolts
- Invest in data management

6. Other:

This theme captures important considerations outside the scope of the Town Manager position, specifically. They address specific individuals for the job, the Town Manager Office in general, and how a search should be conducted. This topic was most prevalent in the Director level feedback (topics for executive session).

Comparison Data Charts

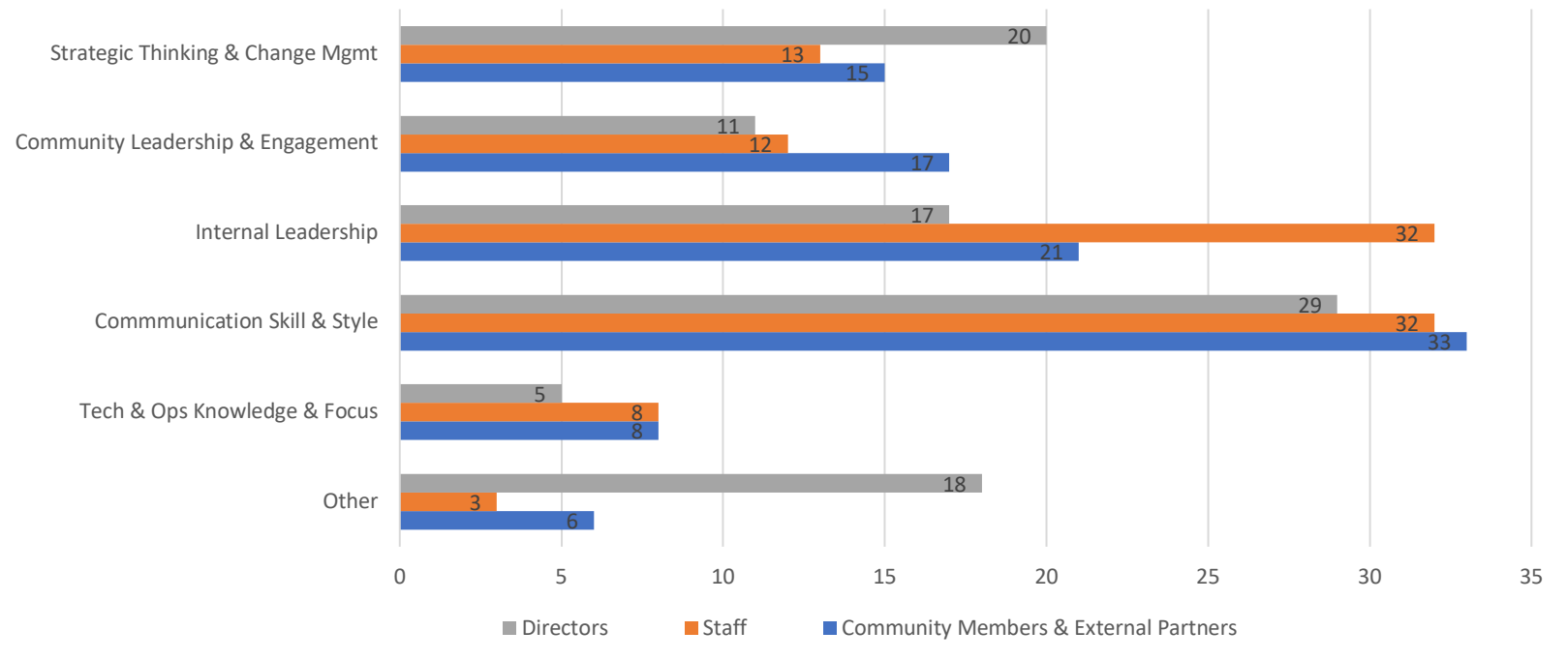
The charts on the following pages show the themes that emerged from the data collected. The first chart shows results overall. Feedback fell into five different themes as noted in the table below. An additional theme emerged (Other) which captured comments outside the scope of the Town Manager position, or specific to an individual rather than the role itself.



The above chart shows the percentages of total comments from all respondents coded under each of the emergent themes. The chart on the following page shows priority differences among respondent categories:

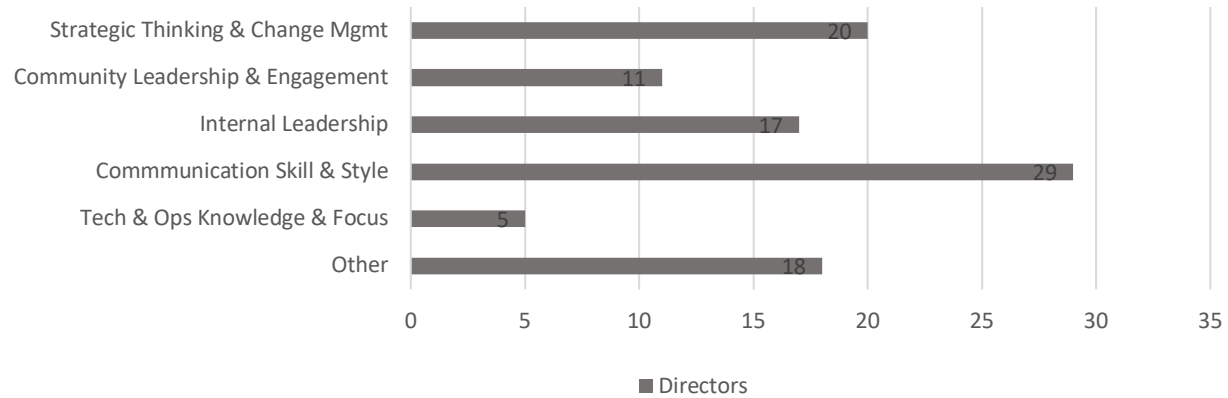
- Directors
- Staff
- Community Members and External Partners

Comparison of Respondent Theme Priorities (by percentage of responses within each theme)



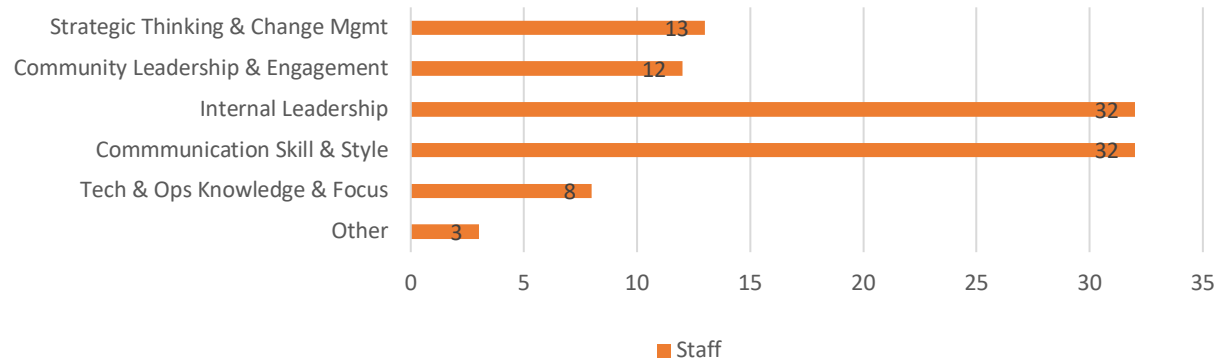
Theme Prioritization: Directors

(by percentage of responses within each theme)



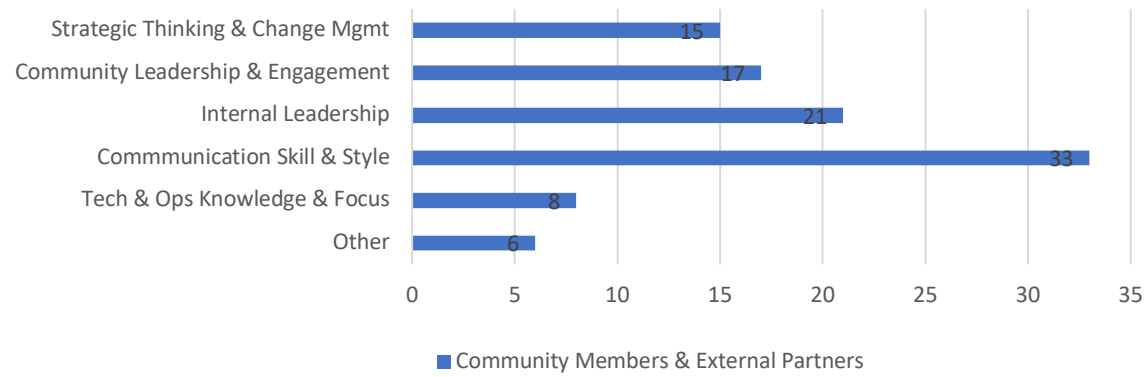
Theme Prioritization: Staff

(by percentage of responses within each theme)



Theme Prioritization: Community

(by percentage of responses within each theme)



STAFF REPORT



Meeting Date:	October 24, 2022	Meeting Title:	Special Town Council Meeting - Retreat
Submitting Department:	Administration	Presenter:	Tyler Sinclair & Kelly Thompson
Agenda Item:	FY2023 Budget Update	Public Comment:	No

Purpose & Policy Considerations.

The purpose of this item is to update Council on the FY2023 budget.

Requested Action.

None at this time.

Recommendations.

None at this time.

Background/Analysis

The FY2023 budget projected an increase of 8% over FY2022 sales tax and a 10% increase over FY2022 lodging tax. Sales tax revenues to date are \$845,165 behind budget. Lodging tax revenues to date are \$167,452. These revenues impact the General Fund and Lodging Tax Fund. During budget discussions a decline in revenue projections from the planned airport closure was considered. In addition, staff finds that since the adoption of the budget the following local and regional events and trends have impacted the budget to date and should be considered as we look forward:

- Grand Teton National Park reported decreased visitation of 831,305 (31%) over this period
- Yellowstone National Park reported a decreased of 1,176,045 (34%) over this period
- Jackson Hole Chamber of Commerce Lodging Destimetric data comparing current year to prior year:
 - o May: Occupancy down 2.8% and average room rate (ADR) down 2.9%
 - o June: Occupancy down 22.1% and ADR down 1.4%
 - o July: Occupancy down 12.4% and ADR up 6.8%
 - o August: Occupancy down 9.6% and ADR up 7.1%

While the difference in collected sales and lodging tax versus what was projected is substantial, staff is comfortable with the FY2023 budget to date due to the following factors:

- Approximately \$1.1 million in unspent expenditures in FY2022, allowed the Town to start FY23 off with a higher reserve amount than the 27% approved by Council. These funds are currently in an unrestricted fund balance.
- The FY2023 budget estimated a 20% or \$50,000 property tax revenue increase. Teton County approved an assessed valuation increase of 51% resulting in an estimated additional \$79,000 in revenue over the approved budget.
- There are currently 19 unfilled positions, accounting for the General Fund having approximately \$352,000 in salary savings from approved positions that have been vacant during the fiscal year.
- August sales tax was \$232,703 or 9% above last August, exceeding sales tax projections for the first time in FY23.
- August lodging tax was \$45,148 or 18% above last August, exceeding the lodging tax projection for the first time in FY23.

Below, staff has provided a snapshot of the General Fund at the end of September. What it shows is that while total revenues are behind \$300,134, total expenditures are behind as well in the amount of \$612,077. As a result, as discussed above, staff finds that the budget is balanced to date.

TOWN OF JACKSON, WYOMING
GENERAL FUND
REVENUES , EXPENDITURES, & CHANGES TO FUND BALANCE
as of 8/31/2022

DESCRIPTION	FY2023 Adopted	Actual Year-to-Date	Projected Year-to-Date	Leading (Lagging)
Revenues:				
Taxes	\$ 12,557,825	\$ 1,936,325	\$ 2,164,181	\$ (227,856)
Licenses & Permits	1,318,843	249,454	116,042	133,412
Intergovernmental	15,578,938	2,073,696	2,356,328	(282,632)
Charges for Services	726,000	175,717	126,658	49,059
Fines & Forfeitures	375,000	91,461	75,795	15,666
Miscellaneous Revenue	569,923	83,694	71,477	12,218
Total Revenue	31,126,529	4,610,348	4,910,482	(300,134)
Transfers In	2,132,267	328,619	328,619	
Total Sources	33,258,796	4,938,967	5,239,101	
Expenditures:				
General Government	6,907,512	965,245	1,110,913	145,668
Public Safety	9,913,283	1,172,287	1,279,413	107,126
Public Works	3,222,247	365,719	446,369	80,650
Community Health & Human Services	1,321,307	68,378	116,395	48,017
Community Initiatives	423,450	42,444	60,699	18,255
Culture & Recreation	1,027,660	3,941	4,785	844
General Unallocated	1,599,268	100,581	312,098	211,517
Total Expenditures	24,414,727	2,718,595	3,330,672	612,077
Transfers Out	17,157,983	11,767,164	11,767,164	
Total Uses	41,572,710	14,485,759	15,097,836	
Change in Fund Balance	(8,313,914)	(9,546,792)	(9,858,735)	
Ending Fund Balance	\$ 12,769,516	\$ 11,536,638	\$ 11,224,695	

Staff will continue to monitor the budget monthly for any significant changes to revenues or expenditures. Items of note that staff are tracking for their potential impact on the adopted budget include:

- Changes to projected sales and lodging tax
- Implementation of the Town Compensation Study
- Construction of the Fleet Maintenance and Parks and Recreation Center
- Cost of Labor, Contracts and Equipment/Materials
- Procurement Timelines

Staff will continue to bring budget amendments to Council on a quarterly basis as needed. In addition, staff will continue to provide sales and lodging tax collections to Council on a monthly basis and, if needed, will schedule another budget update at a future Council workshop.

Possible Alternatives.

- Direct staff to draft amendments to the FY2023 budget
- Direct staff to provide additional information
- Other

Comprehensive Plan & Priority Alignment.

Common Value #3 - Quality of Life, Section 8. Quality Community Service Provision

- Principle 8.1- Maintain current, coordinated service delivery
 - Policy 8.1.e: Budget for service delivery
- Principle 8.2- Coordinate the provision of infrastructure and facilities needed for service delivery
 - Policy 8.1.S.1: Use budgeting to affirm desired service levels from government service providers that address all policies of Principle 8.1.

Fiscal Impact.

None at this time.

Staff Impact.

The Town Manager and Directors spend about 20 hours a month reviewing budget and revenue figures. Individual departments time varies and is not included in this estimate.

Attachments or Links.

October Sales and Lodging tax reports

Suggested Motion.

None requested.

