

Jackson Town Council Workshop

November 21, 2022

1:30 PM

Town Council Chambers

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I. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your browser: <https://us02web.zoom.us/j/83992536042?pwd=TXE2blQwQ1ZYbjkyaHpxY24vVmtlQT09>

If the link does not work, join at zoom.com with Webinar ID **839 9253 6042** Password: **83001**

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II. CALL TO ORDER AND ROLL CALL

III. WORKSHOP ITEMS

- A. Director Updates (Planning, Fire/EMS, Police, 30 mins)
- B. Winter Service Update (Tyler Sinclair, 10 mins)
- C. Town Sustainability Plan - *Continued* (Tanya Anderson, 60 mins)
- D. Town Manager Next Steps Check-in (Tyler Sinclair, 45 mins)
- E. Structural Water Rate Adjustment (Johnny Ziem, 60 mins)

IV. PROPOSED ITEMS FOR FUTURE WORKSHOPS

- 12/19 - Director Updates (Housing & Finance)
- 12/19 - Second Code Enforcement Position (Tyler Sinclair & Michelle Weber)
- 12/19 - Structural Water Rate Adjustment (Johnny Ziem)
- 12/19 - Airport Capital Project Scoping Report (Tyler Sinclair)

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:	11/21/2022	Meeting Title:	Town Council Workshop
Submitting Department:	Community Development	Presenter:	Tanya Anderson
Agenda Item:	Town of Jackson Sustainability Plan	Public Comment:	Yes

Please note that this staff report is the same as the report that was presented at the October 17, 2022 Town Council Workshop, with the inclusion of additional information related to the questions asked and comments made at the October 17th meeting. All additions are in italics below.

Purpose & Policy Considerations.

The Town Council sets the policy for sustainability for the Town organization.

Requested Action.

The Community Development Department seeks guidance on the priorities, overarching goals and scope of the Town of Jackson Sustainability Plan.

Recommendations.

Staff recommends approval of the priorities of Ecosystem Stewardship, Climate Stewardship, and Climate Resiliency for a Community-wide or Hybrid Sustainability Plan that includes Scope 1, Scope 2, and Scope 3 emissions with the overarching goals and guiding questions outlined in this report.

Background.

The Town of Jackson has embarked on two main sustainability plans since 2006. The 10x10 initiative, a joint project between the Town of Jackson and Teton County, aimed for a 10% reduction in total electricity and fossil fuel consumption by 2010 from 2006 levels. This initiative was very successful in some key areas. Existing Town of Jackson facilities used 29% less energy in 2010 than they did in 2006, the Public Works Streets Department reduced gasoline use by 32%, and the Police Department reduced gasoline use by 52%. Natural gas and propane produce higher emissions than electricity, so high reductions in electricity use did not translate to high total emissions reductions. Also, the initiative was a joint Town-County effort and included new facilities built during that period, which made the total emissions reduction goals challenging. At the end of 2010, the initiative had achieved a 3% reduction in total energy use despite facilities growth.

The second sustainability plan, the 40x20 initiative, set goals to increase efficiencies by 20-40% by 2020 from either 2006 or 2010 levels depending on the year that baseline data was first collected. This program was highly successful at reaching and exceeding most of the goals. The Town achieved:

- 42% efficiency in Btu/ft²
- 52% increase in efficiency for non-START Town vehicles in miles per gallon or hours per gallon
- 69% water usage efficiency in gallons per fixture
- 76% waste diversion
- 7% increase in efficiency pumping water, per gallon
- 64% more efficient per gallon of wastewater treated

These efforts saved the Town an estimated \$2,339,057 in energy costs related to fuel, electricity, natural gas, and propane from FY2006 thru FY2020 while avoiding 2,914 tons of CO₂ equivalent. The Town of Jackson also committed to purchasing 100% of its electrical power from renewable sources, approved an idle-free resolution, and installed several public Electric Vehicle Charging Stations.

On April 6, 2020, Town Council passed a Net-Zero 2030 Resolution, joining other mountain towns in the region and communities across the United States and around the world in this endeavor. Net zero means balancing carbon emissions with carbon removal. There are four main ways for communities to reach net zero.

1. Reduce emissions
2. Install more GREEN energy projects
3. Create and protect carbon sinks through tree planting, regenerative agriculture, and other landscape improvements
4. Purchase carbon offsets

In 2020, the Jackson Hole Climate Action Collective convened interested community members to create a community Climate Action Plan. That effort birthed the Teton Climate Action Partnership, a collaborative of community members working to identify, fund, and bring to fruition projects that support the goal of equitable net zero. Both groups continue to do valuable work in this arena, with the Jackson Hole Climate Action Collective focusing on the drafting of a Climate Action Roadmap for the community, and the Teton Climate Action Partnership working on projects that can make an impact immediately to reduce our emissions. The two groups have an amicable relationship and communicate regularly regarding areas of overlap.

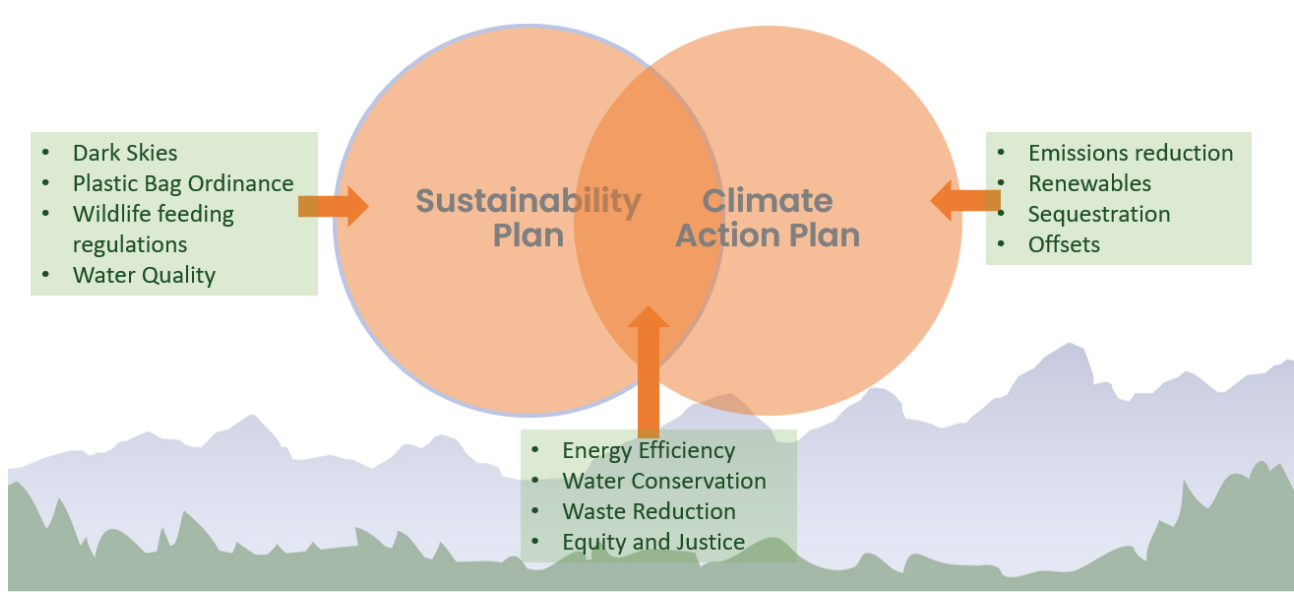
In the fall of 2021, Town Council approved a job description for the newly created Ecosystem Stewardship Administrator position. The approved job description designated 20% of time to be spent leading Town sustainability programming, and another 20% supporting the Teton Climate Action Partnership and Jackson Hole Climate Action Collective. The Ecosystem Stewardship Administrator started in May.

Analysis.

Priorities

The first step in creating a Sustainability Plan is to determine our priorities. What do we want to accomplish with a Sustainability Plan, and why? There are many different reasons to create a Sustainability Plan, ranging from financial prudence to environmental protection to community health and resiliency. Determining the priorities for the Town of Jackson will also determine what type of plan we should create.

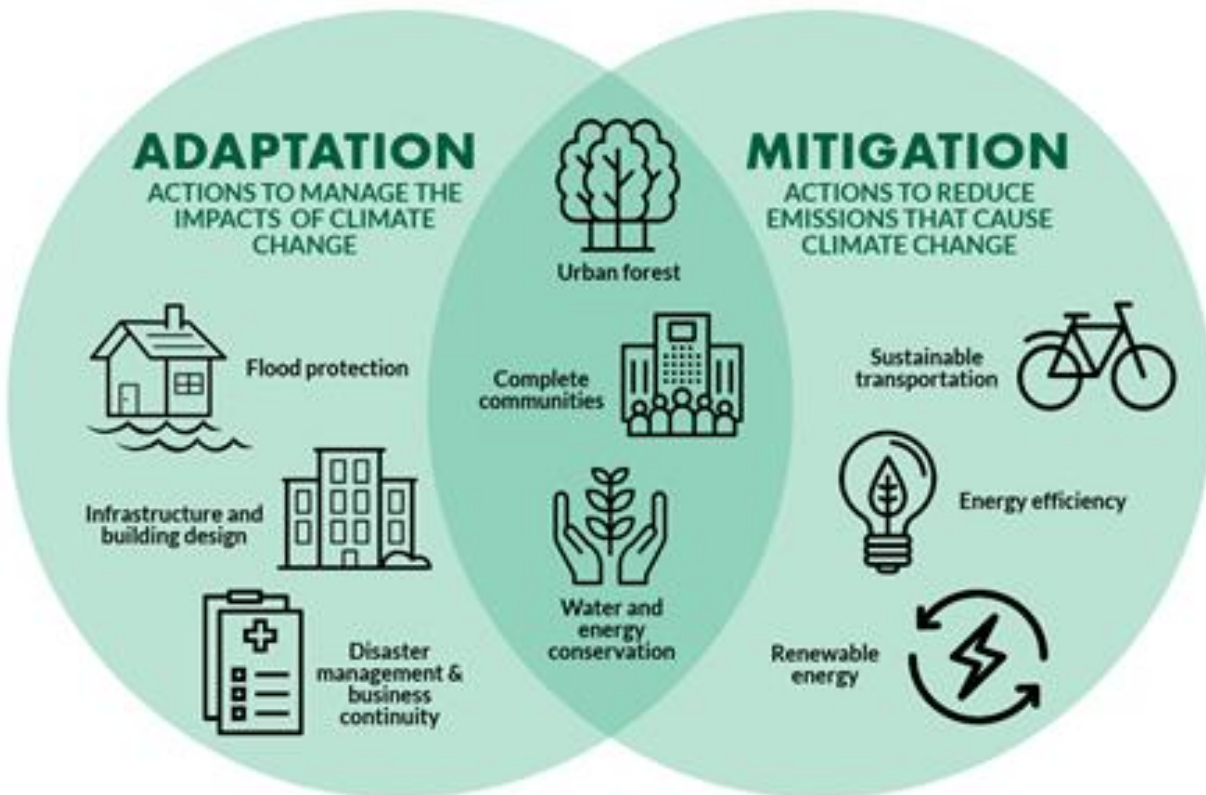
Sustainability is defined as a system of practices that are healthy for the environment, community, and economy and can be maintained for current and future generations. Many communities have Sustainability Plans, while others have Climate Action Plans. The difference between the two is that a Climate Action Plan focuses on targets associated with the reduction of emissions and shifting the energy mix to cleaner energy sources, while a Sustainability Plan includes many targets and practices that benefit the environment but do not necessarily reduce emissions. Some initiatives within a Sustainability Plan may even increase emissions. The previous Sustainability Plans that were adopted by the Town of Jackson would more accurately be described as Climate Action Plans, as the primary targets were related to emissions reduction. Some communities have successfully combined components of sustainability and climate action into one plan. The following graphic shows examples of priorities within each type of plan, as well as areas of overlap.



Staff Recommendation: Staff recommends a Sustainability Plan that combines sustainability and climate action.

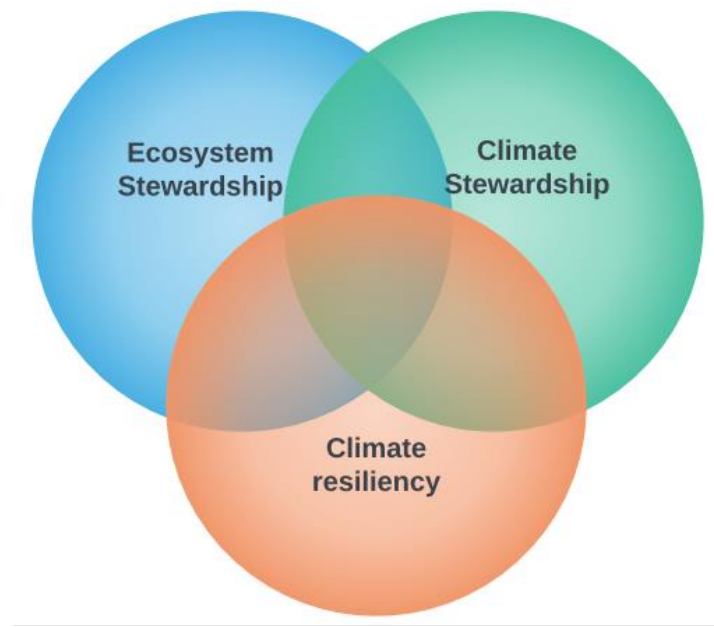
For communities that adopt Climate Action Plans, there is variation in the goals and purpose of those plans. Some communities with Climate Action Plans focus solely on mitigation by setting targets to reduce total emissions or increase efficiencies. These communities may be driven by potential cost savings, by a desire to “do their part” by reducing global emissions, to show their residents they care, or to be a leader in global climate action and inspire other communities to do the same. Our previous Sustainability Plans have accomplished many of these goals. Other communities with Climate Action Plans include strategies for adaptation to the impact of climate change. These communities may focus on improving human health and safety and community resiliency.

Our region is already seeing some of the impacts of climate change. The Greater Yellowstone Climate Assessment predicts many more changes in the future, including but not limited to: more days with temperatures exceeding 90 degrees Fahrenheit, higher overnight temperatures that reduce the ability of our waterways to recover from high daytime temperatures, more wildfires, more precipitation falling as rain rather than snow, a shift in the timing of peak runoff, increased flooding and rain on snow events in the spring, and increased drought in the summer and fall due to lower inputs from snowmelt. These predicted changes will affect both human health and the ecosystem that we committed to preserving and protecting in our Comprehensive Plan. To account for the impacts that are already being felt in our community and prepare adequately for the future, staff finds it important to include Climate Resiliency in any Climate Action Plan. A Climate Resiliency Plan should identify vulnerabilities and strategies to minimize future impacts. It might plan for wildfire prevention, propose infrastructure that would reduce the impact of large flood events, ensure fish passage in the case of floods or droughts, protect water sources, identify resiliency centers, and develop ways to keep vulnerable populations safe during periods of extreme heat or poor air quality due to wildfire smoke. The following graphic shows examples of differences between climate mitigation plans and climate adaptation plans, as well as areas of overlap.



Staff Recommendation: Staff recommends including climate resiliency in our Sustainability Plan.

The Town of Jackson is the gateway to two national parks, is a part of the largest intact ecosystem in the lower 48 states and lies in the Snake River Headwaters. The vision of our Comprehensive Plan is to preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations; doing so requires looking not just at emissions, but also at our impact on air, water, and wildlife. Staff finds it requires identifying the vulnerabilities our community faces due to the changes in climate that are already occurring and actively working to increase resiliency. As such, staff recommends developing a Town of Jackson Sustainability Plan that combines Ecosystem Stewardship, Climate Stewardship, and Climate Resiliency, as shown in the Venn diagram below.



Staff Recommendation: Staff recommends combining elements from a Climate Action and Adaptation Plan with a Sustainability Plan. To align with our community values and the wording in our Comprehensive Plan, staff recommends identifying the priorities as follows: Ecosystem Stewardship, Climate Stewardship, and Climate Resiliency.

Council Discussion Point: Does Council support the three priorities for a Sustainability Plan as described above? Council may support all three priorities. Alternatively, Council may support 1 or 2 of the above priorities or may reject all three and propose new priorities.

Overarching Goals

After determining priorities, the next step is to set overarching goals to guide plan creation within each priority. Many goals have already been set by Town Council through resolutions and in our Comprehensive Plan. Using those goals as a starting point that will help us to keep the big picture front of mind. Once direction is received from Town Council regarding the priorities and scope, teams will be assembled to set more specific and measurable targets within each of the priorities.

Staff proposes using the following overarching goals to guide this process:

Climate Stewardship goal:

- Net zero by 2030

Ecosystem Stewardship Goals:

- Maintain healthy populations of all native species
- Preserve and enhance surface water and groundwater quality
- Reduce air pollutants produced in our community from 2022 levels

Climate Resiliency Goal:

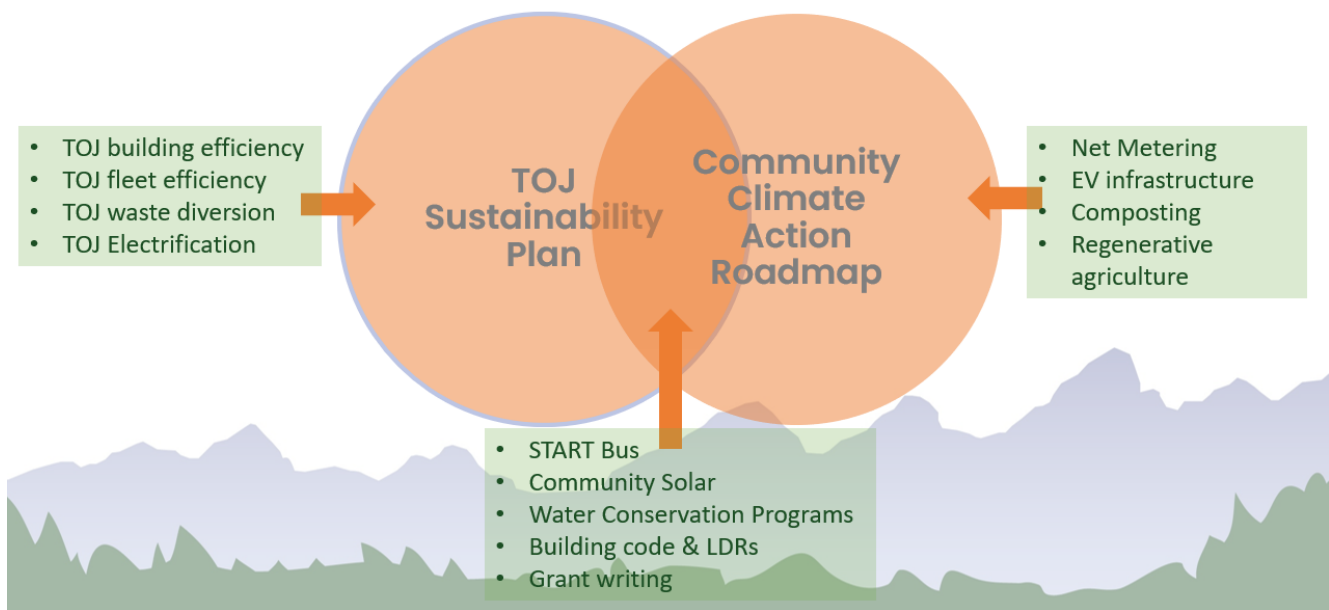
- Identify areas of vulnerability in our community and actively work to increase resiliency

Staff Recommendation: Staff recommends the above goals to guide the creation of a Sustainability Plan.

Council Discussion Point: Does Council support the proposed overarching goals? Council may support goals in all three priority areas. Alternatively, Council may pick one or two overarching goals and reject others or may accept some overarching goals and propose different goals.

Plan Scope

The reach of the plan also needs to be determined. In the past, the Town of Jackson Sustainability Plan applied only to Town-owned properties and vehicles and Town-run operations. Some operations, such as START and staff housing, were excluded. However, reaching a goal of Net-Zero by 2030, which was approved by Town Council resolution in April or 2020, requires action to reduce emissions throughout the community. Currently, the Jackson Hole Climate Action Collective is working on a community-wide Climate Action Roadmap. Draft versions of the Roadmap show many areas of overlap with a Town Sustainability Plan. The following diagram shows examples of things typically included in a Municipal Sustainability Plan, things typically included in Community-wide Climate Action Plans, and areas of overlap, where the municipality has direct control over policies and programs that affect the carbon footprint and sustainability of the greater community.



A recent [Sustainability Plan](#) created by the Town of Breckenridge shows an example of a plan that includes Municipal Goals and Community Goals within each priority area. It was created in alignment with the goals set forth in a larger county-wide Climate Action Plan. Other communities have recommended merging multiple plans into one whenever possible.

Staff has identified three options for the scope of the Town of Jackson sustainability plan:

1. **Sustainability Plan for Town of Jackson operations only.** This option is in line with what was done in the past and would focus on Municipal Operations only. A Municipal Plan is easier to manage because it limits the scope of work. However, it only addresses a portion of the total emissions in our community.

2. Hybrid Municipal and Town of Jackson Sustainability Plan. This option would include both targets for Town of Jackson Municipal Operations and also targets and initiatives that the Town of Jackson can influence through Municipal Code and LDR amendments, resolutions, incentives, projects, and education. Building efficiency, waste reduction incentives, water conservation programs, and electric vehicle infrastructure are examples of things that might be included in a hybrid-plan.
3. Community-wide Sustainability Plan. This would merge goals related to Town operations with a Community-wide Climate Action and Sustainability Plan. It would involve coordination with the Jackson Hole Climate Action Collective, the Board of County Commissioners and other stakeholders. This is the most comprehensive level of Sustainability Plan.

Staff Recommendation: Staff recommends expanding the scope of our Sustainability Plan from a Town-Only plan to either alternative 2, a Hybrid Sustainability Plan, or alternative 3, a Community-wide Sustainability Plan.

Council Discussion Point: What should the scope be for a Sustainability Plan?

Emissions Scope

If Climate Action is approved as a priority for the Sustainability Plan, the depth to which we measure emissions needs to be determined. The sustainability industry has divided different types of emissions into three categories, defined below:

Scope 1 emissions – On-site combustion of fossil fuels such as natural gas, diesel, gasoline, propane, and methane. These emissions contribute to local air and water pollution and affect the health of local community members. A local example is the emissions from diesel and gasoline burned by Town-Owned vehicles.

Scope 2 emissions- Indirect emissions from purchased electricity. These emissions affect communities where power plants are located. A local example is the emissions from the creation of electricity used to power Town-Owned Electric Vehicles.

Scope 3 emissions - Emissions from businesses that create the products we use or transport goods and people to, from and within our community. These emissions may affect both our local community and other communities. Examples of Scope 3 emissions include staff commutes to and from work, air travel for business, emissions from capital purchases, investments, and emissions produced by waste sent to the landfill in Idaho Falls. Scope 3 emissions are the most difficult to track. A local example is the emissions from motor vehicles and flights staff used to attend a recent conference in Colorado.

In the past, Town of Jackson Sustainability Plans measured emissions that were emitted in our community through the burning of fossil fuels such as gasoline and diesel, natural gas, and propane, in Town-owned vehicles and buildings. We also measured emissions that were generated to produce our electricity, and which entered the environment in other communities. These emissions fall primarily within Scope 1 and Scope 2 emissions. Outside of efforts to reduce the amount of waste sent to the landfill, the Town has not focused on reducing Scope 3 emissions. The difficulty of measuring Scope 3 emissions can be a barrier to including them in a Sustainability Plan. However, some Scope 3 emissions are easier to measure than others, such as staff air travel for business. Other Scope 3 emissions may be estimated using industry standards to simplify. It is also possible to have goals related to Scope 3 emissions that do not measure emissions. For example, past Town of

Jackson Sustainability Plans measured waste diversion rather than tons of carbon reduced through waste reduction efforts. This reduces staff time spent calculating emissions while still taking steps to reduce Scope 3 emissions. Finally, a commitment to including Scope 3 emissions does not require the Town to include *every* Scope 3 emission. If Council approves including Scope 3 emissions in a Sustainability Plan, staff on teams in each priority area can determine which Scope 3 emissions to focus on.

Staff Recommendation: Staff recommends embarking on a Sustainability Plan that includes goals related to Scope 3 emissions in select categories.

Council Discussion Point: Should the Town of Jackson include Scope 3 emissions in a Climate Action or Sustainability Plan?

Guiding Questions

To balance multiple priority areas, it is important to ask a series of questions for any sustainability initiative to ensure that a benefit for one area does not have a negative impact on the other. In addition, it is important to evaluate initiatives for equity to ensure that actions do not have a negative effect on some segments of the population while they benefit others. One aspect of equity includes choosing actions that benefit our community without displacing harm to other communities where energy is produced or products are made. Staff propose four guiding questions to use as a filter for all sustainability initiatives:

1. Does it promote a healthy environment, here and elsewhere?
2. Does it promote a healthy community?
3. Do the long-term benefits outweigh the economic impacts of implementation?
4. Is it equitable?

Staff Recommendation: Staff recommends the four questions listed to guide strategies used within a Sustainability Plan.

Council Discussion Point: Are these the right questions to ask when developing strategies to reach the goals set within a Sustainability Plan?

On October 17, 2022, staff presented to Council on the Town of Jackson Sustainability Plan. The presentation can be viewed [here](#). Council Members asked several questions, and three people gave public comment. The rest of the discussion was postponed until the next available meeting. A summary of questions and responses follows:

- ***What is the difference between Climate Action and Climate Resiliency?*** Both can be included in the same plan very easily, but they are two separate things. Climate Action, also called “climate mitigation” refers to actions taken to reduce emissions and therefore reduce the impacts of future climate change. Climate Resiliency refers to taking actions towards community preparedness to increase resiliency in the face of the changes we are already seeing or predict that we will see as a result of climate change.
- ***What is the definition or boundaries of “community” for a community plan?*** “Community” means different things to different people and can be viewed as a continuum rather than a distinct option. It could be the Town, the County, the Watershed, the Commuter-shed, or the Greater Yellowstone Ecosystem. While the Town of Jackson is deeply connected to both the Commuter-shed and the Greater Yellowstone Ecosystem, staff does not recommend expanding the scope of a Sustainability Plan to those

areas due to the challenges of coordination and implementation. Staff recommends defining “community” in one of three ways: 1) the Town of Jackson, 2) Teton County, or 3) the Snake River Headwaters. Any of these options could be phased in, starting with a smaller geographical area first and expanding to a larger geographic area.

- Town of Jackson:
 - Pros – Limiting the scope of the Sustainability Plan to the boundaries of the Town is easier to accomplish with current staff resources. The Town of Jackson has the ability to create policies and support infrastructure projects and programs that directly influence sustainability within the Town and can do so without coordinating with outside entities.
 - Cons – It may be more difficult to measure some aspects of the Town’s carbon footprint than it is to measure the footprint of a larger community, particularly as it relates to transportation. Also, many actions needed to curb emissions, protect our ecosystem, and build a resilient community require coordination with agencies and organizations. Limiting the scope of the plan to the Town’s limits will also limit our ability to partner with these organizations to embark on more comprehensive actions.
- Teton County:
 - Pros – A larger scope of work will lead to a larger impact and enables coordination with agencies and organizations on areas where our work overlaps, such as emissions related to travel to Teton Village, the National Parks, and the airport. Transportation emissions are easier to calculate at a county level than a Town level.
 - Cons – Collaboration with the County and agencies takes time and energy, and they may not be on board.
- Snake River Headwaters:
 - Pros - A larger scale of work will lead to a greater potential impact and enables coordination with agencies and organizations. The watershed makes the most sense from an ecological perspective, as it includes all of the land that drains into the Snake River and excludes some areas in Teton County that are more difficult to measure, such as the town of Alta and some parts of Yellowstone National Park. A broader definition of community will make it easier to collaborate with and build upon the work done by the Jackson Hole Climate Action Collective.
 - Cons – The Headwaters of the Snake River extend south of the southern boundary of Teton County and west into parts of Idaho. It would be difficult to be effective in an area that large with the resources available. This challenge could be resolved by determining different southern boundaries such as the confluence of the Hoback River or the county line. These revised areas would be smaller than Teton County.

The two maps below contrast the Wyoming section of the Snake River Headwaters with Teton County. The red lines show rough proposed boundaries imposed on the watershed, and how that compares to Teton County.

Snake Headwaters



Teton County



Source: Greater Yellowstone Climate Assessment

- **What is the difference between a Municipal Plan, a Town Plan, and a Hybrid Municipal & Town Plan?**
The following graphic outlines the areas of control and size of impact of different types of strategies that may be used in sustainability plans.
 - A Municipal Plan refers to a plan that is only for the Town of Jackson as an organization, and thus only sets targets related to buildings and vehicles owned by the Town of Jackson. It attempts to inspire change through leading by example and has a relatively small impact. An example of a strategy in a Municipal Plan would be electrification of Town-owned vehicles.
 - A Town Plan would set emissions and sustainability targets for all businesses and residences within the town boundaries. It can utilize strategies that involve structural changes and enabling mechanisms. An example of a structural change is an update to building codes that require higher levels of energy efficiency in new buildings. An example of an enabling mechanism is city-owned electric vehicle charging stations, which make it easier for residents and visitors to drive low emission vehicles. These types of strategies have a larger impact but can be more difficult to control.
 - A Hybrid plan would have targets for both the Town as an organization, and the town as a geographically defined area. If Town Council chooses to pursue a community-wide plan, it could encompass an area larger than the Town of Jackson but still function as a Hybrid Plan and include municipal targets.



Source: The Carbon Free City Handbook

- **Which of these two do you prefer, a Hybrid Municipal/Town Plan or a Community wide Plan?** Staff recommends a Community-wide Plan because a larger scope is needed to accomplish goals such as those set forth in the Town's Net Zero by 2030 resolution. A Community-wide plan could still be done as a "hybrid" that includes municipal targets, but the definition of community can be larger than the geographic boundaries of the Town of Jackson. One benefit of a Community-wide plan is that it is easier to measure some things, such as transportation emissions, on a larger scale. The challenge of a Community-wide Plan is that areas outside of the Town limits may be outside of the scope of control of Town Council and staff.
- **How much would a consultant cost to support this work?** Staff did not have an estimate during the meeting. Upon further investigation, staff has received cost estimates ranging from mid five figures to low six figures, depending on the scope of work. Many towns that create their own sustainability plans using internal staff hire consultants for some of the work, such as the facilitation of public engagement meetings, graphic design, and formatting for the final product. The estimated cost for those services is \$35,000 - \$50,000. Hiring a consultant to be involved through the entire process would cost much more and would depend on the scope of the plan. A simple Municipal Plan is estimated to cost \$80,000 - \$100,000 based upon past prices and inflation. One large firm that responded to inquiry typically charges \$150K - \$350K+ for a full Community Plan, including public engagement and graphic design. Pricing depends upon:
 - The amount of public engagement they do (and how much or little the town helps)
 - Does the plan include a Greenhouse Gas Inventory update
 - Does the plan include a vulnerability assessment
 - Does the plan include an online tool or website

- How big the plan is (municipal, community-wide)
- How much work has been completed to build upon
- **Would you be amenable to adopting the Climate Action Roadmap that is currently being worked on?**
Yes, the work done by the Jackson Hole Climate Action Collective is a great asset that can help us to create a larger plan. However, the roadmap does not have municipal goals, so we may want to add those to their plan. Also, they are more focused on Climate Action, so we may want to add Ecosystem Stewardship targets as well. Finally, they are writing a “roadmap”, which is often a precursor to a full plan. The roadmap is intended to guide us to a full plan. If we adopt the Roadmap, we would still need to put in some work to develop it into a full plan.
- **Can we join the Mountain Towns Collaborative for \$2500 and have them draft a plan?** *We could join the Collaborative for support in this endeavor. The Ecosystem Stewardship Administrator’s understanding is that the \$2500 membership fee is the cost to access six courses that would help us to draft a plan but wouldn’t necessarily draft one for us. We could also join the Urban Sustainability Director’s Network for support, or use ICLEI Local Governments for Sustainability, of which we are already a member.*
- **Why would you not use industry-standard terms for a “hybrid” plan?** *There is no industry-standard for a plan that includes municipal targets within a town or community plan. It is just called a plan. Staff used the term “hybrid” to help differentiate between the various options for the scope of the plan. Once it is determined, we can simply call it a plan.*

Public comment.

1. *Sandy Shuptrine of the Jackson Hole Climate Action Collective voiced support for the plan and voiced a personal preference for the “hybrid” idea, so that the Town can speak to its strength while using partners out there for greater impact. She also recommended using the Upper Snake River Watershed as the definition of “community”. She clarified that the Roadmap is intended to be a stimulus, not the end-all-be-all.*
2. *Margie Lynch of the Jackson Hole Climate Action Collective stated that the JHCAC is fully supportive of partnering with the Town on this endeavor.*
3. *Tim O’Donohue of the Riverwind Foundation expressed an interest in seeing impact in the approaches outlined. Which ones will have the greatest impact? He expressed that the Town of Jackson is seen as a leader in energy efficiency, renewables, and other areas, and we should choose the options that have the potential to make the greatest impact.*

Public letters that were received after the October 17th workshop are attached at the end of this report.

Possible Alternatives.

Priorities:

1. Reject all priorities
2. Accept one or two of the proposed priorities

Overarching Goals:

1. Reject all overarching goals
2. Accept some of the proposed goals, but not others

Plan Scope:

1. Approve a Municipal Plan

Emissions Scope

2. Approve a plan that addresses Scope 1 and Scope 2 emissions only

Guiding Questions

1. Reject all guiding questions
2. Approve some of the guiding questions, but not others

Comprehensive Plan & Priority Alignment.

Principle 1.1—Maintain healthy populations of all native species.

For future generations to enjoy the ecosystem that exists today the community must manage our impacts to wildlife, wildlife habitat, and wildlife movement corridors on private and public land. The prevalence of wildlife that is central to our ecological, social, and economic character requires an intact ecosystem that supports all native species. Therefore, efforts to protect wildlife must extend to all native species.

Principle 1.2 – Preserve and enhance surface water and groundwater quality.

Clean water is one of the most basic requirements of a healthy ecosystem and community. Protecting the water quality of Jackson and Teton County is essential to the ecosystem and scenic beauty that residents and visitors enjoy. In addition, the public has the right to clean, affordable drinking water. Stewardship of surface water bodies of all sizes, the Snake River Sole Source Aquifer, wetlands, riparian areas, and groundwater, is vital to sustaining healthy populations of native species and for the health and safety of the human community. Preservation of water quality includes water features, from small creeks to large systems, including the Snake River Sole Source Aquifer, due to its importance as the community's water source. Among other measures, it is integral to minimize pollution from wastewater and stormwater that cause water quality impairment and threaten overall ecosystem health.

Policy 1.3.d Maintain dark night skies

The prominence of nature over the built environment should extend beyond daytime viewsheds. The lighting of individual developments cumulatively impacts the ability to see dark and starry night skies. Although illumination is required for public safety, especially along pedestrian corridors, non-essential lighting should be limited, and all lighting will be designed to meet dark skies best practices. Existing development will also be encouraged to implement best practices.

Principle 2.1 – Reduce energy consumption of non-renewable energy

To reduce the emission of greenhouse gases that contribute to climate change, the community should reduce its consumption of energy from non-renewable sources. The Town and County will lead by example and encourage reductions in energy demand and the use of renewable energy sources. However, it is the daily responsibility of the entire community to reduce greenhouse gas emissions whether for climate, financial or other reasons.

Principle 2.2 Reduce greenhouse gas emissions through land use

Land use patterns have a great effect on the community's overall energy consumption and should be designed with energy efficiency in mind. Complete Neighborhoods require less energy consumption for travel within and around the community; and compact mixed-use infill and redevelopment requires less energy in the provision of services and infrastructure.

Principle 2.3 – Reduce greenhouse gas emissions through transportation

Transportation accounts for approximately 80% of the total carbon emissions in the community and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources.

Principle 2.4 – Increase energy efficiency in buildings

It is the community's goal to achieve carbon neutral buildings by 2030. Increasing the energy efficiency of buildings and reducing the energy used for the construction of buildings will greatly increase the community's energy conservation efforts, as the construction and operation of buildings accounts for close to 15% of energy use in Jackson and Teton County. Publicly funded construction projects will lead by example in implementing this policy, and incentives will be provided to reduce the energy demand of new and existing private buildings.

Principle 2.5 – Reduce greenhouse gas emissions through waste management and water conservation

The community will reduce the amount of energy required to distribute, clean, and dispose of water and waste through conservation efforts. Our current water consumption and waste management practices will have long-term adverse impacts on the ecosystem and the community's energy demand if conservation measures are not pursued.

Principle 3.4 – Limit development in naturally hazardous areas

Development in hazardous areas threatens the health, safety and welfare of human inhabitants. Steep slopes, poor soils, avalanche chutes, floodplains, dense forests and areas along fault lines offer unique opportunities for interaction with the environment, but when natural events do occur in these areas the results can be disastrous.

Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit and micro-mobility infrastructure

If the fastest way to travel around the community and region is by walking, biking, carpooling or taking transit, residents, and visitors will move in a way that benefits the environment, their pocketbook, and their health. To achieve this goal, capital investment in transportation must be focused on walking, biking, carpooling, and transit. Single occupancy vehicle solutions have the most significant environmental footprint while providing transportation access to a limited portion of the population. Increasingly, the transportation network will be an interconnection of walking, biking, carpool and transit infrastructure that makes the single-occupancy vehicle the least convenient mode of travel.

Principle 7.2 – Reduce greenhouse gas emissions from vehicles from 2012 levels

One of the biggest threats to the health of the ecosystem is climate change. The most significant local contributor to greenhouse gas emissions is surface transportation – the cars, trucks, and buses we use to travel into, within, and out of the community. As stewards of the ecosystem, we will manage our transportation to reduce emissions. Cleaner vehicles, fewer trips, and trips that move more people will be prioritized over strategies focused on reducing congestion.

Principle 9.3 – Anticipate future issues and pioneer innovative solutions

Existing implementation tools will not be enough to fully achieve the community's aspirational goals. We have identified many tools that will move the community toward its Vision. We have also purposefully set the Vision out of reach of conventional approaches to challenge ourselves to explore the adjacent possible and reset the leading edge. To find new solutions, we will have to be willing to analyze and perhaps pilot atypical approaches that do not have historical precedent and may not yield tangible progress.

Fiscal Impact.

\$75,000 in the budget for sustainability projects this fiscal year. None has been spent to date.

Staff Impact.

20% of the Ecosystem Stewardship Administrator's job description, or approximately 357 hours annually, is dedicated to the Town Sustainability plan. She has spent 80 hours conducting research and assembling this report to date. Other staff, including Interim Town Manager Tyler Sinclair and Public Works Assistant Director Johnny Ziem, have spent an estimated 16 hours providing background information and feedback. For the remainder of the fiscal year, the Ecosystem Stewardship Administrator will spend approximately 8 hours per week on the Sustainability Plan. Other staff who participate in teams assembled to create specific strategies and targets will spend an estimated 80 hours supporting the creation of a Plan.

Attachments or Links.

None.

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

1. I move to approve the priorities of ecosystem stewardship, climate stewardship, and climate resiliency and the overarching goals and guiding questions as written in this November 21, 2022 staff report for a *Community-wide Sustainability Plan* that includes Scope 1, Scope 2, and Scope 3 emissions.
2. I move to approve the priorities of ecosystem stewardship, climate stewardship, and climate resiliency and the overarching goals and guiding questions as written in this November 21, 2022 staff report for a *Hybrid Municipal and Town of Jackson Sustainability Plan* that includes Scope 1, Scope 2, and Scope 3 emissions.

From: [Candra](#)
To: [Town Council](#)
Cc: [Tanya Anderson](#)
Subject: Jackson Hole Climate Action Collective comment on scope and direction of the Town's Sustainability Plan
Date: Tuesday, November 15, 2022 10:38:35 PM



Re: Sustainability Plan Scope and Direction

For November 21 Town Council Workshop

Dear Mayor and Town Council:

I am writing on behalf of the Jackson Hole Climate Action Collective (JHCAC) to comment on the Town of Jackson Sustainability Plan, to be discussed on November 21st.

We are very grateful for the careful, thoughtful work that Tanya Anderson has done toward development of our town's next Sustainability Plan and for our opportunity to comment at this point in the process.

Referring to the staff report dated October 21, 2022, the Board of Directors of JHCAC strongly support the staff recommendation **to approve the three priorities** of Ecosystem Stewardship, Climate Stewardship and Climate Resiliency. We also strongly support a **Plan that includes Scope 1, Scope 2 and Scope 3**, with the **overarching goals** identified in the staff report.

We unanimously urge you to choose the **community-wide option** rather than the hybrid option described in the staff report because it will take community-wide commitment and action to achieve the goals of this Plan. We understand that this means that some of the needed action will be beyond the scope of Town of Jackson responsibility and we are confident that other organizations, businesses and individuals will join with the Town to work collaboratively to achieve these goals. Going forward, we recommend that you consider creating an unpaid Sustainability Task Force of citizens to help Town staff accomplish these goals and coordinate community-wide action. JHCAC is looking forward to helping in any way we can.

The Town has made great strides with both the 10 X 10 Plan and the 40 X 20 Plan. We recognize that much progress has been made with Town facilities and operations and that this was a necessary first step. Because of this progress as well as the urgency of the climate issue, the Town should now address the transition needs of the community as a whole.

We would like to offer six additional comments:

- 1) We recommend the **geographic focus of the Town's Sustainability plan be Teton County**, recognizing that the Town will need to coordinate efforts with regional organizations working in the Upper Snake River watershed and in the Greater Yellowstone Ecosystem.
- 2) We strongly support the staff recommendation to include **Climate Resiliency** in the three priorities. Effective climate action will require more than reducing emissions. We hope that regeneration efforts will be included under the Resiliency umbrella.

3) We also support including **water quality and wildlife**, as staff recommends. We need a holistic approach to climate action.

4) We also strongly support the staff recommendation to include **equity** considerations in all Town climate policy decisions.

5) Regarding funding, we applaud the Town's contract with Sustainable Strategies to help assure that our community can access Federal funding opportunities effectively. If additional grant writing support is needed to pursue other Federal opportunities for sustainability action, we are in favor of that. We recommend that available funding already in the budget be "put to work" as soon as possible. We feel a sense of great urgency to take advantage of Federal funding opportunities because the time for concerted climate action is now.

6) This Sustainability Plan is an essential next step to guide the Town's climate-related actions. We look forward to working closely with the Town as we complete the Community Climate Action Roadmap, which offers a framework and rational nexus for **choosing priorities for action** in these six sectors: Energy Supply; Energy Use; Transportation; Vegetation and Forests; Waste; and Water Supply.

The Roadmap does not address crucial climate-sensitive issues such as wildlife and water quality and we appreciate that the scope of the Town's Sustainability Plan will address these topics. It is also intended to align with the Destination Management Plan being developed by the Travel and Tourism Board, which addresses the climate-related issues related to visitation.

The Climate Action Roadmap will be completed during the first quarter of 2023 (and hopefully by the end of January) and presented to both Town & County for your consideration and further action. It will be a living document, of course, designed for ongoing review and revision as we go forward. We appreciate that the Roadmap is included in the staff report and look forward to aligning the Roadmap and the Town's Sustainability Plan in a clear and seamless way.

Thank you very much for your consideration of these comments and thank you for making such meaningful progress toward these essential goals.

Sincerely,

Candra Day, Chair, Jackson Hole Climate Action Collective

On behalf of JHCAC Board of Directors:

Sandy Shuptrine, Secretary

Reade Dornan, Treasurer

Jennifer Evans

Sophie Lamb

Margie Lynch

Victoria Parker

Aaron Pruzan

From: [Zach Isler](#)
To: [Town Council](#)
Subject: Public Comment RE: Town Sustainability Plan
Date: Tuesday, November 15, 2022 9:43:35 AM

Dear Town Councilors,

I urge you to accept the staff recommendations in the Sustainability Plan Staff Report, including:

- Embarking on a Sustainability Plan that includes goals related to Scope 3 emissions in select categories.
- Developing a Community-Wide Sustainability Plan.
- Working from a comprehensive definition of "sustainability" that includes climate resiliency.
- Expanding the Ecosystem Stewardship coordinator role to allow for comprehensive work in all of these areas.

It is clear that a comprehensive approach to ecosystem stewardship is necessary to ensure that our community continues to grow equitably and remain vibrant. Peer communities, facing similar climate challenges, are already leading the way. This is our opportunity to catch up and establish Jackson as a model town for climate leadership, adaptability, and economic resilience. The staff recommendations in this report represent best practices already in use, based on sound academic research.

The initial investment of public funds into planning, staff, and infrastructure projects will pay for themselves, in many cases, through increased efficiency. Additionally, any investment in climate resiliency and lowering scope 3 emissions directly protects the ecosystem that attracts visitors who supply our revenue.

In my opinion, failing to implement a comprehensive sustainability plan is irresponsible and shortsighted. The Town Council has already taken very impactful sustainability steps, including the Net-Zero Resolution, joining MT2030, committing the Green Power, and investing in public transportation. Please continue these successes by approving the staff recommendations!

Thank you,

Zach Isler

 [Reply](#) [Forward](#)

From: [Victoria Parker](#)
To: [Town Council](#)
Cc: [Tanya Anderson](#)
Subject: Sustainability & Resilience- the time is NOW
Date: Wednesday, November 16, 2022 8:02:02 AM
Attachments: [Outlook-Teton Lunc.png](#)

Dear Mayor and Town Council:

How priveleged are we? THE WATERSHED? The mountains, fresh air, snow, wildlife, rivers, lakes, the list goes on...I would like to comment on the Town of Jackson Sustainability Plan, to be discussed on November 21st. Firstly, well done on choosing Tanya for this new position at TOJ. I strongly feel she will carry the weight of the community and what is right for our environment and natural resources. Thank you also for the opportunity to comment at this point in the process.

Referring to the staff report dated October 21, 2022 I strongly support the staff recommendation **to approve the three priorities** of Ecosystem Stewardship, Climate Stewardship and Climate Resiliency. I also strongly support a **Plan that includes Scope 1, Scope 2 and Scope 3**, with the **overarching goals** identified in the staff report. In terms of getting it done, why not choose a method that has been successful in other towns who are aggressively hitting their recognizable goals- such as the county appointed community volunteer based "Task Force" that City of [Milwaukie in Oregon](#) has done? This was done at a community applicant level- bringing community leaders, experts and passionate climate warriors together to help their "Tanya" and Climate Action PLAN, get achieved. I believe the role is a 3 year commitment. Anyways- what a way to feasibly get all this great work done.

Yes, we have achieved a bit towards climate mitigation- but we are the watershed, we are so priveleged to be here, we should be **LEADING** by example and actually measuring, quantifying, adopting and achieving our footprint and climate mitigation.

As you heard from the JHCAC, I would like highlight six additional comments:

1. I recommend the **geographic focus of the Town's Sustainability plan be Teton County**, recognizing that the Town will need to coordinate efforts with regional organizations working in the Upper Snake River watershed and in the Greater Yellowstone Ecosystem.
2. I strongly support the staff recommendation to include **Climate Resiliency** in the three priorities. Effective climate action will require more than reducing emissions. I hope that regeneration efforts will be included under the Resiliency umbrella.
3. I also support including **water quality and wildlife**, as staff recommends. We need a holistic approach to climate action.

4. I also strongly support the staff recommendation to include **equity** considerations in all Town climate policy decisions.
5. I feel that you should apply for additional grant writing support is needed to pursue other Federal opportunities for sustainability action. I recommend that available funding already in the budget be "put to work" tomorrow. The time is now- there is great urgency to take advantage of Federal funding opportunities because the time for concerted climate action is now. Why would we abandon our mission and our community by NOT applying for the funding?
6. This Sustainability Plan is an essential next step to guide the Town's climate-related actions. We look forward to working closely with the Town as we complete the Community Climate Action Roadmap, which offers a framework and rational nexus for **choosing priorities for action** in these six sectors: Energy Supply; Energy Use; Transportation; Vegetation and Forests; Waste; and Water Supply. The Roadmap does not address crucial climate-sensitive issues such as wildlife and water quality and we appreciate that the scope of the Town's Sustainability Plan will address these topics. It is also intended to align with the Destination Management Plan being developed by the Travel and Tourism Board, which addresses the climate-related issues related to visitation.
7. The Climate Action Roadmap will be completed during the first quarter of 2023 (and hopefully by the end of January) and presented to both Town & County for your consideration and further action. It will be a living document, of course, designed for ongoing review and revision as we go forward. I appreciate that the Roadmap is included in the staff report and look forward to aligning the Roadmap and the Town's Sustainability Plan in a clear and seamless way.

Thank you very much for your consideration of these comments and thank you for making such meaningful progress toward these essential goals.

Best,
Tori

Victoria Parker

Teton Lunch Counter, Founder



970-306-5030

Jackson, WY 83001

<https://tetonlunchcounter.com/>

<https://www.linkedin.com/in/victoriadparker/>

From: [Frances Clark](#)
To: [Town Council](#)
Cc: [Tanya Anderson](#)
Subject: Sustainability plan
Date: Thursday, November 17, 2022 8:16:20 PM

Dear Council members,

I want to thank the staff, particularly the ecological stewardship director Tanya Anderson for the coherent staff report on the sustainability plan. Unfortunately, I am in the east for several weeks for family medical purposes and have not been able to focus on this critical matter that directs the future work of so many staff members and community members. Therefore my comments are general and brief.

I support the broader scope of Sustainability vs Climate Action, with much more emphasis on natural ecosystems and wildlife. While laudatory, reducing energy emissions in Jackson Hole is a nano drop in the bucket as to their effect on climate change. I say that while currently staying in the Boston metro area of 4.9 million people. In Jackson we are expending tremendous proportionate effort (staff, budget, community volunteer energy) on climate actions which distracts and detracts from where we can do the most good for our region and nation...protecting the unique still-in-intact greater Yellowstone ecosystem. We need to focus and put resources behind protecting wildlife populations, natural habitats, and hydrological systems that we—including wildlife—all depend upon. Furthermore, doing so enables wildlife populations to be more climate resilient to the inevitable changes in the future.

Yes, the private and developed lands are less than 3% of the county's land base, but we know that wildlife particularly at this time of year depend on the buttes, grasslands/pastures, and open waters in the heart of Jackson hole, and must travel through on their migrations.

Therefore, I support the ecological stewardship circle as the priority.

The sustainability plan needs to include the county to be at all effective.

The ecological stewardship administrator also needs to have time to provide the ecological analysis and perspective in developing different strategies. We need to be sure other sustainable goals do not harm and indeed benefit the wildlife and natural systems. For instance sustainability efforts may be at odds with wildlife connectivity and habitat protection such as widening roads for carpools, adding commuter parking areas and adding bike paths for transportation efficiencies. The ecological stewardship administrator's time should be focused on sharing the science and expertise that sets priorities and actions for wildlife issues on private and public lands while also providing colleagues information that can positively incorporate wildlife considerations in all relevant aspects of the sustainability plan of the built environment.

I hope this is helpful. I wish I had more time to look the staff report through in detail and be more cogent in my comments.

Thank you for all your hard work on behalf of the town.

Frances Clark
Resident of Wilson.

Sent from my iPhone

STAFF REPORT



Meeting Date:	November 21, 2022	Meeting Title:	Workshop
Submitting Department:	Administration	Presenter:	Tyler Sinclair
Agenda Item:	Town Manager Job Description and Process Update	Public Comment:	Yes

Purpose & Policy Considerations.

For Town Council to review a revised Town Manager Job Description, affirm next steps, and review the timeline moving forward.

Requested Action.

Staff is requesting initial feedback on a draft job description, Council's affirmation of next steps in the process of hiring a Town Manager, and review and agreement on a timeline moving forward.

Recommendations.

Staff recommends Council provide initial feedback on the draft job description, provide direction for adoption of the job description, affirm next steps, and agree on a target timeline moving forward.

Background.

At Council's direction from the October retreat, staff reached out to Baker Tilly, the consultant group the Town is currently working with on its Class and Compensation study, to engage them in work around preparing a Town Manager job description based on Council's input. After executing a letter of engagement for this additional work, Staff met with Caitlin Hemrickhouse of Baker Tilly on November 14 to discuss the initial step of preparing a job description and again on November 18. That initial draft job description is attached to this staff report.

As discussed at the retreat and fleshed out further by staff, the next steps and timeline would include:

1. Review and finalize the job description and direct staff to prepare a resolution for adoption. 11/21/22
2. Adopt the updated job description by resolution. 12/5/22
3. Work with Baker Tilly and Heidi Brinkman to develop performance metrics, finalize a performance evaluation instrument for the Town Manager, and adopt a performance evaluation process and timeline. 12/19/22
4. Select a path forward for hiring a Town Manager based on possibilities presented at October retreat. 12/19/22
5. Set clear annual performance expectations. 1/17/23
6. Hire a Town Manager. By, or before 8/31/23
7. Review and revise job description every 3 years.

Analysis.

Adopting a new job description and setting a timeline for onboarding a new Town Manager is the desired outcome for this process. Additionally, setting clear performance expectations for the next Town Manager with a transparent review process will also provide clarity and set expectations for the person in this position. Having Council agree on these issues prior to hiring a new Town Manager will also give the incoming Town Manager clarity in terms of working for a five-member elected board.

Possible Alternatives.

The Council could choose to add more time to the process or discuss options for working to complete the annual performance expectations prior to the January 17, 2023, meeting.

Comprehensive Plan & Priority Alignment.

The ability for Council to make meaningful progress towards achieving the goals and objectives of the Comprehensive Plan are tied to the leadership of a professional Town Manager and a well-functioning Town organization.

Fiscal Impact.

The letter of engagement contains a cost of \$2,500 for the work of preparing the job description and creating performance metrics for the Town Manager to be utilized in the performance evaluation process.

Staff Impact.

The staff impact of moving forward with this project is positive in that the Town Manager will have an updated job description, clear annual performance expectations, and an updated performance review instrument and process. Staff has spent approximately 6 hours on this project to date and expects to spend an additional 30 hours prior to completion.

Attachments or Links.

Draft Town Manager job description.
Town Council Retreat – Meeting Notes
Town Council Retreat – Slide Deck

Suggested Motion.

I move to 1) direct staff to prepare a Resolution for Council consideration at the December 5, 2022 Town Council meeting setting forth the Town Manager's job description and 2) approve the next steps and target timeline as set forth in this staff report.



Town of Jackson, Wyoming

Job Description

Title: Town Manager

FLSA Status: Exempt

Department: Administration

Updated: 11/17/2022

General Definition of Work

Performs complex work by directing and coordinating all Town employees; carrying out directives of the Mayor and Town Council; performing administration of day-to-day operations of Town government; establishing administrative procedures to increase effectiveness and efficiency of Town government; acting as public information officer; establishing and maintaining procedures to facilitate communications between citizens and Town government. Performs related work as apparent or assigned. Work involves setting policies and goals under the direction of the Town Council. Supervision is exercised over all organizational personnel.

Essential Functions and Competencies

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

Essential Functions

- Carries out directives of the Mayor and Town Council which require administrative implementation; reports promptly to the Mayor and Town Council any difficulties encountered.
- Performs the administration of all day-to-day operations of the Town government; monitors all Town ordinances, resolutions, council meeting minutes and state statutes.
- Prepares a plan of administration including an organization chart and administrative procedures, which defines authority and responsibility for all non-statutory positions of the Town.
- Provides strategic budgetary oversight and is responsible for fiscal management of Town operations.
- Establishes, when necessary, administrative procedures to increase the effectiveness and efficiency of Town government according to current practices in local government, not inconsistent with directives of the Mayor and Town Council.
- Establishes and maintains procedures to facilitate communications between citizens and Town government to assure that complaints, grievances, recommendations and other matters receive prompt attention by the responsible official; assures that all such matters are expeditiously resolved.
- Ability to be available and appropriately respond to various operational needs of the Town beyond standard business hours.
- Keeps informed and works with the Town Attorney concerning current Federal, State and County legislation and administrative rules affecting the Town; submits appropriate reports and recommendations on those matters to the Town Council.



Town of Jackson, Wyoming

Job Description

- Represents the Mayor and Town Council in matters involving legislative and intergovernmental affairs when authorized by the Mayor and Town Council.
- Assures that the news media are kept informed about the operations of the Town and that all open meeting rules and regulations are followed.
- Supports and implements the Comprehensive Plan vision and goals through public and private sector cooperation.
- Collaborates with internal and external partners to ensure Town and overall community goals and objectives are supported.

Critical Competencies

- Visionary leader with the ability to incorporate multiple perspectives and data into strategic community initiatives.
- Ability to think strategically to continuously advance the organization with changing operational needs, and develop a meaningful performance review process for staff.
- Must be a transparent communicator, and possess the ability to coach staff to lead a dynamic team that fulfills services requiring a variety of professional experience and diverse skillsets.
- Must be comfortable being accessible, visible and immersed in the fabric of the community, and serving as the face of Town operations.
- Possess an understanding of the demographics, and dynamics of residents, businesses, and community members to prioritize various organizational and community needs.
- Models articulate, effective and respectful oral, written and visual skills with Council, the public, leadership team and department employees. Develops and accurately communicates Town and department messaging during public interactions.
- Creates a positive environment where employees feel confident bringing their true selves to work.
- Demonstrates self-awareness and a commitment to equity including developing a network with diverse perspectives and consulting diverse resources to better understand complex equity issues that impact staff and Town stakeholders.
- Continuously expands knowledge, applying what is learned. Believes there is always more to learn and provides continual learning opportunities to employees.
- Understands and upholds the separation of duties between the Town Council and the Town Manager whereby the Town Council is responsible for policy decisions and the Town Manager implements those decisions.

Desired Educational Qualifications

A Bachelor's degree in Business Administration, Public Administration, Urban Planning or a closely related field with at least 7 years of professional experience in a related field with at least 5 years serving as a department director, Assistant Town Manager, Deputy Manager, or similar level of leadership responsibilities. A masters degree, and designation recognized as through International City Manager Association Credentialed Manager (ICMA-CM) are highly desired. Experience in a leadership role in a community with similar challenges and opportunities as Jackson is preferred. Any equivalent combination of education and experience that provides the required knowledge and skills will be considered.



Town of Jackson, Wyoming

Job Description

Working Conditions

The characteristics listed below are representative of the physical demands, physical agility, sensory requirements, and environmental exposures required by an individual to successfully perform the essential duties of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

- Employees sit some of the time but may walk or stand for some periods of time.
- This classification involves physical agility requirements such as: climbing, stooping, kneeling, crouching, crawling, reaching, pushing, pulling, repetitive motions and manual dexterity.
- Sensory requirements include work has standard vision requirements; conveying detailed or important instructions to others accurately, loudly or quickly; and to receive detailed information through oral communication and/or to make fine distinctions in sound.

Physical Exertion (Pounds)	
Up to 10	Seldom
Up to 25	Seldom
Up to 50	None
Up to 100	None
100 or more	None

Environmental Exposures	
Work near moving mechanical parts	None
Work in high, precarious places	None
Toxic or caustic chemicals	None
Outdoor weather conditions	Seldom
Extreme Cold, non-weather	None
Extreme Heat, non-weather	None
Noise Level	Moderate

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

**Jackson Town Council Fall Retreat
Snow King Mountain Resort – Grand View Lodge, Fireside Room
October 24, 2022
Town Manager Discussion Notes**

Next steps

- Type notes from meeting (Heather)
- Get an external body/human to draft the job description (Tyler to work with Baker Tilly)
- Draft internal annual performance renewal process (Baker Tilly, with consultation by Heidi)
- Check in with Town Council by mid-November (Tyler)
- Aim to select a path forward by 12/31/22
- Aim to have permanent Town Manager on board no later than 8/31/23

Most Important

- **Strategic thinking**
- **Integrity**
- **Professional (respectful)**
- **Vision**
 - Direction for the organization
 - How to get there
- **CEO-type role/skills**
 - Organization management
 - Public-facing
 - Visionary
 - Strategic
- **Hires experts and doesn't second guess/ micromanage**
- **Raw intelligence/experience/mental agility**
 - Education that is relevant
- **Communication**
- **Sophistication**
 - Understanding who lives here
 - Discernment
 - Experience
 - Focuses on what's important
- **Empathetic**
 - Self-awareness
 - Caring
 - Emotional Intelligence
- **Boundaries**
 - Role defined w/ TC
 - Able to push back, willingness
- **Humility**
 - DEI, as an example
 - Emotional Intelligence
- **Growth Mindset**

- Performance reviews
- Personal growth
- Motivated to improve
- **Commitment to equity**
 - Organization
 - Community
 - Info sharing
 - Operationalizing Equity
 - Bias control
- **Team player**
 - Highly collaborative
- **Coach**
 - Decide and lead
- **Core services**
 - Operating responsibilities
- **Local knowledge**
 - Not assuming done research
- **Time commitment**
 - Ability/willingness to be available if/when needed
- **Looking for a relationship**
- **Reasonable balance of expectations and resources for staff**

Jackson Town Council Retreat

Municipal Best Practices for Executive Hiring and Management
October 2022

Purpose of the Day: Identify important characteristics and competencies for the Jackson Town Manager considering industry best practices to ensure a successful process and selection



Town Manager Position

- Best practices overview: managing, job descriptions
- Review perspectives from interviews and surveys
- Council discussion

Hiring a Town Manager

- Best practices and options for hiring
- Council discussion

Next Steps

BEST PRACTICES

- **Develop a job description**
- **Hire a town/city/county manager**
- **Set clear annual performance expectations**
 - Annual project or focal area priorities
 - Annual targets or benchmarks for incremental achievement (how much, how many, how far)
- **Hold annual performance evaluation for accountability**
 - Assess performance against priorities and benchmarks
 - Set priorities and benchmarks for the next year
- **Review and revise job description every 3 years (ish)**
 - Even if you're satisfied with executive performance
 - Provide and discuss revised job description at annual review
 - Adjust performance expectations accordingly



COUNCIL ROLE

Set Direction

Provide Clear Expectations

Hold Executive Accountable

- Write the job description
- Set annual expectations
 - Include internal leadership and people management
 - Can include general expectation for organizational restructuring
- Hold annual performance review
- Review/revise job description
- *Do these as a full body or after clear and public assignment of responsibility to a committee of 2 or 3.*

EXECUTIVE ROLE

Lead the Organization

Manage the People

Advance Priorities / Meet Targets

- Structure the organization appropriately
- Write job descriptions and hire senior staff
- Provide clear expectations for senior staff
- Hold annual performance reviews for senior staff
- Oversee implementation of priorities, achievement of targets
- Report to Council; provide periodic updates on progress
- Ask Council for help if/when needed
- Ask Council for clarity if priorities shift or context changes

Deeper Dive into Job Descriptions: Important Skills

(NCSU study)

Baseline Skills	Core Skills (common on TM job postings)	Necessary Skills (not specific to posting)	Differentiators (increases likelihood of career success)
Communication Skills	Budgeting	Business Administration	Community development
Planning	Public Administration	Staff Management	Community relations
Building Effective Relationships	Local Government	Customer Service	Land use
Teamwork / Collaboration	Economic Development	Project Management	Labor relations
Organizational Skills		Scheduling	

Deeper Dive into Job Descriptions: Important Skills

(NCSU study)

Baseline Skills	Core Skills (common on TM job postings)	Necessary Skills (not specific to posting)	Differentiators (increases likelihood of career success)
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Planning	Public Administration	Staff Management	Community relations
Building Effective Relationships	Local Government	Customer Service	Land use
Teamwork / Collaboration	Economic Development	Project Management	Labor relations
Organizational Skills		Scheduling	



Review of Perspectives from Interviews and Surveys

A close-up, slightly blurred photograph of a desk. In the upper center, a white computer keyboard is partially visible. To its left, a calendar page with numbers 16, 23, 29, 30, 31, 24, and 25 is visible. Below the keyboard and calendar are several notebooks with brown covers. Some notebooks have colorful tabs (purple, teal, grey) sticking out. The text "A note about methodology and focus" is overlaid in the center in a black, sans-serif font.

A note about methodology and focus

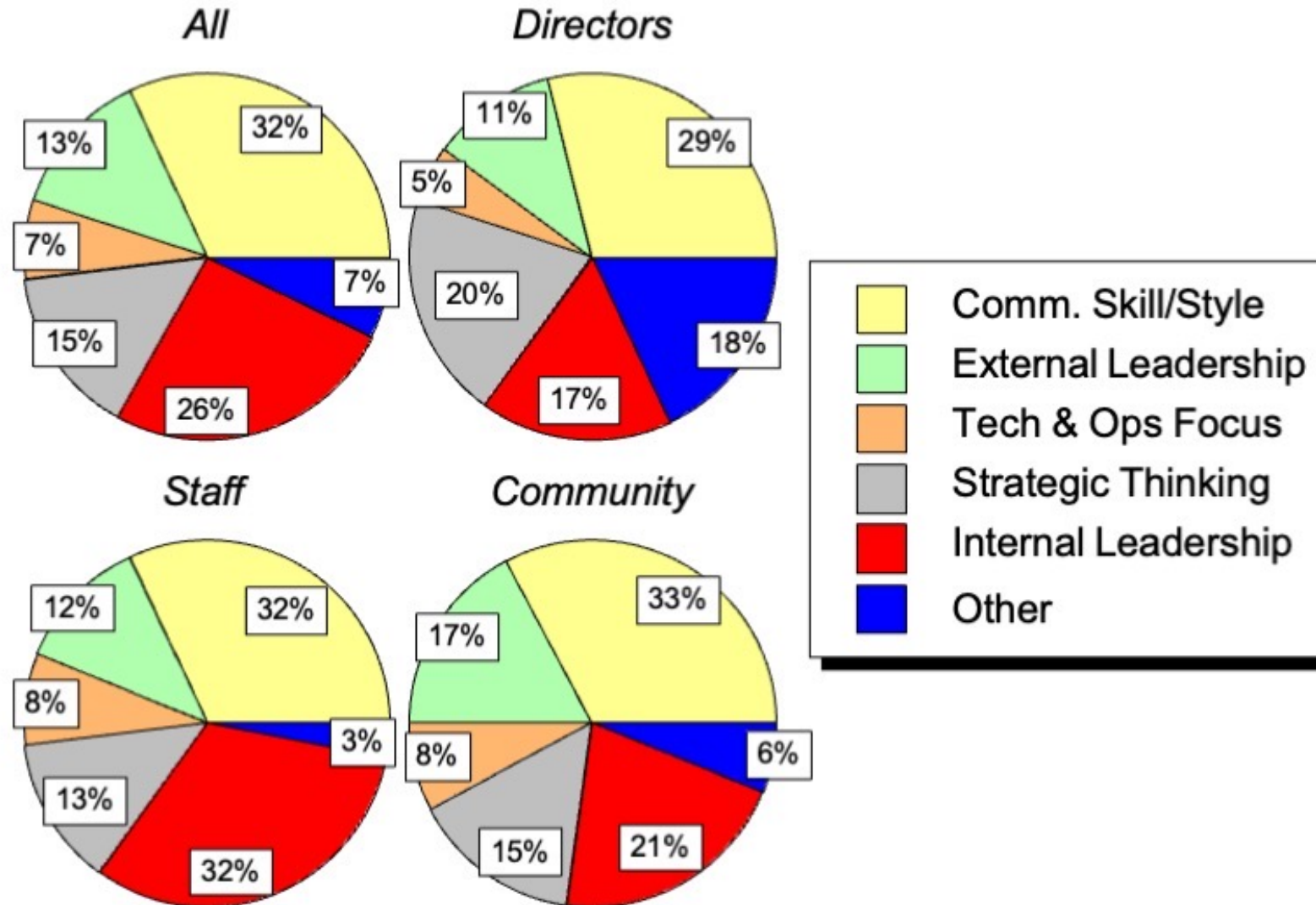
Respondents

Respondent Category	Interview	Survey	TOTAL
Directors	7	3	10
Staff	5	38	43
Community Members/External Partners/Others	5	21	26
TOTAL	17	62	79

Emergent Themes from Interviews and Surveys

- **Strategic Thinking & Change Management**
 - Big picture view & integration
 - Focus on needed change & careful management of change
 - Create shared expectations & understanding, advise
- **Community Leadership & Partner Engagement**
 - Visibility
 - Proactive engagement; build bridges
 - Knowledge of town & community/businesses
 - Provide analysis and recommendations
- **Internal Leadership & People Management**
 - Collective identity (big picture view & integration)
 - Culture improvement (trust, morale, support, inclusion)
 - Clarity (roles, vision, expectations)
 - Consistency (policies, procedures, accountability)
 - Talent recruitment, development, retention
- **Communication Skill & Style**
 - Professional skill
 - Interpersonal skill & emotional intelligence
 - Skilled at conflict resolution (facilitating & engaging in)
 - Transparent, ethical, accountable
 - Compassionate & inspirational
- **Technological & Operational Knowledge & Focus**
 - Budget & finance
 - Planning & community development
 - HR
 - Educated
 - Experience as TM
- **Other**

Town Manager Qualities, by Theme





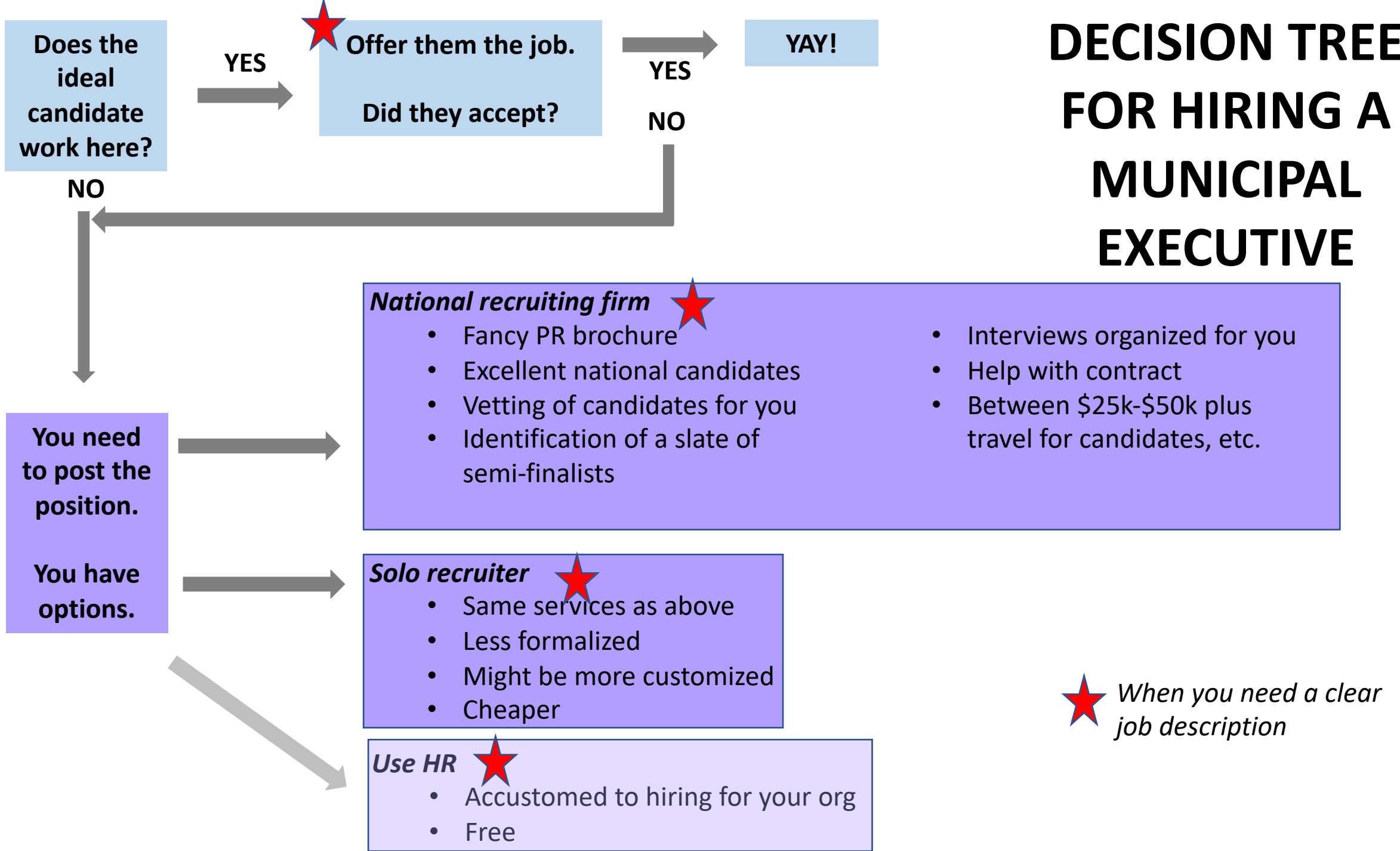
COUNCIL DISCUSSION

A hand-drawn sign on a black background with white chalk-like text that reads "We're HIRING". The sign is mounted on a light blue textured wall. The text is written in a bold, hand-drawn style. The word "We're" is on the top line and "HIRING" is on the bottom line. The letters are thick and have a textured, hand-drawn appearance.

We're
HIRING

Hiring a Town Manager: Best Practices and Considerations

DECISION TREE FOR HIRING A MUNICIPAL EXECUTIVE



If you want to attract great external candidates, recruitment brochures are a must!

Town of Vail, Colorado TOWN MANAGER

Town of Eagle, Colorado Town Manager

Hiring Range: \$150,000 – \$175,000 - DOQ
Plus excellent benefits

Town of Telluride, Colorado TOWN MANAGER



THE CITY OF CORPUS CHRISTI, TEXAS SEEKS AN EXCEPTIONAL LEADER TO SERVE AS ITS NEXT... ASSISTANT CITY MANAGER

THE COMMUNITY

The City of Corpus Christi is a beautiful coastal city in the South Texas region, located 130 miles southeast of San Antonio. Nicknamed the "Sparkling City by the Sea" Corpus Christi is the Nueces County Seat, and one of the largest seaports in the United States. Spanish explorer Alonzo Alvarez de Pineda discovered the area in 1519 and named the settlement and surrounding bay in honor of the Roman Catholic Feast Day of Corpus Christi (Body of Christ- Ecclesiastical Latin) as he discovered the area on Western Christian feast day.

Settlers established the first trading post in 1838-39, as the area became the site of the encampment of the U.S. Army in 1845 prior to the war with Mexico and incorporated the city in 1852. The City then adopted its first City Charter in 1876. Over the years, Corpus Christi has grown into a regional hub for marketing, processing, packaging and distribution of agricultural commodities for a 12-county trade area. Additionally, the diversity of the City's economy, which is a blend of various business industries, including petrochemical, tourism, health care, retail, education, shipping, agriculture and the military. Today, the City of Corpus Christi is the eighth largest city in Texas, and the 61st largest city in the US, with a population of 327,406 based on the City's 2020 estimate.

Area attractions include the Padre Island National Seashore, Texas State Aquarium, and the USS Lexington, a retired WWII aircraft carrier, the American Bank Center, an entertainment complex that offers an auditorium, convention center and arena. Additionally, Corpus Christi serves as the home of Texas A&M University Islander Basketball, IceRayz Hockey and AF2 Sharks football. The American Bank Center hosts concerts, family shows and conventions having served more than 2 million visitors in the past five years. Corpus Christi is also the home of the Corpus Christi Hooks, a minor league baseball team of the Texas League, the Double-A affiliate of the Houston Astros baseball team that plays at Whataburger Field adjacent to the Port of Corpus Christi within view of the Harbor Bridge.

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2022

April 4, 2022. (5:00 PM Mountain)

KRW
Public Sector Executive



The City of Fort Collins, Colorado
Invites Qualified Candidates to Apply for

CITY MANAGER

The Opportunity

The City of Fort Collins faces a pivotal moment in our community as we transform from a big town to a small city. We are looking for a compassionate servant leader with a collaborative management style who can build on our strengths and lean into our challenges with a commitment to listen to all voices as we work on mutual goals to strengthen the region and our city.

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Common Elements of Recruitment Brochures

Job description and expectations

Description of ideal and successful candidate

Community highlights (historical info; growth projection; unique attractive characteristics)

Town/city organization and vision of success; values, priorities, awards and accolades

Town/city council

Pictures of people and places

Opportunity, compensation and benefits

How to apply



COUNCIL DISCUSSION

STAFF REPORT



Meeting Date:	November 21, 2022	Meeting Title:	Workshop
Submitting Department:	Public Works	Presenter:	Johnny Ziem
Agenda Item:	Water Utility Tiered Rate Amendments	Public Comment:	Yes

Purpose & Policy Considerations.

The purpose of this item is to seek Council policy direction on future structural rate changes to the Water Utility Enterprise fund, specifically:

1. An expansion of the tiered rate system for all In-Town residential water customers.
2. An expansion of the tiered rate system for all 3 Creek residential and irrigation customers.

Requested Action.

Staff is seeking Council policy direction on potential structural rate changes to the Water Utility Enterprise fund.

Recommendations.

Staff recommends increased usage tiers for high water usage, i.e., over 25,000 gallons for all In-Town customers and for all 3 Creek residential and irrigation customers.

Background.

There are two ways to change water and wastewater rates. First, a simple rate change can be instituted updating all rates by the same proportion for all users. Second, a structural change occurs when, instead of simply increasing rates, the Town alters the framework (structure) for how water and wastewater rates are charged for all users.

At the December 21, 2020, Regular Town Council Meeting, Council approved an overall *structural* rate change to the Jackson Municipal Code regarding water and wastewater rates. The approval provided a comprehensive structural overhaul for both water and wastewater rates, including a new tiered water rate structure for both In-Town and 3 Creek residential and irrigation customers, a new approach to calculating connection fees for both water and wastewater enterprise funds, and the establishment of an In-Town irrigation-only customer class. The Town of Jackson formally convened a Citizen Review Committee (CRC) to assemble diverse perspectives that represent our community to evaluate and advise on the Town's water and wastewater rates and rate structures. The CRC not only provided views that were representative of respective stakeholder groups, but also provided input on rate structure options and associated customer impacts. The CRC formulated a rate structure recommendation to the Town of Jackson, which ultimately was adopted by Council, which included a tiered water rate for all residential customers and the creation of an In-Town irrigation-only customer class. One of the CRC objectives was to enhance the Town's level of service and to promote efficient water use related to conservation programming.

A tiered water rate system is a rate structure in which the unit price of each succeeding block of usage is charged at a higher unit rate than the previous block(s). Tiered rate systems are designed to promote water conservation and send a pricing signal to high water users in urban systems. Tiered rate systems also influence equity among all users of a water enterprise system. The following structure, based on gallons used per month, was approved and has been enacted by the Town of Jackson:

In-Town Residential Customers

Type of Meter	Rate Tiers	\$/1,000 Gallons*
Residential	0 - 2,000	\$0.00
	2,001 - 6,000	\$1.31
	6,001 - 25,000	\$2.63
	Over 25,000	\$3.94
Irrigation	0 - 2,000	\$0.00
	Over 2,000	\$2.63

*Indicates current FY23 pricing

3 Creek Residential Customers

Type of Meter	Rate Tiers	\$/1,000 Gallons*
Residential	0 - 2,000	\$0.00
	2,001 - 6,000	\$2.14
	6,001 - 25,000	\$4.28
	Over 25,000	\$6.42
Irrigation	0 - 2,000	\$0.00
	2,000 - 25,000	\$4.28
	Over 25,000	\$6.42

*Indicates current FY23 pricing

At the June 21, 2022, Regular Town Council Meeting, staff provided Council an evaluation of the growth assumptions that were included in the 2020 Water and Wastewater Rate Study. Thereafter, Council approved a *simple* rate change for all water and wastewater users based on the review of the 2020 Study to address increases in inflation, operational fund expenses, cash reserves, and non-growth-related capital expenses. This *simple* rate change adjusted pricing proportionately for all tiers in the previously approved *structural* rate change.

Additionally, as part of the June 21, 2022, review of the overall water and wastewater rate schedule, Council discussed possible future updates to the water rate structure that may include:

1. The creation of a tiered water rate structure for all In-Town irrigation customers.
2. Increased usage tiers for high water usage, i.e., over 25,000 gallons for all residential customers.

Analysis.

As directed by Council in June, the purpose of this item is to have Council consider potential structural changes to the residential water tiered rate system for all In-Town and 3 Creek residential customers, specifically including:

1. An expansion of the tiered rate system for all In-Town residential water customers.

2. An expansion of the tiered rate system for all 3 Creek residential and irrigation customers.

Staff finds that the proposed change expanding the tiered rate system for all In-Town and 3 Creek customers will have financial impacts to high-water users, as those user's costs will increase as their water usage increases. As discussed above tiered rates are designed to send a pricing signal for those users who consume the most water. As a result, staff finds that by expanding the current tiered rate system there should be a decrease in overall water usage for residential users. This reduction would work to stabilize water pressure in the town and may decrease overall usage which typically increases during summer months when irrigation usage soars and may help slow the rate at which new wells are needed due to predicted growth. Case studies of communities that have implemented tiered water rates have shown a 15-25% decrease in water consumption and associated energy use in the first three to seven years after implementation. Subsequent *simple* rate increases or *structural* rate adjustments in those communities led to an additional 7-10% decrease in water consumption and associated energy use. Expansion of the Town of Jackson's tiered rate system supports the Town's energy conservation goals in an equitable and cost-effective manner.

Staff would like to implement any new rates and/or rate structures on July 1, 2023, at the beginning of our next fiscal year.

Staff is not recommending the creation of a tiered water rate structure for all In-Town irrigation customers. Staff finds that there are a limited number of irrigation-only customers in Town, primarily institutional (School District, Parks and Rec) and multifamily users that would be affected by a tiered irrigation rate structure. Other ways to work with these users to influence their water usage include time of day considerations, rotating water schedules, etc. Staff notes that most In-Town irrigation will be affected by the proposed structural change as most customers do not have a separate irrigation meter and thus proposed changes will affect most residential Town customers. Furthermore, staff is not recommending a town tiered water rate structure for all In-Town irrigation customers as this would require the installation of in town irrigation meters adding increased impact to Town staff to maintain and monitor, and therefore increased cost to customers.

Possible Alternatives.

Council may consider the following alternatives:

1. Direct staff to not structurally change rate tiers for high-water users In-Town and 3 Creek customers, therefore keeping the structure as approved in the 2020 Rate Study.
2. Other

Comprehensive Plan & Priority Alignment.

- Chapter 2. Climate Sustainability
 - Policy 2.5.a - Encourage water conservation
While our community is lucky to have abundant water supplies, water conservation should still be pursued to conserve energy and maintain water quality. As fresh water resources are depleted, the energy required to provide potable water increases. Conservation of water saves aquifer supplies for future generations, protects habitat, and respects downstream users. To better encourage water conservation, municipal pricing should reflect the true long-term cost of production and encourage water conservation. The Town and County will also encourage practices that demand less water, such as landscaping with native species

- Chapter 8. Quality Community Service Provision

- Principle 8.1 – Maintain current, coordinated service delivery

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

Fiscal Impact.

For all residential In-Town customers, there will be fiscal impacts (higher water bills) to the customers that consume higher amounts of water per month. Similarly, for all residential and irrigation 3 Creek customers, there will be fiscal impacts (higher water bills) to the customers that consume the higher amounts of water per month. Should Council choose to proceed, Staff will provide actual rate increases and the associated impact to In-Town and 3 Creek customers as part of Council's review at a future meeting.

Staff Impact.

Staff impact for this item included roughly 8 hours of additional research, consultation with Raftelis, and staff report generation.

Attachments or Links.

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

I move to direct staff to create a draft update to the water rates in Title 13 of the Jackson Municipal Code as discussed in the November 21, 2022, staff report that includes:

1. An expansion of the tiered rate system for all In-Town residential water customers.
2. An expansion of the tiered rate system for all 3 Creek residential and irrigation customers.