

Special Town Council Meeting
January 30, 2024
9:00 AM
The Wort Hotel – 50 N Glenwood

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES WITH VIEWS THAT ENCOMPASS ALL AREAS, PARTICIPANTS AND AUDIENCE MEMBERS. **PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING**

I. Zoom Information

Link to join: <https://us02web.zoom.us/j/87168533971?pwd=RnB4RXl6cnlZZFR1aXRKdW41REovdz09>

Webinar ID: **871 6853 3971** Password: **83001**

II. Monday, January 29, 2024

9:00 AM Welcome and Review of the Goals of the Retreat

9:15 AM Celebration of Town Achievements in 2023

9:30 AM Budget Status and Future Process

10:30 AM Break

10:45 AM Director / Work Plan Status Reports

12:00 PM Break for Lunch

12:45 PM Resume Director / Work Plan Status Reports

2:00 PM Break

2:15 PM Debriefing the 2023 Work Plan Approach

3:45 PM Plan for Tomorrow

4:00 PM Recess

III. Tuesday, January 30, 2024

9:00 AM Welcome and Goals for the Day

9:05 AM Refinements to the 2024 Work Plan

10:30 AM Break

10:45 AM Refining/Finalizing the 2024 Work Plan

12:00 PM Lunch

12:45 PM Optimizing the Work of the Town Council

3:00 PM Break

3:15 PM Internal Culture Survey Results and Action Plan

3:45 PM Action Items / Next Steps

4:00 PM Adjourn

Please note that at any point during the meeting, the 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.

Budget Status & Future Process



FY2024 Budget Update

2nd Quarter



FY2024 Budget Update

- The purpose of this item is to update Council on the FY2024 budget.
- Council directed quarterly updates as part of the FT24 Budget adoption.

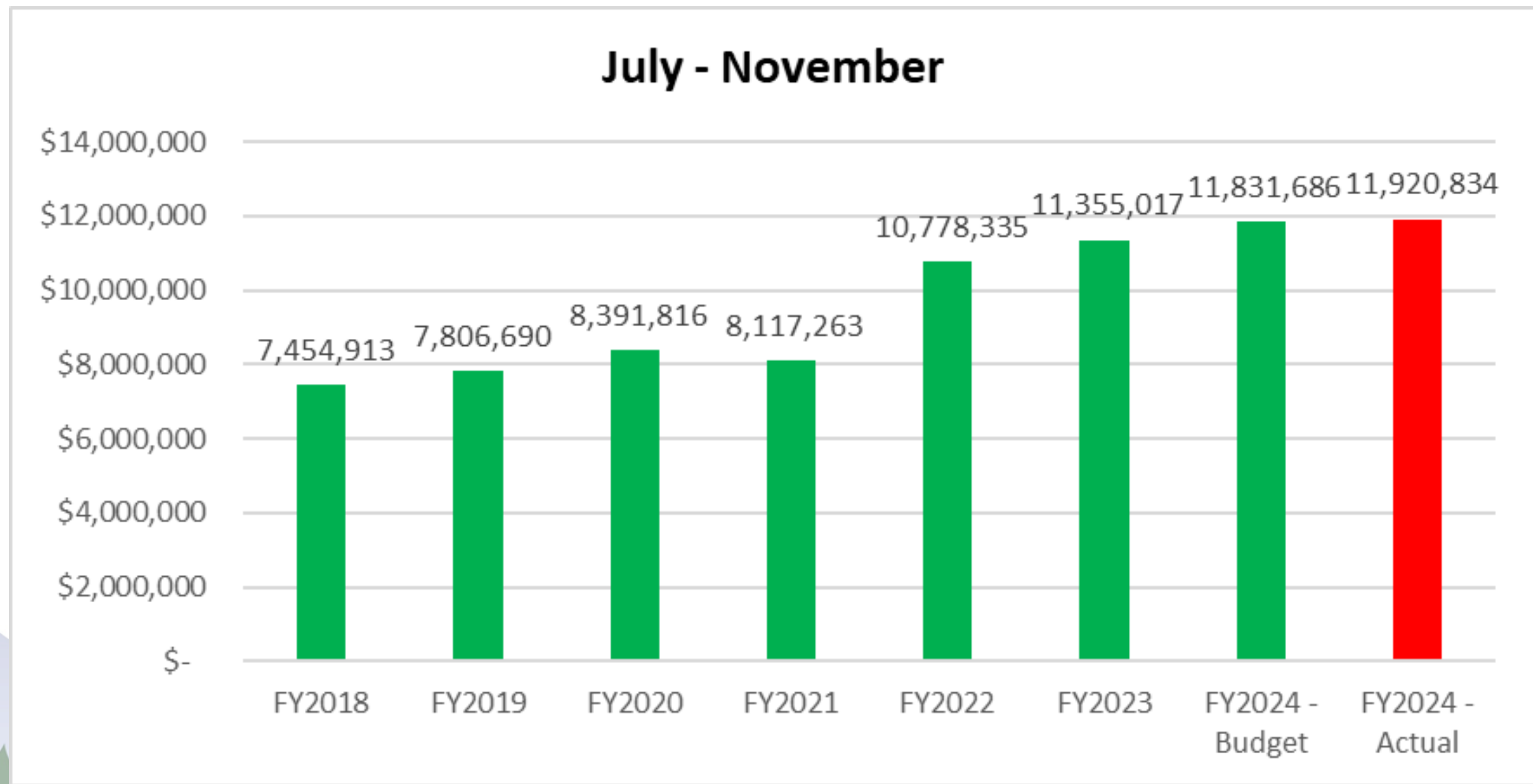


Sales and Lodging Tax Activity to Date for FY2024

- Activity to date includes July – November
- Town Projection
 - 3% increase in Sales and Lodging from FY23
- Actuals
 - Sales tax is \$89,147 ahead of projections
 - Lodging tax is \$51,538 behind projections



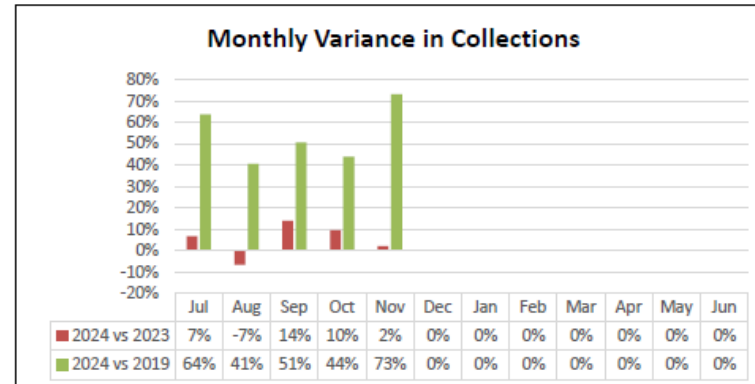
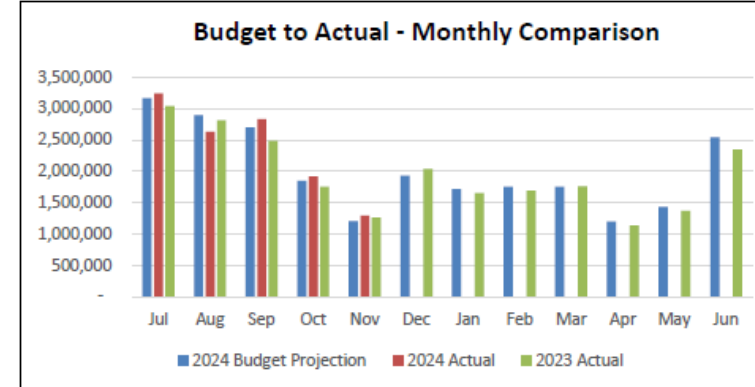
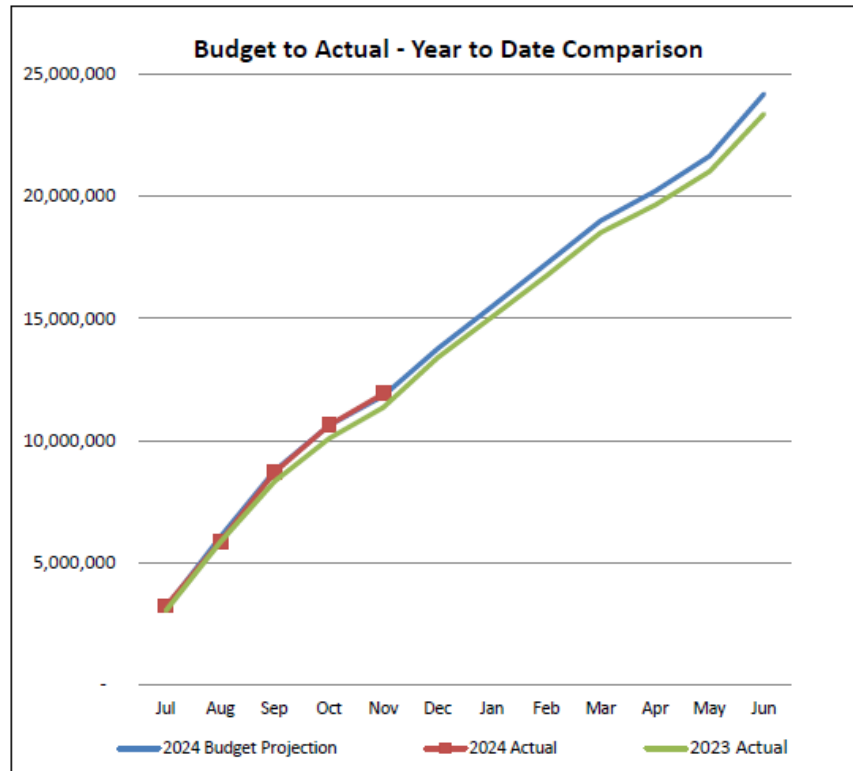
Sales Tax



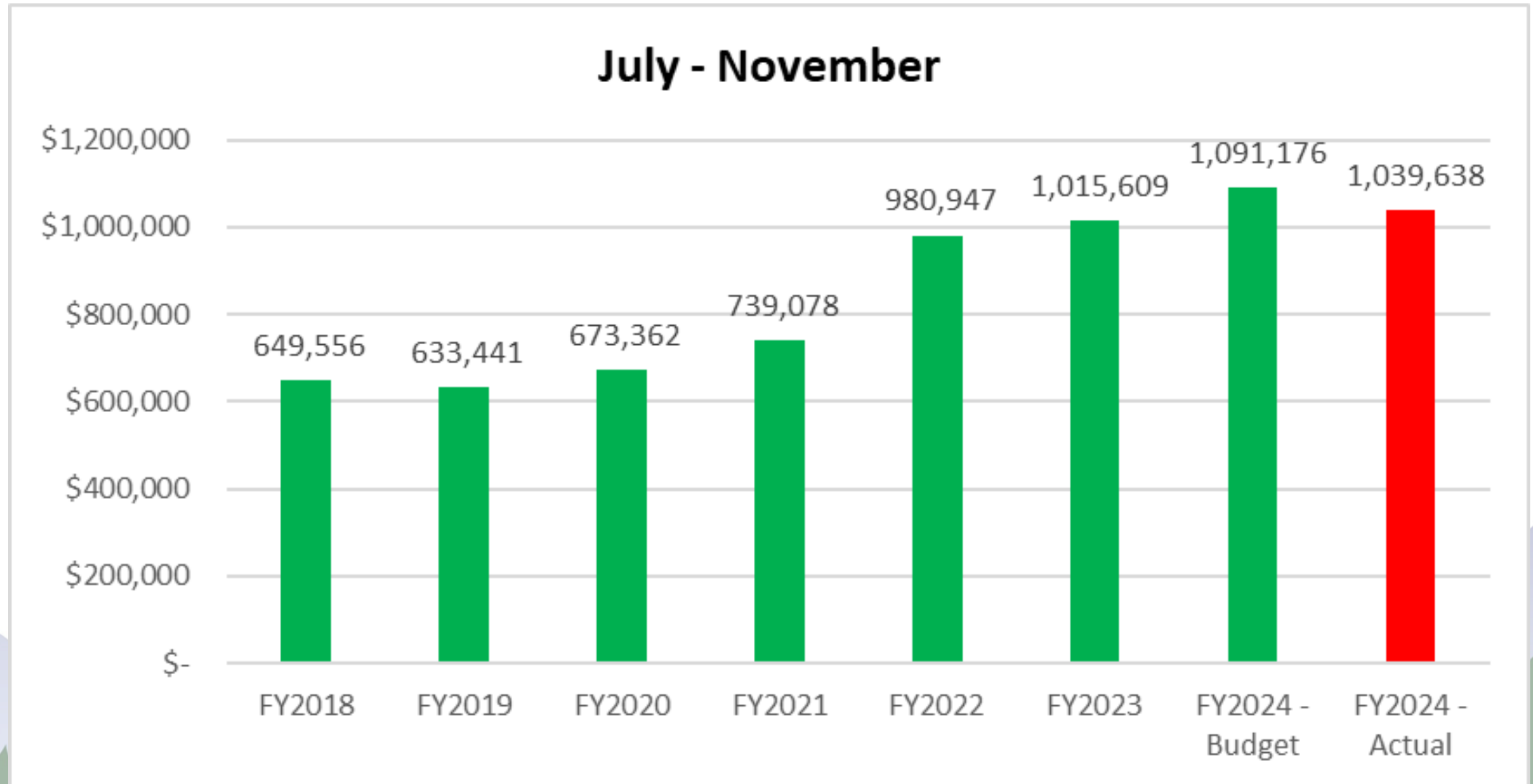
TOWN OF JACKSON, WYOMING
SALES TAX COLLECTIONS (4% and 1%)
 November-23

Receipt Month						22/23			23/24	Budget Projection	Leading (Lagging) Budget	12 Mth Rolling Avg	Sales Month
	FY2020	FY2021	FY2022	FY2023	22/23 Change	Percent Change	FY2024	23/24 Change	Percent Change				
Sep	\$ 2,106,619	\$ 1,769,138	\$ 2,940,727	\$ 3,038,206	\$ 97,479	3.3%	\$ 3,244,506	\$ 206,300	6.8%	\$ 3,171,077	\$ 73,429	3.5%	Jul
Oct	2,084,456	2,037,216	2,581,592	2,814,295	232,703	9.0%	\$ 2,630,958	(183,337)	-6.5%	2,897,414	(266,455)	1.7%	Aug
Nov	2,203,274	1,772,257	2,361,890	2,483,817	121,927	5.2%	\$ 2,829,986	346,169	13.9%	2,704,811	125,175	2.7%	Sep
Dec	1,154,908	1,499,343	1,717,038	1,753,812	36,774	2.1%	\$ 1,923,486	169,674	9.7%	1,848,141	75,344	3.2%	Oct
Jan	842,559	1,039,309	1,177,089	1,264,886	87,798	7.5%	\$ 1,291,898	27,012	2.1%	1,210,244	81,654	3.0%	Nov
Feb	1,293,430	1,447,249	1,784,364	2,040,430	256,066	14.4%							Dec
Mar	1,188,379	1,611,959	1,645,074	1,654,046	8,972	0.5%							Jan
Apr	1,272,892	1,398,575	1,844,145	1,688,657	(155,488)	-8.4%							Feb
May	874,624	1,405,909	1,779,975	1,763,405	(16,570)	-0.9%							Mar
Jun	621,631	1,060,978	1,232,457	1,134,129	(98,328)	-8.0%							Apr
Jul	728,603	1,395,334	1,386,747	1,370,962	(15,785)	-1.1%							May
Aug	1,213,765	2,354,092	2,207,435	2,348,839	141,404	6.4%							Jun
Totals	\$ 15,585,139	\$ 18,791,359	\$ 22,658,532	\$ 23,355,485	\$ 696,952	3.1%	\$ 11,920,834	\$ 565,817	5.0%	\$ 11,831,686	\$ 89,147		

Budgeted Sales Tax for FY 2024 +3% \$ 24,177,183
 Budgeted Sales Tax Year-to-Date 11,831,686
 Actual Sales Tax Collected Year-to-Date 11,920,834
 Leading (Lagging) Budget - through November **\$ 89,147**



Lodging Tax



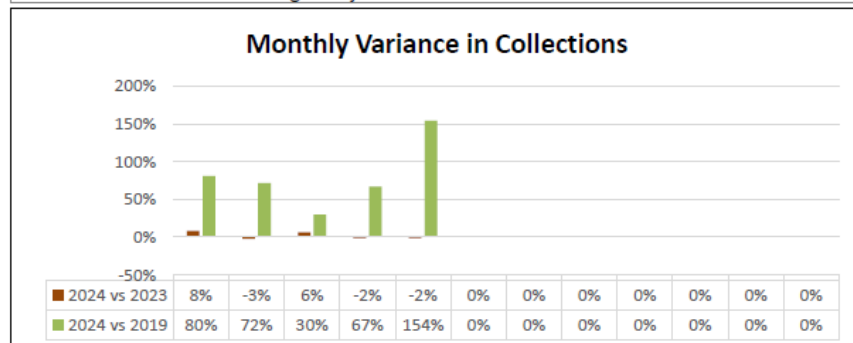
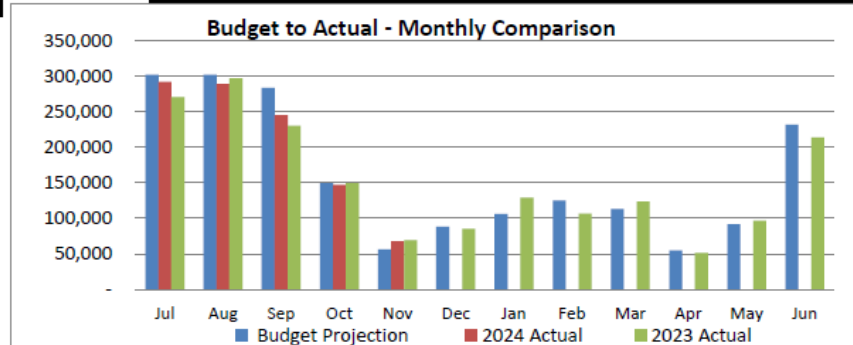
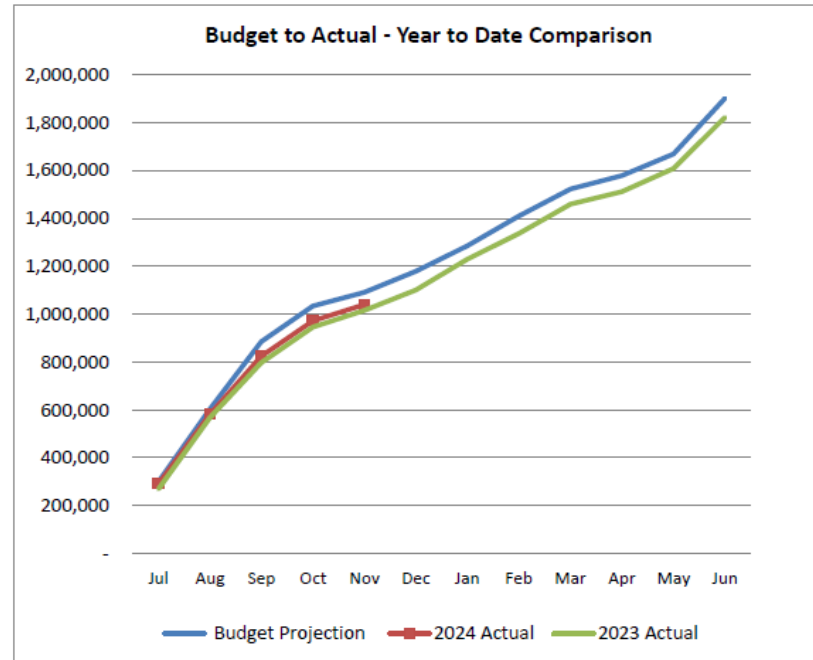
TOWN OF JACKSON, WYOMING
LODGING TAX COLLECTIONS
November-23

Month Received (2 mos. lag)	Lodging Tax - Total				Town				County			
	Total	Promotion T&T Board	Visitor Impact	General Fund	Visitor Impact	General Fund	Total	T/C Split Percent	Visitor Impact	General Fund	Total	T/C Split Percent
July	1,857,430	1,114,458	557,229	185,743	218,824	72,941	291,765	39.3%	338,405	112,802	451,207	60.7%
August	1,391,831	835,098	417,549	139,183	216,541	72,180	288,721	51.9%	201,008	67,003	268,011	48.1%
September	1,655,267	993,160	496,580	165,527	183,288	61,096	244,384	36.9%	313,292	104,431	417,723	63.1%
October	801,363	480,818	240,409	80,136	110,155	36,718	146,874	45.8%	130,254	43,418	173,671	54.2%
November	249,170	149,502	74,751	24,917	50,920	16,973	67,894	68.1%	23,831	7,944	31,774	31.9%
December	-	-	-	-	-	-	-	-	-	-	-	-
January	-	-	-	-	-	-	-	-	-	-	-	-
February	-	-	-	-	-	-	-	-	-	-	-	-
March	-	-	-	-	-	-	-	-	-	-	-	-
April	-	-	-	-	-	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
Totals	\$ 5,955,061	\$ 3,573,037	\$ 1,786,518	\$ 595,506	\$ 779,728	\$ 259,909	\$ 1,039,638	43.6%	\$ 1,006,790	\$ 335,597	\$ 1,342,387	56.4%

Town of Jackson	30% Visitor Impact	10% General Fund	Total
Budgeted Lodging Tax for FY 2024	\$ 1,425,211	\$ 475,070	\$ 1,900,281
Budgeted Lodging Tax Year-to-Date	818,382	272,794	1,091,176
Actual Lodging Tax Collected Year-to-Date	779,728	259,909	1,039,638
Leading (Lagging) Budget - through November	(38,653)	(12,884)	(51,538)

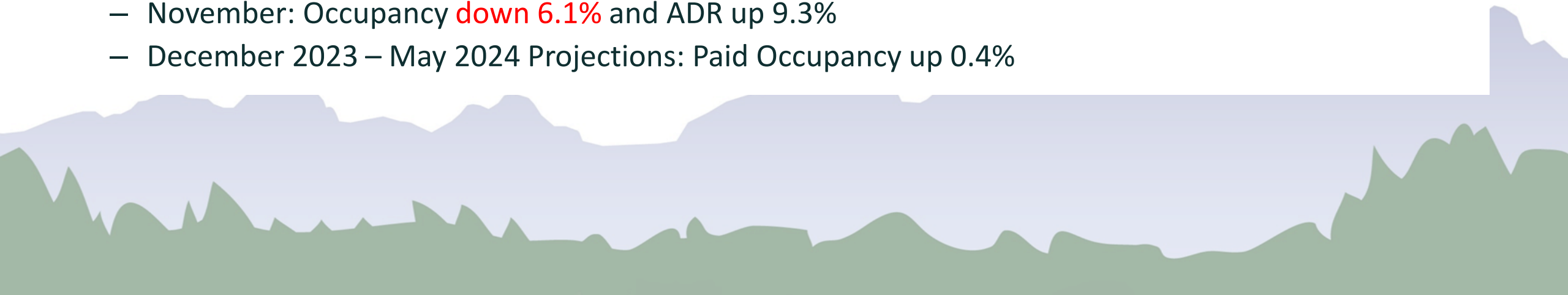
12 Month
Rolling Avg
5.9%

	FY2023 Year-to-Date	FY2024 Year-to-Date	Increase (Decrease)	
T&T 60%	\$ 3,430,408	\$ 3,573,037	\$ 142,629	4%
Town of Jackson	1,015,609	1,039,638	24,029	2%
Teton County	1,271,330	1,342,387	71,057	6%



Local and Regional Events and Trends

- Grand Teton National Park reported increased visitation of 499,019 (28%) over 2022 and decreased visitation of 159,501 (7%) below 2021
- Yellowstone National Park reported increased visitation of 973,161 (49%) over 2022 and decreased visitation of 260,720 (8%) below 2021
- Destimetric Executive Summary data comparing current year to prior year (14 properties/1319 units):
 - July: Occupancy **down 6.8%** and ADR up 3.7%
 - August: Occupancy up 4.0% and ADR **down 3.5%**
 - September: Occupancy up 2.4% and ADR up 0.9%
 - October: Occupancy up 8.4% and ADR up 5.1%
 - November: Occupancy **down 6.1%** and ADR up 9.3%
 - December 2023 – May 2024 Projections: Paid Occupancy up 0.4%



Six largest sales tax categories in Teton County

Minor Industry Code	% of Total Collections
RETAIL W/OUT BUILDING & MAILORDER	25%
TRAVELER ACCOMMODATION	19%
FULL-SERVICE RESTAURANTS	12%
BUILDING MATERIAL AND SUPPLIES DEALERS	8%
ELECTRONIC SHOPPING AND MAILORDER HOUSES	7%
EXECUTIVE, LEGISLATIVE AND GENERAL GOVERNMENT	6%
	76%

- These six industries are significant to Teton County activity
- They account for 76% of total sales tax sources

Minor Industry Code	% of Total Collections	Increase / -Decrease from Prior Period	
		July - November	
		2023 vs 2024	
Retail Without Building & Mailorder	25%	5%	153,218
Traveler Accommodation	19%	12%	276,690
Full-Service Restaurants	12%	0%	(3,097)
Building Material And Supplies Dealers	8%	10%	86,437
Electronic Shopping And Mailorder Houses	7%	-9%	(63,712)
Government - Motor Vehicle Tax	6%	8%	46,420
	76%		495,956

Industry Impact

Tables compare 2nd Quarter activity (July – November) to 1st Quarter activity (July-August)

Minor Industry Code	% of Total Collections	Increase / -Decrease from Prior Period	
		July August	
		2023 vs 2024	
RETAIL W/OUT BUILDING & MAILORDER	25%	16%	114,606
TRAVELER ACCOMMODATION	19%	11%	78,434
FULL-SERVICE RESTAURANTS	12%	5%	17,929
BUILDING MATERIAL AND SUPPLIES DEALERS	8%	-5%	(9,641)
ELECTRONIC SHOPPING AND MAILORDER HOUSES	7%	-27%	(52,165)
GOVERNMENT - Motor Vehicle Tax	6%	-9%	(12,011)
	76%		137,152

TOWN OF JACKSON, WYOMING
GENERAL FUND
REVENUES , EXPENDITURES, & CHANGES TO FUND BALANCE
11/30/2023

DESCRIPTION	FY2024 Adopted	Actual Year-to-Date	Projected Year-to-Date	Leading (Lagging)
Revenues:				
Taxes	\$ 12,512,280	\$ 6,114,123	\$ 6,062,476	\$ 51,646
Licenses & Permits	1,461,623	952,512	628,500	324,013
Intergovernmental	15,410,435	7,292,710	7,182,506	110,204
Charges for Services	812,558	446,856	318,780	128,076
Fines & Forfeitures	385,000	138,593	166,461	(27,868)
Miscellaneous Revenue	893,962	461,462	331,262	130,199
Total Revenue	31,475,858	15,406,256	14,689,985	716,270
Transfers In	2,064,578	842,713	842,713	
Total Sources	33,540,436	16,248,969	15,532,699	
Expenditures:				
General Government	8,072,865	2,821,790	3,148,209	326,419
Public Safety	12,118,619	4,178,591	4,411,324	232,733
Public Works	3,586,830	1,292,860	1,369,331	76,471
Community Health & Human Services	1,471,900	460,808	613,292	152,484
Community Initiatives	455,675	106,262	170,450	64,188
Culture & Recreation	2,377,072	326,083	332,977	6,894
General Unallocated	379,902	84,527	159,592	75,065
Total Expenditures	28,462,863	9,270,921	10,205,175	934,254
Transfers Out	9,502,098	3,985,456	3,985,456	
Total Uses	37,964,961	13,256,377	14,190,631	
Change in Fund Balance	(4,424,525)	2,992,592	1,342,068	
Ending Fund Balance	\$ 14,302,188	\$ 21,719,305	\$ 20,068,781	

Analysis

- Budget based on 35% reserve; actual is 38% to date
- Revenue - \$716,290 ahead
 - Building Permits ahead of schedule
 - Rodeo Concessionaire Fees
- Expenditures - \$934,254 behind
 - Professional Services
 - County Compensation Adjustment
 - 12 unfilled active positions
 - Health and Human Services



Items of Note

Items of note that staff are tracking for their potential impact on the adopted budget include:

- Changes to projected sales and lodging tax
- Changes to building material activity. Staff plans to research into whether recent changes are due to material prices or material quantity.
- Construction of the Fleet Maintenance and Parks and Recreation Center
- Cost of Labor, Contracts and Equipment/Materials

Next Steps

- Budget amendments to Council on a quarterly basis as needed.
- Provide sales and lodging tax collections and General Fund reports to Council on a monthly basis
- Schedule quarterly budget updates or sooner if necessary: next update will be in April



Possible Alternatives

- Direct staff to draft amendments to the FY2024 budget
- Direct staff to provide additional information
- Other



Long-Term Budget Discussion



Revenues, Expenditures, Fund Balance \$ & %



FUND BALANCES AT 11/30/2023

FUND	UNRESTRICTED	ASSIGNED	RESTRICTED	TOTAL FUNDS
<u>General Fund</u>	\$ 21,719,305			\$ 21,719,305
<u>Special Revenue Funds</u>				
Affordable Housing		\$ 1,176,886	\$ 1,035,681	\$ 2,212,567
Parking Exactions		\$ 1,307,664	\$ 223,216	\$ 1,530,880
Park Exactions			\$ 566,136	\$ 566,136
Employee Housing		\$ 2,546,991		\$ 2,546,991
Animal Care Fund			\$ 574,076	\$ 574,076
Lodging Tax Fund			\$ 49,442	\$ 49,442
START Bus System			\$ (3,813,823)	\$ (3,813,823)
<u>Capital Projects Fund</u>				
Capital Projects (5th Cent)		\$ 11,498,272		\$ 11,498,272
2006 Specific Purpose Excise Tax			\$ 265,921	\$ 265,921
2010 Specific Purpose Excise Tax			\$ 125,371	\$ 125,371
2014 Specific Purpose Excise Tax			\$ 3,334,464	\$ 3,334,464
2016 Specific Purpose Excise Tax			\$ 343,877	\$ 343,877
2019 Specific Purpose Excise Tax			\$ 12,298,672	\$ 12,298,672
<u>Enterprise Funds</u>				
Water Utility			\$ 8,177,657	\$ 8,177,657
Sewage Utility			\$ 7,159,356	\$ 7,159,356
<u>Internal Service Funds</u>				
Employee Insurance		\$ 2,546,991		\$ 2,546,991
Fleet Management		\$ 7,651		\$ 7,651
Central Equipment		\$ 914,027		\$ 914,027
IT Services		\$ 827,706		\$ 827,706
Totals:	\$ 21,719,305	\$ 20,826,189	\$ 30,340,044	\$ 72,885,538

Joint Funding Committee

- Department by Department Review
 - Efficiencies
 - Funding Split
 - Revenue
- Overall Funding Split Alternatives
- Additional Funding Alternatives



FY25 Budget



Budget Instruction

- Direct staff to draft proposed budgets with flat expenditures; requesting what is needed to maintain current level of service which may include increased staffing or resources
- Direct staff to propose increased revenue/fee options for consideration



Budget Schedule

FISCAL YEAR 2025 DRAFT BUDGET CALENDAR

FY 2025 Budget Schedule

Action	Date
Budget instructions given to departments	January 12, 2024
Budget instructions reviewed at Senior Staff	January 17, 2024
Town Senior Staff Meeting to Discuss Budget (9-11AM)	February 7, 2024
Budget request are due from Departments to Finance Director	February 16, 2024
Presentation of consolidated budget requests to Town Manager	February 23, 2024
Town Manager Meets with Town and Joint Dept Directors	March 4 - March 8, 2024
Town Manager conducts follow up Meetings with Department Directors	March 11 - March 15, 2024
TCSD School Spring Break	March 25 - April 5, 2024
Recommended budget published and submitted to Mayor and Council	April 8, 2024
Council Budget Meetings and Budget Follow Up Meetings	April 16 - May 28, 2024
Joint Department / Human Services Presentations to Town Council & County Commission	April 22 - April 23, 2024
Public Hearing and Adoption of Final budget	June 17, 2024

COUNCIL WORKPLAN CALENDAR 2023				
MARCH	APRIL	MAY	JUNE	JULY
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Begin Planning for Updates to Wasterwater Treatment Plant	Budget	License Plate Recognition Security Cameras	State Leg.: Post WAM, Agenda, & Approach	Karns Meadow Rezone
Wastewater Treatment Plant Construction Management-	State Legislative Post Session Debrief/WAM Resolutions	Incorporating Drone Use Into Police Department		
Joint Department Funding/Governance Proposal		Energy Audit RFP & Green House Gas Inventory-		
		Updates to Public Works Fees		
		Budget		
JIM	JIM	JIM	JIM	JIM
Transportation Work Plan	Long Range Planning Work Plan & Indicator Report	START JRA	Rec Center Fee Policy & Schedule	Workforce Housing Mitigation 2 Mtgs.
Housing Mitigation Policy Contract Amendment	Housing Supply & Work Plans	Budget	Budget	
	Budget			
	START Van Pool/Ride Matching, Service to Airport/GTNP - Budget			
	New Housing Partnership Developments & Land Acquisition			
AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Update to Anti-Discrimination Ordinance adding Anti-Bias Crimes	Council Retreat Planning & Execution	Stormwater Management Plan	State Legislative Agenda & Approach	Town Sustainability Plan
Center for the Arts Noise Discussion-	Service Agreement for Design of Gregory Lane	Censure Policy	Re-Evaluation of Large Bldg./2:1 Workforce Bonus	Karns Meadow EA & CUP Preview
	Town Sustainability Plan			Ecosystem Indicator Project
	Naming Policy			
JIM	JIM	JIM	JIM	JIM
			Safe Streets for All Safety Action Plan	Regional Gov. & Transportation Planning Process & Agreements
				Joint Dept. Funding Review Process
CHANGES & UPDATES	DATE CHANGE MADE			
State Legislative Post Session Debrief - MOVED TO APRIL	1-Apr			
State Legislative Approach & Agenda - MOVED TO NOV.	23-May			
Support for Women's Reproductive Rights - PENDING	23-Jul			
Censure Policy - ADDED TO OCTOBER AFTER SCOPING REPORT	23-Jul			
Naming Policy - ADDED TO AUGUST - CONTINUED TO SEPT.	23-Jul			
Karns Meadow Conditional Use Permit - ADDED TO OCT.	23-Jul			
Stormwater Management Plan - MOVING TO TBD DATE IN FALL	23-Jul			
Cow Pasture 1 & 2 Softball Field Replacement - MOVED TO JANUARY	9-Oct			
Pre-Construction Services Bid for Stilson - MOVING TO TBD WINTER JIM	23-Aug			
Compliance Issues for FTA Grants - HANDLED BY TOWN MANAGER	18-Sep			
Consideration of Town Org. Structure & Efficiency - MOVED TO NOV.	20-Sep			
Workforce Housing Mitigation - MOVED TO MARCH 2024	3-Oct			
Re-Evaluation of Large Bldg./2:1 Workforce Bonus - MOVED TO NOV.	3-Oct			
Karns Meadow EA & CUP Preview - ADDED TO DECEMBER	3-Oct			
Town Mobility Overlay - MOVED TO MARCH 2024	3-Oct			
Urban Forest Ord. Update & Program - MOVED TO DECEMBER	6-Oct			
Town Org. Structure/Efficiencies - HANDLED BY TOWN MANAGER	24-Oct			
Ecosystem Indicator Project - MOVED TO DECEMBER	24-Oct			
Total Compensation Review - MOVED TO 2024	24-Oct			
Water Quality/Drinking Water Regs - RELATED MEMO FOR COUNCIL	26-Oct			
Policy Manual Update - MOVED TO Q1 OF 2024	1-Nov			
Town Employee Housing Strategy - MOVED TO Q2 OF 2024	1-Nov			
Equity Task Force Further Recommendations - MOVED TO DEC., THEN JAN.	6-Nov			
Future staffing for all departments - MOVED TO Q3 OF 2024	13-Nov			
Urban Forest Ord. Update & Program Policy - MOVED TO Q1 OF 2024	13-Nov			



DEPARTMENT/DIVISION SUMMARIES OF WORK WITH COUNCIL IN 2023 AND ANTICIPATED ITEMS BEFORE COUNCIL IN 2024

PUBLIC WORKS

2023

- Fee updates for water/sewer, & use of public right-of-way
- Updates to Ordinance for Construction Management Plans
- Gregory Lane
- Silson Transit Center
- Stormwater Management Program

2024

- Continuation of work on Gregory Lane
- Continuation of work on Stilson
- Continuation of work on Stormwater Program
- Update to Wastewater Policies
- Snow King Events Center improvements

PLANNING

2023

- Karns Meadow Rezone
- Re-Evaluation of Large Bldg./2:1 Workforce Bonus
- Workforce Housing Mitigation (1st meeting)
- LDR Clean-Up & Updates

2024

- LDR 2023 Clean-Up Completion
- Re-Evaluation of Large Bldg./2:1 Workforce Bonus
- Karns Meadow Conditional Use Permit (CUP) & Environmental Analysis Preview
- Hillside LDR Update
- Comprehensive Update to Planning Fees
- Workforce Housing Mitigation
- Long-Range Planning Work Plan & Indicator Report
- LDR 2024 General Update (2 mtgs.)



PERSONNEL/CLERK

2023

- Center for the Arts Noise Discussion
- Naming Policy

2024

- Total Compensation/Benefit Review
- Policy Manual Update
- Town Employee Housing Strategy
- Special Malt Beverage Permit (2 mtgs.)

PARKS & REC

2023

- Rec Center Fee Policy & Schedule

2024

- Karns Meadow Master Plan, Conditional Use Permit (CUP), & Construction Schedule
- Cow Pasture 1 & 2 Softball Field Replacement (move to JIM)
- Rec Center 6-month Operations & Revenue Review

ECOSYSTEM STEWARDSHIP

2023

- Energy Audit of Town Buildings
- Ecosystem Health Indicators
- Town Sustainability Plan

2024

- Ecosystem Health Indicators
- Town Sustainability Plan
 - Green House Gas Emissions Inventory
- Right to Nature Ordinance
- IECC 2024 Building Code Review & Adoption
- Pay as You Throw Pricing/Alcohol Beverage Container Ordinance



COMMUNITY DEVELOPMENT

2023

- Legislative Debrief & Approach
- WAM Resolutions
- Equity Task Force Land Acknowledgment
- Early Childhood Education

2024

- Legislative Debrief, WAM Resolutions, & Legislative Approach
- Update to Equity Task Force Resolution
- Equity Task Force Recommendations
- Equity Task Force Appointments

HOUSING

2023

- Housing Supply & Work Plans
- 90 Virginian Lane

2024

- Work Plan & Housing Supply Plan
- 90 Virginian Lane Developer Selection
- 90 Virginian Lane Ground Lease & Dev. Agreement
- Housing Dept. Rules & Regs Issue Identification
- Housing Dept. Rules & Regs Clean-Up
- Housing Dept. Rules & Regs Adoption
- Accessible Housing Policy Upgrades

IT

2023

- Support of License Plate Reader process and installation

2024

- AV Update in Council Chambers



FINANCE

2024

- Total Compensation/Benefit Review

LEGAL

2023

- START JPA
- Anti-Bias Ordinance
- Naming Policy
- Censure

2024

- Censure
- Title 15
- Annexation (Garaman Park)
- Policy Manual Update

REGIONAL TRANSPORTATION PLANNING

2023

- Regional Gov. & Transportation Planning Process & Agreements
- Bike and/or car share

2024

- Regional Transportation CIP
- Options for Dedicated Transportation Funding
- Modernizing Mobility in West Jackson (mmSNaC) Neighborhood Transportation Plan
- Mobility Hub Study & Mobility Action Plan
- Regional Transportation needs assessment
- Safe Streets for All
- Traffic Impact Study & Travel Demand Management Strategy

FIRE

2024

- JPA Updates
- Continued Growth/Demand for EMS
- Level of Service & Setting Expectations
- Volunteer/Staffing Model & Dynamics



START

2023

- START JPA
- Airport Shuttle Pilot

2024

- Evaluation of Airport Shuttle Pilot

POLICE

2023

- License Plate Readers

PATHWAYS

2023

- Safe Streets for All
- Pathway & E-Bike Safety Improvements

2024

- Safe Streets for All
- Garaman Park safety enhancements construction

ADMINISTRATION

2023

- START JPA
- Anti-Bias Ordinance
- Naming Policy
- Censure

2024

- 5-Year CIP
- Joint Power Agreement (JPA) Updates
- Town Budget Strategy
- Municipal Code, Updates to Titles
- Rodeo Grounds Lease Extension
- Fire JPA
- 5-Year Staffing Plan



DRAFT COUNCIL WORK PLAN CALENDAR | 2024

JANUARY	FEBRUARY	MARCH
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Equity Task Force Presentation	Title 7, Animals	Town Mobility Overlay
Pre-Construction Bid for Stilson	Censure Ordinances	Equity Task Force Recommendations
Kelly Place Deed Restriction	Equity Task Force Updated Resolution, if renewed	Right to Nature Ordinance
Snow King & Willow Stop Sign	Fairgrounds & Rodeo Lease Long-Term Lease Extension	AV Update in Council Chambers
Willow & Gill	Fire JPA	Re-Evaluation of Large Bldg./2:1 Workforce Bonus
		Fire JPA
JIM	JIM	JIM
Cooperative Agreement for Willow & Gill Safe Streets	Updated Design Standards for Safe Streets	Housing Department Work Plan & Housing Supply Plan
	Joint Department Funding Task Force Discussion	Safety Action Plan Visioning & Goals
APRIL	MAY	JUNE
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Design & Construction of Gregory Lane	WAM Resolution Approval	Update on County's Water Quality Master Plan
Legislative Debrief & Resolutions for WAM	Final Sustainability Plan	Community Solar
Design for Pathway Safety Improvements	Stormwater Management Plan	Policy Manual Update
	Total Compensation/Benefit Review	Accessible Housing Policy Upgrades
	Title 15	



DRAFT COUNCIL WORK PLAN CALENDAR | 2024 (CONTINUED)

JULY

TOWN MTGS.

Ecosystem Indicators

Willow & Gill

Traffic Impact Study & Travel Demand Management Strategy

Special Malt Beverage Permit (1)

JIM

90 Virginian Lane Ground Lease & Dev. Agreement

Cow Pasture 1 & 2 Softball Field Replacement

OCTOBER

TOWN MTGS.

Design & Construction of Gregory Lane

Hillside LDR Update

JPA Updates

JIM

Safety Action Plan Update

AUGUST

TOWN MTGS.

Future staffing for Town Departments

Karns Meadow EA & CUP Preview

5-Year Capital Improvement Plan

Town Budget Strategy

JIM

Housing Dept. Rules & Regs Issues Identification

NOVEMBER

TOWN MTGS.

Legislative Approach Prep

Town Employee Housing Strategy

Comprehensive Update to Town Planning Fees

LDR General Update (2)

JIM

Housing Dept. Rules & Regs Adoption

Transportation CIP & Grant Opportunities

SEPTEMBER

TOWN MTGS.

Update to Wastewater Policies

Garaman Park Annexation

LDR General Update (1)

Pay As You Throw Pricing/Alcohol Beverage Container Ord.

Special Malt Beverage Permit (2)

JIM

Housing Dept. Rules & Regs Clean-Up

DECEMBER

TOWN MTGS.

IECC 2024 Building Code Review & Adoption

Regional Transportation Needs Assessment

5-year Staff Plan

JIM

Rec Center 6-Month Operations & Revenue Review

Options for Dedicated Transportation Funding

POTENTIAL INITIATIVE (PI) LIST		
PROJECT	REQUESTOR	DATE OF REQUEST
COUNCIL IDENTIFIED PI ITEMS		
Invest More Time in Relationship w/ County	JR	Feb. '23 Retreat
Information Technology 5-Year Work Plan	JSC	Feb. '23 Retreat
Geographic Information System (GIS)	JSC	Feb. '23 Retreat
Revisit Comp Plan Definitions of 'Healthy Community'	JR	Feb. '23 Retreat
Revisit Comp Plan Definitions of 'Healthy Economy'	JS	Feb. '23 Retreat
Alternative Forms of Government, Expanding # of Council Seats	JSC	Feb. '23 Retreat
Outside Evaluator to Assess Org. Structure & Transformation	JS	Feb. '23 Retreat
Adding Mill of Property Tax	AJ	Feb. '23 Retreat
Town Manager Prioritizing Organizational transformation	JS	Feb. '23 Retreat
Senior Staff Building in Time to be Strategic & Proactive	JS	Feb. '23 Retreat
Lodging Tax Increase	AJ	Feb. '23 Retreat
County Water Sewer Connections & Staffing	AJ	Feb. '23 Retreat
Franchise Request from Toro Blanco Group	AJ	1-May-23
Indoor Vaping Ordinance	Council vote after Scoping Rep.	17-Jul-23
Comprehensive Parking Review	JR	13-Nov-23
Long-Term Budget Situation & Implications	JSC	13-Nov-23



TOWN COUNCIL WORKING AGREEMENTS

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

▪ Discussion

We agree to:

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

▪ Consensus & Voting

We agree to:

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

▪ Respect

We agree to:

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

▪ Intentionality

We agree to:

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

▪ Fairness and Equity

We agree to:

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

▪ The Body Politic

We agree to:

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



Roles and Responsibilities of Elected Officials & Staff

OFFICIAL ROLES

1. Mayor

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

2. Individual Councilmembers

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

3. Town Council (As a Body)

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

4. Town Manager

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

5. Town Attorney

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

6. Town Staff

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

7. Council Liaisons

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



GOVERNANCE ROLES

1. Mayor

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

2. Town Council

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

3. Staff

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