

Special Joint Information Meeting
TOWN COUNCIL & COUNTY COMMISSION

February 12, 2024

1:30 PM

Town Council Chambers

Chair: Hailey Morton Levinson

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

I. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your browser: <https://us02web.zoom.us/j/82510509809?pwd=M1AycTZDZlgwWU9ZT0pxbUJCSEU9>

Or join at zoom.com with Webinar ID **825 1050 9809** and Password: **83001** or by phone **+1 253 215 8782**

II. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

III. PUBLIC COMMENT

This section is reserved for comments on items that are not otherwise included in this agenda. Public comment is limited to 3 minutes. As a general practice, the Electeds will not hold discussion or debate these comments. Nor will they make any decisions presented during this time, but rather refer to staff for follow-up. If you would like to communicate with the Electeds during the meeting, please address them during this open public comment, when public comment is called for on a specific agenda item or send an email to council@jacksonwy.gov and commissioners@tetoncountywy.gov.

IV. CONSENT CALENDAR

A. Meeting Minutes

1. December 4, 2023 Regular Joint Information Meeting
2. December 11, 2023 Special Joint Information Meeting
3. December 12, 2023 Special Joint Information Meeting

V. DISCUSSION/ACTION ITEMS

- A. Comprehensive Plan Indicator Report - Contract Award**
- B. Joint Funding Task Force Discussion**

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

- A. March - Transportation Work Plan**
- B. March - Housing Supply Plan and Work Plan**

VIII. ADJOURN

Please note that at any point during the meeting, the Chair or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

**JOINT INFORMATION PROCEEDINGS
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING**

December 4, 2023

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a joint information meeting (JIM) located in the County Commissioner's Chambers located at 200 S. Willow St. at 1:34 P.M.

I. ROLL CALL. Upon roll call the following were present:

COUNTY COMMISSIONERS: Luther Propst, Chair, Natalia Macker, Vice-Chair, and Wes Gardner. Greg Epstein and Mark Newcomb were absent.

TOWN COUNCIL: Mayor Hailey Morton Levinson, Arne Jorgensen, Jim Rooks, and Jonathan Schechter. Jessica Sell Chambers joined the meeting at 1:36 P.M.

STAFF: Maureen Murphy, Tyler Sinclair, Johnny Ziem, Charlotte Frei, Bruce Abel, Alyssa Watkins, Lea Colasuonno, and Rose Robertson.

II. PUBLIC COMMENT.

Crista Valentino provided updates for the Travel and Tourism Board.

Marty Camino provided updates for the Center for the Arts.

III. CONSENT CALENDAR.

A. Meeting Minutes. To approve the meeting minutes for the November 7, 2023 meeting as presented.

On behalf of the County, a motion was made by Commissioner Gardner and seconded by Commissioner Macker to approve the minutes for the November 7, 2023 meeting. Chair Propst called for a vote. The vote showed three in favor and the vote carried 3-0 for the County.

On behalf of the Town, a motion was made by Councilmember Schechter and seconded by Councilmember Jorgensen to approve the minutes for the November 7, 2023 meeting. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

IV. MATTERS FROM COUNCIL, COMMISSIONERS, AND STAFF

A. Regional Transportation Task Force Agreement

Charlotte Frei, Regional Transportation Planning Administrator, presented to the Boards updates regarding the Regional Transportation Task Force conclusion of Phase 1A.

The goal of Phase 1A was to initiate partnership and understand the appetite for collaboration on transportation issues. The attached Working Agreement documents consensus among the Task Force regarding goals for continued collaboration. The prior stated goal of phase 1B (2024) was to continue to build partnership and processes, potentially establishing an RTA, while the RTPA continued to track peer communities and national trends regarding Rural Transportation Planning Organizations. The Task Force has also begun to establish processes for identifying regional needs (Phase 1B), and a Regional Needs Assessment project will be a key Task Force activity in 2024. Several, but not all, task force members have expressed interest in further exploring a Regional Transportation Authority (RTA) and associated taxing district, but clarity regarding specific project and program needs is desirable to establish functional objectives of an RTA or more regional JPA. Thus, the revised goal of phase 1B is to continue building relationships and documenting transportation needs through a 'Regional Needs Assessment' effort. Over the next year, staff and the Task Force will gain more information to move closer to an agreement for an RTA, a regional transportation vision and plan, and/or dedicated revenue sources for funding capital improvements and transportation programs.

Charlotte Frei answered questions from the Boards.

There was no public comment.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Sell Chambers to affirm the Greater Teton Regional Transportation Task Force Working Agreement as presented, and, furthermore, direct staff to:

1. Continue administrative leadership of the Regional Transportation Task Force in calendar year 2024, including advancing the regional needs assessment study scope of work in partnership with FHWA Federal Lands.
2. Work with Lincoln County, WY and Town of Alpine, WY for up to 120 hours in 2024 to identify park-and-ride/vehicle storage facility locations and initiate feasibility and conceptual planning for potential START service expansion.
3. Work for up to 120 hours in 2024 toward community mobility improvements for Teton County, ID; Driggs, ID; and Victor, ID. This may include feasibility and conceptual planning activities; developing preliminary cost estimates for capital, operations, and maintenance; or other transportation planning activities within the time allocated.
4. Work for up to 120 hours in 2024 with Pinedale and Sublette County, Wyoming to coordinate as appropriate regarding Pinedale's Transportation Master Plan.

Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Commissioner Macker and seconded by Commissioner Gardner affirm the Greater Teton Regional Transportation Task Force Working Agreement as presented, and, furthermore, direct staff to:

1. Continue administrative leadership of the Regional Transportation Task Force in calendar year 2024, including advancing the regional needs assessment study scope of work in partnership with FHWA Federal Lands.
2. Work with Lincoln County, WY and Town of Alpine, WY for up to 120 hours in 2024 to identify park-and-ride/vehicle storage facility location(s) and initiate feasibility and conceptual planning for potential START service expansion.
3. Work for up to 120 hours in 2024 toward community mobility improvements for Teton County, ID; Driggs, ID; and Victor, ID. This may include feasibility and conceptual planning activities; developing preliminary cost estimates for capital, operations, and maintenance; or other transportation planning activities within the time allocated.
4. Work for up to 120 hours in 2024 with Pinedale and Sublette County, Wyoming to coordinate as appropriate regarding Pinedale's Transportation Master Plan.

Chair Propst called for a vote. The vote showed two in favor and the vote carried 2-1 with Chair Propst opposed.

B. START Budget Amendment

Bruce Abel, Transit Director, presented to the Commission and Council for consideration of approval an amendment to the adopted Fiscal Year 2024 (FY 24) Southern Teton Area Rapid Transit (START) budget as described in the following amendment:

START's original FY24 budget request anticipated the provision of all of START's fixed-route bus services utilizing only START employees and vehicles. Given the number of new drivers that we have been able to hire for the winter season and given the challenges currently associated with START's Proterra bus sub-fleet, it is START's recommendation that we secure the services of a contracted bus service provider to supplement START's directly operated fixed-route bus service for the upcoming winter season.

Bruce Abel answered questions from the Board and Council.

There was no public comment.

On behalf of the County, a motion was made by Commissioner Gardner and seconded by Commissioner Macker to approve an amendment to the Fiscal Year 2023-2024 START Operations budget for the provision of START fixed-route contracted services in the amount of \$247,000. Chair Propst called for a vote. The vote showed three in favor and the vote carried 3-0 for the County.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Schechter to approve an amendment to the Fiscal Year 2023-2024 START Operations budget for the provision of START fixed-route contracted services in the amount of \$247,000. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

Adjourn. On behalf of the County, a motion was made by Commissioner Macker and seconded by Commissioner Gardner to adjourn. Chair Propst called for a vote. The vote showed three in favor and the vote carried 3-0 for the County.

On behalf of the Town, a motion was made by Councilmember Schechter and seconded by Councilmember Jorgensen to adjourn. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town.

The meeting adjourned at 2:41 P.M.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

Luther Propst, Chair

ATTEST:

Maureen E. Murphy, County Clerk

TOWN OF JACKSON

Hailey Morton Levinson, Mayor

ATTEST:

Riley Taylor, Town Clerk

**JOINT INFORMATION PROCEEDINGS
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING**

December 11, 2023

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the County Commissioner's Chambers located at 200 S. Willow St. at 1:32 P.M.

I. ROLL CALL. Upon roll call the following were present:

COUNTY COMMISSIONERS: Luther Propst, Chair, Greg Epstein, and Wes Gardner. Mark Newcomb entered at 2:55 P.M. Natalia Macker, Vice-Chair, was absent.

TOWN COUNCIL: Mayor Pro Tempore Arne Jorgensen, Jim Rooks, and Jonathan Schechter. Jessica Sell Chambers joined via Zoom. Mayor Hailey Morton Levinson was absent.

II. VOLUNTEER BOARD INTERVIEWS – The following applicants were interviewed for positions on joint volunteer boards:

Pathways Taskforce

- Trevor Robinson
- Elizabeth Cornelssen
- Tristan Droppert (via Zoom)
- Robert Sanford
- Ashley Sinclair
- Joseph Lovett
- Ian MacLeod
- Daniel Greenblatt

The meeting recessed at 2:28 P.M. and reconvened at 2:33 P.M.

Pathways Taskforce (continued)

- Charles Hunt
- Rick Gordon

Geoff Gottlieb also applied for the Pathways Taskforce and withdrew his application.

Jessica Sell Chambers exited the meeting via Zoom.

The meeting recessed at 2:55 P.M. and reconvened at 3:09 P.M.

START Board

- Herb Brooks
- Carl Stork
- Kristin Unruh (via Zoom)

Pathways Taskforce (continued)

- Anna Knapp

III. EXECUTIVE SESSION

On behalf of the County, a motion was made by Commissioner Gardner and seconded by Commissioner Epstein to enter executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider appointments to volunteer boards, specifically the appointment of a board member as a public officer. Chair Propst called for a vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Rooks and seconded by Councilmember Schechter to enter executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider appointments to volunteer boards, specifically the appointment of a board

member as a public officer. Mayor Pro Tempore Jorgensen called for a vote. The vote showed all in favor and the motion carried for the Town 3-0.

The meeting entered executive session at 3:39 P.M.

Commissioners present: Luther Propst, Mark Newcomb, Wes Gardner, and Greg Epstein.

Councilmembers present: Arne Jorgensen, Jonathan Schecter, and Jim Rooks.

Others: Lea Colasuonno, Town Attorney, and Rose Robertson, Deputy Clerk.

On behalf of the County, a motion was made by Commissioner Gardner and seconded by Commissioner Epstein to exit executive session. Chair Propst called for a vote. The vote showed all in favor and the motion carried for the County 4-0.

The Town exited executive session.

The meeting exited executive session at 4:01 P.M.

IV. ADJOURN

Adjourn. On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to adjourn. Chair Propst called for a vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Schecter and seconded by Councilmember Rooks to adjourn. Mayor Pro Tempore Jorgensen called for a vote. The vote showed all in favor and the motion carried for the Town.

The meeting adjourned at 4:02 P.M.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

Luther Propst, Chair

ATTEST:

Maureen E. Murphy, County Clerk

TOWN OF JACKSON

Hailey Morton Levinson, Mayor

ATTEST:

Riley Taylor, Town Clerk

**JOINT INFORMATION PROCEEDINGS
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING**

December 12, 2023

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the County Commissioner's Chambers located at 200 S. Willow St. at 9:03 A.M.

I. ROLL CALL. Upon roll call the following were present:

COUNTY COMMISSIONERS: Luther Propst, Chair, Mark Newcomb, Greg Epstein, and Wes Gardner. Natalia Macker, Vice-Chair, was absent.

TOWN COUNCIL: Mayor Hailey Morton Levinson, Arne Jorgensen, Jonathan Schechter, and Jim Rooks. Jessica Sell Chambers joined via Zoom.

II. VOLUNTEER BOARD INTERVIEWS – The following applicants were interviewed for positions on joint volunteer boards:

Jackson Hole Airport Board

- Bob McLaurin
- LizAnn Eisen
- Reilly Dillon
- Bryan Gleason
- Jesse Rauch
- Sigsbee Duck (via Zoom)
- Randol Curtis

Jackson/Teton County Affordable Housing Supply

- Jeff Cohodes (via Zoom)
- Rick Gordon
- Mortimer Kline

The meeting recessed at 10:40 A.M. and reconvened at 10:47 A.M.

Jackson/Teton County Affordable Housing Supply(continued)

- Eric Snow
- Laura Bonich
- Charles Hunt
- Whitney Oppenhuizen

Sarah Perdue applied for the Affordable Housing Supply Board but withdrew her application. Dawson Smith and Chris Talevi also applied but did not appear for the interview.

III. EXECUTIVE SESSION

On behalf of the County, a motion was made by Commissioner Gardner and seconded by Commissioner Epstein to enter executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider appointments to volunteer boards, specifically the appointment of a board member as a public officer. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Schechter and seconded by Councilmember Jorgensen to enter executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider appointments to volunteer boards, specifically the appointment of a board member as a public officer. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town.

The meeting entered executive session at 11:18 A.M.

Commissioners present: Luther Propst, Mark Newcomb, Wes Gardner, and Greg Epstein.

Councilmembers present: Hailey Morton Levinson, Arne Jorgensen, Jonathan Schechter, and Jim Rooks. Jessica Sell Chambers was present via Zoom.

Others: Lea Colasuonno, Town Attorney, April Norton, Housing Director, and Rose Robertson, Deputy Clerk.

Jessica Sell Chambers exited at 11:20 A.M.

April Norton exited at 11:24 A.M.

On behalf of the County, a motion was made by Commissioner Gardner and seconded by Commissioner Epstein to exit executive session. Chair Propst called for a vote. The vote showed all in favor and the motion carried for the County 4-0.

The Town exited executive session.

The meeting exited executive session at 11:48 A.M.

The meeting recessed at 11:48 A.M. and reconvened at 1:35 P.M.

IV. VOLUNTEER BOARD INTERVIEWS – The following applicants were interviewed for positions on joint volunteer boards:

Parks & Recreation Board

- Christopher Peltz
- Janna Rankin (via Zoom)
- Tristan Droppert
- Jessica Kellett

David Lloyd, Marion Thurston, and David Scheurn also applied but did not appear for the interview.

V. EXECUTIVE SESSION

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to enter executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider appointments to volunteer boards, specifically the appointment of a board member as a public officer. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Schechter and seconded by Councilmember Jorgensen to enter executive session pursuant to Wyoming Statute §16-4-405(a)(ii) to consider appointments to volunteer boards, specifically the appointment of a board member as a public officer. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town 4-0.

The meeting entered executive session at 2:27 P.M.

Commissioners present: Luther Propst, Natalia Macker, Wes Gardner, and Greg Epstein.

Councilmembers present: Hailey Morton Levinson, Arne Jorgensen, Jonathan Schechter, and Jim Rooks.

Others: Rose Robertson, Deputy Clerk.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to exit executive session. Chair Propst called for a vote. The vote showed all in favor and the motion carried for the County 4-0.

The Town exited executive session.

The meeting exited executive session at 2:37 P.M.

VI. APPOINTMENTS

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to reappoint Joseph Lovett and appoint Trevor Robinson and Rick Gordon to the Pathways Taskforce for 3-year terms expiring January 31, 2027. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember to reappoint Joseph Lovett and appoint Trevor Robinson and Rick Gordon to the Pathways Taskforce for 3-year terms expiring January 31, 2027.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to appoint Kristin Unruh to the START Board for a 3-year term expiring December 31, 2026. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Jorgensen to appoint Kristin Unruh to the START Board for a 3-year terms expiring December 31, 2026. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town 4-0.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to ask the Clerk's office to readvertise for the two remaining START Board seats. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Schechter to ask the Clerk's office to readvertise for the two remaining START Board seats. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town 4-0.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to reappoint Bob McLaurin to the Jackson Hole Airport Board for a 5-year term expiring February 1, 2029. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Schechter to reappoint Bob McLaurin to the Jackson Hole Airport Board for a 5-year term expiring February 1, 2029. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town 4-0.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to reappoint Laura Bonich and appoint Whitney Oppenhuizen to the Housing Supply Board for 3-year terms expiring December 31, 2026. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Schechter to reappoint Laura Bonich and appoint Whitney Oppenhuizen to the Housing Supply Board for 3-year terms expiring December 31, 2026. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town 4-0.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Gardner to reappoint Christopher Peltz and Janna Rankin and appoint Tristan Droppert and Jessica Kellett to the Parks & Rec Board for 3-year terms expiring December 31, 2026. Chair Propst called for the vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Rooks and seconded by Councilmember Schechter to reappoint Christopher Peltz and Janna Rankin and appoint Tristan Droppert and Jessica Kellett to the Parks & Rec Board for 3-year terms expiring December 31, 2026. Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town 4-0.

VII. ADJOURN

Adjourn. On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Newcomb to adjourn. Chair Propst called for a vote. The vote showed all in favor and the motion carried for the County 4-0.

On behalf of the Town, a motion was made by Councilmember Schechter and seconded by Councilmember Jorgensen to adjourn. Mayor Morton Levinson called for a vote. The vote showed all in favor and the motion carried for the Town 4-0.

The meeting adjourned at 2:43 P.M.

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

Luther Propst, Chair

ATTEST:

Maureen E. Murphy, County Clerk

TOWN OF JACKSON

Hailey Morton Levinson, Mayor

ATTEST:

Riley Taylor, Town Clerk



TOWN COUNCIL

BOARD OF COMMISSIONERS

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: January 26, 2024

DEPT. DIRECTORS: Chris Neubecker & Paul Anthony

MEETING DATE: February 12, 2024

PRESENTERS: Ryan Hostetter, Principal Long-Range Planner

SUBJECT: Indicator Report Request for Proposals

SUBMITTING DEPT: Joint Long-Range Planning

STATEMENT/PURPOSE

Staff is requesting that the Teton County Board of County Commissioners ("Board") and Jackson Town Council ("Council") consider a new consultant services contract with LegacyWorks Group to complete the 2024 Indicator Report, provide an updated data storage and collection system for the indicators, and to provide an updated format for presentation of the data moving forward.

BACKGROUND/ALTERNATIVES

During the FY2023/2024 Joint Long-Range Planning Workplan review at the May 1, 2023 Joint Information Meeting (JIM) and again on the July 10, 2023 JIM, staff included an item related to the "Joint Annual Indicator Report Review" which was approved for addition to this current year's workplan. The task includes the release of a request for proposals and selection of a consultant to assist with completion of the Indicator Report and new tasks related to modernizing the document and data storage. The goal is to continue sharing and maintaining the longitudinal data that have been collected over the past 12 years and to update the process and tools for collecting, storing and displaying the data in a more streamlined and efficient manner all while not making any changes to indicators as those would require a Comprehensive Plan amendment.

Joint Annual Indicator Report Review

FY 24

Progress	0%
Timeframe	TBD
Task Lead	Long-Range Planning
Resources	FY 24
Long-Range Planning	50 hrs
County Planning Director	5 hrs
Town CD Director	2 hrs
Town Planning Director	5 hrs

Comp Plan Strategies:

Policy 9.2.a: Monitor indicators annually

Task: Each year the Town and County compile and publish annual indicator data (see ongoing task in workplan below). Staff turnover has made it difficult to train internal staff to complete this in 2021 and 2023, therefore a contract with a local vendor was utilized as needed. Due to ongoing staffing issues, staff requests that the County and Town complete a new Request for Proposals for this task to complete the indicator report, and look for opportunity to create a less staff -intensive format such as an online dashboard. Other ideas and methodologies from an outside consultant could be beneficial for the Town Council and Board of County Commissioners to research. It is important to note that this task does not anticipate reinventing the indicators themselves, or changing the methodology for which the data has historically been gathered to ensure that the trends in the data remain valid. Further review of indicators, additional, or revised indicators etc. would need to be completed through the next Comprehensive Plan Update process.

Status: This task has not begun.

Staff turnover on the Joint Long Range Planning team has resulted in reduced time available for existing staff to focus on the Indicator Report. Turnover also reduced institutional knowledge to collect, manage, and display the indicator data. The current tools use a very detailed Excel file or “databook” to store the information, calculate the data output, and produce visuals for the indicator report. While some notes are included within the “databook” cells for users, the complexity of the formulas tying multiple sheets and lack of a written methodology explaining the formulas makes the usability of the Excel file very complicated for new users without formal training from the creator of the databook (or at the very least having them on call as needed for training). The last staff person to receive training from the creator of the databook was Rian Rooney who was able to complete the task one year, but has since left the Long Range Planning team.

One of the primary goals with this effort is to ensure that all the data is recorded in such a manner that it will carry forward for new staff in a sustainable format. Another goal is to use a tool that can complete the task in a more efficient manner if such tool exists (rather than Excel). In addition, Staff is excited for the potential of a more visually friendly output of the data such as a graphic dashboard that can live online and remain more frequently updated.

Request for Proposals

Staff released a Request for Proposals (RFP) for this task on November 8, 2023 through the County’s Public Purchase platform following the procurement procedures adopted by the County. The RFP closed on December 6, 2023 at 4:00 PM with a bid opening at that date/time at the County Planning Department. Five proposals were received, reviewed and scored by a panel of staff. The top three firms were interviewed and re-scored.

Review of the proposals was conducted by a cross departmental Staff team between the Town and County. Reviewers include all Joint Long Range Planning Staff, County Long Range Planner, the Regional Transportation Administrator, Ecosystem Stewardship Administrator, Town Planning Director and County Planning Director.

Between the five proposals received there was a vast level of experience related to this particular project, and two of the firms were not interviewed because of their lack of experience with the more technical requirements of the project. Specifically, Staff is looking for a firm that can create a new database, create a digital platform for data visualization, and suggest an improved tool for storing and inserting information in an easy manner to keep and collect over time (long term substitute for Excel). This project has more of an IT and UX (user experience) focus, rather than a planning focus and requires specific skills as a result. It is the Long Range Planning’s expectation that with the creation of the upgraded system, in conjunction with the development of a user manual, that the future of this effort will be more intuitive and easier to pass on to future staff.

There is an ongoing portion of work that exists with the public facing visual side of the data. This is proposed to be completed in the form of new interactive online dashboards. The creation of the dashboards is included within this scope of work, however for ongoing future upkeep of the online dashboards this task is listed as \$6,000 a year.

Project Alternatives:

Staff recommends the selection of the scope of work provided by LegacyWorks Group, however if this is not acceptable the following outcomes are provided for consideration:

1. Prepare the Indicator Report using the existing Excel file and train existing staff to update the databook for this next Indicator Report (and others moving forward). This option would not require a large contract with a new consulting firm, however some consultant services for training, assistance with a user manual or on-call support for existing staff could be necessary. Staff could manually create a procedure manual for the existing process, however this would be a large undertaking for our team and will impact time spent on other priorities.

2. Hire the previous consultant just to complete this upcoming Indicator Report, and ask that they produce a users manual for the existing system. This would require an updated scope/cost from the consultant that previously completed the Indicator Report, but would be much less than the larger project described in this staff report (and no. 3 below) and would not provided the upgraded database tools or public facing dashboard.

COMPREHENSIVE PLAN ALIGNMENT

The purpose of this project is to track the strategies outlined in the Joint Town of Jackson and Teton County Comprehensive Plan through indicators which are outlined within the Comprehensive Plan.

STAKEHOLDER ANALYSIS

Stakeholders for the Comprehensive Plan work include Town and County taxpayers, local working families, business owners, developers, and visitors.

FISCAL IMPACT

The cost for this work is not included in the approved FY23/24 budget. A budget amendment will be necessary for the work to be performed in FY23/24.

STAFF IMPACT

This project is anticipated within the FY24 Town of Jackson and Teton County Workplan. Principal Long Range Planner Ryan Hostetter will take the lead on this jointly funded project. Staff recommends entering this contract with LegacyWorks Group, with the goal of modernizing the Indicator Report and creating a formal system for carrying the project into the future.

LEGAL REVIEW

County: A. Moore

Town: Colasuonno

ATTACHMENTS

1. Contract
2. Consulting scope of work

RECOMMENDATION

Staff recommends approval of the attached contract and scope of work from LegacyWorks Group dated December 5, 2023.

SUGGESTED MOTIONS

Town Council: I move to approve the selection of LegacyWorks Group for support for the Joint Comprehensive Plan Indicator Report and agree to reimburse Teton County for one-half the cost of the Consultant Agreement in a cost not to exceed \$34,491.50 for the Town of Jackson.

Board of County Commissioners: I move to approve the Consultant Agreement between Teton County and LegacyWorks Group for support for the Joint Comprehensive Plan Indicator Report in a cost not to exceed \$68,983.

AGREEMENT FOR PROFESSIONAL CONSULTING SERVICES JOINT INDICATOR REPORT

This Agreement for Professional Consulting Services (“Agreement”) is entered into and effective this ____ day of _____, 2024 by and between Teton County, a duly organized county of the State of Wyoming (“County”), P.O. Box 1727, Jackson, Wyoming 8300, and Legacy Philanthropy Works., a Wyoming non-profit corporation whose principal address is 521 Santa Barbara St., Santa Barbara, CA 93101 (“Consultant”).

RECITALS

WHEREAS, the Teton County Board of County Commissioners have determined the need for an independent contractor to provide Professional Consulting Services to assist the Teton County Planning and Building Services Department (“Planning Department”) with its work, in collaboration with the Town of Jackson, to prepare the 2024 Joint Indicator Report, develop a new Indicator Dashboard system and user manual for future reports, and provide additional services to update the newly created Indicator Dashboard annually for three years; and

WHEREAS, Consultant is an expert with many years of experience in such matters and is willing to assist Teton County. A Request for Proposals had been completed for this project under the Teton County Purchasing Policies, and this Consultant was chosen due to their scope and particular expertise with this project; and

WHEREAS, the County desires to hire Consultant and Consultant desires to provide to the County such services; and

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the County and Consultant agree to the terms and conditions set forth herein.

Article 1. Scope Of Work

- A. Primary Services. The Consultant agrees to perform the professional services presented in Consultant’s proposal dated December 5, 2023 (“Proposal”) attached hereto and incorporated herein as **Attachment A**. Specifically, Consultant will be providing the services listed under the “Scope” column in the *Fee For Services* section of the Proposal, as more specifically described in the *Scope of Services* section of the Proposal.
- B. Additional Services. County elects to include the *Optional Additional Services* listed and described in C.2 of the Proposal, to update the newly created Indicator Dashboard annually (“Additional Services”), for period not to exceed three (3) years at the rate agreed to by the parties and set forth below in Article 2.B.

Article 2. Compensation and Payment

- A. Primary Services. The County will pay the Consultant in accordance with the *Scope* column under *Fee For Services* set forth in Attachment A, at an amount not to exceed \$68,983.00, as full compensation for the Primary Services described above in Article 1.A.
- B. Additional Services. For the Additional Services described above in Article 1.B, County shall pay Consultant a sum not to exceed \$6,000.00 for each annual update to the Indicator Dashboard provided.
- C. The amount of compensation shall not vary in any way whatsoever as a result of the time of day the services are performed or the number of hours during which services are performed in any given time period. County will pay Contractor upon submission of an appropriate invoice with a detailed breakdown of work performed by hourly unit that shall be provided no less than once a month to be reviewed and approved by the Planning Department. Payment to the Contractor will be made monthly based upon a timely submitted and approved invoice according to the County's voucher schedule. Payment is subject to the availability of funds approved by the County.
- D. County may examine all records and accounts of Contractor during reasonable hours for the period ending one (1) year after termination of this agreement in order to audit and verify aforementioned charges.

Article 3. Schedule of Services

- A. Primary Services. Contractor shall provide these professional services according to the *Project Schedule* set forth in Attachment A.
- B. Additional Services. Contractor shall provide these professional services according to a schedule to be agreed upon by the Contractor and the Planning Department in the future as appropriate for the work to be performed.

Article 4. Term and Termination

- A. The term of this Agreement shall be from the date set forth above and shall continue until June 30, 2027 unless terminated earlier in accordance with this Agreement.
- B. Consultant or County may terminate this Agreement at any time by giving thirty (30) days written notice of termination to the other party; provided, however, that all compensation earned, or costs incurred prior to such termination shall be payable to Consultant.
- C. The ownership of the work completed or partially completed at the time of such termination or abandonment shall be retained by County. The provisions regarding County's access to records for auditing shall survive termination or expiration hereof.

Article 5. Independent Contractor Status

It is understood and agreed that Consultant will provide the services under this Agreement on a professional basis and as an independent contractor and that during the performance of the services under this Agreement, Consultant will not be considered an employee of the County within the meaning or the applications of any federal, state, or local laws or regulations including, but not limited to, laws or regulations covering unemployment insurance, old age benefits, worker's compensation, industrial accident, labor, or taxes of any kind. Consultant shall not be entitled to benefits that may be afforded from time to time to County employees, including without limitation, vacation, holidays, sick leave, worker's compensation, and unemployment insurance. The County shall not be responsible for withholding or paying any taxes or social security on behalf of Consultant. Consultant shall be fully responsible for any such withholding or paying of taxes or social security.

Article 6. Trademark and Trade Name

This Agreement does not give either Party (County or Consultant) any ownership rights or interest in the other Party's trade name or trademarks.

Article 7. Extension

This Agreement may be modified and extended upon written agreement of the parties.

Article 8. County Records

The County shall make every reasonable effort to provide Consultant with available existing records, or adequate copies thereof, relative to the Scope of Work.

Article 9. Notices

Any notices required under this contract shall be sufficient if sent by certified mail, return receipt requested, to the County at the following address:

Teton County Clerk
P.O. Box 1727
Jackson, WY 83001

And to the Consultant at the following address:

Legacy Philanthropy Works
521 Santa Barbara Street
Santa Barbara, CA 93101

Article 10. General Provisions

A.	<u>Entire Agreement:</u>	This Agreement represents the entire and sole agreement between the Parties with respect to the subject matter hereof and supersedes any and all prior negotiations, understandings, representations, or consulting agreements whether written or oral. This Agreement cannot be modified, changed, or amended, except in writing signed by the Parties.
B.	<u>Waiver:</u>	The failure of either Party to require performance by the other of any provision hereof shall in no way affect the right to require performance at any time thereafter, nor shall the waiver of a breach of any provision hereof be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself. All remedies afforded in this Agreement shall be taken and construed as cumulative; that is, in addition to every other remedy available at law or in equity.
C.	<u>Relationship:</u>	Nothing herein contained shall be construed to imply a joint venture, partnership, or principal-agent relationship between Consultant and the County; and neither Party shall have the right, power, or authority to obligate or bind the other in any manner whatsoever, except as otherwise agreed to in writing.
D.	<u>Use of Work Product</u>	Except as specifically set forth in writing and signed by both the Consultant and the County, the County shall retain all ownership in all work product and final product developed by the Consultant.
E.	<u>Assignment and Delegation:</u>	Neither Party shall assign or delegate this Agreement or any rights, duties, or obligations hereunder without the express written consent of the other. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon the successors, legal representatives, and assignees of the Parties hereto. Contractor may utilize the services of qualified sub-contractors, subject to approval by the County, and the sub-contractors shall operate under the sole direction and control of the Consultant.
F.	<u>Severability:</u>	If any provision of this Agreement is declared invalid or unenforceable, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable. In any event, the unenforceability or invalidity of any provision shall not affect any other provision of this Agreement, and this Agreement shall continue in force and effect, and be construed and enforced, as if such provision had not been included, or had been modified as above provided, as the case may be.
G.	<u>Government Claims Act</u>	County does not waive its sovereign and governmental immunities by entering into this Agreement, and fully retains all immunities and defenses provided by law with respect to any action based on or arising out of this Agreement.
H.	<u>Governing Law:</u>	This Agreement shall be governed by, and construed in accordance with, the laws of the State of Wyoming. The Parties hereto irrevocably elect as the sole judicial forum for the adjudication of any matters arising under or in connection with this Agreement, and consent to the jurisdiction of, the courts of the County of Teton, State of Wyoming.

I.	<u>Paragraph Headings:</u>	The paragraph headings set forth in this Agreement are for the convenience of the Parties, and in no way define, limit, or describe the scope or intent of this Agreement and are to be given no legal effect. this Agreement shall not be construed against or in favor of any Party by virtue of which party drafted the Agreement or any portion thereof.
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IN WITNESS WHEREOF, the Parties have executed this Agreement by their duly authorized representatives.

**THE BOARD OF COUNTY COMMISSIONERS
TETON COUNTY, WYOMING**

Luther Propst, Chairman

Attest:

Maureen E. Murphy, Teton County Clerk

CONSULTANT- LEGACY PHILANTHROPY WORKS

Legacy Philanthropy Works
Alex Norton
Its: _____

Ryan Hostetter
Joint Long Range Planning
Teton County & Town of Jackson, Wyoming
Submitted via upload to Public Purchase

December 5, 2023

RE: RFP for the Teton County and Town of Jackson Indicator Report

Ms. Hostetter and fellow evaluators,

We are so excited that Teton County and the Town of Jackson intend to move from a Comprehensive Plan Indicator Report to an Indicator Dashboard. The data processing at the core of the annual reporting is already the foundation of so much of the community's decision-making. Enlivening that data through a dashboard opens up possibilities for even wider use and further development of a community data culture that allows us to see connections so we can collaborate on solutions.

LegacyWorks Group shows up in service of highly collaborative community-driven initiatives playing a wide range of roles from facilitator and project manager to strategist and financier. The pandemic represented a unique challenge for us. As a community-driven organization, we felt called to action. As collaborators, we were disoriented by the isolation. Dashboarding turned out to be where connection specialists were needed to un-silo the relevant data in order to ease uncertainty and inform effective responses. And so our dashboarding work began with a COVID dashboard for Santa Barbara County and has grown into other focus area dashboards and expanded into broader community wellbeing dashboards.

It is obvious to us now (and probably always should have been) that facilitating connection is at the core of a successful data-driven decision-making system. Organizing data so that it can answer the questions we care about is as much an exercise in human values as technology. We are currently partnered with the Community Foundation of Jackson Hole to begin work on a community dashboard for Teton County and see the Indicator Dashboard as a perfect integration. By looking at the Comprehensive Plan indicators in the context of a larger community dashboard, they can be elevated in the broader community conversation to live beyond an annual pdf, while also being augmented with additional context from other sources, without changing any of the adopted Comprehensive Plan structure born from so much community energy. Our excitement about this project is paired with a unique mix of unmatched content familiarity, latent ideas awaiting this infusion of new energy, and fresh perspectives pulled from education, science, art, and data science backgrounds.

Thank you again for this opportunity, we look forward to working with you.



Michelle Heaton



Alex Norton

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SCOPE OF SERVICES

A. Background and Communication

LegacyWorks’ familiarity with the existing databook, indicator methodology, source data and past reports will allow us to hit the ground running. But this isn’t just a data project, this project is about improving access to data for staff, decision-makers, and the public. That is where LegacyWorks’ experience facilitating collaboration and existing work on the Teton Community Dashboard can be leveraged to establish a clear project approach and maintain open communication through project iteration.

A.1 Kickoff and weekly project management meetings

The kickoff meeting will focus on refining the project approach and discussing the options to be explored during LegacyWorks’ background research. The County, Town, and LegacyWorks project managers will meet weekly to discuss project progress, inviting additional team members as appropriate. When larger project workshops are necessary they will replace the weekly project management meetings and incorporate additional project participants. Specifically, Task B.1 is a data system workshop and Task C.1. is a dashboard workshop. Staff trainings may also substitute for weekly project management meetings. We anticipate:

- 1 - 90 minute kickoff meeting
- 10 - 90 minute project management meetings

A.2 Review existing reports, methods, and databook

Alex Norton, LegacyWorks Group's project manager, authored many of the past indicator reports, created most of the indicator report methodologies, and was the project lead in selecting the indicators in the 2012 Comprehensive Plan and its 2020 update. He is up to speed with the current approach, which allows the LegacyWorks team to focus our initiation work on the future without losing any of the data, trends, or methodology of the past. In this task, we will explore opportunities for automation of data collection from outside sources and produce:

- A list of options for future data collection and organization

A.3 Review SmartGov organization and use

Over 80% of the data collection workload for past reports has been the processing of data pulled from the County and Town Planning & Building permit databases. With the introduction of new permitting software, SmartGov, the past workflow and saved queries are no longer applicable. However, the hope is that the design decisions made in the implementation of SmartGov will cut down on the amount of processing needed to create the indicator dataset. Now that each jurisdiction has had a full year to enter permit data using SmartGov, LegacyWorks will review the input data against the output needs of the indicator report to create three deliverables:

- A list of options for future approaches to SmartGov data input, SmartGov data extraction, SmartGov data organization, and data processing outside of SmartGov
- Processed 2023 building permit and planning permit data for incorporation into the indicator report dataset
- New GIS files for existing development as of January 1, 2024

A.4 Research untracked indicators (optional)

The 2023 report was missing indicators for ecosystem health, Town of Jackson sales and events, travel times, cost of living, and level of service. If desired, LegacyWorks will work with the County and Town staff to identify datasets and methodologies to fill in these indicators. LegacyWorks will build on the work of the Town Ecosystem Stewardship Administrator, Travel and Tourism Board, and Regional Transportation Planning Administrator to incorporate datasets and indicators that have already been identified into the data system we will create.

Engaging service providers around level-of-service measures is a much larger project. To begin to address that indicator, LegacyWorks will incorporate the Indicator Dashboard (discussed further in Phase C) into the Teton Community Dashboard we are creating (see Task C.4). We have already partnered with the Community Foundation to build behavioral health, housing, and education dashboards - aligning with their strategic initiatives. Coordination with these dashboards will be a first step toward the level of

service indicator envisioned by the Comprehensive Plan. However, identifying level of service metrics for other areas of community services is a much larger facilitated, collaborative project and is not included in this proposed scope.

B. Data System

One of the main goals of the project is to create a data collection process and data organization system that is easier for staff to manage each year. LegacyWorks will use the information gathered in Phase A to identify and implement a better system for the future.

B.1 Determine the approach for data collection and processing

The first task in reorganizing the data system will be to evaluate the options identified in Phase A and select a path forward. Options are expected to include continued annual entry, more regular entry, automation from SmartGov, and API-based automation. The discussion will also determine the desired data update frequency, which is often a function of decision-making timeline and trend volatility - if you are not making real-time reactions and decisions, do you need real-time data? LegacyWorks Group envisions this meeting being a substitute for one of the weekly project manager meetings. It would include additional data providers and data consumers identified by the project manager as well as IT and budget stakeholders.

- LegacyWorks will design and facilitate a 3-hour workshop to identify the path forward.

B.2 Reorganize the data system

The collection and processing approach chosen will determine the extent of this effort. Additional scope definition will be required prior to commencing this task. Most likely, this task will involve reorganizing the spreadsheet into a relational database with input forms (or similar format) that are more intuitive for the user. Queries to export data from SmartGov will be designed; however, there will likely continue to be an annual intermediary data processing step before the data can be imported into the indicator database. An indicator database will allow for the Indicator Dashboard functionality to grow with the County and Town's data organization, data questions, and data culture. The best software for this task will be determined in consultation with County and Town IT and GIS staff.

At the low end, this task will take minimal effort to fix bugs in the current Excel spreadsheet if it is determined that improved usability can be achieved through the creation of a user handbook that better explains how to use the spreadsheet. (If this approach is chosen, the proposed cost would be reduced by \$4,375).

At the high end, this task could involve the reorganization of SmartGov and the implementation of a number of APIs and processing scripts to fully automate the data collection system. The portion of the user guide that would have directed staff on how to input data will instead be directed toward our data partner's development team to code scripts that would do the data processing and import instead of

staff. LegacyWorks does not believe full automation will be cost-effective for Teton County and the Town of Jackson. The data being pulled from external state and federal sources are very small subsets of datasets that are only periodically published, already processed and grouped, and over which the County and Town have no structural input. In speaking with our data partner, whom we work with on projects with large raw datasets, we anticipate that the annual time needed to fix broken APIs and scripts would at least match the current time spent inputting the data. Without access to the raw data with anonymous identifiers that would allow for deeper analysis, the long-term value of building the system is not there. The raw dataset produced by the County and Town is the permit dataset. Our proposal will build queries to export the data from SmartGov and automate the processing to the extent possible, but the fully automated, real-time flow of permit data into the indicator database would require changes to the organization of SmartGov and how permits are reviewed. Without knowing all of the details of the task at hand we estimate that a fully automated process would cost an additional \$200,000 upfront and another \$20,000 per year in maintenance. We can provide a more detailed estimate as part of our research in Task A.3 if the County and Town would like to pursue partial or full automation further.

B.3 Design a data export system

Regardless of the data system design, it will need to include a data output system that pulls the data to be charted into cleaned-up tables that will power the dashboard. This data export system will pull the relevant information for the dashboard charts (discussed in more detail in Phase C below). The data will be organized to facilitate chart interactivity and openly available for download as a data file with metadata on sources and calculation methodology.

B.4 Write a user guide

One of the primary deliverables of this project will be a user guide that provides background on why the indicators were selected through the Comprehensive Plan process, an explanation of the methodology for calculating each indicator, including a discussion of uncertainties and potential improvements, an explanation of the methodology for creating the visualizations, and most importantly, instructions on how to maintain the datasets and dashboard. The primary audience of the user guide will be non-technical staff so that indicator reporting can be produced internally by the planning departments. At the same time, the user manual will help the public understand the indicators and build on the methodology in their own analysis.

C. Dashboard

Another main goal of the project is to rethink how the indicators are presented to the public. In the past, they have been incorporated into an annual report and presented as part of the budget process. The data is used for other analyses throughout the year, but the indicators get “shelved” rather than regularly referenced. A dashboard will make the indicators more accessible year-round in an interactive web interface that will put the indicator information at the fingertips of staff, decision-makers, and the public. LegacyWorks is excited that the County and Town are moving toward a dashboard because we have already initiated work on a collaborative

Teton Community Dashboard project in partnership with the Community Foundation of Jackson Hole. We envision the Teton Community Dashboard as a single platform for all of the community's indicator efforts that will improve access and allow analysis across data silos in order to identify collaborative solutions across sectors.

C.1 Envision improved usefulness

A dashboard platform will improve accessibility, but making the indicator report more useful is about more than just putting it on the web. Like Phases A and B, LegacyWorks will start Phase C by facilitating a discussion of what stakeholders want to see. In 2023, decision-makers asked for such a conversation, and it will be important to understand what would make the indicators more useful and accessible for staff. These conversations will not be about changing any of the indicators - the indicators have been set through the Comprehensive Plan public process. These conversations will be about the visualization and interactivity goals of the dashboard. Should the visualizations be designed for user exploration of the data, to tell a data story, or a combination? What is the most useful way to provide open data, and what data do users pull from the indicator report (tied to the data organization discussion in Phase B)? What is the desired level of analysis and context (the extent to which the charts are left to speak for themselves has varied over the years)? How often should it update? These questions and others will be explored through a workshop with multiple stakeholders that will take the place of the weekly project manager meeting for that week.

- LegacyWorks will design and facilitate a 3-hour workshop to identify the path forward.

C.2 Indicator Dashboard

The indicator report dashboard will be an interactive dashboard built with Tableau (or potentially Microsoft Power BI) and embedded within www.jacksontetonplan.com (or on a separate site, if desired) that allows users to navigate through the indicators to explore the data. The indicators are already set up in a hierarchy identified by the Common Value and chapter structure of the Comprehensive Plan. LegacyWorks will leverage this hierarchy in the architecture of the user experience. As directed in Task C.1, we will incorporate interactivity that allows the user to look at absolute and relative trends, explore the timeline of trends, compare trends across topics, dive into topics, and cross-tab data by demographic (where data is available). A beta (if not public) version of the dashboard will be ready for use in presentations by the end of March.

By utilizing a visualization software such as Tableau, the County and Town can maintain the dashboard with a library of online support resources available to augment the user manual. LegacyWorks can also provide ongoing dashboard maintenance for an annual fee in the \$5,000 range to be negotiated once the scope of the visualization is better defined.

C.3 Design a new analysis and reporting process

Another question that flows out of task C.1 is how the analysis and context are reported. LegacyWorks will design the dashboard so that analysis and context can be incorporated while maintaining a highly

visual interface that is not overwhelmed by text. Beyond that passive presentation on the dashboard, LegacyWorks will design a schedule and approach for presenting indicator analysis to the public. The approach will be incorporated into the user guide. The frequency and timing of the report vis-a-vis data releases will be addressed, as well as the utility of continuing to create a standalone document.

C.4 Teton Community Dashboard

This project comes at a perfect time for incorporation into the Teton Community Dashboard project LegacyWork has already begun. LegacyWorks has partnered with the Community Foundation of Jackson Hole to work on behavioral health, housing, and education dashboards that align with their strategic initiatives. Each of those initiatives will have its own dashboard and the data will also be incorporated into a larger public community dashboard. The behavioral health and housing dashboards are targeting a similar timeline as the indicator report project, and there is obvious overlap.

Connecting the indicator report to a larger community dashboard would allow the County and Town to preserve the indicators identified by policy while also incorporating other data tracked throughout the community, maintaining an evolving picture of the community that provides additional context. This task does not require any time or additional resources under this project, but LegacyWorks hopes to establish a long-term partnership with the County and Town to incorporate building, planning, and housing data into the community dashboard partnership. We envision this commitment as a \$5,000-\$10,000 annually (depending on the amount of data processing done by LegacyWorks Group) along with data sharing and participation in a few meetings annually about maintenance of the Teton Community Dashboard.

D. Presentation

Presentation of the deliverables falls into three categories.

D.1 2024 Indicator Report presentation

The 2024 Indicator Report will be presented to the Planning Commissions, Town Council and Board of County Commissioners at 2-3 hearings. The presentation will utilize the beta (or public if it is ready) version of the dashboard and follow the format identified in Task C.3. The report presentation will set the model for future presentations, and the reaction to the report can be incorporated to improve the reporting process for future years as the user guide is finalized. An internal draft of the report will be prepared in early March for content and presentation iteration.

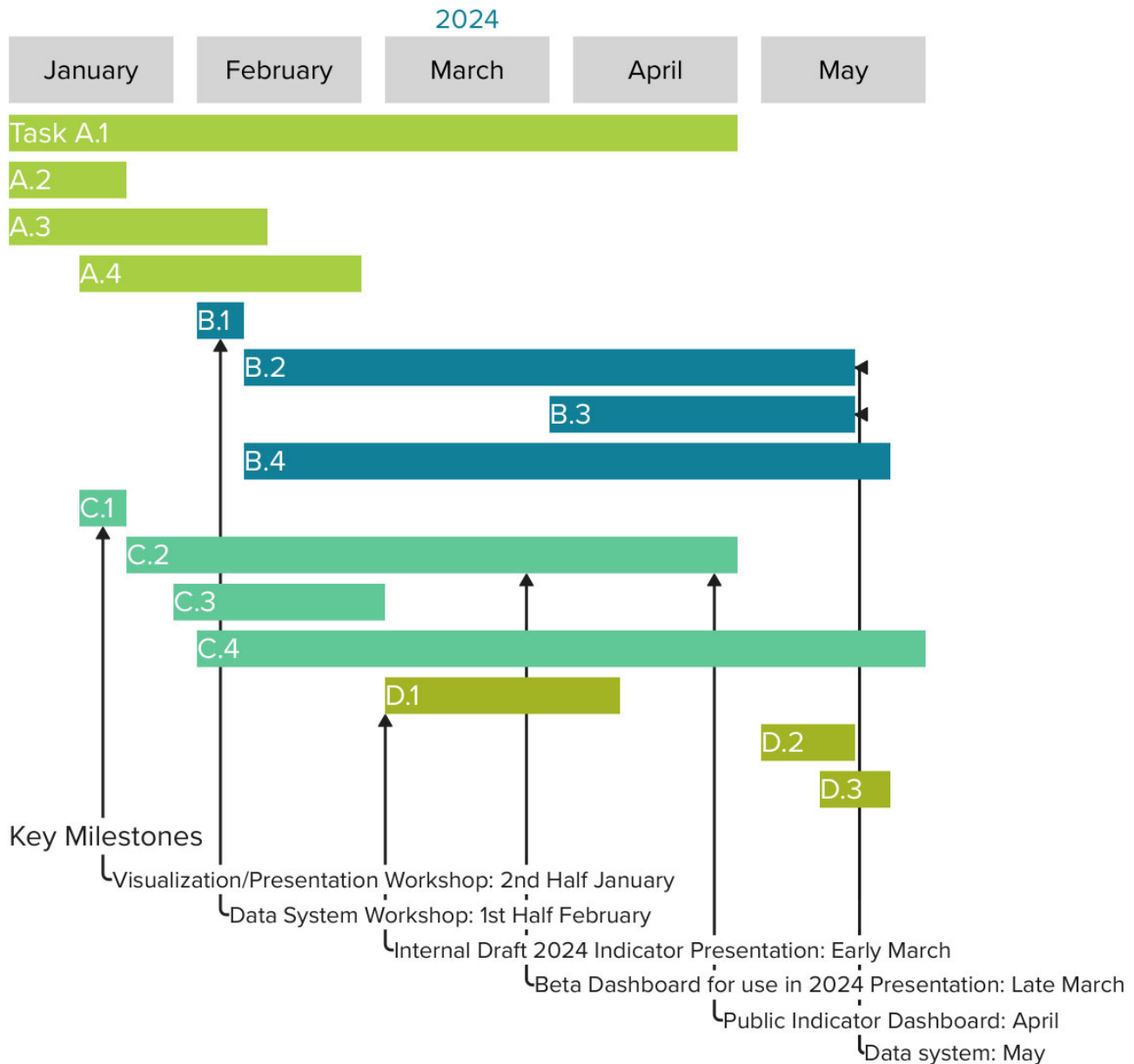
D.2 Dashboard presentation

A separate public presentation of the final dashboard will be given once the dashboard is complete. LegacyWorks envisions utilizing a combination of hearings and workshops (up to two) and recorded presentation to introduce the dashboard tool to the public and encourage its use.

D.3 Staff training

In addition to the public presentations, LegacyWorks will host two trainings for staff that explain the user manual. These trainings will be used to familiarize staff with the user manual, and also to iterate the user manual to make sure it meets the needs of its primary audience - staff.

PROJECT SCHEDULE



FEE FOR SERVICES

		Scope		Optional Additional Scope	
Phase	Task	Hours	Dollars	Hours	Dollars
A	Background and Communication	104	\$17,988	15	\$2,875
A.1	Kick-off and weekly project management meetings	32	\$5,438		
A.2	Review existing reports, methods, and databook	12	\$2,050		
A.3	Review SmartGov organization and use	60	\$10,500		
A.4	Research untracked indicators (optional)			15	\$2,875
B	Data System	114	\$17,860		\$200,000
B.1	Determine the approach for data collection and processing	24	\$3,960		
B.2	Reorganize the data system	30	\$5,250	tbd	\$200,000
B.3	Design a data export system	10	\$1,450		
B.4	Write a user guide	50	\$7,200		
C	Dashboard	91	\$13,035		\$15,000
C.1	Envision improved usefulness	24	\$3,960		
C.2	Indicator Dashboard	55	\$7,175	annual	\$5,000
C.3	Design a new analysis and reporting process	12	\$1,900		
C.4	Teton Community Dashboard	0	\$0	annual	\$10,000
D	Presentation	122	\$20,100		
D.1	2024 Report presentation	55	\$9,275		
D.2	Dashboard presentation	50	\$8,050		
D.3	Staff training	17	\$2,775		
Total		431	\$68,983	15	\$217,875

QUALIFICATIONS OF THE CONSULTANT

Company profile

Overview

LegacyWorks Group is a network of changemakers and impact entrepreneurs stewarding place-based initiatives, social enterprises, projects, and programs that address an array of critical community needs, challenges, and opportunities. This diverse set of leaders and initiatives share a common foundation-building community resilience through cross-sector collaborations and public-private partnerships. Our role is to hold space for and enable this mode of leadership. We believe each community has the wisdom it needs to confront its challenges and opportunities, but doing so is hard, and organizations often stumble when it comes to initiating and successfully implementing the complex collaborations required. Communities need a partner to occupy the in-between space to weave connections, catalyze partnerships, facilitate collective action, and follow through on project management and implementation. That's what we are built to do. Our success depends on facilitating initiatives that are truly community-driven and collectively-owned, rather than organizationally-controlled and constrained. While we lead, facilitate, and steward many initiatives, we don't own or organizationally control them.

Services

LegacyWorks Group shows up in service of highly collaborative community-driven initiatives and can play a wide range of roles from facilitator and project manager to strategist and financier. Core services include:

- Strategy consulting and planning
- Collaborative facilitation
- Conservation finance
- Data dashboarding
- Incubation and capacity support

Geographic Scope

LegacyWorks Group has three established place-based initiatives alongside broader engagements at a national scale.

LegacyWorks Greater Yellowstone spans the greater Jackson Hole, WY, Teton Valley, ID, and the East Yellowstone, Absaroka Front.

LegacyWorks Southern Baja, Mexico is focused in the East Cape region and has expanded into the Pacific coast of mainland Mexico.

LegacyWorks Santa Barbara is focused in Santa Barbara County but spans into neighboring Ventura and San Luis Obispo counties on California's Central Coast.

We also work on initiatives that span several locations across the U.S., currently including an engagement working with 10 regional landscape scale conservation initiatives through the [Department of Defense Sentinel Landscape Program](#) and four regional community-based fishery initiatives through an engagement with [Catch Together](#).

History and Structure

We launched LegacyWorks Group in June 2014 and incorporated our nonprofit affiliate Legacy Philanthropy Works in December of that year, becoming fully operational in January 2016.

Legacy Philanthropy Works is a 501c3 public benefit corporation incorporated in Wyoming.

Community leaders and initiatives that call LegacyWorks home are supported by the LegacyWorks Platform - a shared impact model, back office, and administrative support system. We custom-built the core elements of the platform to foster the success of innovative thinkers and the networks and collaborative initiatives they lead to enact transformation and community-driven change.

Team

Board of Directors

Amy Verbeten

Board Chair
Term: 2021-present
Executive Director, Friends of the Teton River

G. Michael Sutton

Board Secretary
Term: 2019-present
Executive Director, Goldman Environmental Prize

Stephanie Gripne

Board Treasurer
Term: 2019-present
Founder and CEO, Impact Finance Center

David Leventhal

Term: 2021-present
Owner, Playa Viva. Regenerative Impact Entrepreneur and Investor

Carl Palmer

Term: 2014-present
Founder and Executive Director, LegacyWorks Group

Shalin Desai

Term: 2023-present
Former Vice President, Advancement for the Appalachian Trail Conservancy

Staff

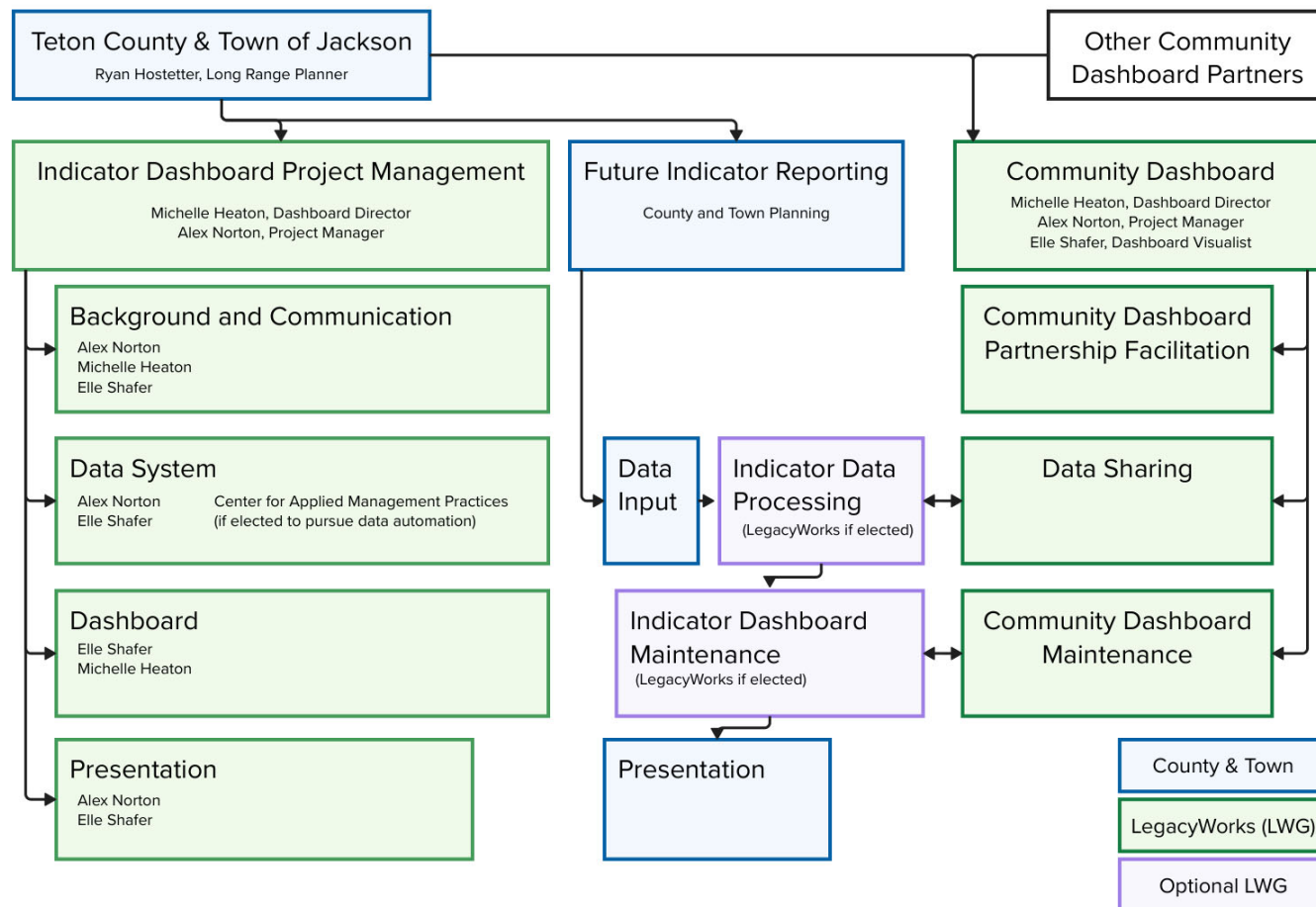
In addition to our volunteer board members, LegacyWorks has over 25 paid team members working across its three regions and enterprises. See the [Team page](#) on our website for further information.

Project management structure

Points of Contact

Michelle Heaton, Teton Regional Director
 Michelle@legacyworksgroup.com
 617-306-3492

Alex Norton, Project Manager
 Alex@legacyworksgroup.com
 307-690-9892



Qualifications of specific individuals

See following pages



ALEX NORTON, AICP

Planner | alex@legacyworksgroup.com

Education

B.S., Urban and Regional Studies, Cornell University, 2006

Professional Certifications

American Institute of Certified Planners, 2013

Essential Facilitation, Interaction Associates, 2016

Techniques of Public Participation, IAPP, 2012

Community

Teton County Search and Rescue, 2007

Coach, Jackson Youth Hockey, 2006

Alex is a strategic thinker with a 15-year track record of helping communities, organizations, and landowners identify issues, find solutions, and measure success. He is an award-winning comprehensive planner and public engagement specialist who takes pride in ensuring conversations about complex systems are both accurate and accessible. The combination of his data analysis, GIS, modeling, facilitation, and public process skills illuminates each project's full scope. He has made plans and written code with focuses such as form-based infill, workforce housing, pedestrian mobility, and conservation, all in the context of community wellbeing. He has also worked with for-profit and non-profit organizations to identify their goals and how to achieve them. He specializes in plans that are understandable, actionable, and accountable, with clear metrics for success.

Project Experience

- Teton Community Dashboard, Wyoming (ongoing)
- Teton Climate Action Partnership, Wyoming (ongoing)
- School District Enrollment Projections, Wyoming (2023, 2022, 2019)
- Town of Jackson Development Analysis, Wyoming (2021-2023)
- Jackson/Teton County Indicator Report, Wyoming (2013-2023)
- Estes Park Housing Needs Assessment, Colorado (2022)
- Cost of Living Calculator, Wyoming/Idaho (2022)
- Jackson/Teton County Housing Needs Assessment and Nexus Study, Wyoming (2022)
- Teton Mapping Project, Wyoming (2021)
- Washoe Tahoe Housing Needs Assessment, Nevada (2021)
- Community Conservation Collaborative, Wyoming (2020)
- Jackson/Teton County Integrated Transportation Plan, Wyoming (2020 and 2015)
- Jackson/Teton County Comprehensive Plan, Wyoming (2020 and 2012)
- Jackson/Teton County Baseline Childcare Inventory, Wyoming (2020)
- Town of Jackson Water and Sewer Capacity Study, Wyoming (2020)
- South Lake Tahoe Region Housing Needs Assessment, California/Nevada (2019)
- Cripple Creek/Victor Housing Needs and Opportunities, Colorado (2019)
- Jackson/Teton County Buildout Projections (2009-2021)
- Engage 2017, Wyoming (2018)
- Jackson/Teton County Affordable Housing Requirements, Wyoming (2018)
- Town of Jackson Zoning Update, Wyoming (2016, 2018)
- Town of Jackson Parking Management Study, Wyoming (2017)
- Teton County Rural Zoning and Conservation Incentives, Wyoming (2015)
- Jackson/Teton County Housing Action Plan, Wyoming (2015)
- Jackson/Teton County Land Development Regulations Restructure, Wyoming (2014)



MICHELLE HEATON, PH.D.

Teton Regional Director & Director of Dashboard Enterprise |
michelle@legacyworksgroup.com

Education

B.A., Environmental
Studies, Sonoma
State University, 1994

M.Ed., Lesley
University, 2000

M.S., Environmental
Science, Antioch
University, 2018

Ph.D. Environmental
Studies, Antioch
University, 2020

Leadership

Director of
Innovation &
Strategy, One Stone,
2021-2023

Chief Education
Officer & Head of
School, Teton Science
Schools, 2017-2021

Co-founder, Above
and Beyond the
Classroom, 2017

Community

Advisory Board
Member, Teton
Raptor Center, 2023

Committee on
Educational
Sustainability &
Innovation, NWAIS,
2019

Michelle is an innovative systems thinker and entrepreneur with over 20 years of experience effectively catalyzing collaborative community-led change. Michelle's experience sits at the intersection of leadership, science, education, and community. A skilled facilitator and award-winning researcher, Michelle has effectively led diverse teams in strategic planning, environmental conservation, community resilience, social entrepreneurship, change management, leadership, education, and design thinking in over 20 U.S. states and six countries. Her published 2020 dissertation, *A Pedagogy of Hope: Levers of Change in Place-Based Learning Systems*, has been downloaded globally nearly 1000 times for its novel use of fuzzy-logic cognitive mapping and social-ecological systems theories in the education field. Michelle's interdisciplinary experience and unique blend of interpersonal and analytical skills allow her to effectively and creatively empower teams to vision, implement, measure, and document collective action and impact.

Project Experience

- Teton Community Dashboard, LegacyWorks Group, Wyoming (ongoing)
- Teton Climate Action Partnership and Dashboard, LegacyWorks Group, Wyoming (ongoing)
- Santa Barbara Community Wellness Dashboard, LegacyWorks Group, California (ongoing)
- Catch Together Impact Framework & Metric Guide, LegacyWorks Group, New England, Alaska, Gulf Coast (ongoing)
- Snake River Headwaters Watershed Group, LegacyWorks Group, Wyoming (ongoing)
- Teton Basin Water Users Association, LegacyWorks Group, Idaho (ongoing)
- Teton Creek Collaborative, LegacyWorks Group, Idaho (ongoing)
- Co-developed a competency-based education platform and recommendation engine funded by the National Science Foundation, One Stone, Idaho (2021-2023)
- Developed an online professional growth platform and learning curriculum, One Stone, Idaho (2021-2023)
- Developed Pandemic Response Plan and a weekly COVID case reporting dashboard, Mountain Academy of Teton Science Schools, Wyoming (2020-2021)
- Co-developed a Competency-Based Outcomes Dashboard, Mountain Academy of Teton Science Schools, Wyoming (2020-2022)



ELLE SHAFER

Dashboards Visualist | elle@legacyworksgroup.com

Education

B.A., Geology and Studio Art, Colorado College, 2012

M.A., Education and Human Development, University of Colorado Denver, 2015

Professional Certifications

Tableau Data Visualization, 2023

Introduction to Tableau Desktop, 2023

Procreate: Digital Illustration, 2022

ArcGIS 10 for Desktop, Rasters for ArcGIS 10, and Processing Raster Data for ArcGIS 10, 2011

Community

Board Member, Above and Beyond the Classroom Teton Valley, 2023

Volunteer, Jackson Hole Children's Museum, 2013

Elle is an educator, artist, and scientist. Her combination of skills has led her work in building and sustaining communities, whether in schools in the Mountain West or in non-profit organizations in Wyoming, where she often combines art and science with her educator mind by bringing otherwise complex subjects (such as geology, paleontology, math, and literacy) to life through visuals, whether as artwork, lessons, dashboards, or exhibit installations. Elle has facilitated groups of students, educators, and community leaders through change management, strategic planning, and collaborative project work while centering the work in the community. As a data visualist, Elle has generated dashboards for schools, non-profits, and for-profit groups using iterative and collaborative design.

Project Experience

- Co-facilitation, co-design, and creation of the Teton Community Dashboard, Wyoming (ongoing)
- Co-development of Tableau Dashboard for the Teton Climate Action Partnership, Wyoming (ongoing)
- Illustrated Children's Story, *Little Drops of Water* by Gladys Bendure Pfeiffer, watercolor & ink, Colorado (2022)
- Developed a weekly COVID case reporting dashboard, Mountain Academy of Teton Science Schools, Wyoming (2021-2022)
- Co-developed a Competency-Based Outcomes Dashboard as an output from Canvas by Instructure, Mountain Academy of Teton Science Schools, Wyoming (2020-2022)
- Supported development of a Competency-Based Reporting Dashboard with Novare Education, Teton Valley Community School, Idaho (2019)
- Illustration and Digital Design for wedding invitations & paper products, four separate weddings, watercolor & ink, Idaho & Wyoming (2016-2019)
- Digital illustration for Etna Old Time's Album Cover, *Lo' the Old Pine*, pen & ink, New Hampshire (2016)
- Illustrations for donor communications, High Mountain Institute, pen & ink, Colorado (2012-2013)
- Collected, processed, and analyzed data and generated 3D models of West Antarctic (Marie Byrd Land) Volcanoes using ArcGIS and Esri programs, published in Geologic Society of America Journal and Scientific Committee on Antarctic Research Conference, Colorado (2011-2012)

EXAMPLES OF SIMILAR COMPLETED WORK

LegacyWorks Group Dashboarding Enterprise Project References

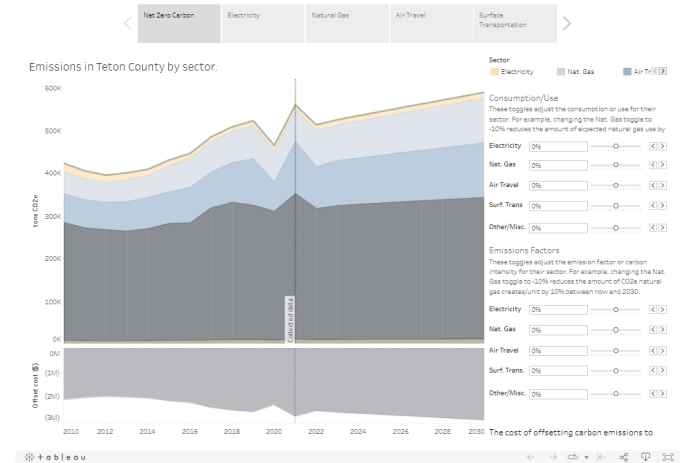
Community Foundation of Jackson Hole (CFJH)

- CFJH is currently partnering with LegacyWorks Group to build out three focus areas of the **Teton Community Dashboard** project in Jackson, WY. CFJH also worked with LWG to launch the equity, climate, and emissions dashboards that are currently part of the [Teton Climate Action Project Dashboard](#) and will be integrated into the Teton Community Dashboard in 2024.
- Contacts
 - Laurie Andrews, Executive Director, landrews@cfjacksonhole.org
 - Will Schwartz, Chief Operating Officer, wschwartz@cfjacksonhole.org

Emissions Dashboard

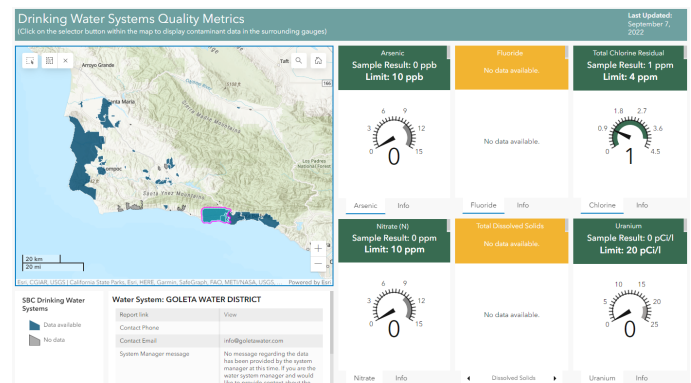
The below charts illustrate emission trends by sector. Use the toggle functions to explore how climate action might impact emissions in a particular and overall. The baseline for this model is the [Jackson/Teton County Comprehensive Plan Indicator Report](#).

Emissions



Natalie Orfalea Foundation

- With support from the Natalie Orfalea Foundation, LWG launched the prototype for the [Santa Barbara Water Quality Dashboard](#) in 2022. Since then, LWG has been collaborating with the Foundation to promote the dashboard with environmental organizations and other stakeholders.
- Contact
 - Marybeth Carty, Executive Director, mcarty@orfalea.org



Santa Barbara County

- LWG partnered with the CEO's Office and six County departments in Santa Barbara, CA to develop and launch a **Community Wellbeing Dashboard** that reports on an array of metrics across nine key focus areas.
- Contact
 - Terri Nisich, Assistant CEO, tmaus@countyofsb.org

Center for Applied Management Practices Project References

Center for Applied Management Practices (CAMP) is LegacyWorks Group's data partner. We consulted with them on the automation portions of this scope. If the County and Town elect to pursue a highly automated data system CAMP would be brought onto our team.

- Fred Richmond, President, frichmond@appliedmgt.com
- Ben Richmond, Vice President, brichmond@appliedmgt.com

Bayaud Enterprises

- Contact
 - Kim Polich, Controller, Kim.Polich@bayaudenterprises.org

SPECIFIC TERMS AND EXCEPTIONS

LegacyWorks does not have any exceptions to the requirements of the RFP. Nor does LegacyWorks have amendments to the terms of the Teton County standard contract, as we have reviewed it in the past.

Payment terms and rates for additional services

LegacyWorks will invoice at the end of each month for the work performed the previous month. If services in addition to the proposed scope of work, including the optional scope expansions, are desired, a fee for those services will be discussed and approved prior to the commencement of the work. The hourly rates for the primary parties involved are:

- Alex Norton: \$175 per hour
- Michelle Heaton: \$225 per hour
- Elle Shafer: \$115 per hour

INSURANCE COVERAGE

LegacyWorks Group meets the insurance requirements of the RFP please see the attached evidence on the following pages.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/5/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER CalNonprofits Insurance Services 1500 41st Avenue, Suite 228 Capitola CA 95010		CONTACT NAME: Jerusha Sandhu PHONE (A/C, No. Ext): 831-427-5222 E-MAIL ADDRESS: jerusha@cal-insurance.org FAX (A/C, No): 831-462-8529		
INSURED Legacy Philanthropy Works 521 Santa Barbara Street Santa Barbara CA 93101 LEGAPHI-01		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A : Alliance of NonProfits for Insurance		10023
		INSURER B : QBE Insurance Corporation		39217
		INSURER C :		
		INSURER D :		
		INSURER E :		
INSURER F :				

COVERAGES

CERTIFICATE NUMBER: 1306032759

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:			2023-76258	2/17/2023	2/17/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			2023-76258	2/17/2023	2/17/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 0			2023-76258-UMB	2/17/2023	2/17/2024	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N ☐ N/A							PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
B	Accident			2023-76258-ACC	2/17/2023	2/17/2024	Aggregate \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Proof of Coverage

CERTIFICATE HOLDER

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Jerusha Sandhu</i>

CANCELLATION

ACORD 25 (2016/03)

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EMPLOYERS COMPENSATION INS CO
A Stock Company

WORKERS' COMPENSATION AND EMPLOYERS
LIABILITY INSURANCE POLICY

Policy Number	Policy Period From	To
EIG 2155215 09	09/30/2023	09/30/2024 12:01 A.M. Standard Time at the described location

RENEWAL DECLARATION		Transaction	
INFORMATION PAGE		Prior Policy Number	
CARRIER NAME EMPLOYERS COMPENSATION INS CO		EIG215521508	
NCCI Carrier # 41394 WCIRB CARRIER# 00441			
Named Insured and Address		Agent Address	
LEGACY INVESTMENT WORKS LLC DBA LEGACY WORKS GROUP 521 SANTA BARBARA ST SANTA BARBARA CA 93101		WORLDWIDE FACILITIES LLC PO BOX 12279 SANTA ROSA, CA 95406	
		Telephone: 888-693-7892 0001963	

Other Workplaces Not Shown Above:

See Schedule

Extended Named Insured:

See Schedule

FEIN # 901123752
Legal Entity: LIM LIABILITY CO
Bureau/Risk ID:
Unemployment Id Number:

ITEM 2. POLICY PERIOD is from 12:01 A.M., 09/30/2023 to 12:01 A.M., 09/30/2024 Standard Time at the insured's mailing address.

ITEM 3. COVERAGE

A. Workers' Compensation Insurance: Part One of the policy applies to the Workers' Compensation Law of the states listed here: CA, ID, OR, WI

B. Employers Liability Insurance: Part Two of the policy applies to work in each state listed in Item 3A.
The limits of our liability under Part Two are:

Bodily Injury by Accident	\$ 1,000,000	Each Accident
Bodily Injury by Disease	\$ 1,000,000	Policy Limit
Bodily Injury by Disease	\$ 1,000,000	Each Employee

C. Other States Insurance: Part Three of the policy applies to the states, if any, listed here:

All states except ND, OH, WA, WY and states listed in item 3.A.

D. This policy includes these endorsements and schedules: See Endorsement Schedule.

ITEM 4. PREMIUM

The premium for this policy will be determined by our Manuals of Rules, Classifications, Rates, and Rating Plans. All information required below is subject to verification and change by audit. See Extension of Information Page.

CLASSIFICATIONS

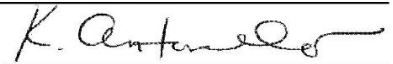
SEE SCHEDULE OF CLASSIFICATIONS ON FOLLOWING PAGE(S)

Minimum Premium	Deposit Premium	Total Estimated Annual Premium	Interim Adjustment of Premium
\$500	\$1,590.00	\$1,590	Annual

Servicing Office

EMPLOYERS COMPENSATION INS CO
P.O. BOX 539003
HENDERSON, NV 89053-9003

Group Code:

Authorized Representative: 

Countersigned by: _____

Date: _____

08/21/2023



EMPLOYERS COMPENSATION INS. CO
A Stock Company
P.O. BOX 539003
HENDERSON, NV 89053-9003

WORKERS' COMPENSATION AND EMPLOYERS
LIABILITY INSURANCE POLICY

Policy Number: EIG 2155215 09

Named Insured: LEGACY INVESTMENT WORKS LLC

Agent: WORLDWIDE FACILITIES LLC 0001963

NAMED INSURED SCHEDULE

<u>LOC</u>	<u>Name and Address</u>	<u>DBA</u>	<u>FEIN</u>
00001	521 SANTA BARBARA ST SANTA BARBARA CA 93101 ENTITY TYPE - LIM LIABILITY CO	DBA LEGACY WORKS GROUP	901123752
00002	LEGACY PHILANTHROPY WORKS 521 SANTA BARBARA ST SANTA BARBARA CA 93101 ENTITY TYPE - ALL OTHER		472584632
00003	LEGACY PHILANTHROPY WORKS 15628 NW SAINT ANDREWS PORTLAND OR 97229 ENTITY TYPE - ALL OTHER		472584632
00004	LEGACY PHILANTHROPY WORKS 10 S. MAIN ST #106 VICTOR ID 83455 ENTITY TYPE - ALL OTHER		472584632
00005	LEGACY PHILANTHROPY WORKS 815 8TH AVE WEST WASHBURN WI 54891 ENTITY TYPE - ALL OTHER		472584632



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town & County Administration

PRESENTER: Tyler Sinclair & Alyssa Watkins

MEETING DATE: February 12, 2024

SUBJECT: Town and County Joint Funding Taskforce

STATEMENT/PURPOSE

The Board of County Commissioners ("Board") and Jackson Town Council ("Council") will review information from the Joint Funding Taskforce.

BACKGROUND/ALTERNATIVES

The Joint Funding Taskforce (Taskforce) was formed by the Town and County for the purpose of studying how Town and County Joint Departments are currently funded and how they might be funded in the future. The Taskforce met a total of 12 times for approximately 27 hours from August to January. The work of the Taskforce was completed specifically in the following 5 areas:

1. Current Situation and Goals
2. Joint Department Review
3. Overall Funding Formula and Mix Review
4. Additional Revenue Review
5. Recommendations and Next Steps

Current Situation and Goals

The Taskforce began discussing the current state of each organization's budget and long-term financial sustainability.

For the Town, although current budgets are balanced the Town 5-year financial model (attached) shows increasing budget challenges resulting in not being able to maintain desired reserve levels and fund the current level of services beginning in Fiscal Year 2026. A goal for the Town was to identify approximately \$4.0m in budget adjustments through changes to expenditures and/or revenues. Key budgetary issues facing the Town are how to maintain the current level of service for all Town departments and service areas while investing in community and employee housing and staff retention and compensation.

Similar to the Town, the County found that adjustments to the County budget through changes to expenditures and/or revenues would be needed going forward to address key budgetary issues. Key budgetary issues facing the County include the need to fund a new County Court House, how to fund community and employee housing, and staff retention and compensation.

For Joint Departments the Taskforce discussed that new capital projects often lead to growth in operations and maintenance, a challenge that is not currently being offset by additional revenue to fund such ongoing expenses long term. It was also noted that growth in Joint Departments and increased level of service often exceed that of individual Town and County Departments and the ability to fund these increases, specifically by the Town, is challenging. The Taskforce discussed that its objective was to explore both short- and long-term goals, with the short-term goals to 1) address the projected Town and County budget challenges and 2) develop a long-term funding strategy that allows both organizations to provide the desired level of service in a sustainable and equitable manner.

The Taskforce considered what success would look like for the group and initially developed the following:

- Better understanding of the joint departments and divisions funding.
- Identify funding alternatives for the County and Town to consider for funding joint departments and divisions to meet the community's goals.
 - The taskforce noted that this might or might not include a recommendation from the taskforce on a preferred alternative.
- If a joint funding alternative is not identified, the Town and County would individually determine funding alternatives to meet community goals.

Joint Department Review

For the purpose of this review the Taskforce considered the following joint departments/divisions:

- | | |
|----------------------------|------------------------|
| • Pathways | • Transportation |
| • Victim Services | • Housing |
| • Long Range Planning | • Parks and Recreation |
| • Dispatch/Treatment Court | • START |
| • Animal Shelter | • Fire/EMS |

To complete the review the Taskforce asked each department/division the following questions:

1. Please provide the basic highlights of your current funding model (JPA or otherwise).
2. Please provide your thoughts on the current position and structure of your department or division within the Town and County (to include the entity within which you are housed and any volunteer boards/recommending bodies).
3. Please provide a five-year projection of all expenses (both ops and capital) and any revenues originating from outside of the Town and County general funds.
4. Please provide your thoughts on the current jointly-funded budget review process.
5. Please indicate what untapped sources of revenue are specifically relevant to your area of operations (e.g., increased fees, grants, partnerships, etc.).
6. Please provide a jurisdictional breakdown (i.e., Town, Non-Town, Undetermined) of assets and FY24 expenses, itemized by asset if possible.
7. Please provide a short, high-level overview of the changes you would make to accommodate a 15% reduction in expenses next fiscal year, and the changes you would make if allotted a 15% increase in expenses next fiscal year.

The Taskforce then met with each department/division to review the information provided and to explore the following considerations:

- Reductions/Efficiencies
- New Funding Split
- New Revenue options

Taskforce takeaways from this work included:

- Improvements should be made to the Joint Department Budget application and review process
- Efficiencies were identified in some areas that should be addressed during budget review
- No new funding split was determined for any departments, although alternatives based upon geography and location of assets, population served and other alternatives were explored
- Setting revenue goals for departments was discussed and the ability to further consider how Travel and Tourism Board funding in specific areas could be better utilized

Overall Funding Formula Review

For this topic, the Taskforce considered alternatives to the current overall funding formula which is determined by census population and currently is 54% County and 46% Town. Specifically, the Taskforce discussed what should/could be the basis for an alternative funding split. The Taskforce considered both an alternative basis for joint funding other

than the census and alternatives to the current funding mix (sales tax, property tax, fees, special purpose excise tax, lodging tax, other). The Taskforce considered the Town's alternative funding proposal from FY23 Budget utilizing total revenues collected by the Town and County (attached), a "Town is in the County" approach creating a County 69% and Town 31% funding formula based upon population, a "1/3 Town and 2/3 County" approach, among other possible alternatives, but did not conclude with a recommendation for an alternative to the current 54/46 formula. Takeaways from overall funding formula review portion of the review included:

- Although the current formula is not perfect the Taskforce could not determine a preferred alternative
- The current formula provides clarity and ease of administration
- There is no one formula that works for all departments and for the Town and County

Regarding the review of the current funding mix, the Taskforce discussed the current mix of funding utilized by the Town and County along with options to adjust this mix. Current funding options discussed included:

- Property Tax
 - Town currently 0.5 mills; 8 mills allowed
 - County total currently at 7.379 mills; 12 mills allowed
 - School Funding majority of tax in Teton County
 - Other Organizations using it: Conservation District, Weed and Pest, Recreation District, Teton County Hospital, etc.
- Sales Tax
 - Total of 7 cents allowed; currently 6 cents
 - Options: general purpose, special purpose excise tax
 - Town and County options do not have to be the same
 - History of previous sales tax ballot options
- Lodging Tax
 - Total allowed 4 cents; currently 2 cents
- Fees
 - Department fee schedules
- Other

Takeaways from the current funding mix portion of the review included:

- Town and County could improve communication regarding the setting of rates/mills for current funding mix
- Better understanding of Town and County process to determine annual revenue
- No alternative funding mix was determined

Additional Revenue Review

Building on the work completed reviewing and discussing the current funding formula and funding mix, the Taskforce identified and discussed the following future funding options, listed below in two categories, 1) Currently Allowed; and 2) Currently not Allowed.

Currently Allowed:

- Property Tax
- Sales Tax
- Lodging Tax
- Recreation District
- Economic Development District
- Joint Department Options
 - Set revenue recapture goals for all departments annually.
 - START fares
 - Parks and Recreation sponsorships
- Grants, Philanthropy, State and Federal funding

Currently Not Allowed

- Real Estate Transfer Tax
- Regional Transportation
- Sales Tax exemption amendments

Takeaways from this portion of the review included:

- Taskforce found that although much was gained by discussing additional revenue options any recommendations or decisions on this issue should come after discussion and direction from both Boards
- Acknowledgement that without additional revenue, current levels of service and programs may need to be reduced; Town budget impacts affect the County, because the Town is in the County, Town residents are County residents
- Acknowledgement that the Comprehensive Plan calls for the creation of three dedicated funding sources for Open Space, Housing and Transportation that have not been effected, despite active work in each of these areas.

Recommendations and Next Steps

In the end the Taskforce has not forwarded any alternative funding recommendations to the collective Boards for consideration. Although no significant recommendations have come as a result of the Taskforce's work, the discussion and information gathered was worthwhile as the Town, County, and/or the two Boards jointly work to address the individual and joint budget challenges during current and future budget cycle(s), when reviewing Joint Powers Agreements (JPAs), other. Staff will be moving forward with the suggested recommended changes to joint department budget submittals and review processes.

Staff recommends that the Boards review the information provided in this report and determine what if any items identified should be further discussed or considered by the collective joint boards.

COMPREHENSIVE PLAN ALIGNMENT

Quality of Life: Common Value 3

STAKEHOLDER ANALYSIS

Teton County, the Town of Jackson, community members, and visitors.

FISCAL IMPACT

Fiscal impact varies based on direction from Council and Board.

STAFF IMPACT

All joint departments/divisions and several elected offices across the County and Town were involved in the work of the Taskforce.

LEGAL REVIEW

Gingery & Colasuonno

ATTACHMENTS

Town 5-year financial model

Town Alternative funding proposal

RECOMMENDATION

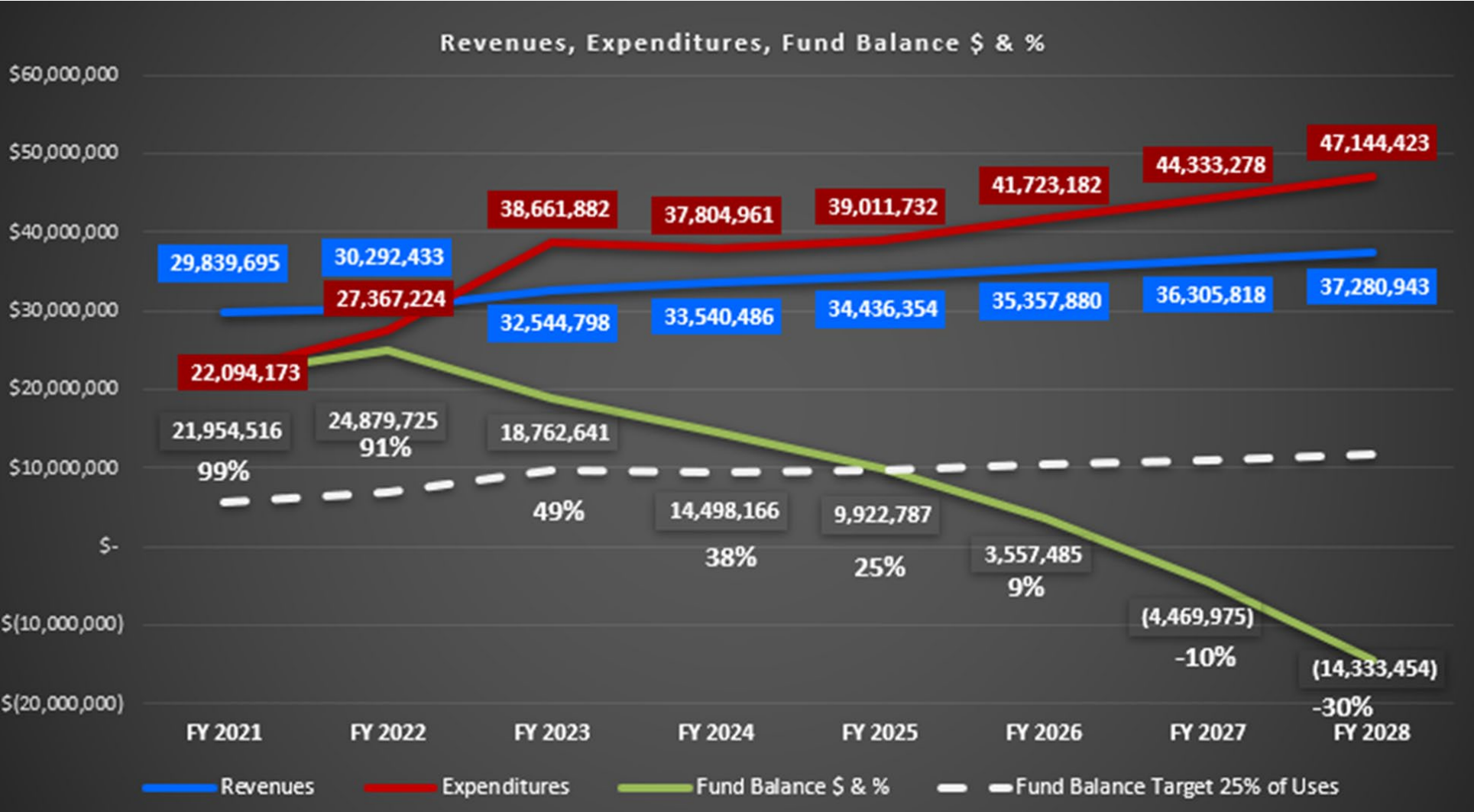
None

SUGGESTED MOTION

I move to direct staff to place on a future Joint Information Meeting discussion of the following:

-
-

Town of Jackson – 5 Year Financial Model





ADMINISTRATION DEPARTMENT

April 21, 2023

Teton County
Board of County Commissioners
200 S Willow Street
Jackson, WY 83001

RE: Fiscal Year 2024 Joint Departments Budget Funding Request

Commissioners,

At their Fiscal Year 2024 Budget Workshop on Monday, April 17, 2023, the Jackson Town Council voted to send a letter to Teton County informing you that the Town would like to discuss setting a fixed amount (approximately \$14,312,788) that the Town is able to pay for Joint Departments for Fiscal Year 2024. This fixed amount is based upon the total revenue collected by each jurisdiction, which is approximately 33% by the Town and 67% by the County. The total revenues reported in each jurisdiction's FY2022 financial statement audit for the General Fund and Lodging Tax Fund were used as the basis for this calculation (see attached for more information). In addition, attached is the amount the Town and County would be responsible for funding for each Joint Department based upon the current 54%/46% funding split and the proposed 67%/33% funding split and the difference for each jurisdiction as a result. The Town understands that once the Town determines the fixed amount it can fund each Joint Department, the County may choose to either fund the difference to fully fund the Department requests, or that the overall Department budgets could be reduced.

The Town makes this request as a beginning point for discussion, acknowledging that different approaches and percentages may be considered, and the Council is open to that. The Town looks forward to discussing this further with you at the Joint Information Meeting on April 25.

Sincerely

A handwritten signature in cursive script that reads "Tyler Sinclair".

Tyler Sinclair
Interim Town Manager



Town and County Total Revenues

	Town	County	Total	Town	County
Sales Tax	\$22,658,532	\$28,075,781	\$50,734,313	45%	55%
General Fund - Lodging Tax	427,068	634,203	1,061,271	40%	60%
Lodging Tax Fund - Lodging Tax	1,281,204	1,902,609	3,183,813	40%	60%
Property Tax	252,255	17,220,945	17,473,200	1%	99%
All Other General/Lodging Fund	5,616,025	14,439,374	20,055,399	28%	72%
	<u>\$30,235,084</u>	<u>\$62,272,912</u>	<u>\$92,507,996</u>	33%	67%

Current Funding Split

		County 54%	Town 46%	Total
Fire/EMS	Capital	\$677,376	\$577,024	\$1,254,400
	Operations	3,432,448	2,923,937	6,356,385
Affordable Housing	Operations	612,231	521,530	1,133,761
Parks & Recreation	Capital	9,476,822	8,072,848	17,549,670
	Operations	3,432,448	2,923,937	6,356,385
Dispatch	Operations	940,349	801,038	1,741,387
Pathways	Operations	147,750	125,862	273,612
Treatment Court	Operations	49,597	42,250	91,847
Emergency Management	Capital	91,800	78,200	170,000
	Operations	190,859	162,584	353,443
Planning/Transportation *	Operations	500,300	500,300	1,000,600
Animal Shelter	Operations	212,523	181,038	393,561
Victim Services	Operations	185,369	157,907	343,276
START	Capital	2,070,637	1,763,876	3,834,513
	Operations	1,587,013	1,351,900	2,938,913
Total		<u>\$23,607,523</u>	<u>\$20,184,230</u>	<u>\$43,791,753</u>
Total Operations		11,290,888	9,692,282	20,983,170
Total Capital		12,316,635	10,491,948	22,808,583

Proposed Funding Split

		County 67%	Town 33%	Total
Fire/EMS	Capital	\$844,415	\$409,985	\$1,254,400
	Operations	4,278,880	2,077,505	6,356,385
Affordable Housing	Operations	763,205	370,556	1,133,761
Parks & Recreation	Capital	11,813,779	5,735,890	17,549,670
	Operations	4,278,880	2,077,505	6,356,385
Dispatch	Operations	1,172,237	569,151	1,741,387
Pathways	Operations	184,185	89,427	273,612
Treatment Court	Operations	61,828	30,019	91,847
Emergency Management	Capital	114,438	55,562	170,000
	Operations	237,925	115,519	353,443
Planning/Transportation *	Operations	500,300	500,300	1,000,600
Animal Shelter	Operations	264,930	128,630	393,561
Victim Services	Operations	231,081	112,196	343,276
START	Capital	2,581,250	1,253,263	3,834,513
	Operations	1,978,366	960,547	2,938,913
Total		<u>\$29,305,699</u>	<u>\$14,486,054</u>	<u>\$43,791,753</u>
Total Operations		13,951,817	7,031,354	20,983,170
Total Capital		15,353,882	7,454,701	22,808,583

Change from Current Funding Split to Proposed Funding Split

		County	Town
Fire/EMS	Capital	\$167,039	(\$167,039)
	Operations	846,432	(846,432)
Affordable Housing	Operations	150,974	(150,974)
Parks & Recreation	Capital	2,336,958	(2,336,958)
	Operations	846,432	(846,432)
Dispatch	Operations	231,887	(231,887)
Pathways	Operations	36,435	(36,435)
Treatment Court	Operations	12,231	(12,231)
Emergency Management	Capital	22,638	(22,638)
	Operations	47,065	(47,065)
Planning/Transportation *	Operations	-	-
Animal Shelter	Operations	52,408	(52,408)
Victim Services	Operations	45,711	(45,711)
START	Capital	510,613	(510,613)
	Operations	391,353	(391,353)
Total		<u>\$5,698,176</u>	<u>(\$5,698,176)</u>
Operations		2,660,929	(2,660,929)
Capital		3,037,247	(3,037,247)

* Planning is currently at 50/50. It is not proposed to change.