Regular Town Council Workshop

April 21, 2025
1:30 PM
Town Council Chambers
Chair: Arne Jorgensen

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

The Town reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to Town Council by emailing electedofficials@jacksonwy.gov.

To join, click link or copy it to your browser: https://us02web.zoom.us/j/88999477509?pwd=3midu073rAwHL3qYBr1VXiDJzqtcU5.1

Or join at zoom.com with Webinar ID: **889 9947 7509** and Password: **83001** or by phone: **+1 669 444 9171**

II. CALL TO ORDER AND ROLL CALL

III. WORKSHOP ITEMS

A. FY26 Budget Overview (Kelly Thompson & Tyler Sinclair)

B. WAM/Legislative Update (Susan Scarlata)

C. US 89 Lessons Learned Task Force (Charlotte Frei)

IV. MATTERS FROM MAYOR AND COUNCIL

A. Board and Commission Reports

V. UPCOMING AGENDA UPDATE

A. Council Priorities and Work Plan

VI. ADJOURN

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

STAFF REPORT

Meeting Date:	April 21, 2025	**Meeting Title:**	Town Council Workshop
Submitting Department:	Administration	**Presenter:**	Tyler Sinclair/Kelly Thompson
Agenda Item:	Budget Overview	**Public Comment:**	Yes

Purpose & Policy Considerations.
The Town Council reviews and approves the recommended budget pursuant to Wyoming Statute. The purpose of this meeting is to present an overview of the budget to Council. This item is informational only.

Requested Action.
No action requested at this meeting. This item is informational only.

Recommendations.
Staff have provided a recommended Fiscal Year 2026 (FY26) Budget.

Background.
Town staff continue to work to balance current needs, resiliency, and preparing for dynamic times, recognizing our responsibility to current and future generations. Fiscal transparency is a key priority for the organization, and this budget was prepared in accordance with Wyoming Statutes and Town Ordinances. The recommended budget includes a continued focus on staff retention and standard budgets, consideration of prudent requests from departments with modest increases, keeping pace with inflation, and meeting the needs of the community and organization. The Town Manager's recommended FY26 budget provides the following to our community.

- Investment in the Town's incredible staff including retaining and recruiting employees who provide quality services on which our community can rely.
- Resources to maintain and protect critical infrastructure including water and sewer.
- Clean drinking water, community safety, and consistent snow removal.
- The rebuilding of Gregory Lane above and below ground.
- Allocations to support health and human service providers to deliver critical programs.
- A prudent reserve account for resilience and unforeseen challenges.

Staff began the presentation of this item at a Special Town Council Workshop on April 14.

Analysis
The purpose of this second budget workshop is for staff to continue to provide Council with an overview of the recommended FY26 budget with more detailed presentations and Council discussion coming up at future meetings. For this workshop, staff suggest Council review the Town Manager's Message, Executive Summary, and as time allows the recommended budget and presentation slides provided.

Staff will continue to work through the following agenda at the workshop.

Agenda:
1. Budget Message
2. Executive Summary
3. Town Reserve and General Fund
4. Review Town Departments
5. Internal Service Funds
6. Review Joint Departments
7. Capital Budget and 5 Year Capital Improvement Plan (CIP)
8. Community Health and Human Services

9. Recommended Full Time Equivalents (FTE's) Changes.
10. Fee Schedule Review
11. Revenue projections: Recap direction on sales and lodging tax projections.
12. Aspirational Budget Overview
13. Discussion, Calendar, and Next Steps

Fee Schedule Review
Annually during the Budget review process, staff are asked to propose new Town fees and/or to recommend adjustments (up or down) to the current fee schedule. In addition, each year staff propose to have all Town fees adjusted by the consumer price index (CPI) in order to keep up with the cost of living and labor in the community. For example, last year all Town fees were increased by 3.48%. For FY2026, the Town anticipates collecting approximately $1,430,135 in total fees for Town Services, which includes a 2.34% CPI increase. Please see the attached draft fee schedule for FY26, for Council review. Staff have proposed two new fees for consideration by Council, see the attachments for more information. Staff will provide an overview of the two new proposed fees and updates the fee schedule at the workshop. Council direction on this item could include changes to the new proposed fees and/or updated fee schedule.

Aspirational Budget Overview
During the 2025 Town Council retreat, Council requested staff identify all available revenue alternatives for discussion and consideration during budgeting this year. The goal of this effort was to have available revenue alternatives as part of the overall budget discussion, including but not limited to increases/decreases in expenditures, use of the general fund to balance the budget, setting the general fund reserve, increases/decreases in staffing, and/or increases/decreases in departmental levels of service.

In addition, the Council discussed at its annual retreat and directed staff to bring some aspirational revenue and expenditure options as part of the FY26 Budget process. Building on this at the March 17 Town Council Workshop, Council discussed and directed staff to explore the following alternative revenue sources as part of development of the draft FY2026 Budget:

- Fees
- Lodging Tax – Town only or Town/County
- Sales Tax – Town Only
- Economic Development Tax
- SPET – Town Only
- Use of Delta Above 25% Reserve
- Property Mills – Town Only

Please see the attached information on each of these alternative revenue sources for consideration.

Staff have utilized the Polco budget software tool to develop an aspirational budget for consideration by Council. Staff will provide an overview of this tool at the workshop with a goal for Council to complete an aspirational budget exercise for discussion and consideration at a future workshop.

Next Steps
Below staff has provided the complete budget review schedule to assist Council in preparing for future budget meetings.

FY2026 TOWN COUNCIL BUDGET MEETING SCHEDULE				
There may be many other meetings occurring during this time - the below list only reflects those associated with the FY2026 Budget				
Green = Town Council Meeting, Purple = JIM				
Date	Day	Time	Event	Location
4/14/2025	**Monday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
4/21/2025	**Monday**	**1:30 - 4:30**	**Regular Town Council Workshop - Budget Focus**	**Council Chambers**
4/28/2025	**Monday**	**8:00 - 5:00**	**Special Joint Budget Meeting**	**TBD**
4/29/2025	**Tuesday**	**8:00 - 5:00**	**Special Joint Budget Meeting**	**TBD**
5/6/2025	**Tuesday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
5/13/2025	**Tuesday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
5/14/2025	**Wednesday**	**1:30 - 4:30**	**Special Joint Budget Meeting**	**TBD**
5/27/2025	**Tuesday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
6/2/2025	**Monday**	**1:30 - 4:30**	**Regular Joint Meeting - Budget Focus**	**Council Chambers**
6/9/2025	**Monday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
6/16/2025	**Monday**	**6:00PM**	**Regular Town Council Meeting - Budget Public Hearing & Adoption**	**Council Chambers**

Possible Alternatives.
Council could consider alternate or additional dates for upcoming special budget meetings as they deem appropriate.

Comprehensive Plan & Priority Alignment.
To successfully implement the Comprehensive Plan, Council must set priorities, be strategic, and be disciplined. A critical component is prioritizing and identifying the necessary level of funding to address desired goals, policies, and strategies, which is critical to the successful implementation of Town Priorities and the Comprehensive Plan. In addition, many of the programs and strategies called for in the Comprehensive Plan come at an additional cost to the community, that current funding levels cannot accommodate. Chapter 8 - Quality Community Service Provision calls for *"Timely, efficient and safe delivery of quality services and facilities in a fiscally responsible and coordinated manner."*

Fiscal Impact.
None at this time.

Staff Impact.
The staff impact of preparing this information is estimated at over 350 hours for all department members participating in preparing budget requests and internal staff meetings. Also, extensive, and ongoing staff time is spent preparing, reviewing, and adjusting the recommended budget.

Attachments or Links.
Alterative Revenue Options
FY26 Draft Fee Schedule – Appendix A
New Fee Application - Special Malt Beverage Permit
New Fee Application – Fire Flow Testing Supply

Suggested Motion.
None

Alternative Revenue Sources

At the March 17, 2025, Town Council Workshop Council discussed and directed staff to explore the following alternative revenue sources as part of development of the draft FY2026 Budget:

- Fees (see staff report)
- Lodging Tax – Town only or Town/County
- Sales Tax – Town Only
- SPET – Town Only (see Sales Tax)
- Economic Development Tax
- Use of Delta Above 25% Reserve
- Property Mills – Town Only

Please see the information on each of these alternative revenue sources for consideration as part of the aspirational budget review.

Lodging Tax

Ability to Impose:

- 5 cents currently assessed by the State is split between state and local government.
  - 3 pennies to the State (80% to State Office of Tourism and 20% to Reserve)
  - 2 pennies to Travel & Tourism (TTB)/County/Town. 60% of this revenue goes to the TTB. 40% of the revenue is split between the County/Town based on point of sale.
- 2 cents locally in 1 cent increments, none is currently assessed.
  - 2 additional pennies could be added via community vote
  - Can be joint Town/County ballot or separate – i.e., only in the Town or only in the County
- Must be voter approved
- Separate and distinct from Sales Tax 7 penny limit

Estimated Budget Impact:
1 cent of additional Lodging Tax, based upon the FY2026 Budget, would generate approximately $950,000 for the Town. Specifically that revenue would be spent as follows: 30% for visitor impact, 10% to the Town general fund. The remaining 60% this provided directly to the TTB for promotion is not included here.

Sales Tax – Town only

Pursuant to Wyoming Statutes Title 39, Chapter 15, Article 2 Local Sales Tax (AKA "Local Option Tax"), the Wyoming Legislature has provided that local governments may impose certain local sales taxes as explained below:

Municipal (City/Town) Option: General Purpose Sales Tax and/or Special Purpose Excise Tax (SPET)

- 1 penny maximum combined
- 0.25 increments
- This only applies within the Town.
- May be a) all General, b) all SPET, or c) split between General and SPET if the purposes are voted on separately.
- This is in addition to any County taxes, not in lieu of.
- Must be voter approved
- Currently, this is not imposed.

The County Treasurer reports that each penny of Sales Tax (whether it is “state” or “local” taxes) generates, approximately, $24M. The Department of Revenue only tracks collections by county, thus we are not able to separate out the Town. Below staff have provided an estimate of the increased revenue that would be generated *in the County in total* by an increase in Sales Tax collections by 0.25 increments for consideration. Staff estimate that the Town portion of the County wide collections could be approximately 40%-60%.

Increments of Assessments	**County Wide Tax Collected**	**Estimated Town only Collections 40%-60%**
0.25	**$6,000,000**	**$2,400,000 - 3,600,000**
0.50	**$12,000,000**	**$4,800,000 - 7,200,000**
0.75	**$18,000,000**	**$7,200,000 - 10,800,000**
1.00	**$24,000,000**	**$9,600,000 - 14,400,000**

What percent of sales tax is paid by visitors? Where did the 60% estimate come from and is it accurate?

- Staff finds that there is no definitive source or audited reports to confirm the answer to this question. Per a Wyoming Office of Tourism report prepared by Dean Runyan Associates, approximately 52% of Teton County local sales taxes in calendar year 2023 came from visitor spending. In addition, the State Economic Analysis Division estimates that 55% of sales tax in Teton County is paid for by visitors.

Economic Development Sales Tax

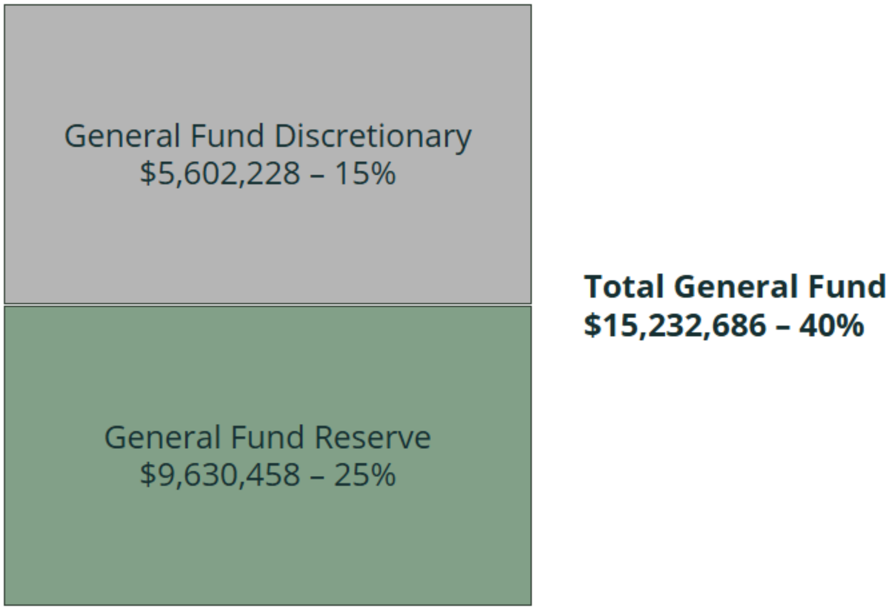
- 1 penny maximum
- Imposed in .25% increments
- Must be used for economic development
- Must be County-wide
- Imposed by Goshen County and Fremont County, but unaware of its use anywhere else in Wyoming
- Must be voter approved
- Not currently available as it goes toward the 7 pennies maximum

General Fund Reserve

The Town does not have a formal General Fund reserve policy. The Town historically has set the General Fund budget reserve target annually during the budget review and adoption process. For FY2026, the Town’s General Fund budget reserve target is as follows:

> *“Due to the General Fund’s reliance on elastic revenue sources and the historical uncertainty surrounding expenditures, the annual General Fund unreserved ending fund balance target is 25% of that year’s estimated net operating expenditures. However, General Fund unreserved ending fund balance will always equal or exceed at least 20% of the prior year’s net operating expenditures.”*

Based upon this direction, the Town General Fund Reserve for the recommended FY26 Budget would be approximately $9,630,458, with the Total General Fund being $15,232,686, or 40%, leaving the General Fund Discretionary amount at $5,602,228 or 15%. The recommended FY26 Budget recommends using approximately $2.3m of reserves to balance the budget. This would leave approximately $3.3m remaining in General Fund Discretionary funds that could be utilized by Council.



<u>Property Tax Mills</u>

Wyoming state statute allows municipalities to assess up to 8.0 mills. The Town assessed 0.5 mills for Fiscal Year FY2025, and is projected to collect approximately $460,000. A property tax mill levy was first approved by Council in FY2022 and has been approved annually every year since then via the budget process.~~.~~ The County Assessor's office estimates a Town assessed value of $872,388,988. The FY2026 estimated collection from 0.5 mills is $436,194. This estimate includes the impacts of Senate File 69 (SF69). SF69 provides for a 25% exemption on "the first one million dollars ($1,000,000.00) of the fair market value of the single-family residential structure and associated improved land" and "the person claiming the exemption actually resides for not less than eight (8) months of the year." Below is a table presenting projected property tax revenue at 1.0 mill increments for FY2026.

Mills	0.50	1.00	2.00	3.00	4.00	5.00	6.00	7.00	8.00
Projection	436,194	872,389	1,744,778	2,617,167	3,489,556	4,361,945	5,234,334	6,106,723	6,979,112

PROPOSED FY26 FEE SCHEDULE

RESOLUTION 25-##, APPENDIX A
FEE SCHEDULE, EFFECTIVE JULY 1, 2025

This Schedule excludes Water, Sewer, and Capacity Fees found in Title 13

Notes:
Unless noted in "Justification" column, the proposed column includes an increase of 3.48% which is equal to the annual change in Consumer Price Index published by the U.S. Bureau of Labor Statistics.
Items in **red font** are changes from the current adopted Fee Schedule.

Business License		$ Current Fee	$ Proposed Fee	Calculation	Justification
5.16.010	**Sales Tax Collecting**				
	less than 10 employees	130.00	133.00		
	11-49 employees	261.00	267.00		
	50-99 employees	391.00	400.00		
	100 employees, or more	652.00	667.00		
5.16.020	**Non-Sales Tax Collecting**				
	less than 10 employees	170.00	174.00		
	11-49 employees	378.00	387.00		
	50-99 employees	509.00	521.00		
	100 employees, or more	848.00	868.00		
5.16.025	**Independent Contractors and Agents**	130.00	133.00		
5.16.027	**Commercial Rentals**	132.00	135.00		
5.16.027	**Residential Rentals**	132.00	135.00		
5.06.130	**Solicitation - Commercial**	132.00	135.00		
5.06.150	**Solicitation - Highway or Street**	132.00	135.00		
5.20.010	**Installation Permit**	33.00	34.00		
5.32.040	**Pawnbroker**	34.00	35.00		
5.20.020	**Exposition Licenses**				
	5 or fewer vendors; for-profit expositions	136.00	139.00		
	more than 5 vendors; for-profit expositions	272.00	278.00		
	5 or fewer vendors; non-profit expositions	68.00	70.00		
	more than 5 vendors; non-profit expositions	136.00	139.00		
5.12.080 A	**Application Fee, Non-Refundable Portion**				
	processing fee for denied license	49.00	50.00		
5.04.026 B	**Renewal Late Fee**				
	$33 per month on January 31st	33.00	34.00		
5.12.130	**Change of Location Fee**				
	notice given on new application	49.00	50.00		

Ground Transportation		$ Current Fee	$ Proposed Fee	Calculation	Justification
5.50.040 B	**Transportation License**				
	< 10 employees	130.00	133.00		
	> 10 employee	261.00	267.00		
5.50.050 B	**Vehicle License Permit**				
	>30 mpg	50.00	51.00		
	< 30 mpg	75.00	77.00		
5.50.060 B	**Operator License Permit**				
	new	124.00	127.00		
	renewal	63.00	64.00		
5.50.085	**Taxi Fares**				
	see Resolution #21-10 "A RESOLUTION ESTABLISHING A GROUND TRANSPORTATION FARE MAP"				
	https://www.jacksonwy.gov/575/Taxi-Fee-Information				

Miscellaneous		$ Current Fee	$ Proposed Fee	Calculation	Justification
Public Records					
	Copy				
	electronic document, *per document*	12.00	15.00		This is the cost for the Legal Dep't to have necessary software to produce each request - adobe, new mangement software, email, etc. Thus, we moved to charging a flat rate per request (not per documents) based on averging the cost of licenses, SaaS, etc. over 1000 records per year
	black and white paper	0.28/page	0.29/page		
	color paper	0.55/page	0.56/page		
	Plotted Map				
	size 11x17, each	16.00	Actual Cost		Suggest changing to actual cost for each unique request.
	size 24x36, each	39.00	Actual Cost		Suggest changing to actual cost for each unique request.

	size 36x54, each	55.00	Actual Cost		Suggest changing to actual cost for each unique request.
	Photograph	16.00	17.00		
	Police Report	16.00	17.00		
	LDRs and Comprehensive Plan	64.00	65.00		
	Research / Compilation Services	17.00	18.00		
	External electronic media (disk, usb drive, etc.)	16.00	17.00		
	Postage / shipping	Actual Cost	Actual Cost		
	Other special circumstances	Actual Cost	Actual Cost		
Vehicle Inspection		10.00	10.00		Capped at $10.00 per W.S. 31-3-102(b)
Application Submittal Fee		$5/Application	$5/Application		
Credit Card Transaction Fee		2.55%/Transaction	2.55%/Transaction		
Public Intoxication Administrative Fee (Set by Ordinance)		25.00	25.00		
DUI Administrative Fee (Set by Ordinance)					
	Convicted	800.00	800.00		includes $150 Crime Victim Surcharge per WY Stat § 1-40-119
	Deferred	750.00	750.00		includes $150 Crime Victim Surcharge per WY Stat § 1-40-119
Boot list Administrative Fee (Set by Ordinance)		50.00	50.00		
Municipal Court Record Search		10.00	10.00		Capped at $10.00 per Wyoming Supreme Court

Jackson Hole Airport		**$ Current Fee**	**$ Proposed Fee**
2.36.120	**Passenger Boarding Fee**		
	Per passenger enplaning commercial aircraft, not to exceed	6.00	6.00

Liquor License		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
6.20.006 C	**Annual Liquor License**				
	Bar and Grill: renewal	3,105.00	10,500.00	max allowed by statute	Town is able to charge max set by state for renewal fee and should do so. The initial fee is always pro rated and therefore the Town has not received the new application fee of $10,500.
	Bar and Grill: new application	10,500.00	10,500.00		currently at State maximum
	Limited Retail (Club)	517.00	1,500.00	max allowed by statute	Town is able to charge max set by state for annual license and for renewal and should do so.
	Microbrewery	500.00	500.00		currently at State maximum
	Resort	3,000.00	3,000.00		currently at State maximum
	Restaurant	3,000.00	3,000.00		currently at State maximum
	Retail	1,500.00	1,500.00		currently at State maximum
	Satellite Manufacturer	100.00	100.00		currently at State maximum
	Satellite Winery	100.00	100.00		currently at State maximum
	Winery	500.00	500.00		currently at State maximum
6.20.006 D	**Temporary, 24-Hour Permits**				
	Catering	50.00	50.00		currently at State maximum
	Malt Beverage	50.00	50.00		currently at State maximum
	Manufacturer's Off-Premises	50.00	50.00		currently at State maximum

Animal Shelter Impounding, Board, Adoption		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
7.02.040 B	**Capture of Animals, Impoundment**				
	First	34.00	35.00		
	Same animal, second within one year	48.00	49.00		
	Same animal, third within one year	67.00	69.00		
	Same animal fourth and more within one year	135.00	138.00		
	Impoundment, Boarding				
	First 24-hours included in impoundment fee	-	-		
	per animal for each 24-hours	20.00	21.00		
7.02.050	**Adoption**				
Res 09-04	Dog, impounded for 7+ days	121.00	124.00		
Res 09-04	Cat, impounded for 7+ days	105.00	107.00		

Animal Control, Dog and Cat License		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
7.12.020	**Dog, annual fee**	66.00	68.00		
	Cat, annual fee	66.00	68.00		
	Owner Surrender	38.00	39.00		
	Rabies voucher	28.00	29.00		
	Teton County License	28.00	29.00		
	Altered	11.00	12.00		
	Unaltered	28.00	29.00		

Health and Safety, Alarms		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**

8.32.090	**Police response to a false alarm**	214.00	219.00

Waste Reduction Fee (Plastic Bag)		$ Current Fee	$ Proposed Fee	Calculation	Justification
8.36.020 J	**Consumer Waste Reduction Fee, paper or plastic bag**	0.20	0.20		
8.36.050 A	Store retains	0.10	0.10		
8.36.050 B	Remit to Town of Jackson	0.10	0.10		
8.36.070 D	Late remittance to Town of Jackson	10.00	10.00		
8.36.070	**Audit and Violations**				
8.36.070 C	First conviction	57.00	58.00		
8.36.070 C	Second conviction	114.00	117.00		
8.36.070 C	Third Conviction goes to Municipal Court	-	-		

Engineering Fees		$ Current Fee	$ Proposed Fee	Calculation	Justification
	Sewer and Water County Connection Request (Application) Fee				
	Non-Refundable Application Fee		52.00		Deposit on Application: Non-Refundable, applied to final request
	Single Lot	100.00	102.00		
	Central System	1,000.00	1,023.00		
	Staff Review	$131/hour	$155/hour		was $131, bumped up to other engineering, should probably be higher
	Fees are for each utility connected				
	Sewer and Water Connection and Use Agreement Fee				
	Non-Refundable Application Fee		52.00		Deposit on Application: Non-Refundable, applied to final request
	Single Lot	100.00	102.00		
	Central System	1,000.00	1,023.00		
	Staff Review	$131/hour	$155/hour		was $131, bumped up to other engineering, should probably be higher
	Fees are for each utility connected				
	Sewer and Water Connection Permit (SWP) for County Connections				
	Non-Refundable Application Fee		52.00		These permits were previously approved as part of the County connection process.
	Permit Fee - Each Utility: Individual Residential (Primary + 1 accessory):		465.00		These permits were previously approved as part of the County connection process.
	Permit Fee - Each Utility: Multi-Unit Residential (3+ Units)		900.00		These permits were previously approved as part of the County connection process.
	Permit Fee - Each Utility: Multi-Lot Residential/Subdivision		465.00/Lot		These permits were previously approved as part of the County connection process.
	Permit Fee - Each Utility: Non-Residential Development		1,680.00		These permits were previously approved as part of the County connection process.
	Inspections	$80/Hour	$155/hour		Adjusted to other hourly fees, was $80

Encroachment Permit		$ Current Fee	$ Proposed Fee	Calculation	Justification
12.08.030	**Encroachment Agreements**				
	~~Deposit on Application: Non- Refundable, applied to final request~~				
	Non-Refundable Application Fee	52.00	53.00		
	Request for Encroachment	622.00	637.00		
	Encroachment Agreement	622.00	637.00		
	Crane in PROW (set in crane agreements, per license)		880.00		$600; These fees are currently set in the agreement, but that is out of synche with what we do. Annual Renewal Fee of $500 that's not in the schedule.
	Crane Swing in PROW (set in crane agreements, per license)		622.00		$600; These fees are currently set in the agreement, but that is out of synche with what we do. Annual Renewal Fee of $500 that's not in the schedule.
	Crane Agreement Annual Renewal		500.00		$500, in the agreements
	Amendments to Agreements: Half the cost of the Agreement Fee		500.00		These fees are currently set in the agreement, but that is out of synche with what we do
	Compliance Fees: Two times the regular fee (Failure to obtain permit prior to commencing the work)				
12.08.060	**Encroachment Activity:**				
	Minimum Fee: Non-Refundable, applied to full Permit Fee	52.00	53.00		
	Amendment to Permit: Non-refundable	26.00	27.00		
	Utility Excavation in public ~~street~~ paved surface- per utility	517.00	529.00		
	Utility Excavation in public ~~alley~~ gravel surface - per utility	310.00	317.00		
	Utility Excavation in public ~~easement~~ unimproved/landscaped - per utility	310.00	317.00		
	Driveway cuts/curb cuts installation/replacement - each	186.00	190.00		
	Curb and gutter installation - ~~each block~~ Linear Feet of Curb, 50 feet Minimum	186.00	190.00		
	Sidewalk installation - ~~each block~~ Square Feet of Sidewalk, 50 feet Minimum	186.00	190.00		
	Construction-related, occupy street travel lane - Linear Feet of Curb, 50 feet Minimum ~~per 50 ft of lane/day~~	78.00	100.00		Increased to better reflect the costs and impacts of lane closure.
	Construction-related, occupy bike travel lane/pathway/cycle track ~~- per 50 ft of lane/day~~ - Linear Feet of Curb, 50 feet Minimum	21.00	22.00		
	Construction-related, occupying sidewalk and buffer area ~~- per 50 ft of lane/day~~ Linear Feet of Curb, 50 feet Minimum	16.00	17.00		Parity with Bike Path
	Construction-related, occupy public alley - per day	186.00	190.00		
	Construction-related, occupy time-restricted parking space - per space/day	92.00	94.00		
	Construction-related, occupy non-time restricted parking space - per space/day	52.00	53.00		

		$ Current Fee	$ Proposed Fee	Calculation	Justification
	House moving, per mile/day in town	1,320.00	1,351.00		
	Other, as deemed appropriate by Public Works Director				
	Compliance Fees: Two times the regular fee (Failure to obtain permit prior to commencing the work)				
	Excavation, Construction, and Occupancy fees are cumulative				
	Fees are per the table unless otherwise noted, conditioned, or regulated (e.g. restrictions for winter snow removal ordinance). Minimum permit fees may apply. Minimum pay quantity is as shown.				
	Fees, other than the Deposit on Permit, are non-refundable unless staff determines that it was notified prior to the permitted dates that the permit activity would not occur.				
	Full lane closure is inclusive of adjacent parking, does not include sidewalk and buffer area fee.				
	Fee Waivers are in accordance with the Planning Permit Fee Waiver policy or other established agreements.				

Parklet Permit		$ Current Fee	$ Proposed Fee	Calculation	Justification
12.10.050 A	Annual Parklet fee	3,500.00	3,500.00		

Special Event Permit		$ Current Fee	$ Proposed Fee	Calculation	Justification
12.28.050 F	**Applicants:**				
	Non-Profit	30.00	31.00		
	For-Profit, including commercial film/photo	1,035.00	1,059.00		
	Expressive Activity	-	-		

Planning Permit		$ Current Fee	$ Proposed Fee	Calculation	Justification
	Fee Waiver				
	The Town Council may reduce, defer, or waive application fees upon request if the proposed project advances significant community goals, which include but are not limited to, the following:				
	1. A project that is sponsored by a governmental entity, or a project that received public funding.				
	2. A project that provides extraordinary charitable, civic, educational, or similar benefits to the community.				
	Such requests shall be submitted, for action by the Town Council, to the Planning Director within 30 days of receipt and prior to the submittal of an application. All requests shall be made prior to initiating a project as set forth in LDR Division 5100.				
	Fees are non-refundable once processing has commenced unless staff has determined that the permit is unnecessary.				
	General Pre-Application Conference (per Pre-App meeting)				
	Sketch Plan, Special Use, Planned Unit Development	794.00	813.00		
	Conditional Use, Development Plan, Map Amendment	397.00	406.00		
	Development Option Plan	397.00	406.00		
	Grading & Erosion Control	199.00	204.00		
	Optional/Elective Conference with:				
	Staff	199.00	204.00		
	Planning Commission or Town Council	Original Fee	Original Fee		
	Design Review Committee	264.00	270.00		
	Physical Development				
	Sketch Plan, Development Plan	3,309.00	3,387.00		
	Sign Permit				
	Per Sign	99.00	101.00		
	Master Signage Plan	397.00	406.00		
	Basic Use Permit	662.00	678.00		
	Basic Use Permit - Short-Term Rental				
	Initial Application Fee - per bedroom	517.00	529.00		
	Annual Renewal Fee	517.00	529.00		
	Conditional Use Permit				
	Use Permit only	3,309.00	3,387.00		
	Concurrent with application requiring public hearing	662.00	678.00		
	Special Use Permit	3,309.00	3,387.00		
	Development Option or Subdivision				
	Development Option Plan	662.00	678.00		
	Subdivision Plat, *plus technical review fee*	1,324.00	1,355.00		
	Exempt Land Division	No Charge	No Charge		

Boundary Adjustment			
Plat Required, *plus technical review fee*	1,324.00	1,355.00
Without Plat, *plus technical review fee*	596.00	610.00
Interpretations		
Formal Interpretation	662.00	678.00
Zoning Compliance Verification	662.00	678.00
Amendments		
LDR Text	1,986.00	2,033.00
Zoning Map	1,986.00	2,033.00
Planned Unit Development	1,986.00	2,033.00
Relief		
Administrative Adjustment	662.00	678.00
Variance	662.00	678.00
Appeal of Administrative Decision	662.00	678.00
Beneficial Use Determination	1,324.00	1,355.00
Enforcement		
After-the-Fact Permit	Initial Fee X 2	Initial Fee X 2
Amendments of Permits or Approvals		
Re-Submittal while in review process	Half Initial Fee	Half Initial Fee
To approved plans and permits, *fee for permit review required by net change in density/in*	Calculation	Calculation
To condition requiring Council approval	662.00	678.00
Miscellaneous		
Administrative decision elevated to public hearing	662.00	678.00
Planner of Day, miscellaneous services, research, per hour	103.00	105.00
Third party or consultant fees	Actual Cost	Actual Cost

Building Permit (IBC)		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
15.04.020 7	**Deposit on Building Permit**				
	Non-refundable, applied to full BP fee	551.00	564.00		
15.04.090	**New Buildings and Additions**				
	Single Family Residence	1.66/sf	1.70/sf		
	Commercial, Office, Multi-family and similar	1.10/sf	1.13/sf		
	Warehouse, storage and similar	1.10/sf	1.70/sf		
15.04.090	**Remodels and Alterations**				
Total Valuation	*Fee Calculation*				
$1 to 17,000		281.00	288.00		
$17,001 to 40,000	~~$281~~ $288 for the first $17,000 plus ~~$11~~ $12 for each additional $1000 or fraction thereof, to and including $40,000				
$40,001 to 100,000	~~$536~~ $549 for the first $40,000 plus ~~$9~~ $10 for each additional $1,000 or fraction thereof, to and including $100,000				
$100,001 to 500,000	~~$1,131~~ $1,157 for the first $100,000 plus ~~$7~~ $8 for each additional $1,000 or fraction thereof, to and including $500,000				
$500,001 to $1,000,000	~~$4,214~~ $4,313 for the first $50,000 plus ~~$5~~ $6 for each additional $1,000 or fraction thereof, to and including $100,000				
$1,000,001 to $5,000,000	~~$6,967~~ $7,130 for the first $100,000 plus ~~$3~~ $4 for each additional $1,000 or fraction thereof, to and including $5,000,000				
$5,000,000 and up	~~$20,181~~ $20,654 for the first $500,000 plus $~~1~~ $2 for each additional $1,000 or fraction thereof				
	Plan Review Fee				
	Plan review fee assessed @ 65% of building permit fee (cost per/sf + cost per total valuation as provided above)				
15.04.090	**Other Inspections**				
	Outside normal business hours	110.00/hr	113.00/hr		
	Re-inspection under Section 305(g)	83.00/hr	85.00/hr		
	No fee specifically indicated	83.00/hr	85.00/hr		
	Review of revisions made to Approved Plan	110.00/hr	113.00/hr		

Fire Permits (IFC and IWUIC)			**$ Proposed Fee**
15.08.010	All construction plan reviews; 2 hour minimum charge	150/hr	154.00/hr
	All construction plan resubmittal reviews, 1/2 hour minimum charge	100/hr	102.00/hr
	Annual existing building inspection	100.00	102.00
	Use of outside consultants	Actual Costs	Actual Costs
	Re-inspection of new construction	100/hr	102.00/hr
	New business registration for existing buildings	100.00	102.00
	Re-inspection after more than 2 failed inspections of existing buildings	250.00	256.00
	Operational permits	100.00	102.00

Total Valuation	Fire Protection Construction Permit Valuation Fee Calculation		
$1.00 to $500		40	41.00
$501 to 2,000	~~$40.00~~ $41.00 for the first $500 plus ~~$2.25~~ $2.30 for each additional $100.00 or fraction thereof, to and including $2,000		
$2,001 to 25,000	~~$73.75~~ $75.48 for the first $2,000 plus ~~$14.75~~ $15.10 each additional $1,000 or fraction thereof, to and including $25,000		
$25,001 to 50,000	~~$413.00~~ 422.67 for the first $25,000.00 plus ~~$10.75~~ $11.00 for each additional $1,000 or fraction thereof, to and including $50,000		
$50,001 to 100,000	~~$681.75~~ $697.72 for the first $50,000 plus ~~$7.50~~ $7.68 for each additional $1,000 or fraction thereof, to and including $100,000		
$100,001 to 500,000	~~$1,056.75~~ $1,081.50 for the first $100,000 plus ~~$6.00~~ $6.14 for each additional $1,000 or fraction thereof, to and including $500,000		
$500,001 to 1,000,000	~~$3,456.75~~ $3,537.72 for the first $500,000 plus ~~$5.00~~ $5.12 for each additional $1,000 or fraction thereof, to and including $1,000,000		
$1,000,001 and up	~~$5,956.75~~ $6,096.26 for the first $1,000,000 plus ~~$4.00~~ $4.09 for each additional $1,000 or fraction thereof		

Mechanical Permit (IMC)		$ Current Fee	$ Proposed Fee	Calculation	Justification
15.12.030	**Mechanical / Fuel Gas Permit**				
	For the issuance of each permit	55.00	56.00		
	For issuing each supplemental permit	22.00	23.00		
	Install or relocate gravity/forced air furnace to 100,000 btu/h	28.00	29.00		
	Install or relocate gravity/forced air furnace over 100,000 btu/h	33.00	34.00		
	Install or relocate each floor furnace, including vent	24.00	25.00		
	Install or relocate suspended, recessed or floor mounted heater	24.00	25.00		
	Install, relocate or replace appliance vent	17.00	18.00		
	Repair or alter any heating, cooling, absorption or evaporative system	22.00	23.00		
	Install or relocate boiler or compressor to 3 hp	24.00	25.00		
	Install or relocate absorption system to 100,000 btu/h	24.00	25.00		
	Install or relocate boiler or compressor 3-15 hp	44.00	45.00		
	Install or relocate absorption system 100,000-500,000 btu/h	44.00	45.00		
	Install or relocate boiler or compressor 15-30 hp	61.00	62.00		
	Install or relocate absorption system 500,000-1,000,000 btu/h	61.00	62.00		
	Install or relocate boiler or compressor 30-50 hp	93.00	95.00		
	Install or relocate absorption system 1,000,000-1,750,000 btu/h	93.00	95.00		
	Install or relocate boiler or compressor over 50 hp	166.00	170.00		
	Install or relocate absorption system over 1,750,000 btu/h	166.00	170.00		
	Each air-handling unit up to 10,000 cfm and attached ducts	22.00	23.00		
	Each air-handling unit over 10,000 cfm	33.00	34.00		
	Each evaporative cooler other than portable type	22.00	23.00		
	Each ventilation fan attached to a single duct	17.00	18.00		
	Each ventilation system not part of heating or air conditioning system	22.00	23.00		
	Installation of hood system serving any mechanical exhaust, including ducts	22.00	23.00		
	Install or relocate domestic type incinerator	33.00	34.00		
	Install or relocate commercial or industrial incinerator	126.00	129.00		
	Install, relocate or alter any unclassified equipment	22.00	23.00		
	Install Hydronic Heating- up to 1000 sq. ft	24.00	25.00		
	Install Hydronic Heating- 1001 sq. ft. - 2500 sq. ft	38.00	39.00		
	Install Hydronic Heating- 2501 sq. ft. - 5000 sq. ft	55.00	56.00		
	Install Hydronic Heating- 5001 sq. ft. and over	83.00	85.00		
	Gas-piping Systems to 5 outlets	17.00	18.00		
	For each additional Gas-piping System outlet, per outlet	5.00	6.00		
15.12.030	**Inspections**				
	Inspections outside normal business hours	110.00/hr	113.00/hr		
	Re-inspection fee	83.00/hr	85.00/hr		
	For which no fee is specifically indicated	83.00/hr	85.00/hr		
	Additional plan review required by changes, additions, or revisions to approved plans (minimum charge 1 hour)	110.00/hr	113.00/hr		

Electrical Code		$ Current Fee	$ Proposed Fee	Calculation	Justification
15.20.010 3	**Valuation of Electrical Work**				
	1.00 to 500	36.00	37.00		
	500.01 to 600	41.00	42.00		
	600.01 to 700	46.00	47.00		

700.01 to 800	50.00	51.00
800.01 to 900	55.00	56.00
900.01 to 1,000	60.00	61.00
1,000.01 to 1,100	64.00	65.00
1,100.01 to 1,200	69.00	71.00
1,200.01 to 1,300	74.00	76.00
1,300.01 to 1,400	79.00	81.00
1,400.01 to 1,500	83.00	85.00
1,500.01 to 1,600	88.00	90.00
1,600.01 to 1,700	93.00	95.00
1,700.01 to 1,800	97.00	99.00
1,800.01 to 1,900	102.00	104.00
1,900.01 to 2,000	107.00	110.00
2,000.01 to 3,000	121.00	124.00
3,000.01 to 4,000	140.00	143.00
4,000.01 to 5,000	158.00	162.00
5,000.01 to 6,000	177.00	181.00
6,000.01 to 7,000	196.00	201.00
7,000.01 to 8,000	215.00	220.00
8,000.01 to 9,000	234.00	239.00
9,000.01 to 10,000	253.00	259.00
10,000.01 to 11,000	271.00	277.00
11,000.01 to 12,000	290.00	297.00
12,000.01 to 13,000	309.00	316.00
13,000.01 to 14,000	328.00	336.00
14,000.00 to 15,000	347.00	355.00
15,000.01 to 16,000	366.00	375.00
16,000.01 to 17,000	403.00	412.00
17,000.01 to 18,000	422.00	432.00
18,000.01 to 19,000	441.00	451.00
19,000.01 to 20,000	460.00	471.00
20,000.01 to 21,000	479.00	490.00
21,000.01 to 22,000	497.00	509.00
22,000.01 to 23,000	516.00	528.00
23,000.01 to 24,000	535.00	548.00
24,000.01 to 25,000	555.00	568.00
25,000.01 to 50,000 = ~~$555~~ $568 for the first $25,000.00, plus ~~$10.62~~ $11 for each additional $1,000.00 or fraction thereof, to and including $50,000.00		
50,000.01 to 100,000 = ~~$1,000~~ 1,023 for the first $50,000.00, plus ~~$7.10~~ $8 for each additional $1,000.00 or fraction thereof, to and including $100,000.00		
100,000.01 and Up = ~~$1,518~~ $1,554 for the $100,000.00 plus ~~$5.89~~ $6 for each additional $1,000.00 or fraction thereof		
Connect all temporary services	35.00	36.00
Work started before the permit was issued	2X times the permit fee	2X times the permit fee
Re-inspection Fees	100.00/hr*	102.00/hr*
Inspections for Which No Fee is Indicated; minimum 1/2 hour charge	100.00/hr*	102.00/hr*
Additional Plan Review, minimum ½ hour charge; for review required by changes, additions or revisions to plans.	100.00/hr*	102.00/hr*
Use of Outside Consultants	Actual Costs**	Actual Costs**
Electrical Plan reviews	65% of Permit Fee	65% of Permit Fee
Failed Final Inspection Fee	100.00	102.00
* Or the total hourly cost to the jurisdiction, whichever is greatest. The cost shall include supervision, overhead, equipment, hourly wages and fringe benefits for the employees involved. Minimum charge is one hour.		
** Actual costs include administrative and overhead costs.		

Plumbing Permits		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
15.24.030	**Plumbing and Fuel Gas Permits**				
	For issuing each permit	55.00	56.00		
	For each plumbing fixture on one trap or set of fixtures on one trap (including water, drainage piping and backflow protection)	17.00	18.00		
	For each building sewer and trailer park sewer	28.00	29.00		
	Rainwater systems – per drain (inside building)	17.00	18.00		
	For each water heater and/or vent	17.00	18.00		
	For each gas-piping system of one to five outlets	17.00	18.00		
	For each additional gas-piping system outlet, per outlet	5.00	6.00		

	For each industrial waste pretreatment interceptor including its trap and vent, excepting kitchen type grease interceptors functioning as fixture traps	17.00	18.00		
	For each installation, alteration or repair of water piping and/or water treating equipment, each fixture	17.00	18.00		
	For each repair or alteration of drainage or vent piping, each fixture	17.00	18.00		
	For each lawn sprinkler system on any one meter including backflow protection devices	17.00	18.00		
	For atmospheric-type vacuum breakers not included in Item #10:		1.00		
	1 to 5 each	17.00	18.00		
	over 5 each	5.00	6.00		
	For each backflow protective device, other than atmospheric-type vacuum breakers:				
	2 inch diameter and smaller	17.00	18.00		
	over 2 inches in diameter	28.00	29.00		
	Install Hydronic Heating- up to 1000 sq. ft	24.00	25.00		
	Install Hydronic Heating- 1001 sq. ft. - 2500 sq. ft	38.00	39.00		
	Install Hydronic Heating- 2501 sq. ft. - 5000 sq. ft	55.00	56.00		
	Install Hydronic Heating- 5001 sq. ft. and over	83.00	85.00		
	For each Fire Sprinkler System	17.00	18.00		
	Inspections				
	Inspections outside normal business hours	110.00/hr	113.00/hr		
	Re-inspection fee	83.00/hr	85.00/hr		
	Inspections for which no fee is specifically indicated	83.00/hr	85.00/hr		
	Additional plan review required by changes, additions, or revisions to approved plans (minimum charge 1 hour)	110.00/hr	113.00/hr		

Flood Damage Prevention		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
15.30.110	**Floodplain Development Permit**				
	~~Deposit on Permit: Non-Refundable, applied to full Permit Fee~~				
	Non-refundable Application Fee	52.00	53.00		
	Scale of project is determined by the Floodplain Administrator and examples of projects are included in the application:		1.00		
	Small Scale	310.00	317.00		
	Large Scale	776.00	794.00		
	Floodplain Map Revision (CLOMR and LOMR) Application	1,242.00	1,271.00		
	Permit Revisions: half the cost of the original permit				
	Variance Application	776.00	794.00		
	No Fee Specifically Indicated	155.00/hr	159.00/hr		
	Compliance Fees: Two times the regular fee (Failure to obtain permit prior to commencing the work - not including Emergency Waiver)				
	Third Party Technical Review	Actual Cost	Actual Cost		

Contractor Licensing		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
15.36.034	**Classification:**				
	General Contractor (Class A)	441.00	451.00		
	Building Contractor (Class B)	441.00	451.00		
	Building Contractor Restricted (Class Br)	441.00	451.00		
	Residential Contractor (Class C)	441.00	451.00		
	Electrical Contractor	441.00	451.00		
	Low Voltage Electrical Contractor	441.00	451.00		
	Plumbing Contractor	441.00	451.00		
	HVAC Contractor	441.00	451.00		
	Woodstove/Gas Stove Installer	441.00	451.00		
	Gas Service Contractor	441.00	451.00		
	Proprietary Homeowner Contractor	441.00	451.00		
	Specialty Solar Panel Installer	441.00	451.00		
	Specialty Licenses	441.00	451.00		
15.36.038	**Renewal Late Fee:**				
	General Contractor (Class A)	34.00	35.00		
	Building Contractor (Class B)	34.00	35.00		
	Building Contractor Restricted (Class Br)	34.00	35.00		
	Residential Contractor (Class C)	34.00	35.00		
	Plumbing Contractor	34.00	35.00		
	HVAC Contractor	34.00	35.00		
	Gas Service Contractor	34.00	35.00		
	Proprietary Homeowner Contractor	34.00	35.00		
	Specialty Solar Panel Installer	34.00	35.00		

		$ Current Fee	$ Proposed Fee	Calculation	Justification
	Specialty Licenses	34.00	35.00		
15.36.050 G	**Certificates of Qualification**				
	Initial Certificate	166.00	170.00		
	Renewal of Certificate	83.00	85.00		
15.36.038	Renewal Late Fee	34.00	35.00		

Demolition Standards		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
15.38.010	**Demolition Permit**				Add Waivers
	~~Deposit on Permit: Non-Refundable, applied to full Permit Fee~~				
	Non-refundable Application Fee	52.00	53.00		
	Demolition Permit	259.00	265.00		
	Permit Revisions: half the cost of the original permit				
	No Fee Specifically Indicated	155.00/hr	159.00/hr		
	Compliance Fees: Two times the regular fee (Failure to obtain permit prior to commencing the work - not including Emergency Waiver)				
	Third Party Technical Review	Actual Cost	Actual Cost		

Grading, Erosion Control, and StormwaterManagement		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
LDR: 5.7	**Grading Permit**				
	Deposit on Grading Permit: Non-Refundable, applied to full Grading Permit Fee	52.00	53.00		
	Individual Residential (Primary + 1 accessory):				
	Statement	207.00	212.00		
	Plan Level	621.00	636.00		
	Multi-Unit Residential (3+ Units)				
	Statement	207.00/unit	212.00/unit		
	Plan Level	362.00/unit	370.00/unit		
	Multi-Lot Residential/Subdivision: Plan Level Only	362.00/lot	370.00/lot		
	Commercial Development: $0.10/square foot of total development area; minimum fee $200				
	~~Permit Revisions: half the cost of the original permit~~				Revisions may be small on a large project and paying half the cost is not reasonable, puts
	Permit Revisions: One Hour Minimum		155.00/hr		this in balance with scale of revision and recoupes cost.
	~~Fee Specifically Indicated: $100/hour/reviewer~~				
	Fee Not Specifically Indicated	$100/hour	155.00/hr		Upped to $155 from $100
	Compliance Fees: Two times the regular fee (Failure to obtain permit prior to commencing the work - not including Emergency Waiver)				
	Third Party Technical Review	Actual Cost	Actual Cost		

Cemetery		**$ Current Fee**	**$ Proposed Fee**	**Calculation**	**Justification**
Res 05-28	**Fees:**				
	Internment - Open/Close Full	510.00	522.00		
	Internment - Open/Close Cremation	72.00	74.00		
	Weekend / Holiday Charge	145.00	148.00		
	Deed Filing Fee	29.00	30.00		
	Winter Charge (Dec 1 - April 30)	145.00	148.00		
	Plot Purchase - Full	437.00	447.00		
	Plot Purchase - Cremation/Infant	145.00	148.00		
	Disinterment - Open/Close Full	656.00	671.00		
	Disinterment - Open/Close Cremation	145.00	148.00		

FISCAL YEAR 2026 BUDGET
REQUEST FOR ADDITIONAL FEE

Fee Title	Special Malt Beverage Permit
Description	A new type of liquor license that is 6 months in length that would apply to event centers.
Municipal Code	Ordinance has been drafted, not yet adopted.
Justification	New type of license to replace use of catering permits specifically at Snow King Events Center
Fee	$1,000
Estimated FY2026 Revenue	$500
State Statute and/or Legal Impact	Allowed by State Statute
Anything else of relevance?	

FISCAL YEAR 2026 BUDGET
REQUEST FOR ADDITIONAL FEE

Fee Title	Fire Hydrant Flow Testing
Description	Fee for Public Works Water Utility Operator effort to do flow testing on hydrant(s) near new developments to allow for data on flow availability in that area as part of a new develoment or re-development. This is required for larger developments to ensure the fire suppression system is adequately sized.
Municipal Code	12.08
Justification	Water Operator time and the Town's treated water are both resources used for these efforts.
Fee	$100 (accounts for total compensation value of a Water Operator for two hours of work)
Estimated FY2026 Revenue	$2,500 (should be routed to Water Enterprise Fund, not General)
State Statute and/or Legal Impact	No conflict.
Anything else of relevance?	

STAFF REPORT

Meeting Date:	April 21, 2025	**Meeting Title:**	Town Council Workshop
Submitting Department:	External Affairs	**Presenter:**	Susan Scarlata
Agenda Item:	WAM/Legislative Updates	**Public Comment:**	Yes

Purpose & Policy Considerations.
The purpose of this item is an update for Town Council **about** new processes through the Wyoming Association of Municipalities' (WAM's) and preliminary planning for its Summer Convention in Cheyenne, Wyoming.

Requested Action.
Please ask questions related to WAM's process and share intention to attend WAM's Summer Convention June 11-13.

Recommendations.
Staff recommends Council discuss, ask questions, and share plans to attend WAM's Summer Convention, if known.

Background.
In recent years Town Council has approved a Legislative Policy Agenda and Approach to do the following.

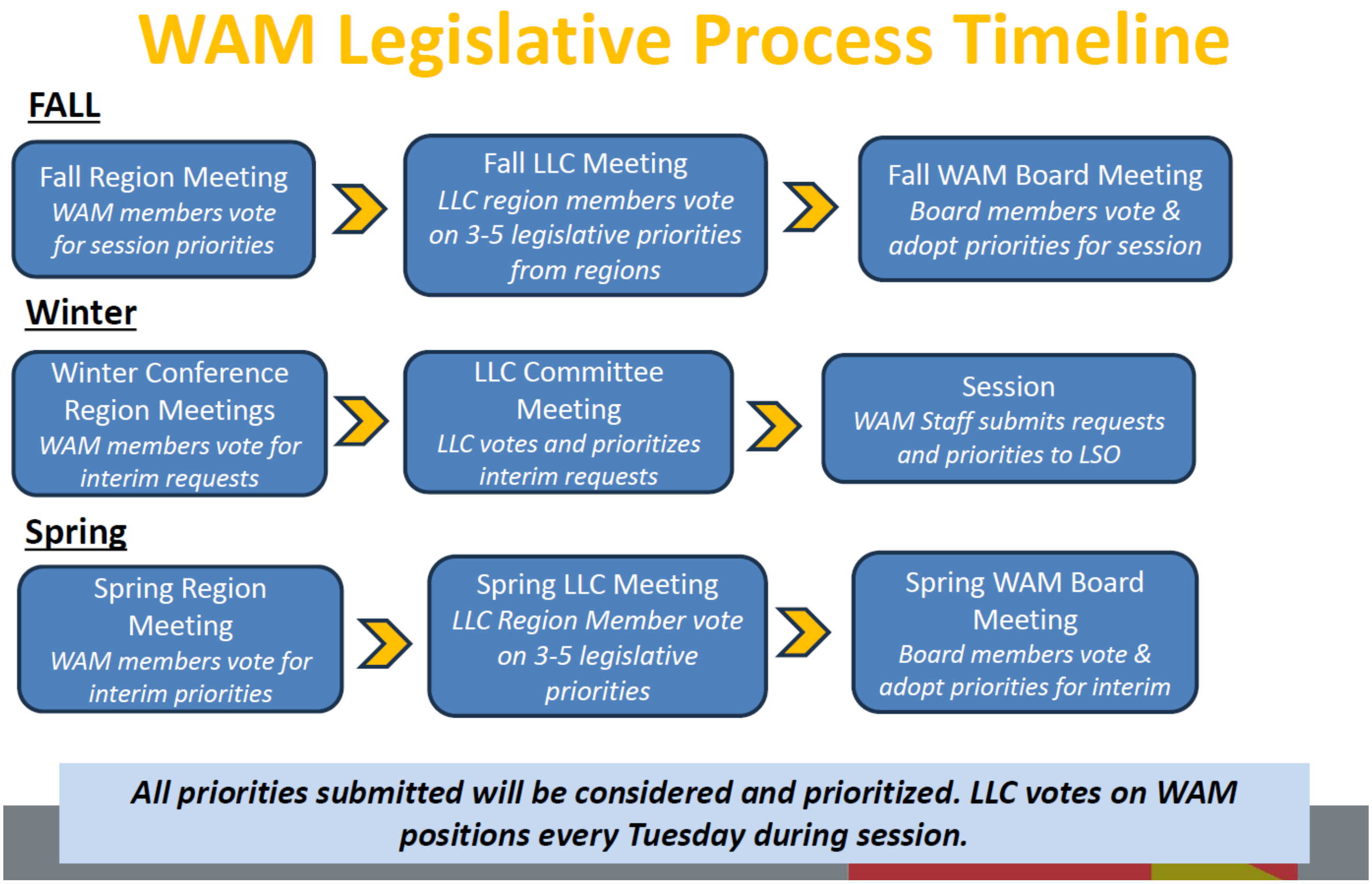
- Hire a Legislative Advisor;
- Help other municipalities with policies and initiatives whenever possible;
- Work on developing and advancing bills with committee support;
- Direct staff to participate on statewide coalitions related to Town priorities, when applicable;
- Monitor and respond to bills and other initiatives related to or directed at the Town of Jackson; and
- Continue working with and supporting WAM.

The Town of Jackson worked to implement a Legislative Policy Approach for four years. In this time, our legislative delegation has successfully defended the Town's interests, and we supported Senator Gierau to submit an Interim Topic on HOV lanes, which became a bill and was passed into law in the 2023 Legislative Session. The Town has worked with Legislative Advisor Andy Schwartz for the last two Legislative Sessions. That annual contract expires in June.

Wyoming Association of Municipalities (WAM)

WAM, which is comprised of the 99 municipalities in Wyoming, hosts an annual Summer Convention at different places in the state in June. This year's convention is June 11-13 in Cheyenne. Under Ashley Harpstreith's, WAM's new Executive Director's leadership, WAM has significantly shifted its processes for municipalities to identify topics for WAM to focus on and prioritize with the legislature. The new process relies on WAM's Legislative Leadership Committee (LLC), which has representatives from each of the six regions in the state and asks those representatives to share topics discussed at regional meetings. A map of WAM's regions is available in the three-page attachment to this report and on its website: www.wyomuni.org.

Mayor Arne Jorgensen serves as the Town of Jackson's representative to Region 5, which includes western Wyoming from Jackson south to Evanston and all the municipalities in between. The attached document from WAM outlines its new processes including the graphic below. We are in the Spring in terms of the processes outlined here, Region 5's spring meeting happened on Thursday April 17 and potential interim priorities were shared.



Next year, staff will plan to have potential interim request topics before Council with more lead time before the regional meeting. This year, the potential topics the Town proposed as 'Interim Priorities' are:

- Increasing allowable fees for retail liquor licenses
- Supporting the ability to maintain and add new options for local revenue generation
- Establishing statutory authority to utilize workforce housing exactions

This staff report was finalized to be in Council's packet before the Region 5 meeting so Councilmembers and staff can elaborate on discussion from that meeting. Staff anticipates these three bulleted items will remain high priorities and that these, or similar topics, will continue to be our proposed items for the Legislative Session. Going forward, we will follow the process outlined above to align with WAM's regional meetings. Staff is scheduled to present and facilitate a discussion for Council about next year's Legislative Session in the fall of 2025 and the Legislative Liaison's contract will be before Council in June.

Interim Session

Management Council (MC), the Legislature's leadership team, also met recently and shifted its policies and procedures as well. The broad theme of that meeting was scaling back, specifically including the following.

- Most committees will operate with a reduced schedule of four days of meetings instead of six;
- Most committee chairs will have latitude to discuss topics they believe are important, rather than MC directing;

- Committee chairs will collaborate to eliminate duplicative topics so two committees are not discussing the same or similar topics.

These shifts will mean less money is spent during the interim and possibly that there is also less time to work on and vet topics to eventually turn them into solid bills. This lessened structure could provide more opportunities for stakeholders, community leaders, and legislators to get together in working group formats.

Analysis & Key Questions.

Key Question: Do any Councilmembers intend to attend WAM's Summer Convention in Cheyenne from June 12-14?

Possible Alternatives.
NA

Comprehensive Plan & Priority Alignment.
Engagement with the State Legislature can help our community achieve the Comprehensive Plan's aspirational goals. From workforce housing to multimodal transportation and development of a diverse and balanced economy, the Town of Jackson recognizes the need for state-level connection and support to achieve its long-term vision.

Fiscal Impact.
Travel expenses for Councilmembers and staff to travel to and spend time in Cheyenne for WAM's Summer Convention.

Staff Impact.
The Director of External Affairs has approximately 100 hours of time allotted to focus on Legislative Policy work with a third of those hours falling during the Legislative Session. The Town Manager allocates 50 hours to work on Legislative Policy. Preparing this staff report and related work took 1.5 hours.

Attachments or Links.

- WAM Legislative Leadership Committee and related processes.

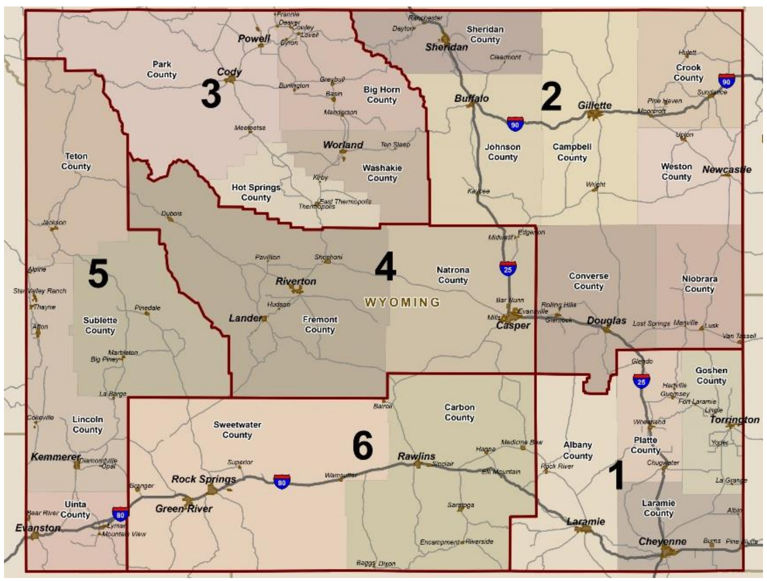
Suggested Motions.

I move to approve registration and related travel expenses for Councilmembers planning to attend WAM's Summer Convention from June 11 to 13, 2025 in Cheyenne.

WAM Legislative Leadership Committee

President Carter Napier, Casper
Region 1 Council Mark Rinne, Cheyenne (LLC CHAIR)
Region 2 Clerk/Treasurer Kelley Millar, Upton
Region 3 Mayor John Wetzel, Powell
WAMCAT Clerk/Treasurer Penny Robbins, Mountain View

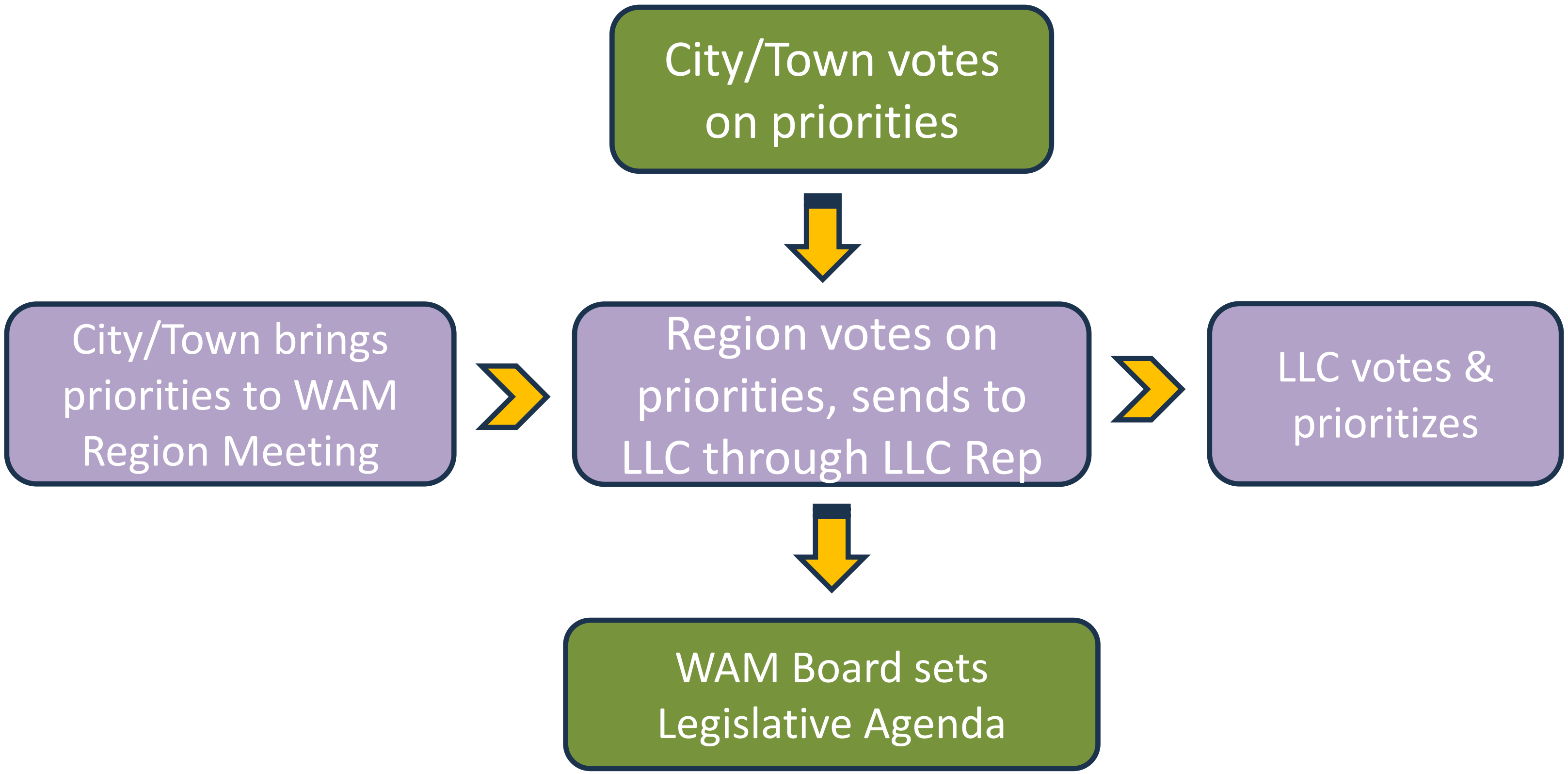
Vice President Mayor Kelly Krakow, Albin
Region 4 Superintendent Lance Hopkins, Lander
Region 5 Mayor Matt Murdock, Pinedale
Region 6 Mayor Max Mickelson, Rock Springs
WYOCMA Kyle Butterfield, Riverton
STAFF Ashley Harpstreith, Executive Director, Bob McLaurin, Legislative Director



They are Your Voice!
Your region reps are there to represent the potentially unique perspective of your part of the state on the issues WAM engages on. Your communication with them is critical to the LLC taking fully informed positions.

Building Strong Communities

WAM Legislative Process



I Have Concerns About a Legislative Issue!
Contact your Region Rep!!!

Building Strong Communities

WAM Legislative Process Timeline

FALL

Fall Region Meeting
WAM members vote for session priorities

Fall LLC Meeting
LLC region members vote on 3-5 legislative priorities from regions

Fall WAM Board Meeting
Board members vote & adopt priorities for session

Winter

Winter Conference Region Meetings
WAM members vote for interim requests

LLC Committee Meeting
LLC votes and prioritizes interim requests

Session
WAM Staff submits requests and priorities to LSO

Spring

Spring Region Meeting
WAM members vote for interim priorities

Spring LLC Meeting
LLC Region Member vote on 3-5 legislative priorities

Spring WAM Board Meeting
Board members vote & adopt priorities for interim

All priorities submitted will be considered and prioritized. LLC votes on WAM positions every Tuesday during session.

Building Strong Communities

STAFF REPORT

Meeting Date:	April 21, 2025	**Meeting Title:**	Workshop
Submitting Department:	County Public Works-Transportation	**Presenter:**	Charlotte Frei
Agenda Item:	US-89 Lessons Learned Task Force	**Public Comment:**	Yes

Purpose & Policy Considerations.
Town Council directed staff to prioritize the US-89 Lessons Learned Task Force and to delay or defer other regional transportation planning until it is complete. The Task Force met in January and February 2025; a summary of the lessons learned is attached to this staff report.

Requested Action.
N/A, discussion item. Please consider the lessons learned.

Recommendations.
Staff recommends Council review the lessons learned document.

Background.
The Jackson Town Council established the US 89 Task Force to assess the impacts of the September–October 2024 mill and overlay project on US 89/Broadway and develop strategies to improve future construction event planning and communication. The Task Force, composed of representatives from WYDOT, Town and County Public Works, law enforcement, emergency services, the school district, and community stakeholders, convened in January and February 2025 to analyze past disruptions and formulate proactive mitigation strategies.

During the first meeting, participants refined the problem statement by reviewing survey responses and case studies of past construction events. Key challenges identified included the lack of alternative routes, seasonal constraints, communication gaps, and jurisdictional confusion leading to public frustration. In the second meeting, attendees developed detailed response plans for two upcoming road projects—the Flat Creek Bridge rehabilitation/Gregory Lane rebuild and the Broadway slab replacement. These plans emphasized the need for a centralized communication hub, early and frequent public messaging through diverse channels (e.g., 511 Notify, social media, message boards), and strategic project scheduling to minimize disruptions. Additionally, the Task Force outlined key action items, including enhanced interagency coordination, and structured collaboration with local employers to encourage flexible work policies during major construction events. Members identified the development of a GIS-based public construction map, but noted the level of effort to maintain such a map accurately could be extensive; a standardized 'Connected Work Zone' (CWZ) message format[1] that WYDOT is testing could be a more streamlined approach to sharing construction information.

Moving forward, the Task Force recommends sustained interagency coordination, leveraging technology for real-time updates as appropriate, and endeavoring to plan construction projects with an emphasis on minimizing disruption to residents, businesses, emergency services, and visitors. The insights from these meetings will inform future transportation construction planning efforts, ensuring that Jackson and Teton County can better manage and mitigate the impacts of necessary infrastructure improvements. The attachment details 1) lessons learned and 2) specific actions and strategies staff can take for future construction projects.

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[1] The CWZ is a broadly adopted message format used for exchanging information between servers; standardized message formats have been used for decades in various industries for consistent, predictable information sharing among entities. CWZ is a specific format created to share information about construction projects.

Analysis & Key Policy Questions.
Increased coordination will require additional resources and staff time.
Key Policy Question: At what scale of project should staff identify and execute these strategies? Staff recommends "if a project closure/reroute will last for more than two (2) days **AND** close or divert more than four (4) block lengths of traffic, staff should review the action plan attached as part of the right-of-way permit".
These parameters would enable staff to estimate an approximate number of projects per year that would meet the threshold.

Possible Alternatives.
N/A

Comprehensive Plan & Priority Alignment.
Principle 7.3 of the Comprehensive Plan: Coordinate transportation planning regionally. While these lessons learned consider transportation construction, not strictly planning, the idea of coordination at a regional level is similar.

Fiscal Impact.
Approximately $50 for refreshments for two meetings. The meetings were held at the Teton County Library for no cost. Fiscal impacts of any next steps are to be determined; some strategies may require funding to implement (e.g. contractor incentives, procuring dynamic message signs, or detour set up).

Staff Impact.
Staff who organized the task force spent approximately 40 hours preparing and facilitating the meetings, and another 10 hours writing meeting notes. Participants spent roughly 3 hours per meeting to participate.

Staff impact of implementing the lessons learned will depend on future direction from council. For coordinating construction activities with WYDOT, staff assumes an additional 3-5 hours of coordination time per construction project will be needed to 1) review key actions, 2) implement actions deemed effective for a given project, and 3) coordinate with PIOs and project managers.

Staff offered test cases to WYDOT for the CWZ message format when suitable projects and technology align. The level of effort to test the CWZ approach in Jackson/Teton County would involve additional coordination with WYDOT to procure appropriate equipment, test the equipment/technology, and evaluate resulting impacts.

Attachments or Links.
US 89 Task Force Lessons Learned – Workshops 1 & 2 Summary

Suggested Motion.
n/a, discussion item only.

US 89 Task Force Lessons Learned – Post Workshops 1 & 2 Summary

April 4, 2025

1 Executive Summary

The Jackson Town Council established the US 89 Task Force to assess the impacts of the September–October 2024 mill and overlay project on US 89/Broadway and develop strategies to improve future construction event planning and communication. The Task Force, composed of representatives from WYDOT, Town and County Public Works, law enforcement, emergency services, the school district, and community stakeholders, convened in January and February 2025 to analyze past disruptions and formulate proactive mitigation strategies.

During the first meeting, participants refined the problem statement by reviewing survey responses and case studies of past construction events. Key challenges identified included the lack of alternative routes, seasonal constraints, communication gaps, and jurisdictional confusion leading to public frustration. In the second meeting, attendees developed detailed response plans for two upcoming road projects—the Flat Creek Bridge rehabilitation/Gregory Lane rebuild and the Broadway slab replacement. These plans emphasized the need for a centralized communication hub, early and frequent public messaging through diverse channels (e.g., 511 Notify, social media, message boards), and strategic project scheduling to minimize disruptions. Additionally, the Task Force outlined key action items, including enhanced interagency coordination, and structured collaboration with local employers to encourage flexible work policies during major construction events. Members identified the development of a GIS-based public construction map, but noted the level of effort to maintain such a map accurately could be extensive; the standardized Connected Work Zone (CWZ) message format that WYDOT is testing could be a more streamlined approach to sharing construction information.

Moving forward, the Task Force recommends sustained interagency coordination, leveraging technology for real-time updates as appropriate, and endeavoring to plan construction projects with an emphasis on minimizing disruption to residents, businesses, emergency services, and visitors. The insights from these meetings will inform future transportation planning efforts, ensuring that Jackson and Teton County can better manage and mitigate the impacts of necessary infrastructure improvements. This document provides more detail on the process and recommendations as follows:

- **Section 2** describes the process and high-level meeting summaries.
- **Section 3** lists several action items that can be explored by local partners, by WYDOT and together in partnership.
- **Section 4** includes detailed information summarizing the pre-survey, Meeting 1, Meeting 2, and prior construction traffic mitigation efforts used on projects in Teton County.

2 Background and Meeting Summaries

The Jackson Town Council directed the establishment of a task force to examine the impacts of the mill and overlay repaving work that occurred on US 89/Broadway through the Town of Jackson on Sep. 23 – Oct. 11, 2024. This task force was to be comprised of members from the Town Council, WYDOT, Town and County Public Works, Transportation, Law Enforcement, Emergency Response, Teton County School District, and the community. Coordinated by the Jackson/Teton County Transportation Manager, the US 89 Task Force convened for Meeting One on January 23rd, 2025 and Meeting Two on February 26th, 2025.

The first meeting's purpose was to clarify the problem by examining what happened during the repaving event, as well as what occurred during other similar disruptive situations. The second meeting explored how to respond to two construction scenarios and discuss planning and communications to mitigate impacts from future events.

2.1 Meeting One Summary

Prior to the first meeting, an anonymous survey (See Figure 4.1) was distributed with prompts designed to stimulate reflection on the paving event. Ten responses were recorded; These were used to craft a draft problem statement that guided discussion during half of the first meeting.

The meeting began with introductions and the establishment of ground rules. Discussion began on examining and refining the problem statement (Section 4.1.1). Following a break, attendees were put in groups. Groups rotated around the room and examined four past scenarios, answering questions on the emergency/non-emergency responses and outcomes (Section 4.1.2). The full team of attendees then regrouped to discuss points brought up in this exercise. Before wrapping up, there was discussion reflecting on the meeting and agreement on next steps for the Task Force.

2.2 Meeting Two Summary

Attendees started this meeting in one of two teams to address planning and communication strategies for two upcoming road construction scenarios. Team Marmot focused on the Flat Creek Bridge rehabilitation (estimated Spring 2026) coupled with the Gregory Lane rebuild (set to begin in 2025 and last over two summers), while Team Ermine tackled the Broadway slab replacement between Millward and Jackson (scheduled to be bid in August 2025 for construction in 2026). Both teams developed comprehensive approaches that emphasized clear public communication through multiple channels—including advance notices via PA systems, radio, social media, and dynamic message signs—and stressed the importance of centralized communications with a single point of contact. They also addressed operational challenges such as adjusting work hours, nighttime operations to minimize disruptions, and coordinating with local agencies, law enforcement, and transportation departments to manage traffic and ensure safety. Lack of network redundancy to reroute traffic was a highlighted challenge. In addition to outlining immediate strategies, the teams proposed actionable steps such as enhanced mapping of construction projects, regular attendance of public information officers at TAC meetings, and exploring consultant support to improve traffic event planning and coordination.

3 Takeaway Actions: Construction Mitigation Strategies by Role

The following are actions that local staff and WYDOT can take, together or in partnership, to reduce impacts of construction events. Where possible, a *potential responsible party* has been identified.

3.1 For Local Government (Town & County):

1. Communication & Public Engagement
    - Ensure Town and County Public Information Officers attend TAC meetings quarterly to stay informed on upcoming construction projects. Potential Responsible Party: TAC meeting organizer.
    - Explore developing a public-facing construction map using GIS, incorporating major projects and special events. Secure funding (e.g., TTB funds) and establish a process for real-time updates across agencies; note this was attempted for COVID-19 and when map information is out-of-date or not from an authoritative source, the information hub can quickly become untrustworthy and useless to users. (See also *subsection 3.2, list item 2 Innovation Opportunity*)
2. Traffic & Detour Planning
    - Work with WYDOT to plan appropriate detours for major delays, balancing traffic flow while negotiating agreements for damage reimbursement to local streets. In Town, this can be achieved using current Town Engineering framework for construction management plan submittal or public right-of-way permit. Potential Responsible Party: WYDOT and impacted local government
    - Ensure Town Engineering inputs road closures and detours into WAZE and verifies correct routing on mapping applications on the first day of construction. Potential Responsible Party: Town Public Works
    - Evaluate whether Town, County, and/or WYDOT have sufficient Dynamic Message Signs (DMS) for advance communication around the work zone. Procure additional signage if needed. Potential Responsible Party: Project owner (Town or County PW)
3. Employer & Community Coordination
    - Encourage flexible work schedules during major construction events, particularly for businesses where remote work is feasible. Potential Responsible Party: TBD, potentially a partnership with JH Travel and Tourism Board.
4. Project Coordination & Scheduling
    - Assess overlapping projects (e.g., Cow Pasture reconstruction, Gregory Lane, Flat Creek Bridge in Spring/Summer 2025) and determine if scheduling can be adjusted to minimize cumulative impacts.
    - Staff recommend network redundancy and alternate routes to reduce system-wide strain during closures and peak traffic periods.

3.2 For WYDOT & Local Government Together:

1. Collaboration & Coordination

   - Enhance interagency collaboration to share detailed traffic impact data and improve construction scheduling.

   - Establish an annual pre-construction season meeting between Public Information Officers at Town of Jackson, Teton County, and District 3. Target April/May of each year for this meeting as projects will be better defined/scheduled. Potential Responsible Party: Public Information Officers.

   - Overestimate traffic impacts to set realistic public expectations, but avoid excessive warnings that could lead to a "boy who cried wolf" effect. Potential Responsible Party: Project Managers in consultation with TAC and Public Information Officers.

   - Clearly identify who is in command of an event—while emergency incident command structures aren't necessary for non-emergency projects, **strong coordination is essential**. Potential Responsible Party: Project Manager for subject project; notify PIOs and impacted jurisdictions.

2. Public Notifications & Alerts

   - For WYDOT projects, direct the public to 511 Notify as the single authoritative source for updates. Ensure minor inconveniences are not communicated via emergency alert systems like Everbridge, which should be reserved for critical public safety messages. Potential Responsible Party: All agencies' Public Information Officers include 511 information in press releases.

   - For local street projects, follow adopted best practices for community outreach. Potential Responsible Party: Public Information Officers in coordination with Project Manager.

   - **Innovation Opportunity:** WYDOT has been awarded a SMART Grant to test improved communications and third-party (i.e. to Waze and Google) notifications. Staff has offered to test streamlined data collection and management using 'smart cones' and 'smart barrels' which can display near real-time work zone locations to the public when WYDOT is ready to test this technology. Using a new Connected Work Zone (CWZ) message format, this is a statewide solution that could eliminate the need for Teton County or Town of Jackson to manage a seasonal construction 'map' for the public.

3. Strategic Scheduling & Network Planning

   - Evaluate whether multiple construction projects can be staggered to minimize simultaneous impacts. Potential Responsible Party: Project managers in consultation with TAC.

- Encourage long-term network redundancy so the system is less vulnerable to single-lane closures and major disruptions.

3.3 For WYDOT:

1. Traffic Management & Mitigation (*Potential Responsible Party*: Resident Engineer and Construction Engineer)
    - Implement staged construction, one-way couplets, night work, and seasonal scheduling where feasible to minimize disruption. Work with impacted jurisdictions to identify and confirm detour routes.
    - Use financial incentives in contracts to encourage contractors to avoid high-traffic seasons or complete projects more efficiently.
2. Public Awareness & Messaging (*Potential Responsible Party:* Public Information Officer)
    - Improve advance notice and real-time communication strategies to ensure travelers receive timely and accurate information.
    - Leverage message boards, hotel flyers, and National Park visitor info to ensure visitors are aware of potential delays.

4 Detailed Meeting Information

Attendance of Invitees

Organization representing	**Invitees (or designees)**	**Attendance at Meeting 1**	**Attendance at Meeting 2**
Jackson Police Department	Chief Michelle Weber, Tony Matthews, Russ Ruschill		✓ (TM & RR)
Jackson Town Council	Councilmember Jonathan Schecter		✓
Jackson/Teton County Fire & EMS	Brian Coe, Rich Ochs	✓	✓
JH Chamber of Commerce	Rick Howe		
Public At-Large Member	Jared Smith	✓	✓
START Department	Bruce Abel	✓	
Teton County Public Works	Amy Ramage	✓	✓
Teton County External Affairs	Kristen Waters		✓
Teton County School District	Dr. Gillian Chapman, Charlotte Reynolds, Colby Stevens	✓(CR)	✓(CR)
Teton County Sheriff's Department	Sheriff Matt Carr		
Town of Jackson External Affairs	Susan Scarlata, Wanna Johansson	✓	✓
Town of Jackson Public Works	Floren Poliseo	✓	✓
Wyoming Department of Transportation, District 3	Bob Hammond, Jeff Brown, & Pete Stinchcomb	✓	✓
Facilitation, notetaking	*Dr. Charlotte Frei & Miles Contreras*		

<u>4.1 Consolidated Summary of Meeting 1 Discussion and Pre-Survey Findings:</u>

4.1.1 Problem Overview

Teton County's limited road network lacks redundancy, making even minor construction projects disruptive. Seasonal constraints, safety considerations, and the needs of various user groups amplify the complexity. Jurisdictional confusion (among the public), communication gaps, and the ripple effects on schools, emergency services, and special events heighten public frustration.

Key Challenges identified in the pre-survey and during the meeting:

- **Lack of Alternative Routes:** Single routes for many destinations create bottlenecks.
- **Seasonal Conflicts:** Paving overlaps with peak tourist season due to weather constraints.
- **Safety & Logistics:** Balancing crew safety with traffic flow is complex.
- **Communication Gaps:** Inconsistent or untimely information can lead to public frustration and misinformation.
- **Jurisdictional Confusion:** Public misdirects blame, complicating agency relationships.
- **Community Impacts:** Schools, emergency services, transit, and special events (e.g., marathons) are all affected, increasing public dissatisfaction.

Presurvey questions are illustrated in Figure 1. Below

1. Please describe the challenges your department/agency experiences during major traffic events. **What aspects of your operation are impacted by road closures or major roadway delays?**

   Enter your answer

2. **Are any of the issues identified in question one life safety issues?** i.e. a situation that poses an immediate threat to life.

   Enter your answer

3. During the most recent road closure, WYDOT and other agencies updated the public via news releases and modified the paving schedule to reduce impacts. **What are effective tactics you observed or implemented during the US89 repaving project and similar roadway projects?**

   Enter your answer

4. Building on question three, **What other ideas do you have to improve coordination?** Suggestions could include specific coordination steps, processes, or policy changes that were considered or deployed during other major events like the Teton Pass Big Fill Slide or COVID-19.

   Enter your answer

5. During our meetings, we will focus on clarifying the challenge, identifying possible solutions, and committing to feasible solutions. **What has hindered effective coordination/communication among agencies and the public during impactful projects or disruptions?** Please consider obstacles related to resources, systems, situations, and policy.

Figure 1. January 2025 pre-survey used to develop agenda for Meeting 1

4.1.2 Effective Mitigation Strategies discussed during Meeting 1 and in pre-survey

4.1.2.1 Proactive & Layered Communication

- **Early & Frequent Updates:** Use 511 Notify, social media, local media, and public affairs channels.
- **Tailored Messaging:** Highlight severity and duration of delays using relatable language.
- **Diverse Channels:** Flyers at hotels, message boards, school-parent networks, and park info booths.
- **Visual Aids:** Maps, diagrams, and videos (e.g., "how to zipper merge") can improve public understanding.

4.1.2.2 Strategic Scheduling & Traffic Flow Adjustments

- **Off-Season & Night Work:** Prioritize high-impact projects for spring/fall or overnight hours.
- **Flexible Work Windows:** Shorter workdays during peak commute hours, even if total project duration increases.
- **Real-Time Adjustments:** Monitor traffic impacts and adjust project timing accordingly.
- **Redundancy Planning:** Long-term investments in alternative routes (e.g., Tribal Trail Connector) to ease future disruptions.

4.1.2.3 Stakeholder Coordination

- **Centralized Leadership:** Designate a single point of contact (e.g., Resident Engineer) for projects impacting multiple agencies.
- **Pre-Project Planning:** Align with schools, emergency services, and event planners to anticipate conflicts. Understand potential conflicts with AM and PM peak traffic.
- **Rapid Response:** Empower on-site teams to make real-time decisions during active construction.

<u>4.2 Lessons from Past Events</u>

- **Teton Pass Landslide:** Transparent communication and conservative timelines built public trust.
- **2017 Eclipse:** Extensive pre-planning and interagency coordination prevented major disruptions.
- **COVID-19:** Highlighted the value of central command structures and flexible policy-making.
- **US 89 Mill & Overlay:** Public frustration decreased as communication improved mid-project; emphasized the importance of day-to-day updates and local leadership.

Critical Success Factors Identified from Past Events:

- **Safety** of crews and travelers is paramount
- Having an **alternate route** and **construction traffic plan** (e.g. one-way streets, no left turns). **Lack of redundancy** for some locations means there is no alternate route.
- **Central hub for information**; unified command
- **Managing expectations**: communicating the worst-case scenario

- Related, **being responsive and communicating effectively**: press releases, electronic/dynamic signs, other channels to ensure the message gets out
- Having **sufficient resources** (time, money) to develop and execute a plan for disruptions/special events

4.2.1 Effective Construction Mitigation Strategies from Recent WYDOT Projects:

4.2.1.1 Seasonal & Off-Peak Scheduling

- **Shoulder Season Work:**
  - *Contract Patch (2024)* and *Y Intersection (2016)* projects leveraged spring and fall shoulder seasons to reduce peak traffic impacts.
  - *Flat Creek Bridge* and *5-Way Intersection (2013)* projects also prioritized off-peak seasons but faced weather-related challenges.
- **Night Work:**
  - *WY 390 Mill/Overlay/Chip Seal (2018)* and *Contract Patch (2024)* used night work to minimize daytime disruptions, though colder night temperatures limited options for some paving.
  - *US 89 Downtown Jackson* adapted lessons learned from the *Elbow Section* to implement shorter workdays to avoid evening commutes.

4.2.1.2 Staged Construction & Traffic Flow Management

- **Staged Construction:**
  - *Snake River Bridge & Intersection (2023-25)* and *Snake River Sections (2017–2021)* used staged bridge and roadway construction to keep traffic moving while work progressed.
  - *Flat Creek Bridge* and *5-Way Intersection (2013)* successfully used half-bridge closures and one-way couplets to maintain flow.
- **One-Way Couplet Strategy:**
  - *5-Way Intersection (2013)* used Pearl Street as a one-way couplet during closures, effectively managing traffic around the work zone.

4.2.1.3 Financial Incentives & Contract Flexibility

- **Incentivized Scheduling:**
  - *Snake River Bridge & Intersection (2023-25)* included financial incentives for contractors to avoid high-season traffic impacts and funded accelerated work at critical intersections.
- **Flexible Work Policies:**
  - *Y Intersection (2016)* permitted weekend paving (including Sundays) to take advantage of lower traffic volumes.
  - *Elbow Section of Snake River Canyon (2020)* highlighted the benefit of paying higher rates for shorter workdays to avoid evening congestion, a strategy later applied in US89 Downtown Jackson.

4.2.1.4 Communication & Public Awareness

- **Advance Notice:** *WY 390 (2018)* and other projects ensured advance public notice of expected delays, helping manage commuter expectations.
- **Real-Time Adjustments:** Observing issues and adapting schedule and communications to address issues.

4.2.1.5 Weather & Environmental Adaptations

- **Temperature Considerations:**
  - Projects like *Contract Patch (2024)* and *5-Way Intersection (2013)* faced temperature constraints, leading to shifts in paving schedules and, in extreme cases, the use of heating equipment to maintain work progress.

4.2.2 Potential Next Steps to consider at Meeting #2 and beyond

- Centralized Hub and Communication:
  - Develop a unified communications plan for all major projects.
  - Formalize pre-project coordination protocols with schools, emergency services, and special event planners.
  - Encourage employers to establish flexible work scheduling policies to minimize community disruption, and encourage paving contractors to be flexible.
- Redundancy/Alt Routes: Invest in infrastructure redundancy to mitigate future impacts.
- Construction mitigation strategies to implement:
  - **Prioritize Off-Season & Night Work** where feasible but account for safety and weather limitations.
  - **Use Staged Construction & One-Way Couplets** to maintain traffic flow.
  - **Incorporate Financial Incentives** to align contractor goals with community needs.
  - **Communicate Early & Often,** using real-time updates and public education (e.g. YouTube videos or other education) on traffic management strategies (e.g., zipper merges).
  - **Be Flexible & Adaptive,** adjusting schedules and methods in response to public feedback and on-the-ground conditions.

4.3 Consolidated Summary of Meeting 2 Discussion:

Attendees were divided into two groups to assess, plan, and mitigate two upcoming road construction scenarios. They were asked to address the following questions:

- How will you communicate with the public in advance of the event? What key details and stakeholders need to be notified?
- What challenges do you anticipate during construction, and how can these be mitigated or avoided?
- What resources and expertise can your agency contribute?
- How will you keep everyone informed during the event as conditions evolve?

- How will you address the critical success factors identified at the first meeting?

4.3.1 Team Marmot Scenario: Flat Creek Bridge Rehabilitation and Gregory Lane Rebuild

Note: The Gregory Lane rebuild is scheduled to begin in Fall 2025 and will span two summers.

- **Public Communication:** Provide advance notice to riders, plan alternative routes, and deliver PA announcements. Utilize construction zone AM radio, QR codes, joint ads, and outreach through the TCSD (via weekly school emails, texts, and phone calls) to alert parents, staff, and high school students. Messaging should be direct—for example, "You will be delayed by 30 minutes. Plan accordingly."
- **Operational Adjustments & Coordination:** Adjust work hours or adopt work-from-home policies. Update navigation apps like WAZE with construction and detour information. Consider building the Tribal Trails connector and reexamining subdivision connectivity. Evaluate whether South Park Loop should be an official detour and if project dates need adjusting. Ensure coordination among ToJ, the County, and WYDOT regarding public construction, special events scheduling, and data collection for space, construction, and time mapping.
- **Additional Communication Tools:** Use dynamic message signs, Facebook notifications or ads, local radio stations, and Teton-WY alerts. Information should be shared among WYDOT, ToJ, the County, TCSD, the Chamber, and TTB, with the Chamber of Commerce potentially assisting by manning a hotline. Direct people to use 511 notify so that there is a single, authoritative source that can then be amplified through other channels.

4.3.2 Team Ermine Scenario: Broadway Slab Replacement Between Millward & Jackson

- **Public Communication:** Issue press releases and use social media, radio, newspapers, the 511 app, message boards, and dynamic message signs. Establish a central communication hub with a single point of contact and prepare signage at the project site weeks in advance. Messaging should ramp up ideally 48 hours before the event, with one year's advance notice for project coordination among town, county, and local agencies.
- **Operational Considerations:** Nighttime work could minimize public disruption by keeping workers and equipment away from heavy traffic. Recognize that longer lane closures may affect business access and truck routes; collaborate with law enforcement to manage truck patterns. Options include providing "sideboards" to contractors or closing the entire site and rerouting traffic.
- **Supporting Communications:** Leverage PD and Fire/EMS to create public service announcement videos, supplemented by public works signage. External affairs can produce maps and videos while monitoring the 511 system and other outlets for accurate information. WYDOT can assist with dynamic message signs, social media, traditional media, and serve as a network hub.
- **Overall Strategy:** Use messaging apps, social media, traditional media, and the 511 system, while involving local emergency services. Consider hosting a comprehensive map detailing construction activities from all agencies, private developments, and special events. A central communication entity (website or dedicated contact) is essential for efficient information dissemination, and communication is especially important to

travelers; some organizations/communication channels are more effective at disseminating information broadly based on their viewership/subscribers. For instance, more visitors might see information from the Chamber or TTB in the summer than residents would see from the Town due to the nature of the organizations and their marketing/social media outreach.

4.3.3 Potential Takeaway Actions from Meeting 2:

- Town and county public information officers should attend TAC meetings quarterly when upcoming construction activities are being discussed.
- Develop a comprehensive map for upcoming construction projects using existing GIS maps or a new mapping layer that includes special events such as concerts. Explore funding options for this.
- Enhance town departments, county departments, and WYDOT collaboration to gather more detailed information on impactful traffic events.
- Note that any of these actions require resources and staff skills; use partnership as needed to supplement Town and County staff time across existing projects.

COUNCIL WORK & PRIORITY ITEMS | 2025

JANUARY	FEBRUARY	MARCH
TOWN MTGS.	**TOWN MTGS.**	**TOWN MTGS.**
~~Affordable Non-Residential Space Scoping Report~~	~~Parking Garage Fees~~	~~Karns Meadow Monitoring/Advisory Group~~
~~Council Appointment Process~~	~~Wildlife Feeding & Bear Resistant Trash Annual Update~~	~~User Fees from EV Charging~~
~~EBike Scoping Report~~	~~Policy Manual Update~~	~~Cemetery Service Level Standards~~
~~Public Art Plan~~	~~User Fees from EV Charging (Continued)~~	~~RFP for Greenhouse Gas Inventory~~
JM	**JM**	**JM**
~~Transportation CIP~~	~~90 Virginian Lane Development Agreement~~	~~90 Virginian Lane Development Agreement~~
	~~Destination Management & Marketing Organization (DMMO)~~	~~Joint Powers Agreement Updates~~
	~~Fire/EMS JPA Process Schedule~~	~~Community Wildfire Mitigation (CWPP)~~

APRIL	MAY	JUNE
TOWN MTGS.	**TOWN MTGS.**	**TOWN MTGS.**
Scoping Related to LDRs	County Water/Wastewater Service Level Connections & Policy	Transportation Impact Study and LDR amendment
Legislature: WAM Update	Equity Task Force Recommendations?	E-Bike/Pathway Safety
		Stormwater Plan & Establishing Stormwater Utility
		Communications Plan & Language Access
JM	**JM**	**JM**
~~90 Virginian Lane~~	Joint Powers Agreement Updates	Joint Powers Agreement Updates
~~Indicator Report~~	Fire/EMS Standards of Cover/Levels of Service	Safe Streets for All
~~Safe Streets for All~~	Fire/EMS Strategic Planning Including Housing Volunteers	5 Year Strategic Transit Development Plan (TDP)
	Housing Supply Plan & Work Plan	90 Virginian Lane
	Joint Long Range Work Plan	
	Transportation Work Plan	
	90 Virginian Lane (Special Meeting)	

COUNCIL WORK PLAN CALENDAR | 2025 (CONTINUED)

JULY	AUGUST	SEPTEMBER
TOWN MTGS.	**TOWN MTGS.**	**TOWN MTGS.**
Future Budget Strategy	Future Budget Strategy	Future Budget Strategy
Ecosystem Health Indicators & Sustainability Plan Update	Snow King/Maple Way	Develop Sworn Mounted Patrol Unit
Rodeo Grounds Lease	Interim Parking Action Plan Update	
Public Art Plan	Adjust Management of Grand Targhee Grant Program	
JM	**JM**	**JM**
Joint Powers Agreement Updates	Joint Powers Agreement Updates	Joint Powers Agreement Updates
Fire/EMS Standards of Cover/Levels of Service		Fire/EMS Standards of Cover/Levels of Service
Housing Preservation Program		

OCTOBER	NOVEMBER	DECEMBER
TOWN MTGS.	**TOWN MTGS.**	**TOWN MTGS.**
County Water/Wastewater Service Level Connections & Policy	Updates to Title 13: Utilities	Future Budget Strategy
Int'l Energy Conservation Building Code Update	Reimaginining Special Events	Stormwater Plan & Establishing a Stormwater Utility
Town Employee Housing Strategy	Mobility Hubs	
Revaluation of 2:1 Workforce Housing Bonus	Future Budget Strategy	
Legislative Approach		
Future Budget Strategy		
JM	**JM**	**JM**
5 Year Strategic Transit Development Plan (TDP)	Joint Powers Agreement Updates	Joint Powers Agreement Updates
Joint Powers Agreement Updates		Fire/EMS Standards of Cover/Levels of Service
		Safe Streets for All

SHIFTS & CHANGES		SPECIAL MEETINGS
Transportation Work Plan moved to May from April		Process of Updating Comp Plan
Communications Plan & Language Access moved to June		Long-term Strategic Vision/Plan Focused on Housing
		Community Visioning Scoping/Check in
		Create 21st Century Operating System