

1. Agenda

Documents:

[TOWN COUNCIL RETREAT AGENDA.PDF](#)

2. Meeting Materials

Documents:

[PAGES 4-24.PDF](#)

[PAGES 25-27.PDF](#)

[PAGES 28-48.PDF](#)

[PAGES 49-53.PDF](#)

[PAGES 54-65.PDF](#)

[PAGES 66-70.PDF](#)

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**TOWN OF JACKSON**  
**2018 TOWN COUNCIL RETREAT**  
**Grand View Lodge/Fireside Room– Snow King Resort**  
**February 6 & 7, 2018**

**Meeting Purpose:** For the Town Council to build clarity and alignment on:

- roles & responsibilities for mayor, council, and staff
- agreements for how to work together effectively
- an understanding of core services along with short, mid, and long term goals

***PLEASE BE AWARE THAT THE TIME FRAMES LISTED ARE GUIDELINES ONLY AND SHOULD NOT BE RELIED UPON FOR SPECIFICITY. THE AGENDA MAY PROGRESS MORE QUICKLY OR SLOWLY THAN SHOWN IN THE TIMEFRAMES DEPENDING ON COUNCIL DISCUSSION AND DIRECTION.***

Tuesday, February 6, 2018

7:30 - 8:00      Arrive

- 8:00 - 8:15      Welcome
- Reaffirm/Modify Agenda
  - Review and Agree on Retreat Outcomes
    - Reaffirm understanding and agreement on how we work together
    - Gain understanding of financial situation
    - General concurrence on timing and content of short, mid, and long term goals
    - Quality, engaging conversation on issues
- 8:15 – 10:15      Effective Governance and Leadership
- Roles & Responsibilities (Mayor, Council, Staff, Council Liaisons)
    - Effective Use of Boards
  - Relationships (Council, Staff, and Council Staff Interaction)
    - Working Agreements
    - Municipal Enforcement
- 10:15 – 10:30      Break
- 10:30 – 11:00      Vision and Values from the Comprehensive Plan & Core Services
- Review Vision and Values from the Comprehensive Plan
  - Review Core Services Document
- 11:00 – 11:45      Financial Overview
- Budget Overview
  - General Fund 5 Year Model
  - Utility Funds Overview
  - Current Capital Project Update

- |               |  |
|---------------|--|
| 11:45 – 12:15 | Lunch Break  |
| 12:15 – 1:15  | Strategic Thinking <ul style="list-style-type: none"> <li>• Short Term Goals Through December 31, 2018</li> <li>• Mid Term Goals Through December 31, 2020</li> <li>• Long Term Goals 5 – 10+ Years Out</li> </ul>   |
| 2:15 – 2:45   | Break  |
| 2:45 - 5:00   | Discussion of Major Issues and Listing of Workshop Items <ul style="list-style-type: none"> <li>• Issues Discussion (Additional Time Scheduled on 2/7)               <ul style="list-style-type: none"> <li>○ Local Government Funding                   <ul style="list-style-type: none"> <li>▪ SPET Election</li> <li>▪ Town Property Tax to Support Fire/EMS</li> </ul> </li> <li>○ Snow King Master Plan                   <ul style="list-style-type: none"> <li>▪ Snow King Sports &amp; Events Center 2<sup>nd</sup> Ice Sheet</li> </ul> </li> <li>○ Municipal Campground</li> <li>○ Food Truck Regulations</li> <li>○ Managed Parking</li> <li>○ Town Square Pedestrian Zone Pilot Project</li> <li>○ Rodeo Grounds/TC Fair Lease Expiration</li> <li>○ Pathways Projects</li> <li>○ Imagine Jackson</li> <li>○ Downtown Post Office</li> <li>○ Downtown Core Pedestrian Signaling</li> </ul> </li> <li>• Workshop Items (Potentially no discussion on these as they are already scheduled for a workshop)               <ul style="list-style-type: none"> <li>○ Sustainable Destination Management Plan (2/5 JIM)</li> <li>○ Health in All Policies (2/5 JIM)</li> <li>○ Jackson Street One Way/Parking/Streetscape (2/20)</li> <li>○ Gregory Lane Discussion (2/20)</li> <li>○ START Funding Working Group Recommendations (3/5 JIM)</li> <li>○ SPET Discussion (3/5 JIM)</li> <li>○ Workforce Housing Supply and Demand (3/5 JIM)</li> <li>○ Residential Rental Regulations (2/20)</li> <li>○ Snow King Lease Discussion (3/19)</li> <li>○ Non-Discrimination Ordinance Discussion (3/19)</li> <li>○ Taxi/Uber Regulations Discussion (3/19)</li> <li>○ Plastic Bag Regulations (4/16)</li> <li>○ Municipal Campground (4/16)</li> </ul> </li> </ul> |
| 5:00          | Recess Until 8:00 A.M. Wednesday, February 7, 2018   |

Wednesday, February 7, 2018

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|---------------|--|
| 7:30 - 8:00   | Arrival  |
| 8:00 – 8:30   | Council Business <ul style="list-style-type: none"><li>• Council Liaison Assignments<ul style="list-style-type: none"><li>○ Board of Health Request</li></ul></li><li>• Effective Use of Consent Calendar</li><li>• Check In on Regular Meeting Date</li><li>• Review Tentative Joint Retreat Agenda (March 12, 12:00 – 5:00 PM)</li></ul> |
| 8:30 – 9:00   | Legal Issues   |
| 9:00 – 11:15  | Discussion of Major Issues (continued)   |
| 11:15 – 12:00 | Wrap Up & Next Steps <ul style="list-style-type: none"><li>• Wrap-up</li></ul>   |
| 12:00 – 12:30 | Lunch  |
| 12:30 – 1:30  | Adjourn  |





# Roles and Responsibilities of Elected Officials & Staff

## OFFICIAL ROLES

### 1. Mayor

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

### 2. Individual Councilmembers

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

### 3. Town Council (As a Body)

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

### 4. Town Manager

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

### 5. Town Attorney

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

### 6. Town STAFF

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

### 7. COUNCIL LIAISONS

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



## GOVERNANCE ROLES

### 1. Mayor

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

### 2. Town Council

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

### 3. Staff

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



## **TOWN COUNCIL WORKING AGREEMENTS**

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

### ▪ **Discussion**

*We agree to:*

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

### ▪ **Consensus & Voting**

*We agree to:*

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

### ▪ **Respect**

*We agree to:*

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

### ▪ **Intentionality**

*We agree to:*

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

### ▪ **Fairness and Equity**

*We agree to:*

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

### ▪ **The Body Politic**

*We agree to:*

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



# **Rules and Procedures**

## **TOWN COUNCIL Of Town of Jackson, Wyoming**

Updated April 2016

Pursuant to W.S. § 15-1-106 the governing body shall determine the rules for the conduct of its proceedings.

## **TABLE OF CONTENTS**

### **CHAPTER 1 – GENERAL PROVISIONS**

	Section No.	Page No.
Adoption of Robert’s Rule of Order	1	3
Precedence of Rules	2	3
Suspension of Rules	3	3

### **CHAPTER II – RULES AND PROCEDURES**

Addressing the Town Council	7	7
Appointments	22	16
Agendas and Packets for Meetings	16	12
Board and Committee Liaisons	17	15
Conduct of Meetings	4	5
Consent Calendar	11	11
Minutes	14	12
Motions	9	8
Notice of Meetings	2	5
Official Correspondence from the Mayor or Council	21	16
Order of Business	15	12
Ordinances	12	11
Quorum	3	5
Research for Members of the Town Council	20	16
Resolutions	13	11
Rules of Debate	6	7
Rules of Decorum	8	7
Swearing In of New Members	23	15
Town Staff Reports	18	15
Town Attorney	19	14
Types of Meetings	1	4
Vice Mayor	5	7
Voting	10	10

<b>INDEX</b>	<b>17</b>
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## **CHAPTER I**

### **GENERAL PROVISIONS**

#### **Section 1. Adoption of Robert's Rules of Order.**

The Town has adopted "Robert's Rules of Order" as its guideline for parliamentary procedure. The rules of parliamentary procedure should be adhered to whenever possible for the proper and orderly conduct of Town Council meetings. Where there is a conflict in procedure between that set forth in the Wyoming Statutes for Municipal Ordinances and that contained in "Robert's Rules of Order", the procedures established by law take precedence.

#### **Section 2. Suspension of Rules.**

The Town Council has the right to suspend such rules as it has the power to adopt, including any rules contained in "Robert's Rules of Order". When the Town Council acts in violation of such rules as it has the authority to suspend, the rules are deemed suspended thereby and its actions are not invalidated by failure to comply with such rules.

#### **Section 3. Precedence of Rules.**

The following is a compilation of both applicable parliamentary laws and those parliamentary rules and procedures that have been adopted by this Town Council. Any rules herein, in conflict with "Robert's Rules of Order", shall take precedence and shall be considered as amendments to said "Robert's Rules of Order."

## **CHAPTER II**

### **RULES AND PROCEDURES**

#### **Section 1. Types of Meetings.**

Town Council Meetings may be of the following kinds:

- a. “Regular meetings” which are set by ordinance and held twice monthly in the Council Chambers of the Town Hall located at 150 East Pearl Avenue.
- b. “Special meetings” which may be called as provided by ordinance. Town Council workshop meetings and rescheduled regular meetings are special meetings. Meetings conducted jointly with the Teton County Commission are special meetings. Special meetings may be called by the Mayor or by a majority of the Town Council.
  - i. Mayoral Determination. When the Mayor sets a special Town Council meeting, the Town Clerk shall inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
  - ii. Majority of the Town Council Determination. When a majority of the Town Council sets a special Town Council meeting, a representative of that majority shall contact the Town Clerk. The Town Clerk shall then inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
  - iii. Town Staff Request. When Town Staff is desirous of conducting a special Town Council meeting, the Town Staff member shall contact the Town Clerk. The Town Clerk shall contact the Mayor to obtain authorization for that meeting. The Town Clerk shall then inform all members of the Town Council individually of the meeting, and shall proceed with public notification, Town Staff notification, and agenda preparation. If the Mayor is unavailable for the proposed meeting date and time or has no preference regarding the Town Staff proposed meeting date and time, and directs that the meeting should proceed, the Town Clerk shall then contact each member of the Town Council individually to ascertain whether a quorum would exist for the proposed meeting date and time. Upon receiving quorum information from three Councilmembers, the Town Clerk shall then proceed with setting the Special Meeting and shall inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
- c. “Executive sessions” which are portions of Special Meetings called by a vote of two-thirds (2/3) of the members present and excluding the public therefrom, when the nature of the business so requires. Prior to recessing or adjourning to executive session, the Town Council must first convene a special meeting.
- d. Emergency Meetings. Emergency meeting may be called on matters of serious immediate concern to take temporary action without notice. Reasonable effort shall be made to offer public notice. All action taken at an emergency meeting is of a temporary nature and in order to become

permanent shall be reconsidered and acted upon at an open public meeting within forty-eight (48) hours.

## **Section 2. Notice of Meetings.**

No notice of regular meetings is required. Action may be taken on matters before the Town Council at a regular meeting regardless of prior listing on the agenda, unless the matter requires advance notice as per the Jackson Municipal Code or Wyoming Statutes. Noticing is required for special meetings as set forth in the Wyoming Statutes. The notice for special meetings shall state the business to be transacted. No other business may be considered at a special meeting.

## **Section 3. Quorum.**

A majority of the Town Council is sufficient to do business, and motions may be passed 2-1 if only three (3) Councilmembers are present, but ordinances, resolutions granting franchises or licenses and motions concerning the payment of money require at least three (3) affirmative votes. A Councilmember listening via conference call or via videoconference is not present at the meeting and shall not be counted in roll call, nor may they vote on any matters or take any action before the Town Council. The privilege of listening via audio conference or video conference shall be granted or denied by the Mayor on a case-by-case basis.

A member who recuses himself from discussion and action on a particular item by stepping down from the Council desk or leaving the Council Chambers is no longer counted towards a quorum being present.

## **Section 4. Conduct of Meetings.**

- a. The Mayor, or in the absence of the Mayor, the Vice Mayor shall act as chairperson at all meetings.
- b. The powers and duties of the Mayor include moving, seconding, debating and voting from the Chair.
- c. The Mayor shall introduce each matter on the agenda in its proper order, unless a majority of the Town Council orders otherwise. The procedure to follow for each type of item is as follows:
  - 1) Consent Calendar Item Procedure
    - i. Mayor Asks Town Council if there are Items to be Withdrawn
    - ii. Town Council states items to be withdrawn or states no items to be withdrawn
    - iii. Public Comment on Consent Calendar
    - iv. Mayor Asks for a Motion on the Remainder of the Consent Calendar
    - v. Motion to Approve Remainder
    - vi. Vote on Remainder
    - vii. Withdrawn Items are read by Mayor Individually
    - viii. Town Council Discussion on Individual Items
    - ix. Motion and Second to Approve on Individual Items
    - x. Vote on Individual Items
  - 2) Public Hearing Item Procedure
    - i. Mayor Bangs Gavel Once and Opens a Public Hearing on Item as Stated on Agenda



- ii. Public Comment.
  - iii. Mayor Closes Public Hearing
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- 3) Discussion and/or Action Item Procedure
  - i. Agenda Item is read by Mayor
  - ii. Presentation by Town Staff
  - iii. Town Council Questions of Town Staff
  - iv. Presentation by Applicant
  - v. Town Council Questions of Applicant
  - vi. Public Comment
  - vii. Town Council Discussion
  - viii. Motion and Second to Approve/(if planning item, discuss and make necessary findings)
  - ix. Vote
- 4) Resolution Procedure
  - i. Agenda Item is read by Mayor
  - ii. Town Council Questions of Town Staff
  - iii. Public Comment
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- 5) New Ordinance Procedure
  - i. Agenda Item is Read by Mayor
  - ii. Motion to read by Short Title/Vote
  - iii. Read by Town Attorney
  - iv. Town Council Questions of Town Staff
  - v. Public Comment
  - vi. Town Council Discussion
  - vii. Motion and Second to Approve
  - viii. Vote
- 6) Multiple Ordinance 2<sup>nd</sup> or 3<sup>rd</sup> Reading
  - i. Motion to read all Ordinances by Short Title/Vote
  - ii. Ordinance is read by Town Attorney
  - iii. Public Comment
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- d. At his discretion, the Mayor may allow additional Town Council Questions of Town Staff, Town Council Questions of the Applicant or Public Comment at any time he deems appropriate.
- e. “Robert’s Rules of Order” shall be followed in conducting Council Meetings, unless a majority of the Town Council rules otherwise.
- f. The Chief of Police, or a designated subordinate, shall serve as Sergeant-at-Arms to preserve order in the Chambers during meetings, as directed by the Mayor.

## **Section 5. Vice Mayor.**

Each January, or whenever the Mayor deems appropriate, the Mayor shall appoint a Councilmember to serve as the Vice Mayor or Mayor Pro-Tem. In the absence of the Mayor, the Vice Mayor shall preside at all meetings of the governing body and/or perform other Mayoral duties as requested.

## **Section 6. Rules of Debate.**

- a. In obtaining the floor, every Councilmember shall first address the Mayor, gain recognition by the Mayor, and shall confine himself or herself to the question under debate, avoiding personalities and indecorous language.
- b. Members of the Town Staff, after recognition by, the Mayor, shall hold the floor until completion of their remarks or until recognition is withdrawn by the Mayor.
- c. No Councilmember shall be allowed to speak more than once upon any particular subject until every other Councilmember desiring to do so shall have spoken. No Councilmember shall be allowed to speak longer than five (5) minutes the first time or three (3) minutes the second or subsequent times on any one particular subject, except by majority vote of the Town Council. No Councilmember shall be allowed to speak more than three times on the subject without the express consent of the Mayor.

## **Section 7. Addressing the Town Council.**

- a. Each person desiring to address the Town Council either under the Public Comment section or under the public comment period for a particular item shall approach the lectern in person, state his or her name and address for the record, state the subject he or she wishes to discuss, state whom he or she is representing if he or she represents an organization or other persons, and unless further time is granted by majority vote of the Town Council or the Mayor, shall limit his remarks to three (3) minutes. Public comment made by phone, video, or any other form of electronic communication shall not be permitted with the exception of applicant or consultant presentations or interviews for advisory or joint powers boards as approved in advance of the meeting by the Mayor or Town Manager. All remarks shall be addressed to the Town Council as whole and not to any member thereof. No question shall be asked of a Councilmember or a member of the Town Staff without the permission of the Mayor. After permission of the Mayor, a question may be asked, but neither Town Staff nor the Councilmember to whom the question is directed shall answer the question during the public comment period.
- b. In order to expedite matters and to avoid repetitious presentations, whenever any group of persons wishes to address the Town Council on the same subject matter, it shall be proper for the Mayor to request that a spokesperson be chosen by the group to address the Town Council and, in case additional matters are to be presented by any other member of said group, to limit the number of such persons addressing the Town Council.

## **Section 8. Rules of Decorum.**

- a. While the Town Council is in session, the members must preserve order and decorum, and a member shall neither by conversation or otherwise delay nor interrupt the proceedings of the

peace of the Town Council nor disturb any member while speaking nor refuse to obey the orders of the Mayor. Members of the Town Council shall not leave their seats during a meeting without first obtaining the permission of the Mayor.

- b. Members of the Town Staff and employees shall observe the same rules of order and decorum as are applicable to the Town Council, with the exception that members of the Town Staff may leave their seats during a meeting without first obtaining the permission of the Mayor.
- c. Any person making impertinent, slanderous, or profane remarks or who becomes boisterous while addressing the Town Council shall be called to order by the Mayor and, if such conduct continues, may at the discretion of the Mayor be ordered barred from further audience before the Town Council during that meeting.
- d. Any person in the audience who engages in disorderly conduct as defined in the Jackson Municipal Code by loud or unnecessary talking, hallooing, or by any threatening, abusive, profane, or obscene language, or violent actions, or by any other rude behavior, interrupts, molests or disturbs a Town Council Meeting, upon instructions from the Mayor it shall be the duty of the Chief of Police or his designee to remove any such person from the Council Chamber and charge that person with Disturbing Meetings as provided for in 9.40.010 of the Jackson Municipal Code
- e. Matters before the Town Council in a meeting will normally be handled in one of the following manners:
  - (1) Acted upon.
  - (2) Placed under Matters from Mayor and Town Council for action later on in the meeting.
  - (3) Received and referred to Town Staff for further research and a recommendation for a future meeting.
  - (4) Received and filed without action.
  - (5) Continued, pending further consideration or the receipt of a report.
  - (6) Referred to the Town Manager for placement on an upcoming meeting.
  - (7) Tabled.

## **Section 9. Motions.**

- a. The process of motions is that when a motion is made and seconded, it shall be stated by the Mayor or the Town Clerk before vote. A motion shall not be withdrawn by the mover without the consent of the seconder.
  - (1) If the question contains two or more divisionable propositions, the Mayor may, and upon the request of a member, shall divide the same.
- b. No motion is before the Town Council until it has been seconded.

c. The precedence of motions is when a motion is before the Town Council, no other motion shall be entertained except:

- (1) To adjourn.
- (2) To fix the hour of adjournment.
- (3) To lay on the table (postpone indefinitely).
- (4) For the previous question (to vote immediately).
- (5) To postpone to a certain day,
- (6) To refer (to a committee or a member of the Town Staff for report).
- (7) To amend or to substitute another motion.
- (8) To refer to the Town Manager for placement on a future meeting agenda.

These motions have precedence in the order indicated. The first four motions are not debatable, though it is always permissible to raise a point of order on the proper use of any motion and it is also in order to appeal from the decision on the point of order. Once an item of business has been disposed of, it is not available for further debate except upon a motion and majority vote to reconsider.

d. Reconsideration. A Councilmember may make a motion to reconsider the vote on a particular item to permit correction of hasty, ill-advised, or erroneous action, or to take into account added information or a changed situation that has developed since the taking of the vote. Because of the investment made by members of the public to attend specific Council meetings to hear entire presentations and debate, to make public comments, and hear the vote on a particular item, motions to reconsider are strongly discouraged.

- (1) A motion to reconsider shall occur either at the same meeting where the original vote was taken, or at the next regular or special Town Council meeting, prior to the approval of the minutes at which the original vote was taken.
- (2) A motion to reconsider must be made by a Councilmember who voted on the prevailing side.
- (3) A motion to reconsider can then be acted upon immediately or it can be delayed until a future Town Council meeting.
- (4) Immediate Action.
  - i. Debate can then occur as to whether there is added information, a changed situation, whether a Councilmember felt they made a hasty decision, etc.
  - ii. If the vote to reconsider is successful, the item is then before the Town Council for action pursuant to the motion as stated at the previous meeting. Additional information can then be presented and discussed. The vote on the original motion is then called for and taken.
  - iii. The minutes of the previous meeting are then approved as amended to include the reconsideration and outcome.
  - iv. If the vote to reconsider fails, the minutes for the previous meeting are then approved as presented and the meeting continues.
- (5) Delayed Action.
  - i. The Mayor directs the Town Clerk to place the reconsideration item as the first action item on the next agenda and to place the minutes of the previous meeting as the next action item after the item in question.
  - ii. Public notice is then given that the Council intends to reconsider the outcome of the previous vote taken on the item in question.

- iii. At the subsequent meeting, the motion to reconsider is Called Up by the Mayor. Debate can then occur as to whether there is added information, a changed situation, whether a Councilmember felt they made a hasty decision, etc.,
- iv. If the vote to reconsider is successful, the motion before the Town Council is the same as it was stated in the original meeting. Additional information can then be presented and discussed, amendments to the original motion can be made, and a vote taken.
- v. The minutes of the previous meeting are then approved as amended to include the reconsideration and outcome.
- vi. If the vote to reconsider fails, the minutes of the previous meeting are approved as presented and the meeting continues.

## **Section 10. Voting.**

On the passage of every motion, the vote shall be taken and entered in the record by the Town Clerk.

- a. Every Councilmember should vote unless disqualified by a conflict of interest.
- b. The failure of a Councilmember to voice his or her vote will be considered as his or her having cast an affirmative vote on the motion.
- c. Abstention. (To refrain from voting)
  - (1) Councilmembers may abstain from voting as they cannot be compelled to vote. An abstention on a motion based on a conflict of interest is appropriate and expected. Abstention on a motion in the affirmative, where no conflict of interest exists, is discouraged and has the same effect as a negative vote.
  - (2) Councilmembers abstaining from a vote due to a conflict of interest shall not participate in the debate on that matter prior to the vote being taken.
  - (3) Councilmembers abstaining from debate and voting on a motion due to a conflict of interest may briefly state their reason for the abstention prior to debate occurring.
- d. Recusal. (To disqualify oneself from participation in debate and voting on grounds such as prejudice or personal involvement)
  - (1) Councilmembers may recuse themselves for cause by publicly stating the reason for the disqualification. When it has been determined that a Councilmember has cause for recusing himself or herself from voting on a particular matter then before the Town Council, said Councilmember shall not remain in his or her seat during the debate and vote on such matter, but shall request and be given permission of the Mayor to step down from the Council Table and either take a seat in the audience or leave the Council Chamber. A Councilmember recusing himself or herself shall not be counted as part of a quorum and shall be considered absent for the purpose of determining the outcome of any vote on such matter. Stepping down from the Town Council for an item shall be so noted in the minutes of that meeting.
  - (2) If the Mayor or a Councilmember contends that there is no clearly disqualifying conflict of interest, the matter of disqualification shall be decided by the Town Attorney.

## **Section 11. Consent Calendar.**

The consent calendar shall contain any and all items Town Staff or the Town Council believes are routine and appear to be lacking the need for debate or discussion. This includes minutes, disbursements, special event requests, bid awards, contracts for projects previously authorized, and the like. All contracts shall, before presentation to Town Council, have been approved as to form and legality by the Town Attorney.

## **Section 12. Ordinances.**

Where the particular ordinance has been prepared in advance.

- a. On first reading, an ordinance shall be accompanied by a Town Staff report.
- b. Upon unanimous vote, all readings of ordinances may be made by title only. Otherwise it must be read in full. Upon completion of the appropriate reading by the Town Attorney, the Town Council may, by majority vote, make any changes or amendments it desires.
- c. Upon second reading, if the ordinance is substantially changed at this time, the reading must be considered a first reading. No Town Staff report is required for second reading.
- d. Upon third reading, if the ordinance is changed at this time, the reading must be considered a first reading. No Town Staff report is required for third reading.
- e. Following the third reading, and at least ten (10) days after the first reading, except for emergency ordinances, upon motion made and seconded, the ordinance is adopted if there are at least three (3) affirmative votes.
- f. Ordinances shall become effective pursuant to Title 15 of the Wyoming Statutes.
- g. It is the duty of the Town Clerk to publish ordinances pursuant to Title 15 of the Wyoming Statutes. Ordinances shall be published between 2<sup>nd</sup> and 3<sup>rd</sup> reading so that they become effective upon 3<sup>rd</sup> reading except for charter ordinances, ordinances related to annexation, or any other ordinance as directed by the Town Attorney.
- h. Emergency ordinances may be read by short title; require  $\frac{3}{4}$  of the qualified members of the governing body or four (4) affirmative votes for passage; require only one reading; and become effective immediately upon adoption. They may be declared void if no true emergency existed. No franchise may be granted by emergency ordinance.
- i. All ordinances shall, before presentation to the Town Council, have been approved as to form and legality, by the Town Attorney.

## **Section 13. Resolutions.**

Where the particular resolution has been prepared in advance, the procedure is: Resolution title is read by the Mayor, Town Council questions of Town Staff, Public Comment, Town Council discussion, Motion, second, vote. It is not necessary to read in full, as long as the resolution is sufficiently

identified. However, any Councilmember may demand that it be read in full. Resolutions shall be published in full in the text of the minutes and do not require separate publishing.

- a. All resolutions shall, before presentation to the Town Council, have been approved as to form and legality, by the Town Attorney.

#### **Section 14. Town Council Minutes.**

The minutes are the responsibility of the Town Clerk until presented to the Town Council for approval; the Town Council may then, by motion make such corrections as conform to fact. The minutes shall be published pursuant to Wyoming Statutes.

Minutes of executive sessions are the responsibility of the Town Attorney.

#### **Section 15. Order of Business.**

The regular order of business for regular meetings shall be:

- a. Opening
  - i. Call to Order
  - ii. Pledge of Allegiance
  - iii. Roll call
  - iv. Announcements and Proclamations
- b. Public Comment (public comment is reserved for questions and comments from the public on items that are not otherwise included in the agenda)
- c. Consent Calendar
  - i. Minutes
  - ii. Disbursements
- d. Public Hearings, Discussion and/or Possible Action Items
- e. Resolutions
- f. Ordinances
- g. Matters from Mayor and Town Council
- h. Matters from the Town Manager
- i. Adjournment.

The regular order of business may be suspended at any time by a majority vote of a quorum of the Town Council, in order to take up a matter on the agenda out of its regular order. The order of business for meetings, other than regular, shall be determined by the Town Clerk, based on the anticipated needs of the Town Council.

#### **Section 16. Agendas and Packets for Meetings.**

- a. Regular Meetings. Agendas and Packets for regular meetings shall be prepared by the Town Clerk. Agendas for regular meetings shall be closed at 10:00 A.M. on the Thursday preceding the meeting. The agenda shall be finalized by the Town Clerk with input from the Town Manager and the Mayor. Matters on a regular meeting agenda are comprised of the following:

- (1) Announcements. Announcements do not need to be accompanied by a Town Staff report. Announcements notify the public of upcoming meetings, schedule changes,

new employee introductions, office closings, and the like. Announcements do not require Town Council action and can be recommended for addition to the agenda by any Councilmember or Town Staff member.

- (2) Proclamations. Proclamations do not need to be accompanied by a Town Staff report. Proclamations notify the public of community wide events such as burn week or of issues of community significance such as commendations, remembrances and the like. Proclamations do not require Town Council action and can be recommended for addition to the agenda by any Councilmember or Town Staff member.
- (3) Public Comment. This item on the agenda is reserved for questions and comments from the public on items that are not otherwise included on the agenda. If prior notification has been given that a citizen intends to speak under Public Comment, their name shall be so listed on the agenda. If documents are provided prior to finalization of the Town Council packet, those items shall be included in the packet.
- (4) Consent Calendar. The consent calendar shall contain any and all items Town Staff or the Town Council believes are routine and appear to be lacking the need for debate or discussion. This includes minutes, disbursements, special event requests, bid awards and the like. Any item on the consent calendar other than minutes, disbursements or the Municipal Court Report shall be accompanied by a Town Staff report.
- (5) Public Hearings, Discussion, and/or Possible Action Items. Items in this section shall be accompanied by a Town Staff report. This section of the agenda is for liquor license public hearings and action, planning items, administrative items, departmental action items, contracts, easements, public infrastructure project authorization, and the like. All contracts, prior to presentation to Town Council shall have been approved as to form and legality by the Town Attorney.
- (6) Resolutions. Resolutions shall be accompanied by a Town Staff report. Resolutions are related to policy matters, budget adoption or amendment, elected official commendations, parking schedule or speed limit schedule amendments and the like. Resolutions may amend the Municipal Code if the enacting ordinance allows amendment by resolution. Resolution numbers are designated by the Town Clerk and shall be so numbered as to represent the year of adoption.
- (7) Ordinances. Ordinances presented for first reading shall be accompanied by a Town Staff report. Ordinances presented for second or third reading do not require a Town Staff report. Ordinances shall be designated with a letter of the alphabet upon first reading and shall retain that letter until passed on third reading. The agenda shall specify which reading is before the Town Council. Upon presentation for third reading, the agenda shall specify the ordinance number to be designated per the Town Clerk. Ordinance readings shall occur at consecutive regular Town Council meetings unless directed otherwise by the Mayor, Town Manager or Town Attorney.
- (8) Matters from Mayor and Town Council. Items in this section of the agenda can be presented from any member of the Town Council and may or may not be accompanied by a Town Staff report and may or may not be listed on the agenda. This section of the agenda is for travel authorizations, designation of voting delegates to various meetings or conventions, or any item the Town Council may wish to bring up for Town Council consideration or discussion. Town Staff may also present items for Town Council consideration under this section of the agenda with authorization from a member of the Town Council. Town Council requests of Town Staff shall be directed to the Town Manager.



- (9) Matters from the Town Manager. This section of the agenda is for the Town Manager to report to the Town Council on the various activities of note of Town government operations and to notify the Town Council of upcoming meetings and scheduling. Items contained in the Town Manager's report may include issues recommended for affirmative Town Council action. Upon presentation of the Town Manager's report, the Town Council acts on the acceptance of that report.
- b. Special/Workshop Meetings. Agendas and Packets shall be prepared for Special/Workshop Meetings by the Town Clerk. Agendas for Special/Workshop meetings shall be closed at 10:00 A.M. on the Thursday preceding the meeting or on the date so determined by the Town Clerk. The agenda shall be finalized by the Town Clerk with input from the Town Manager and the Mayor. Matters on a Special/Workshop meeting agenda are comprised of the following:
- (1) Discussion and/or Action Items. These matters may require detailed discussion in an informal setting between Town Council and Town Staff, Town Council and other appointed boards, Town Council and citizen groups, or Town Council and individual applicants requesting Town Council action. Matters before the Town Council at a special/workshop meeting may be items requiring additional time for review of details or requests, draft ordinances for discussion purposes, complex public infrastructure projects, or items Town Staff is desirous of feedback on prior to placement on a regular meeting agenda for action.
  - (2) Set Next Workshop Agenda. Town Staff shall recommend to the Town Council a proposed listing of matters to be placed on upcoming workshop agendas. The Town Council may add, delete, or rearrange this listing during the meeting by motion and a majority vote. Additional items for upcoming workshops shall be finalized by the Town Clerk with input from the Town Manager and the Mayor.
- c. General.
- (1) Items submitted from the public are due to the Town Clerk two (2) weeks prior to the packet deadline for a particular meeting in order to provide Town Staff sufficient time to review the request and prepare a Town Staff report and recommendation to the Town Council.
  - (2) Agendas and packets for regular meetings shall be produced by the Town Clerk and distributed to members of the Town Council by no later than 4 o'clock p.m. on the Thursday preceding the meeting. A hard copy packet shall be provided to each of the five (5) Town Council members, the Town Clerk, the Town Manager and the Town Attorney. An electronic version of the agenda and packet shall be constructed by the Town Clerk and posted on the Town's website no later than 4 o'clock p.m. on the Thursday preceding the meeting. The Town Clerk shall provide e-mail notice of agendas to anyone requesting such notice.
  - (3) Agendas and packets for other meetings, shall be produced by the Town Clerk and distributed to members of the Town Council in the same manner as regular meetings unless the timeframe does not allow it. If the timeframe does not allow sufficient time for such distribution, the Town Clerk shall produce the agenda, packet and provide notice at the next earliest opportunity.

(4) Public hearings shall be set by:

- (1) The Town Council, when the law requires the Town Council to set the hearing.
- (2) The Town Clerk in all other cases.
- (3) Unless otherwise ordered by the Town Council or determined by the Town Clerk, public hearings shall normally be scheduled for the first item of business under Public Hearings, Discussion and/or Action Items at regular Town Council meetings.

#### **Section 17. Town Council Board and Committee Liaisons.**

The Town Council may appoint individual members to represent the Town Council at various board meetings and committee meetings throughout the community. Each January, or as soon thereafter as the Town Council deems appropriate, the Town Council shall review the list of board and committee liaisons and make changes as they deem necessary. These liaison appointments shall be mutually agreed upon by the Town Council and shall remain valid until changed. Individual Councilmembers serving as a liaison shall not represent themselves as speaking for the Town Council on any matter or in any respect unless directed to do so by majority vote of the Town Council on individual matters as they arise. The Councilmember's role as liaison is to remain informed of the board or committee's issues and be a conduit for information to be relayed back to the Town Council. Depending on the board or committee's bylaws, the Councilmember may be a voting member or may be an ex-officio member or may simply attend the meetings to remain informed without actually serving on the board or committee.

#### **Section 18. Town Staff Reports.**

The Town Manager shall approve all Town Staff reports prior to placement in the packet for any Town Council meeting as he deems necessary. The Town Council may, at its discretion, request a Town Staff Report from the Town Manager on any matters under consideration. The Town Manager may then assign the Town Staff report to any member of Town Staff.

- a. Members of the Town Staff may, at their discretion, initiate and submit to the Town Council reports on any matters before the Town Council or any matter deemed important with the Town Manager's approval. These reports may be listed on the agenda, or they may be submitted to the Town Council outside of the agenda at the Town Manager or Town Attorney's discretion.
- b. Town Staff reports shall be prepared in a format as determined by the Town Manager.

#### **Section 19. Town Attorney.**

The Town Attorney is retained to provide legal advice and assistance to the Town Council, Commissions, and the Town Staff. Individual members of the Town Council wishing to have the Town Attorney undertake any research or the preparation of any resolution or ordinance shall first obtain authorization from the Town Council; or, in matters of extreme emergency, from the Mayor. Individual Town Staff members wishing to have the Town Attorney undertake any research or the preparation of any resolution or ordinance shall first obtain authorization from their Department Director and in some cases the Town Manager.

## **Section 20. Research for Members of the Town Council.**

Individual Councilmembers shall refrain from requesting opinions or research from Town Staff and shall direct all inquiries through the Town Manager. Individual Councilmembers shall direct all requests through the Town Manager or the Assistant Town Manager except simple matters related to citizen information requests.

## **Section 21. Official Correspondence from the Mayor or Members of the Town Council**

The Mayor shall be designated and authorized to represent the Town Council and author letters on issues supported by a vote of the Town Council. The Mayor shall also be authorized to author letters on behalf of the Town of Jackson organization when a response is appropriate as determined by the Mayor or the Town Manager. Individual Councilmembers shall refrain from using their position as a Councilmember to send official letters on Town letterhead in support of or in opposition to issues without a vote of approval from the Town Council. The Mayor or any Councilmember may author personal letters of reference to individuals on Town letterhead so long as those letters do not indicate that they are representing the Town Council as a whole.

## **Section 22. Appointments.**

- a. Mayoral Appointments. Mayoral appointments that require the advice and/or consent of the Town Council shall follow a procedure as determined by the Mayor. This procedure may involve advertising, accepting letters of interest, interviews by the Mayor, interviews by the Town Council, interviews by Town Staff or any other procedure as the Mayor deems appropriate. Any procedure used by the Mayor may change at any time with or without notice provided.
- b. Majority of Town Council Appointments. Appointments that are a majority vote of the Town Council shall follow a procedure as determined by majority vote of the Town Council. This procedure may involve advertising, accepting letters of interest, interviews by the Town Council, and interviews by Town Staff or any other procedure as the Town Council deems appropriate. Any procedure set forth by majority vote of the Town Council may change at any time by another majority vote of the Town Council.

## **Section 23. Swearing In of New Members.**

- a. Upon Election. Pursuant to Wyoming Statutes, the term of office for a person elected at the general municipal election commences the first Monday in January following the general election but before entering their duties, they must be administered the Oath of Office. The Town Clerk shall arrange a Swearing In Ceremony to be held on the first Monday in January in the morning, prior to any regular or special Town Council meetings being called to order.
- b. Upon Appointment. Pursuant to Wyoming Statutes, when a vacancy exists in the governing body of a municipality, the Town Council shall appoint an eligible person as successor. A vacancy in the office of Mayor shall only be filled by a member of the governing body. The appointment shall be made at a regular or special meeting of the Town Council and upon appointment, the Oath of Office shall be administered.

# INDEX

- abstain, 10
- agenda, 5, 6, 14
- agendas, 2, 12, 14
- announcements, 12
- appointments, 2, 16
- chief of police, 6, 8
- conduct of meetings, 5
- conflict of interest, 10
- consent calendar, 2, 5, 11, 12, 13
- correspondence, 2, 16
- decorum, 7, 8
- disbursements, 11, 13
- disorderly conduct, 8
- effective date, 1
- emergency meeting, 4
- findings, 6
- first reading, 11, 13
- liaisons, 2, 15
- majority, 4, 5, 6, 7, 9, 11, 12, 14, 15, 16
- matters from mayor and town council, 8, 12, 13
- mayoral appointments. *see* appointments
- motions, 8
- notice, 2, 5
- notification, 4, 13
- oath of office, 16
- order of business, 12
- ordinance, 4, 11, 13, 15
- ordinance publication, 11
- ordinances, 2, 3, 6, 11, 12, 13
- packet, 13, 14, 15
- precedence of rules, 3
- proclamations, 12, 13
- public comment, 5, 6, 7, 11, 12, 13
- public hearing, 5, 6
- public hearings, 15
- public hearings, discussion, and/or possible action items, 13
- quorum, 2, 4, 5, 10, 12
- reconsider, 9, 10
- recuse, 5, 10
- regular meetings, 4
- research for members of the town council, 2, 16
- resolutions, 2, 6, 11, 12, 13
- robert's rules of order, 3, 6
- rules of debate, 7
- rules of decorum, 2, 7
- sergeant-at-arms, 6
- short title, 11
- speaking time limits, 7
- special/workshop meetings, 14
- suspension of rules, 3
- swearing in, 2, 16
- town attorney, 2, 6, 10, 11, 12, 13, 14, 15
- town clerk, 4, 8, 9, 10, 11, 12, 13, 14, 15, 16
- town manager, 8, 9, 12, 13, 14, 15, 16
- town staff report, 2, 11, 12, 13, 14, 15
- vice mayor, 2, 5, 7
- voting, 2, 10
- website, 14
- workshop, 14

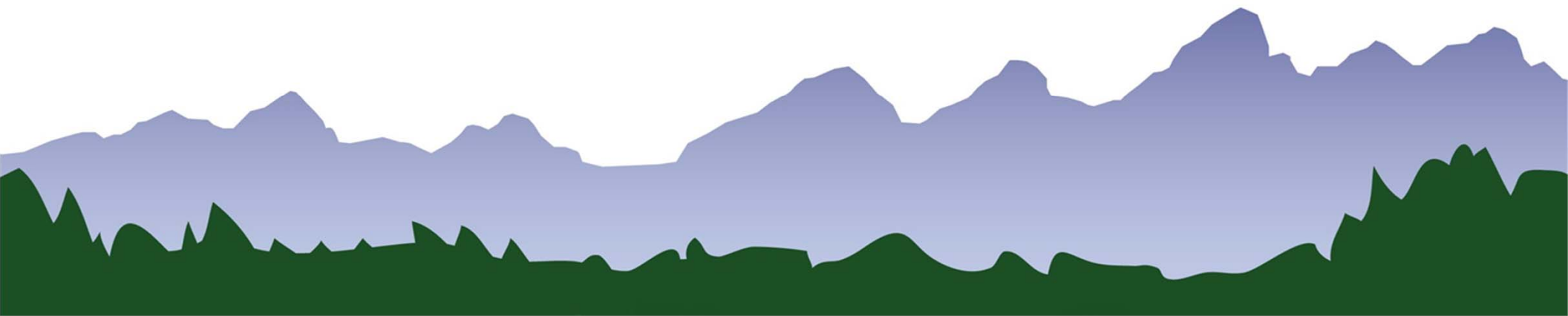
Setting and Finalizing the Agenda for Town Council Meetings  
2018 Council Retreat

The purpose of this document is to update the Mayor and Council and staff on how the agenda is finalized and how items are added or removed from the agenda.

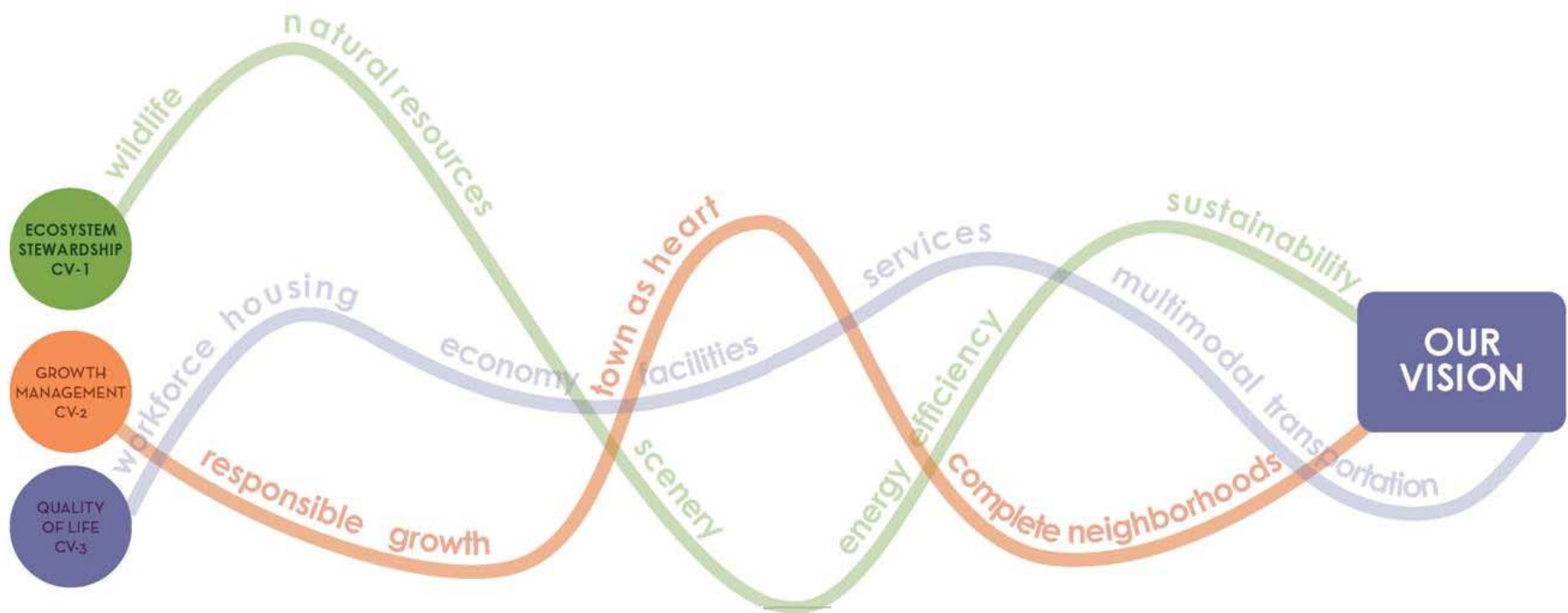
1. Agendas are finalized by the Town Clerk with input from the Mayor and Town Manager.  
(pursuant to the Town Council adopted Rules and Procedures)  
*Practically speaking, the Town Clerk and the Town Manager defer to the Mayor in terms of the agenda finalization except for Matters from Mayor and Council as noted below.*
2. At 3:00 PM on Tuesday, during the Mayor's Strategy Meeting
  - a. The upcoming agendas are discussed and the agenda reviewed.
3. Prior to or at Sr. Staff Meetings on Wednesdays
  - a. Items are identified by staff to be placed on upcoming draft agendas for consideration by the Mayor. Notes are added on the side to keep the Town Clerk and others informed as to the origin of the request and what it briefly entails.
4. Matters from Mayor and Council
  - a. Items identified from Town Council members are listed as Matters from Mayor and Council and the purpose of listing the item is for the Council member to briefly broach an issue to obtain authorization from the body as a whole as to whether it merits placement on an upcoming agenda for discussion or action either through CLEAR general consensus or through a motion. (motions are preferred) Ex: Item under Matters from Mayor and Council is listed as Wilson Boat Launch and after a very brief overview of the item, Councilman Stanford states, "I move to place the Wilson Boat Launch issue on the February 2<sup>nd</sup> agenda as a discussion item." The remainder of the Mayor and Council then have the option of voting the issue up or down as to whether to discuss it in the future. (Pursuant to the adopted Council Rules and Procedures, "Items in this section can be presented from any member of the Mayor and Council and may or may not be listed on the agenda, and includes any item the Town Council may wish to bring up for Town Council consideration or discussion.")
5. At 10:00 AM on Thursday, the Town Clerk finalizes the agenda with input from the Town Manager and the Mayor.

# Community Vision

Preserve and protect the area's ecosystem in order to ensure a healthy environment, economy, and community for current and future generations.



# Common Values of Community Character



Community Vision:

Preserve and protect the area’s ecosystem in order to ensure a healthy environment, community and economy for current and future generations.

Common Values of Community Character

Ecosystem Stewardship - CV #1:

**Section 1 - Stewardship of Wildlife, Natural Resources and Scenery:** Maintain healthy populations of all native species and preserve the ability of future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character.

- Principle 1.1 - Maintain healthy populations of all native species
- Principle 1.2 - Preserve and enhance water and air quality
- Principle 1.3 - Maintain the scenic resources of the community
- Principle 1.4 - Protect and steward open space

**Section 2. Climate Sustainability through Energy Conservation:** Consume less nonrenewable enery as a community in the future than we do today:

- Principle 2.1 - Reduce consumption of non-renewable energy
- Principle 2.2 - Reduce energy consumption through land use
- Principle 2.3 - Reduce energy consumption through transportation
- Principle 2.4 - Increase energy efficiency in buildings
- Principle 2.5 - Conserve energy through waste management and water conservation

Growth Management - CV #2:

**Section 3. Responsible Growth Management:** Direct future growth into a series of connected, Complete Neighborhoods in order to preserve critical habitat, scenery and open space in our Rural Areas.

- Principle 3.1 – Direct growth out of habitat, scenery, and open space
- Principle 3.2 – Enhance suitable locations as Complete Neighborhoods
- Principle 3.3 – Manage growth predictably and cooperatively
- Principle 3.4 – Limit development in naturally hazardous areas
- Principle 3.5 – Manage local growth with a regional perspective

**Section 4. Town as the Heart of the Region - The Central Complete Neighborhood:** The Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities.

- Principle 4.1 - Maintain Town as the central Complete Neighborhood
- Principle 4.2 - Promote vibrant, walkable mixed use areas
- Principle 4.3 - Develop desirable residential neighborhoods
- Principle 4.4 - Enhance civic spaces, social functions, and environmental amenities to make Town a more desirable Complete Neighborhood
- Principle 4.5 - Preserve historic structures and sites

Quality of Life - CV #3

**Section 5: Local Workforce Housing:** Ensure a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally.

- Principle 5.1 - Maintain a diverse population by providing workforce housing
- Principle 5.2 - Strategically locate a variety of housing types
- Principle 5.3 - Reduce the shortage of housing that is affordable to the workforce
- Principle 5.4 - Use a balanced set of tools to meet our housing goal

**Section 6: A Diverse and Balanced Economy:** Develop a sustainable, vibrant, stable and diversified local economy.

- Principle 6.1 - Measure prosperity in natural and economic capital
- Principle 6.2 - Promote a stable and diverse economy
- Principle 6.3 - Create a positive atmosphere for economic development

**Section 7: Multimodal Transportation:** Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation.

- Principle 7.1 - Meet future transportation demand through the use of alternative modes
- Principle 7.2 - Create a safe, efficient, interconnected, multi-modal transportation network
- Principle 7.3 - Coordinate land use and transportation planning

**Section 8: Quality Community Service Provision:** Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.

- Principle 8.1 - Maintain current, coordinated service delivery
- Principle 8.2 - Coordinate the provision of infrastructure and facilities needed for service delivery

Town of Jackson Purpose, Mission, and Core Services

**Our Purpose** - *The Town of Jackson exists to provide municipal services necessary to support the residential, business, environmental, and historical interests that define our community. Our services enhance the quality of life for those who live here and enhance the experience for our guests.*

**Our Mission** - *It is the mission of the Town of Jackson Municipal Organization to provide municipal services that enhance the quality of life for our residents and guests and to help support the local economy. We train, mentor, and challenge our employees to develop to their highest potential and to provide service that exceeds the expectations of residents, guests, and others. We foster partnerships to solve problems and more effectively use our resources. We appreciate the unique environmental resources and scenic beauty where we live and work and acknowledge our responsibilities to future generations.*

Core Services

The short, mid, and long term goals listed by staff reflect areas for extra emphasis, areas where the Council has directed focused attention and resources, and areas/projects that have been approved by the Town Council either with budget adoption or specific Council direction outside of the adopted budget. These goals are listed with the understanding that the main area of focus for the Town of Jackson is the provision of core services, maintaining the current level of service already supported and approved through the annual budget, and most importantly those services that directly contribute to and maintain the health, safety, and welfare of the citizens and guests to our community. Instead of providing an exhaustive list of core services provided in each department, a brief summary would include:

**Safety and security** - provided through law enforcement, fire protection, building safety and inspection, animal control, contractor licensing, and municipal court and prosecution services.

**Infrastructure, facility and public asset management** - provided through street, sidewalk and right of way maintenance and snow removal services, engineering, preventive and proactive facility management, and parking enforcement.

**Health and well-being** - provided through water treatment and distribution, sewer collection and treatment, emergency medical services, and victim services.

**Development and economic oversight** - provided through code compliance, planning and development review, permit processing, and business, liquor, taxi, special event, and rental licensing.

**Accessibility and livability** - provided through public transit, community and affordable housing, parks and recreation, and pathway creation and maintenance.

**Internal services** - for the Town of Jackson organization that support the efficiency and effectiveness of our local government provided through information technology support, records management and access, fleet maintenance, public information, legal services, human services, financial accounting, and overall coordination, administration, leadership and management of government services and day to day operations.





# Financial Update



**FEBRUARY 6, 2018**

# Town of Jackson Funds



Governmental Funds	Proprietary Funds	Fiduciary Funds
General Fund	Water	None
START	Sewer	
Employee Housing	Employee Medical Insurance	
Affordable Housing	Fleet Management	
Parking Exactions	Central Equipment	
Parks Exactions	IT Services	
Animal Care		
Lodging Tax		
5 <sup>th</sup> Cent Capital Projects		
2006 SPET		
2010 SPET		
2014 SPET		
2016 SPET		
2017 SPET		
Vertical Harvest		
Snow King-Snow Making		

- A fund is an accounting entity with a self-balancing set of accounts which are setup for the purpose of carrying out specific activities or attaining certain objectives

# Fund Balances



- What is a fund balance?

Assets (things we own)

- Liabilities (amounts we owe others)

= Fund balance

- Not all fund balance is available to spend

- ✦ Nonspendable (not in a spendable form – like a receivable)
- ✦ Restricted (external legal restrictions – like SPET)
- ✦ Committed (internally by a Council ordinance – we don't have any)
- ✦ Assigned (internally by the Town Manager – like a “rainy day” reserve or capital projects fund balance)
- ✦ Unassigned (available to spend for “one time” needs)

# Understanding the Budget Process

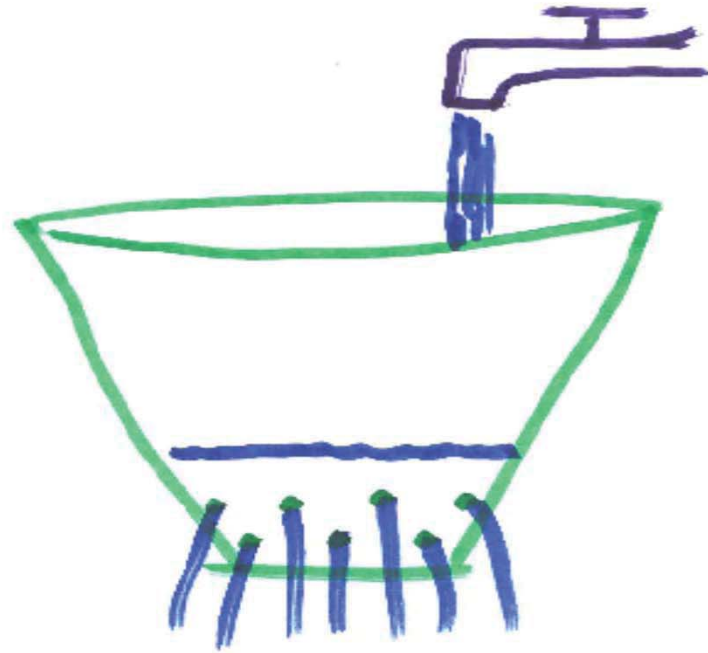


- Wyoming statute requires the Town Manager to present a recommended budget to Council no later than May 15<sup>th</sup> each year
- Council must hold public hearings and pass a budget resolution before the end of June
- The fiscal year begins July 1<sup>st</sup>
- Budgets are modified via supplemental approval

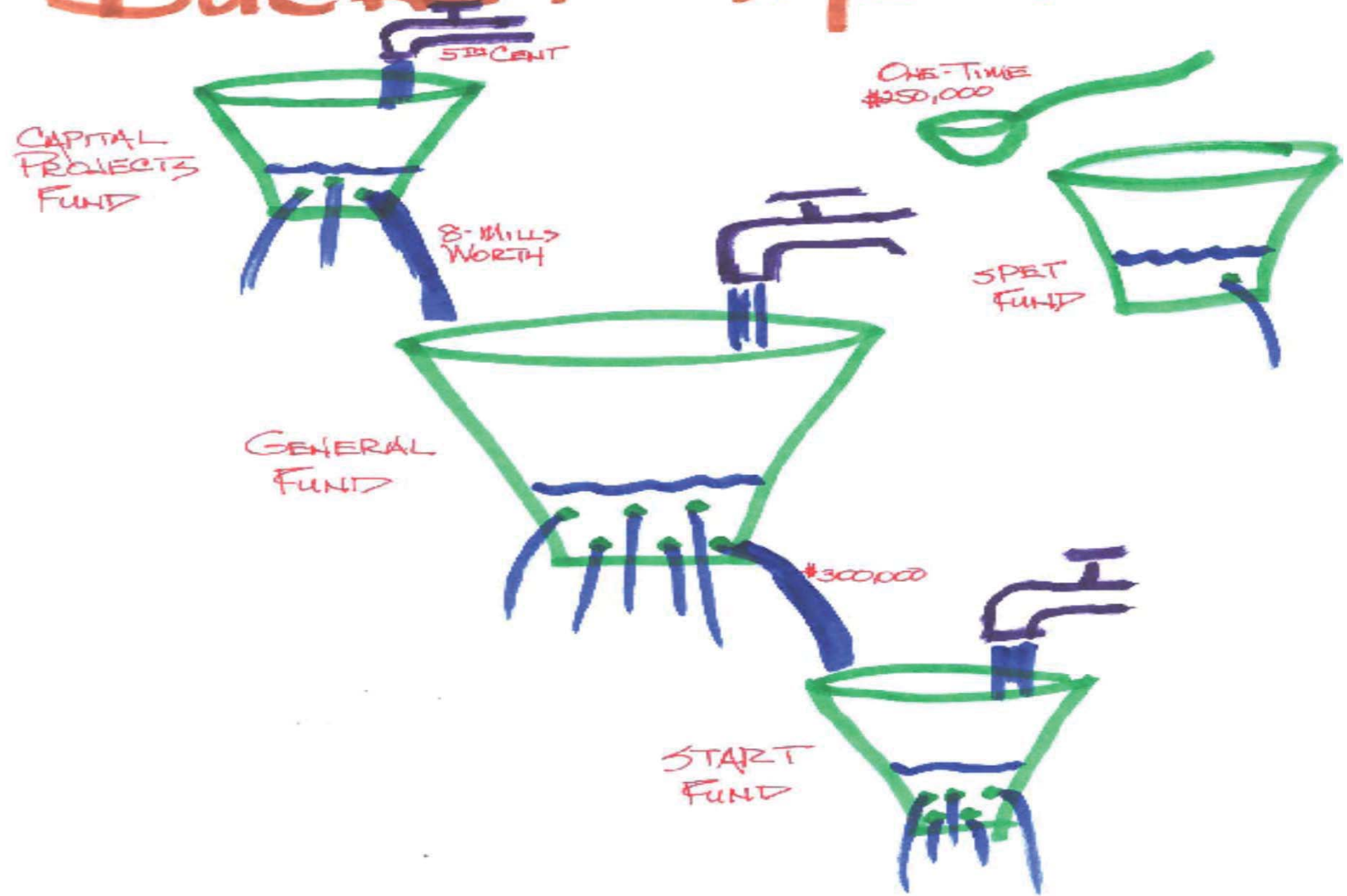
A “balanced” budget means revenues are greater than expenses  
It’s ok if it’s not balanced for “one-time” requirements

# Bucket Theory

# BUCKET THEORY



# MULTIPLE BUCKET THEORY



TRANSFERS-IN												
TRANSFERS-OUT	General Fund	Animal Care Fund	START Bus System Fund	Lodging Tax Fund	Affordable Housing Fund	Employee Housing Fund	Capital Projects Fund	Water Utility Fund	Sew age Utility Fund	IT Internal Svc Fund	Central Equipment Fund	Total Transfers Out
General Fund		-	\$ -	\$ -	\$1,182,409	\$ 300,000	\$3,151,006	-	-	-	-	\$4,633,415
Animal Care Fund	60,000		-	-	-	-	-	-	-	-	-	60,000
START Bus System	52,617	-		-	-	-	-	-	-	-	-	52,617
Lodging Tax Fund	-	-	377,801		-	-	-	-	-	-	-	377,801
Affordable Housing	-	-	-	-		-	-	-	-	-	-	-
Employee Housing	-	-	-	-	-		-	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-	-		-	-	-	-	-
Water Utility Fund	488,734	-	-	-	-	-	-		-	-	-	488,734
Sew age Utility Fund	488,734	-	-	-	-	-	-	-		-	-	488,734
IT Internal Service Fund	-	-	-	-	-	-	-	-	-		-	-
Central Equipment Fund	-	-	-	-	-	-	-	-	-	-		-
Total Transfers In	\$ 1,090,085	\$ -	\$ 377,801	\$ -	\$1,182,409	\$ 300,000	\$3,151,006	\$ -	\$ -	\$ -	\$ -	\$6,101,301



FY 2018 Status of Funds

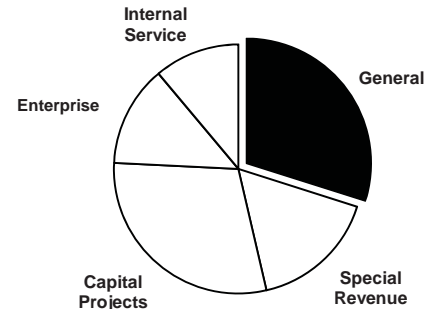
Mid-year Review

Council Retreat February 6, 2018

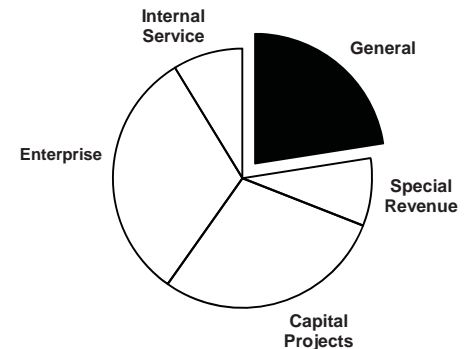
**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES**  
**AMENDED BUDGET FOR FISCAL YEAR 2018**  
**ALL FUNDS**

<b>FUND DESCRIPTION</b>	<b>BALANCE JULY 1, 2017</b>	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>EXPEND-ITURES</b>	<b>TRANSFERS OUT</b>	<b>BUDGETED BALANCE JUNE 30, 2018</b>
<b>General Fund</b>	\$ 7,638,024	\$ 18,951,648	\$ 1,090,085	\$ 16,230,570	\$ 4,633,415	\$ 6,815,773
<b>Special Revenue Funds</b>						
Affordable Housing	678,125	40,000	1,182,409	1,207,409	-	693,125
Parking Exactions	121,439	1,200	-	-	-	122,639
Parks Exactions	75,020	10,100	-	-	-	85,120
Employee Housing	722,800	200,860	300,000	901,197	-	322,463
Animal Care Fund	341,806	70,600	-	35,500	60,000	316,906
Lodging Tax Fund	72,180	731,803	-	354,002	377,801	72,180
START Bus System	1,400,329	5,668,202	377,801	6,458,299	52,617	935,416
Total Special Revenue	3,411,699	6,722,765	1,860,210	8,956,407	490,418	2,547,849
<b>Capital Project Funds</b>						
Capital Projects (5th Cent)	6,711,309	1,955,624	3,151,006	5,706,348	-	6,111,591
Vertical Harvest	(20,924)	27,200	-	15,000	-	(8,724)
Snow King Snow Making	47,587	52,752	-	52,552	-	47,787
2006 Specific Purpose Excise Tax	496,059	1,100	-	35,000	-	462,159
2010 Specific Purpose Excise Tax	1,578,141	5,200	-	1,310,933	-	272,408
2014 Specific Purpose Excise Tax	3,456,955	13,800	-	1,365,000	-	2,105,755
2016 Specific Purpose Excise Tax	5,026,517	2,184,000	-	7,478,268	-	(267,751)
2017 Specific Purpose Excise Tax	-	2,901,000	-	2,901,000	-	-
Total Capital Projects	17,295,644	4,239,676	3,151,006	15,963,101	-	8,723,225
<b>Enterprise Funds</b>						
Water Utility	5,298,519	2,446,759	-	2,301,145	488,734	4,955,399
Sewage Utility	6,231,666	3,652,069	-	4,820,098	488,734	4,574,903
Total Enterprise Funds	11,530,185	6,098,828	-	7,121,243	977,468	9,530,302
<b>Internal Service Funds</b>						
Employee Insurance	1,596,946	2,509,617	-	2,308,300	-	1,798,263
Fleet Management	279,823	1,981,620	-	1,928,955	-	332,488
Central Equipment	821,608	563,200	-	958,500	-	426,308
IT Services	221,226	680,957	-	824,677	-	77,506
Total Internal Service Funds	2,919,603	5,735,394	-	6,020,432	-	2,634,565
<b>Total All Funds</b>	<b>\$ 42,795,155</b>	<b>\$ 41,748,311</b>	<b>\$ 6,101,301</b>	<b>\$ 54,291,753</b>	<b>\$ 6,101,301</b>	<b>\$ 30,251,714</b>

**Total Appropriations (excluding transfers)**  
**Fiscal Year Ending June 30, 2018**



**Estimated Ending Fund Balance**  
**At June 30, 2018**

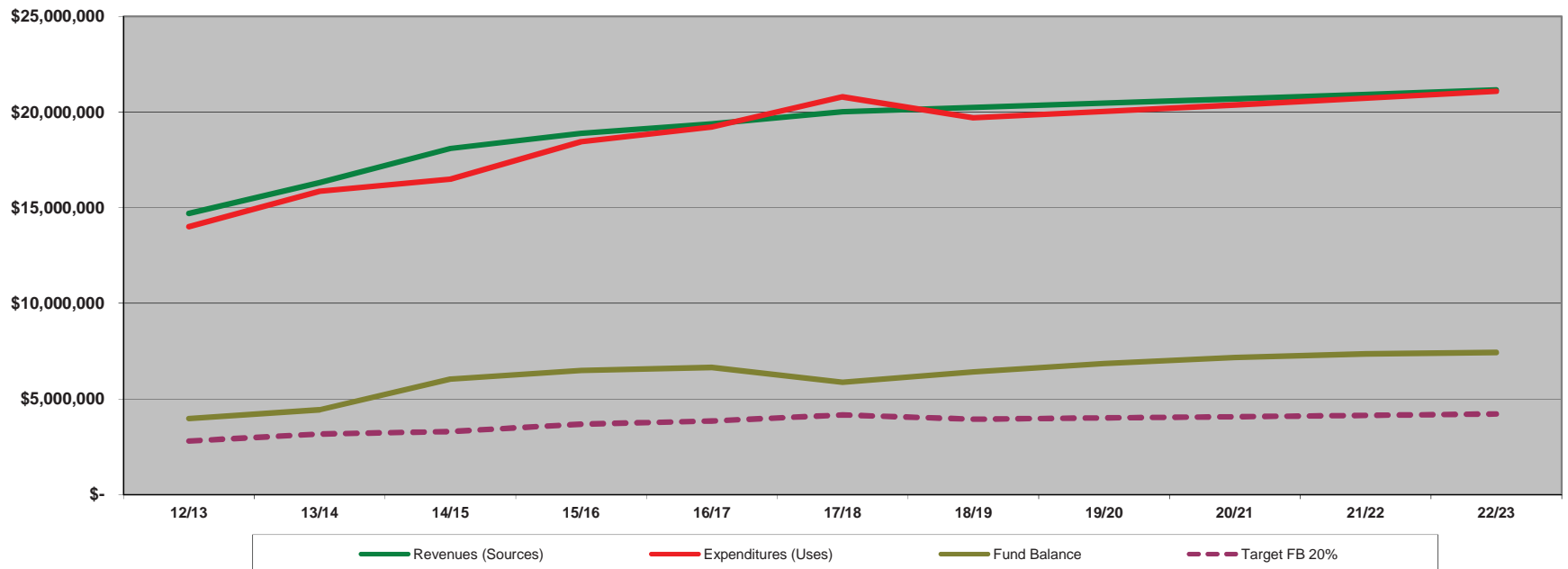


*Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.*

**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**GENERAL FUND**  
**REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE**  
**50% OF THE YEAR EXPIRED**

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	5,428,613	7,034,764	7,470,358	7,638,024		7,638,024	7,638,024	
<b>Revenues:</b>								
Taxes	6,715,012	7,070,617	6,818,813	7,121,392	-	7,121,392	4,577,617	64%
Licenses and Permits	993,580	959,738	1,139,138	888,600	-	888,600	631,567	71%
Intergovernmental	8,447,051	8,755,328	9,335,317	9,733,588	(17,844)	9,751,432	5,828,482	60%
Charges for Services	572,989	593,626	604,641	638,153	(3,120)	641,273	287,432	45%
Fines & Forfeitures	347,687	417,750	399,860	403,194	-	403,194	208,254	52%
Miscellaneous Revenue	125,241	146,752	114,740	145,757	-	145,757	68,174	47%
<b>Total Revenue</b>	<b>17,201,560</b>	<b>17,943,811</b>	<b>18,412,509</b>	<b>18,930,684</b>	<b>(20,964)</b>	<b>18,951,648</b>	<b>11,601,525</b>	
Transfers In	896,124	938,793	978,315	1,090,085	-	1,090,085	18,055	2%
<b>Total Sources</b>	<b>18,097,684</b>	<b>18,882,604</b>	<b>19,390,823</b>	<b>20,020,769</b>	<b>(20,964)</b>	<b>20,041,733</b>	<b>11,619,580</b>	<b>58%</b>
<b>Expenditures:</b>								
General Government	3,361,663	3,489,720	3,795,073	4,039,445	-	4,039,445	1,961,101	49%
Public Safety	5,853,402	6,351,520	6,255,989	7,025,834	3,120	7,028,954	3,189,522	45%
Public Works	2,027,818	2,353,946	2,437,155	2,788,304	4,685	2,792,989	1,328,893	48%
Health & Welfare	470,705	505,165	556,095	675,838	-	675,838	338,124	50%
Community Development	234,971	221,693	243,563	246,825	-	246,825	136,084	55%
Culture and Recreation	1,439,146	1,609,804	1,318,206	1,192,327	35,845	1,228,172	609,224	50%
General Unallocated	277,691	107,825	192,277	194,960	23,387	218,347	133,903	61%
<b>Total Expenditures</b>	<b>13,665,394</b>	<b>14,639,673</b>	<b>14,798,358</b>	<b>16,163,533</b>	<b>67,037</b>	<b>16,230,570</b>	<b>7,696,850</b>	
Transfers Out	2,826,138	3,807,338	4,424,799	4,633,415	-	4,633,415	3,057,912	66%
<b>Total Uses</b>	<b>16,491,532</b>	<b>18,447,011</b>	<b>19,223,157</b>	<b>20,796,948</b>	<b>67,037</b>	<b>20,863,985</b>	<b>10,754,762</b>	<b>52%</b>
<b>Change in Fund Balance</b>	<b>1,606,152</b>	<b>435,593</b>	<b>167,666</b>	<b>(776,179)</b>		<b>(822,252)</b>	<b>864,819</b>	
<b>Ending Fund Balance</b>	<b>7,034,764</b>	<b>7,470,358</b>	<b>7,638,024</b>	<b>6,861,845</b>		<b>6,815,772</b>	<b>8,502,842</b>	

Town of Jackson, Wyoming  
General Fund - 5 yr Planning Model  
Revenues (Sources), Expenditures (Uses), and Fund Balances



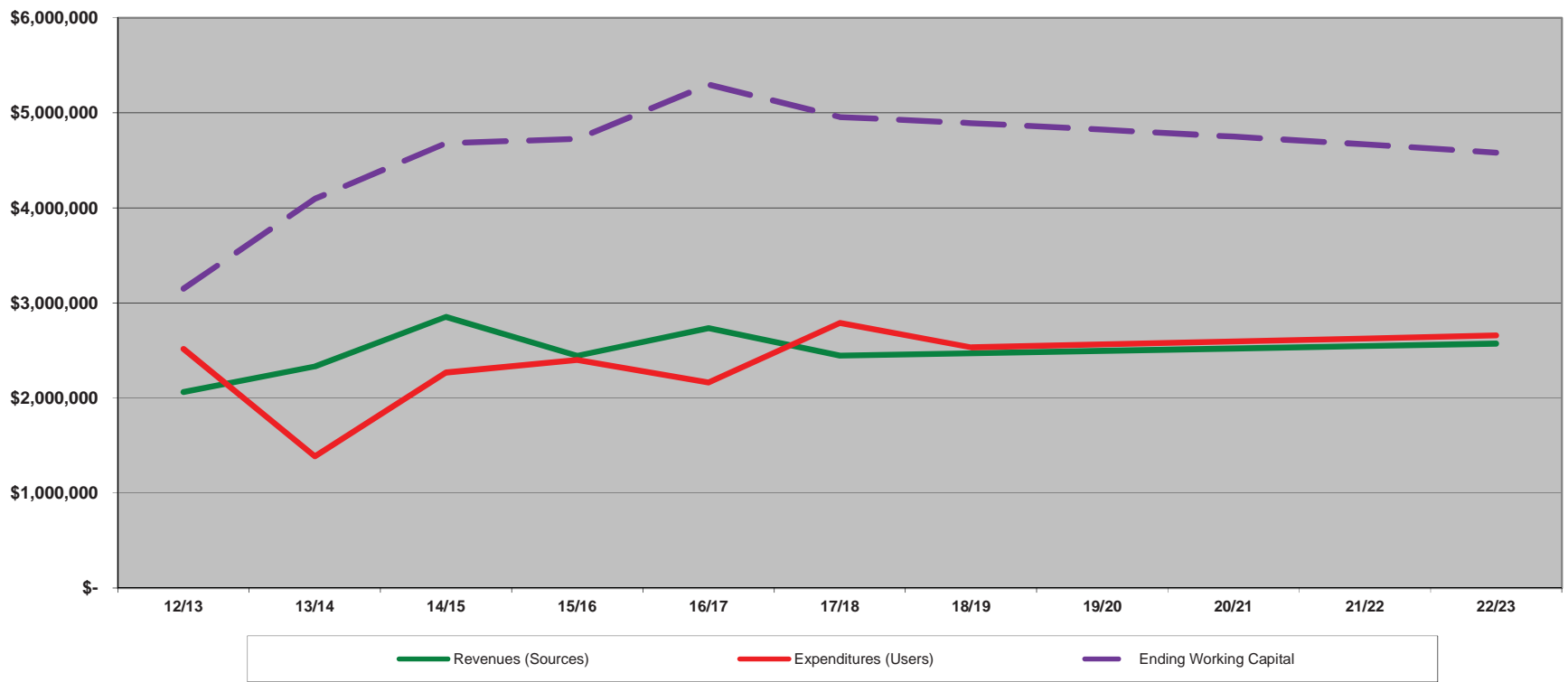
TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
START FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	3,883,144	1,527,352.20	987,679.50	1,400,328.87		1,400,328.87	1,400,329	
<b>Revenues:</b>								
Intergovernmental	5,359,182	2,782,791	3,032,571	4,202,326	183,000	4,385,326	230,537	5%
Charges for Services	1,270,859	1,267,036	993,221	1,278,376	-	1,278,376	232,244	18%
Miscellaneous Revenue	21,214	6,311	3,545	4,500	-	4,500	35,802	796%
<b>Total Revenue</b>	<b>6,651,254</b>	<b>4,056,138</b>	<b>4,029,337</b>	<b>5,485,202</b>	<b>183,000</b>	<b>5,668,202</b>	<b>498,582</b>	
Transfers In	869,500	374,500	357,050	377,801	-	377,801	368,719	98%
<b>Total Sources</b>	<b>7,520,754</b>	<b>4,430,638</b>	<b>4,386,387</b>	<b>5,863,003</b>	<b>183,000</b>	<b>6,046,003</b>	<b>867,301</b>	14%
<b>Expenditures:</b>								
Transit Administration	420,683	472,217	641,295	598,556	-	598,556	273,664	46%
Transit Operations	2,659,287	2,871,825	3,178,083	3,431,205	27,288	3,458,493	1,465,183	42%
Capital Outlay	6,756,343	1,592,917	101,624	2,172,500	228,750	2,401,250	-	0%
<b>Total Expenditures</b>	<b>9,836,313</b>	<b>4,936,959</b>	<b>3,921,002</b>	<b>6,202,261</b>	<b>256,038</b>	<b>6,458,299</b>	<b>1,738,847</b>	
Transfers Out	40,234	33,352	52,736	52,617	-	52,617	-	0%
<b>Total Uses</b>	<b>9,876,547</b>	<b>4,970,311</b>	<b>3,973,738</b>	<b>6,254,878</b>	<b>256,038</b>	<b>6,510,916</b>	<b>1,738,847</b>	27%
<b>Change in Fund Balance</b>	<b>(2,355,792)</b>	<b>(539,673)</b>	<b>412,649</b>	<b>(391,875)</b>		<b>(464,913)</b>	<b>(871,545)</b>	
<b>Ending Fund Balance</b>	<b>1,527,352</b>	<b>987,679</b>	<b>1,400,329</b>	<b>1,008,454</b>		<b>935,416</b>	<b>528,783</b>	

TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
WATER FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	4,096,070	4,681,530	4,726,253	5,298,519		5,298,519	5,298,519	
<b>Revenues:</b>								
Charges for Services	2,417,078	2,425,896	2,717,682	2,425,759	-	2,425,759	1,529,004	63%
Miscellaneous Revenue	318,088	18,704	17,618	21,000	-	21,000	92,023	438%
<b>Total Revenue</b>	<b>2,735,166</b>	<b>2,444,600</b>	<b>2,735,300</b>	<b>2,446,759</b>	-	<b>2,446,759</b>	<b>1,621,027</b>	
Transfers In	118,674	-	-	-	-	-	-	
<b>Total Sources</b>	<b>2,853,840</b>	<b>2,444,600</b>	<b>2,735,300</b>	<b>2,446,759</b>	-	<b>2,446,759</b>	<b>1,621,027</b>	66%
<b>Expenditures:</b>								
Water Maintenance & Ops	541,860	746,311	647,746	743,642	-	743,642	286,747	39%
Water Wells	262,168	500,642	226,017	249,135	-	249,135	96,629	39%
Water Billing and Accounting	149,484	145,923	145,394	165,148	-	165,148	83,058	50%
Capital Outlay	792,897	458,937	586,687	970,000	-	970,000	32,268	3%
Debt Service	108,215	108,215	108,215	108,220	-	108,220	108,215	100%
<b>Total Expenditures</b>	<b>1,854,624</b>	<b>1,960,028</b>	<b>1,714,059</b>	<b>2,236,145</b>	-	<b>2,236,145</b>	<b>606,917</b>	
Transfers Out	413,756	439,849	448,975	488,734	-	488,734	-	0%
<b>Total Uses</b>	<b>2,268,380</b>	<b>2,399,877</b>	<b>2,163,034</b>	<b>2,724,879</b>	-	<b>2,724,879</b>	<b>606,917</b>	22%
<b>Change in Fund Balance</b>	<b>585,460</b>	<b>44,723</b>	<b>572,266</b>	<b>(278,120)</b>		<b>(278,120)</b>	<b>1,014,110</b>	
<b>Ending Fund Balance</b>	<b>4,681,530</b>	<b>4,726,253</b>	<b>5,298,519</b>	<b>5,020,399</b>		<b>5,020,399</b>	<b>6,312,629</b>	

**Town of Jackson, Wyoming**  
**Water Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Working Capital Balances**



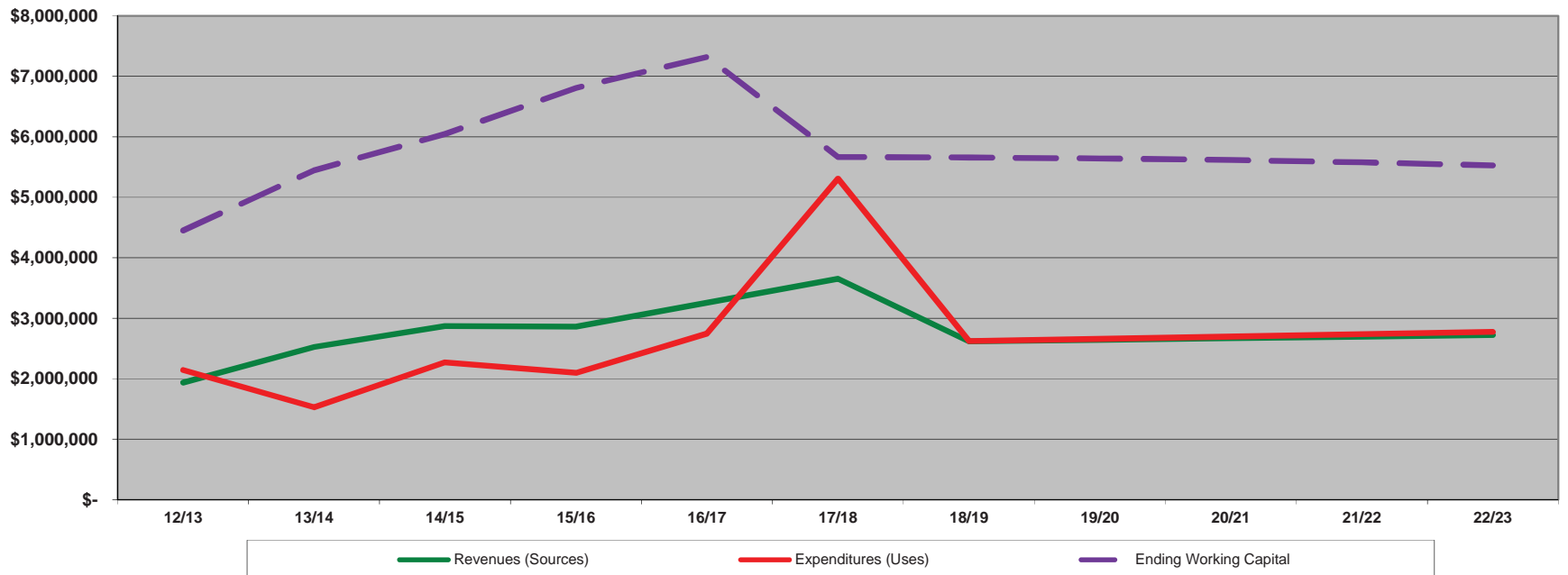
TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
SEWER FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	4,358,630	4,956,046	5,720,575	6,231,666		6,231,666	6,231,666	
<b>Revenues:</b>								
Intergovernmental	-	104,000	-	-	-	-	47,671	
Charges for Services	2,798,208	2,589,555	3,021,553	2,571,789	(1,060,280)	3,632,069	1,661,270	46%
Miscellaneous Revenue	8,870	12,882	237,833	20,000	-	20,000	20,038	100%
<b>Total Revenue</b>	<b>2,807,077</b>	<b>2,706,437</b>	<b>3,259,387</b>	<b>2,591,789</b>	<b>(1,060,280)</b>	<b>3,652,069</b>	<b>1,728,980</b>	
Transfers In	61,917	155,000	-	-	-	-	-	
<b>Total Sources</b>	<b>2,868,994</b>	<b>2,861,437</b>	<b>3,259,387</b>	<b>2,591,789</b>	<b>(1,060,280)</b>	<b>3,652,069</b>	<b>1,728,980</b>	47%
<b>Expenditures:</b>								
Sewage Plant Operations	739,539	728,780	764,801	835,875	-	835,875	386,168	46%
Sewage Maintenance & Ops	318,298	257,351	292,145	348,791	-	348,791	137,464	39%
Sewage Billing & Accounting	149,484	145,922	145,576	164,640	-	164,640	82,567	50%
Capital Outlay	650,501	525,006	1,096,798	2,251,600	1,219,192	3,470,792	893,037	26%
<b>Total Expenditures</b>	<b>1,857,822</b>	<b>1,657,059</b>	<b>2,299,320</b>	<b>3,600,906</b>	<b>1,219,192</b>	<b>4,820,098</b>	<b>1,499,236</b>	
Transfers Out	413,756	439,849	448,975	488,734	-	488,734	-	
<b>Total Uses</b>	<b>2,271,578</b>	<b>2,096,908</b>	<b>2,748,295</b>	<b>4,089,640</b>	<b>1,219,192</b>	<b>5,308,832</b>	<b>1,499,236</b>	28%
<b>Change in Fund Balance</b>	<b>597,416</b>	<b>764,529</b>	<b>511,091</b>	<b>(1,497,851)</b>		<b>(1,656,763)</b>	<b>229,744</b>	
<b>Ending Fund Balance</b>	<b>4,956,046</b>	<b>5,720,575</b>	<b>6,231,666</b>	<b>4,733,815</b>		<b>4,574,903</b>	<b>6,461,410</b>	

		6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2018	12/31/2017
503-____-4____-____	503 rev diff:	2,868,994	2,865,644	3,259,387	2,591,789	3,652,069	1,728,980
	exp diff:	-	(4,206)	-	-	-	-
503-____-5____-____		2,294,226	2,096,908	2,748,296	4,089,640	5,308,832	1,499,236
		22,648	0	1	-	-	(0)



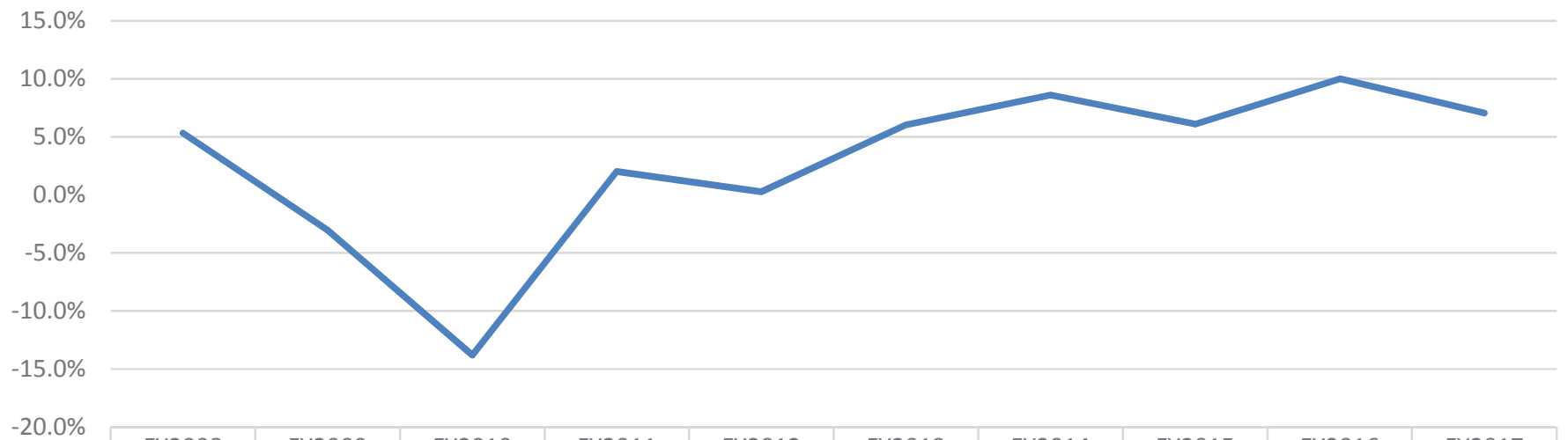
**Town of Jackson, Wyoming**  
**Wastewater Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Working Capital Balances**



**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**AFFORDABLE HOUSING FUND**  
**REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE**  
**50% OF THE YEAR EXPIRED**

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	9,302	58,237	1,207,308	678,125		678,125	678,125	
<b>Revenues:</b>								
Licenses & Permits	53,882	171,456	442,182	30,000	-	30,000	-	0%
Miscellaneous Revenue	52	2,616	9,903	10,000	-	10,000	5,346	53%
<b>Total Revenue</b>	<b>53,935</b>	<b>174,072</b>	<b>452,085</b>	<b>40,000</b>	-	<b>40,000</b>	<b>5,346</b>	
Transfers In	-	1,000,000	1,250,000	1,182,409	-	1,182,409	1,182,409	100%
<b>Total Sources</b>	<b>53,935</b>	<b>1,174,072</b>	<b>1,702,085</b>	<b>1,222,409</b>	-	<b>1,222,409</b>	<b>1,187,755</b>	97%
<b>Expenditures:</b>								
Community Development	5,000	25,000	2,231,268	1,181,594	-	1,181,594	90,797	8%
<b>Total Expenditures</b>	<b>5,000</b>	<b>25,000</b>	<b>2,231,268</b>	<b>1,181,594</b>	-	<b>1,181,594</b>	<b>90,797</b>	
Transfers Out	-	-	-	-	-	-	-	0%
<b>Total Uses</b>	<b>5,000</b>	<b>25,000</b>	<b>2,231,268</b>	<b>1,181,594</b>	-	<b>1,181,594</b>	<b>90,797</b>	8%
<b>Change in Fund Balance</b>	<b>48,935</b>	<b>1,149,072</b>	<b>(529,183)</b>	<b>40,815</b>		<b>40,815</b>	<b>1,096,958</b>	
<b>Restricted - Affordable Exaction</b>	54,127	87,768	88,095	109,661		109,661	88,852	
<b>Restricted - Employee Exaction</b>	4,110	147,229	47,436	58,268		58,268	47,844	
<b>Unrestricted Fund Balance</b>	-	972,311	542,594	551,012		551,012	1,638,388	
<b>Ending Fund Balance</b>	<b>58,237</b>	<b>1,207,308</b>	<b>678,125</b>	<b>718,940</b>		<b>718,940</b>	<b>1,775,084</b>	

Annual Sales Tax Increase (Decrease) (2008 - 2017)



	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Series1	5.3%	-3.0%	-13.8%	2.0%	0.3%	6.0%	8.6%	6.1%	10.0%	7.1%

**TOWN OF JACKSON, WYOMING**  
**ADOPTED BUDGET FOR FISCAL YEAR 2018**  
**ALL FUNDS - FINANCIAL SOURCES AND USES**  
(Net Internal Service Fund Activities)

DESCRIPTION	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL FUNDS
<b>Beginning Fund Balance</b>	<b>\$ 7,160,297</b>	<b>\$ 2,559,915</b>	<b>\$17,231,924</b>	<b>\$11,498,205</b>	<b>\$ 3,242,710</b>	<b>\$41,693,051</b>
<b>Revenues:</b>						
Taxes	7,121,392	731,603	5,054,000	-	-	12,906,995
Licenses & Permits	888,600	41,000	-	-	-	929,600
Intergovernmental	9,733,588	4,202,326	1,928,424	-	-	15,864,338
Charges for Services	638,153	1,278,376	-	4,997,548	5,602,694	12,516,771
Fines & Forfeitures	403,194	-	-	-	-	403,194
Miscellaneous Revenue	145,757	270,710	158,252	41,000	132,700	748,419
<b>Total Revenues</b>	<b>18,930,684</b>	<b>6,524,014</b>	<b>7,140,676</b>	<b>5,038,548</b>	<b>5,735,394</b>	<b>43,369,316</b>
Transfers In	1,090,085	1,860,210	3,151,006	-	-	6,101,301
<b>Total Sources</b>	<b>20,020,769</b>	<b>8,384,225</b>	<b>10,291,682</b>	<b>5,038,548</b>	<b>5,735,394</b>	<b>49,470,617</b>
<b>Expenditures:</b>						
General Government	4,039,444	144,941	257,783	-	3,109,478	7,551,646
Public Safety	7,025,834	25,500	352,717	-	237,500	7,641,551
Public Works	2,788,304	-	13,045,014	5,793,831	2,649,955	24,277,104
Health & Welfare	675,838	-	-	-	-	675,838
Community Development	246,825	1,207,409	2,901,000	-	-	4,355,234
Transit	-	6,202,261	500,000	-	-	6,702,261
Culture & Recreation	1,192,327	263,396	1,300,160	-	-	2,755,883
Pathways	-	90,606	177,950	-	-	268,556
Debt Service	-	-	52,552	108,220	-	160,772
General Unallocated	194,960	-	-	-	-	194,960
<b>Total Expenditures</b>	<b>16,163,532</b>	<b>7,934,113</b>	<b>18,587,176</b>	<b>5,902,051</b>	<b>5,996,933</b>	<b>54,583,804</b>
Transfers Out	4,633,415	490,418	-	977,468	-	6,101,301
<b>Total Uses</b>	<b>20,796,947</b>	<b>8,424,531</b>	<b>18,587,176</b>	<b>6,879,519</b>	<b>5,996,933</b>	<b>60,685,105</b>
<b>Ending Fund Balance</b>	<b>\$ 6,384,119</b>	<b>\$ 2,519,609</b>	<b>\$ 8,936,430</b>	<b>\$ 9,657,234</b>	<b>\$ 2,981,171</b>	<b>\$30,478,563</b>

**TOWN OF JACKSON, WYOMING**  
**ADOPTED BUDGET FOR FISCAL YEAR 2018**  
**REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES**  
**SPECIAL REVENUE FUNDS**

DESCRIPTION	AFFORDABLE HOUSING	PARKING EXACTIONS	PARK EXACTIONS	EMPLOYEE HOUSING	ANIMAL CARE	LODGING TAX	START BUS	TOTAL
<b>Beginning Fund Balance</b>	<b>\$ 677,464</b>	<b>\$ 96,810</b>	<b>\$ 75,170</b>	<b>\$ 450,366</b>	<b>\$ 286,270</b>	<b>\$ 49,925</b>	<b>\$ 923,910</b>	<b>\$ 2,559,915</b>
<b>Revenues:</b>								
Taxes	-	-	-	-	-	731,603	-	731,603
Licenses & Permits	30,000	1,000	10,000	-	-	-	-	41,000
Intergovernmental	-	-	-	-	-	-	4,202,326	4,202,326
Charges for Services	-	-	-	-	-	-	1,278,376	1,278,376
Miscellaneous Revenue	10,000	200	100	195,110	60,600	200	4,500	270,710
<b>Total Revenue</b>	<b>40,000</b>	<b>1,200</b>	<b>10,100</b>	<b>195,110</b>	<b>60,600</b>	<b>731,803</b>	<b>5,485,202</b>	<b>6,524,014</b>
Transfers In	1,182,409	-	-	300,000	-	-	377,801	1,860,210
<b>Total Sources</b>	<b>1,222,409</b>	<b>1,200</b>	<b>10,100</b>	<b>495,110</b>	<b>60,600</b>	<b>731,803</b>	<b>5,863,003</b>	<b>8,384,225</b>
<b>Expenditures:</b>								
General Government	-	-	-	144,941	-	-	-	144,941
Public Safety	-	-	-	-	25,500	-	-	25,500
Community Development	1,207,409	-	-	-	-	-	-	1,207,409
Transit	-	-	-	-	-	-	6,202,261	6,202,261
Culture & Recreation	-	-	-	-	-	263,396	-	263,396
Pathways	-	-	-	-	-	90,606	-	90,606
<b>Total Expenditures</b>	<b>1,207,409</b>	<b>-</b>	<b>-</b>	<b>144,941</b>	<b>25,500</b>	<b>354,002</b>	<b>6,202,261</b>	<b>7,934,113</b>
Transfers Out	-	-	-	-	60,000	377,801	52,617	490,418
<b>Total Uses</b>	<b>1,207,409</b>	<b>-</b>	<b>-</b>	<b>144,941</b>	<b>85,500</b>	<b>731,803</b>	<b>6,254,878</b>	<b>8,424,531</b>
<b>Ending Fund Balance</b>	<b>\$ 692,464</b>	<b>\$ 98,010</b>	<b>\$ 85,270</b>	<b>\$ 800,535</b>	<b>\$ 261,370</b>	<b>\$ 49,925</b>	<b>\$ 532,035</b>	<b>\$ 2,519,609</b>

**TOWN OF JACKSON, WYOMING**  
**ADOPTED BUDGET FOR FISCAL YEAR 2018**  
**REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES**  
**CAPITAL PROJECTS FUNDS**

DESCRIPTION	CAPITAL PROJECTS	VERTICAL HARVEST	SNOW KING	2006 SPET	2010 SPET	2014 SPET	2016 SPET	2017 SPET	TOTAL
<b>Beginning Fund Balance</b>	<b>\$ 6,852,841</b>	<b>\$ (21,913)</b>	<b>\$ 47,789</b>	<b>\$ 307,554</b>	<b>\$ 1,295,733</b>	<b>\$ 3,455,651</b>	<b>\$ 5,294,268</b>	<b>\$ -</b>	<b>\$17,231,924</b>
<b>Revenues:</b>									
General Taxes	-	-	-	-	-	-	2,154,000	2,900,000	5,054,000
Intergovernmental	1,928,424	-	-	-	-	-	-	-	1,928,424
Miscellaneous Revenue	27,200	27,200	52,752	1,100	5,200	13,800	30,000	1,000	158,252
<b>Total Revenue</b>	<b>1,955,624</b>	<b>27,200</b>	<b>52,752</b>	<b>1,100</b>	<b>5,200</b>	<b>13,800</b>	<b>2,184,000</b>	<b>2,901,000</b>	<b>7,140,676</b>
Transfers In	3,151,006	-	-	-	-	-	-	-	3,151,006
<b>Total Sources</b>	<b>5,106,630</b>	<b>27,200</b>	<b>52,752</b>	<b>1,100</b>	<b>5,200</b>	<b>13,800</b>	<b>2,184,000</b>	<b>2,901,000</b>	<b>10,291,682</b>
<b>Expenditures:</b>									
General Government	257,783	-	-	-	-	-	-	-	257,783
Public Safety	352,717	-	-	-	-	-	-	-	352,717
Public Works	2,850,813	15,000	-	35,000	1,300,933	1,365,000	7,478,268	-	13,045,014
Community Development	-	-	-	-	-	-	-	2,901,000	2,901,000
Culture and Recreation	1,300,160	-	-	-	-	-	-	-	1,300,160
Pathways	177,950	-	-	-	-	-	-	-	177,950
Transit	500,000	-	-	-	-	-	-	-	500,000
Debt Service	-	-	52,552	-	-	-	-	-	52,552
<b>Total Expenditures</b>	<b>5,439,423</b>	<b>15,000</b>	<b>52,552</b>	<b>35,000</b>	<b>1,300,933</b>	<b>1,365,000</b>	<b>7,478,268</b>	<b>2,901,000</b>	<b>18,587,176</b>
Transfers Out	-	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>5,439,423</b>	<b>15,000</b>	<b>52,552</b>	<b>35,000</b>	<b>1,300,933</b>	<b>1,365,000</b>	<b>7,478,268</b>	<b>2,901,000</b>	<b>18,587,176</b>
<b>Ending Fund Balance</b>	<b>\$ 6,520,048</b>	<b>\$ (9,713)</b>	<b>\$ 47,989</b>	<b>\$ 273,654</b>	<b>\$ -</b>	<b>\$ 2,104,451</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,936,430</b>

**TOWN OF JACKSON, WYOMING  
ADOPTED BUDGET FOR FISCAL YEAR 2018  
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES  
ENTERPRISE FUNDS**

DESCRIPTION	WATER UTILITY	SEWAGE UTILITY	TOTAL
<b>Beginning Fund Balance</b>	<b>\$ 4,882,149</b>	<b>\$ 6,616,056</b>	<b>\$ 11,498,205</b>
<b>Revenues:</b>			
Charges for Services	2,425,759	2,571,789	4,997,548
Miscellaneous Revenue	21,000	20,000	41,000
<b>Total Revenue</b>	<b>2,446,759</b>	<b>2,591,789</b>	<b>5,038,548</b>
Transfers In	-	-	-
<b>Total Sources</b>	<b>2,446,759</b>	<b>2,591,789</b>	<b>5,038,548</b>
<b>Expenditures:</b>			
Public Works	2,192,925	3,600,906	5,793,831
Debt Service	108,220	-	108,220
<b>Total Expenditures</b>	<b>2,301,145</b>	<b>3,600,906</b>	<b>5,902,051</b>
Transfers Out	488,734	488,734	977,468
<b>Total Uses</b>	<b>2,789,879</b>	<b>4,089,640</b>	<b>6,879,519</b>
<b>Ending Fund Balance</b>	<b>\$ 4,539,029</b>	<b>\$ 5,118,205</b>	<b>\$ 9,657,234</b>

**TOWN OF JACKSON, WYOMING**  
**ADOPTED BUDGET FOR FISCAL YEAR 2018**  
**REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES**  
**INTERNAL SERVICE FUNDS**

DESCRIPTION	EMPLOYEE INSURANCE	FLEET MANAGEMENT	CENTRAL EQUIPMENT	IT SERVICES	TOTAL
<b>Beginning Fund Balance</b>	<b>\$ 1,943,926</b>	<b>\$ 347,900</b>	<b>\$ 825,144</b>	<b>\$ 125,740</b>	<b>\$ 3,242,710</b>
<b>Revenues:</b>					
Charges for Services	2,507,117	1,981,120	433,700	680,757	5,602,694
Miscellaneous Revenue	2,500	500	129,500	200	132,700
<b>Total Revenue</b>	<b>2,509,617</b>	<b>1,981,620</b>	<b>563,200</b>	<b>680,957</b>	<b>5,735,394</b>
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>2,509,617</b>	<b>1,981,620</b>	<b>563,200</b>	<b>680,957</b>	<b>5,735,394</b>
<b>Expenditures:</b>					
General Government	2,308,301	-	-	801,177	3,109,478
Public Safety	-	-	237,500	-	237,500
Public Works	-	1,928,955	721,000	-	2,649,955
<b>Total Expenditures</b>	<b>2,308,301</b>	<b>1,928,955</b>	<b>958,500</b>	<b>801,177</b>	<b>5,996,933</b>
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>2,308,301</b>	<b>1,928,955</b>	<b>958,500</b>	<b>801,177</b>	<b>5,996,933</b>
<b>Ending Fund Balance</b>	<b>\$ 2,145,242</b>	<b>\$ 400,565</b>	<b>\$ 429,844</b>	<b>\$ 5,520</b>	<b>\$ 2,981,171</b>



# Town of Jackson Fiscal Year 2018

## Capital Program Mid-Year Report Out

Fund / Project Name	Project – Status / Dates	Estimated Amounts
<b>2006 SPET Funds :</b>		
North King St. to New Mercill Ave (Forest Service Rd)	Workshop Spring 2018	\$ 35,000
<b>2010 SPET Funds :</b>		
<u>West Kelly Avenue Sidewalk Improvements</u>	Springtime 2018	
W. Kelly Ave (Cache to Glenwood)	Open 1/30/18	\$ 65,000
W. Kelly Ave (Glenwood to Milward)		\$ 60,000
W. Kelly Ave (Milward to Jackson)		\$ 63,000
S. Milward St (3-missing sections) - East side-Milward		\$ 54,309
<b>2010 SPET Energy Projects :</b>		
Energy Efficiency Projects -	FY2018	\$ 439,226
Bike Share -	April 2018	\$ 64,862
Teton Village Solar project	?	\$ 31,475
Install Current Town Hall PV Panels at PW Shops	Spring/Summer 2018	\$ 35,000
Aspens WWTP Projects	?	\$ 15,625
CNG Station	Spring 2018	\$ 112,172
Children's Learning Center	Completed	\$ 1,333
Recycling Center Lighting	?	\$ 7,043
Recreation Center lighting	?	\$ 22,071
Town Government Solar	Spring/Summer 2018	\$ 250,000
TC Library EVSE	?	\$ 12,500
Animal Shelter Lighting	?	\$ 3,250
<b>2014 SPET Funds :</b>		
North Cache Complete Street -	Fall-2018/Spring-2019	\$ 960,000
Snow King/Maple Way - (Traffic Model) -	Spring/Summer 2018	\$ 50,000
Downtown Storm Water Master Plan	Spring/Summer 2018	\$ 50,000
<b>2016 SPET Funds :</b>		
<u>West Broadway Landslide:</u>	August 2018	\$3,362,222
<i>Early Work Amendment #1 - Temp bypass road to HWY-22 = 92% done</i>		
<i>Early Work Amendment #2 - Demo of Walgreens Building = 97% done</i>		
<i>Early Work Amendment #3 - Hillside Temp Parking = 96% done</i>		
<i>West Broadway Landslide - CMAR - GMP = 53% done</i>		
<b>Capital Projects Fund (5<sup>th</sup> Cent) :</b>		
<b>Public Works:</b>		
Annual Street Maintenance –	Springtime 2018	\$ 700,000
West Broadway Landslide –	August 2018	\$1,932,841
North Cache Streetscape Phase II (Sidewalk/pathway)	Fall-2018/Spring-2019	\$ 35,000
New Security Cameras – Parking Garage	March/April 2018	\$ 55,000
Ellingwood's – Tree Remove/Sidewalk Damage	Spring 2018	\$ 60,000

Stellaria Lane/JWG Street Lights	Completed	\$ 39,537
HWY 22 sidewalk from the Y to Westview	Spring 2018	\$ 30,000
Bury LVE Overhead Power Mercill Ave	Spring/Summer 2018	\$ 175,000
Jackson Street (Broadway to Pearl) – Sidewalks	Fall 2018	\$ 135,000

***Pathway Projects:***

TOJ Bicycle Network Improvements	Springtime 2018	\$ 25,000
Pathways Annual Capital & Repairs	Spring/Summer 2018	\$ 25,000
Garaman Pathway Flooding Prevention	Springtime 2018	\$ 100,000
Bike Racks	Completed	\$ 10,000
Data Collections Devices	Completed	\$ 17,950

***Parks & Rec Capital:***

Parks & Rec Capital -	2018/2019	\$ 958,860
Vehicles and Equipment -	Completed	\$ 321,300

***Police Department:***

Handheld Radios	Completed	\$ 20,000
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***Fire/EMS Capital:***

Fire/EMS Capital	?	\$ 332,717
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***Town Hall:***

Fair Exhibit Hall Remodel Planning	?	\$ 20,000
New Recycling Containers Downtown	Springtime 2018	\$ 34,200
New Roof Town Hall Building	Spring/Summer	\$ 223,583

***Information Technology:***

Security System – PW / Deloney	Completed	\$ 20,000
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**Water Funds :**

Upper Snow King Estates (Upper section)	Spring/Summer 2018	\$ 550,000
Upper Snow King Estates (Lower section)	Summer/Fall 2018	\$ 550,000
TOJ Solar Farm	Spring/Summer 2018	\$ 250,000
Highway 22 – Water (Westview Townhomes)	Completed	\$ 181,875
Well 5 Electronic Upgrades	Spring 2018	\$ 65,000

**Sewer Funds :**

Teton Meadows Sewer Improvements	Completed	\$ 80,000
TOJ Solar Farm	Spring/Summer 2018	\$ 250,000
East Broadway Sewer Improvements	Completed	\$ 167,500
No Name Sewer Improvement	Completed	\$ 105,000
Stormy Circle Sewer Improvement	Completed	\$ 105,000
Highway 22 – Sewer (Westview Townhomes)	Completed	\$ 315,000
Spring Gulch Lift Station	Springtime 2018	\$ 1,455,000
Smith-Simon-May Way	Springtime 2018	\$ 210,000
Upper Snow King Estates Sewer Reroute	Summer 2018	\$ 80,000
Treatment Plant UV Replacement	Summer 2018	\$ 750,000

# Town of Jackson Short, Mid, and Long Term Goals

## February 2018 Retreat

The goals listed reflect areas for extra emphasis, areas where the Council has directed focused attention and resources, and areas/projects that have been approved by the Town Council either with budget adoption or specific Council direction outside of the adopted budget. The goals listed are grouped by Department or initiative, but each goal may cross over and be a group effort involving more than one department.

**Council Direction:** Please review this list in terms of the **timing** of items (completion target dates), whether you believe items have been **omitted** that you believe should be on the list, and whether you believe there are items on the list that should be **removed**. Please be prepared to **discuss timing, omissions or removal** of items at the retreat, but the intent is *not to discuss the content* of each of the items, only as it may relate to timing, omissions or removal of items.

### **Short Term Goals: Through December 31, 2018**

Integrated Transportation (Involves Multiple Departments – Planning, Legal, Transit, Public Works, Police, Administration)

- Present recommendations on START Funding to Town Council and County Commission for realistic implementation, receive direction, (3/5/18 JIM) and prepare document that outlines steps and timeline to reach goals (5/1/18)
- Assist with Presentation of Revisions to Joint Powers Agreement (JPA) to the Town Council and County Commission for consideration to clarify advisory role (7/1/18)
- Review Action Steps from ITP and develop a realistic time frame for the 'Immediate Actions' based on current financial condition and political climate. Present that realistic time frame to Town Council and County Commission for input (9/1/18)
- Engage consultant for Hub and Spoke and Park & Ride Lots implementation and present report (12/31/18)

### Housing

- Select development partner for 174 N. King Street and sign a development agreement to construct workforce housing on the site (RFPs due 2/10/18)
- Adopt new Housing Rules & Regulations - Engage 2017 (6/30/18)
- Facilitate and Provide Oversight for Completion of Housing Trust Redmond Street Rentals, 26 new units certificate of occupancy + 2 existing units (6/30/18)
- Completion of 8 units of Grove Phase 3, certificates of occupancy issued (10/1/18)

### Public Works

- Installation of Kelly Street Sidewalk Improvements (Bids presented Feb 2018, Project Completion 8/1/18)
- Installation of Shared Solar Project at WWTP (Bids presented April 2018, Project Completion 9/1/18)
- West Broadway Landslide Remediation Project (9/1/18)
- Snow King Estates Water/Sewer Main Replacement (11/1/18)
- Spring Gulch Lift Station (5/1/18)
- Town/County/WYDOT Traffic Modeling Software for Entire County Completed and Implemented (7/1/18)

- Jackson Street Complete Streets Reconstruction (11/1/18)
- Present Gregory Lane Right of Way and Drainage issues for Council direction (2/20/18)

#### Police

- Identify and acquire a records management system for Town of Jackson (6/1/18)
- Present Issues associated with Taxi/Uber Regulations (3/19/18)

#### Transit

- Present Microtransit (Downtown) service proposal to START Board (2/23/18) Bike Share Launch (4/9/18)
- Complete and Implement Updated Calculations for Teton Village Area 1 Master Plan Obligations including presentation of transparent method for calculating the value of a season bus pass to employees covered for implementation beginning with the Summer 2018 season (3/1/18)
- Present Options to START Board and Elected Officials for Service Expansion (3/15/18)
- Review and setting of new fare structure for all services, and requesting approval from the START Board and ratification from the Town Council as part of the FY19 Budget process (5/1/18)
- Complete RFP Process and Select Vendor for 4 Replacement Buses (8/1/18)
- Begin administration of contract for Grand Targhee service (Bid award 8/1/18, Implementation 10/1/18)
- Develop, present and implement ADA policies, procedures and passenger scheduling (10/1/18)
- Implementation of RFP process to select Electronic Fare System vendor and installation (Bids presented 4/1/18, Implementation by 9/30/18)
- Locate and acquire property for Bus Storage in Star Valley (12/31/18)
- Determine Ownership and Maintenance of Park/Ride location with WYDOT – Etna North Project (12/31/18)

#### Administration

- Present Options for Consideration Related to Next SPET Election (3/5/18)
- Present plastic bag research for Council direction (4/16/18)
- Provide Notice to County on Fairground Lease (5/15/18)
- Recruit and hire Public Works Director (6/1/18)
- Health in all policies – creation of stakeholder group (2/5 JIM), Presentation of Policy Resolution (12/31/18)
- Human Services Planning Study – Present to Council and Commission for consideration (4/15/18)
- Public Works Modular Conversion to Apartment/Bunkhouse (12/31/18)

#### Attorney

- Finalize West View Townhomes deed restrictions/master leases (February 2018)
- Mattheis Discovery production, depositions and deadlines (February 2018)
- Prepare Update of 3 Creek Water & Sewer System and Rates (February 2018)
- Prepare and Finalize Contract for 174 North King Project (February 2018)
- Present E-Bikes Ordinances (3/5/18)
- Present Residential Rental Regulations for discussion and direction (3/19/18)

- Present Non-Discrimination Ordinance Research for Council discussion and direction (3/19/18)
- Research and Present Issues Associated with Taxi/Uber Regulations (3/19/18)
- Present Legal Research on Plastic Bag Regulations (4/16/18)
- Present Engage 2017 Housing Rules Ordinances (4/11/18 – 6/4/18)
- Finalize Sagebrush Apartment employee housing deed restriction, easements and lime kiln ditch documents and contracts (April - June 2018)
- Present Engage 2017 D3-6 Zoning/Parking Ordinances (5/29/18 – 7/2/18)
- Present Engage 2017 Housing Land Development Regulations Ordinances (6/3/18 – 7/2/18)
- Present Small Cell DAS/-Re-Work Cell Tower Land Development Regulations (September 2018)
- Represent the Town of Jackson at Mattheis Revocation Trial (May 2018)
- Complete Documents Associated with Pathways on Kids Mountain Bike Park (May 2018)
- Snow King Master Plan Stakeholder Process and document review (May-June 2018)
- Present IAFFLU Supreme Court Oral Arguments (June - July 2018)
- Assist and present Revisions to Joint Powers Agreements (JPA's) between the Town Council and County Commission for consideration to clarify roles and responsibilities of Joint Powers Boards (July – September 2018)
- Presentation of Updated Hillside Regulations (12/31/18)

#### Fire/EMS

- Receive Bid Award from Council and Commission for Temp Fire Station and Reconstruction of Permanent Station 1 (7/1/18)

#### Planning

- Snow King Master Plan Stakeholder Process Completion (5/1/18)
- Housing Mitigation LDRs Update, LDR Adoption Completion (7/2/18)
- Districts 3-6 Update, LDR Adoption Completion (7/2/18)
- Downtown Parking Study Completed and Presented to Council (10/1/18)
- Adoption of Updated Hillside Regulations (12/31/18)

#### Finance

- Conduct and Present Analysis of Water/Sewer Rate Structure (12/31/18)

#### IT

- New CivicPlus Website Launch (5/15/18)
- Fiber Network Implementation with Silver Star (12/31/18)

### **Mid Term Goals: Through December 31, 2020**

#### Planning

- Growth Management Plan (12/31/19)
- Parking Study Phase 3 (Regional Parking) Presented to Council (12/31/20)
- Town Square Zoning Update/Historic Preservation LDRs, Adopted (7/1/20)
- Town Natural Resources Regulations Adopted (12/31/19)
- Joint Business Park Zoning Update, Adopted (12/31/20)

- Housing Nexus Study Update (12/31/20)
- Town Rural Zoning Update and PUD Mapping, Adopted (12/31/20)

#### Integrated Transportation

- Based on review and realistic time frame presented prior 12/31/18, work with Transportation Coordinator to develop a list of achievable goals through 12/31/2020 from the 'Immediate Actions' based on current financial condition and political climate. Present that list of achievable goals to Town Council and County Commission for input with each fiscal year budget (3/15/19 & 3/15/20 respectively)
- Integrated Transportation Plan Technical Update (12/31/19)

#### Fire/EMS

- Complete Temp Fire Station (1/15/19)

#### Transit

- Present alternative fuel options to START Board (2/1/19)
- Secure Additional Recurring Revenue Source for START Services (7/1/19)
- Transit Implications Presented for Grand Targhee Master Plan Review (12/31/19)
- Receive Approval, Secure Funding, and Install Multichoice Fuel Station at START Facility (12/31/20)

#### Public Works

- North Cache Streetscape/Gateway Entrance Project (8/1/19)
- Rancher Street Water & Complete Streets (11/1/19)
- Complete Installation of Stormwater Treatment Units (11/1/19)
- Karns Meadow Sewer Improvements (11/1/19)
- Flat Creek Drive New Sewer Main (11/1/19)
- North Cache Waterline Improvement Project (11/1/20)
- North Milward & Mercill Water Improvement Project (11/1/20)
- Snow King & Maple Way Complete Streets Project (11/1/19&20)
- Complete Karns Meadow Pathway Installation (11/1/20)
- Present Proposal for Wash Bay Conversion to Repair Bay as Necessary (11/1/20)

#### Police

- Present results of public safety facility review for potential replacement (12/31/20)

#### Parks and Recreation

- Complete Park Maintenance Facility Within Public Works Yard (12/21/20)

#### Housing

- Project Completion for 174 N. King (12/31/20)
- Present Proposal to Town Council to Issue RFP to Construct Workforce Housing on Flat Creek Drive in Karns Meadow Parcel 12/31/20)
- Recommend Acquisition of Specific Parcel Within Town of Jackson for Workforce Housing (12/31/20)

## **Long Term Goals: 5-10+ Years and Out**

### IT

- Wireless Mesh Network Implementation (2025)

### Public Works

- Scott Lane Complete Streets Project (11/1/21)
- Center Street Complete Streets Project(11/1/21)
- Complete Replacement of Wells 1, 2, & 3 Transmission Lines (11/1/21)
- Snow King/Maple Way Sewer Reconstruction (11/1/21)
- West Cache Creek Drive Sewer Improvement Project (11/1/21)
- Hillside Townhomes Sewer Improvement Project 11/1/21)
- Complete Cache Creek Tube Replacement – Phase – I (11/1/22)
- Powderhorn Sewer Improvements (11/1/22)
- Milward Streetscape (Water) & (Complete Street) (11/1/23)
- S. Milward Streetscape - Water (11/1/23)
- Pine Drive - Water (East of Milward) (11/1/23)
- Spruce Drive - Water (East of Milward) (11/1/23)
- Crabtree Sewer System Improvements (11/1/23)
- S. HWY-89 (Old Halpin) Property Sewer Improvements )(11/1/23)
- Cache Creek Tube – Phase – II (11/1/24)
- Aspen Drive - Water (West of Flat Creek to Pine) (11/1/24)
- South Hwy 89 - Water Improvements (11/1/24)
- Mercill Avenue Sewer Improvements (11/1/24)
- West Gill Avenue Sewer Improvements(11/1/24)
- Cottonwood Park Sewer Improvements (11/1/24)
- East Broadway (Water & Sewer) and (Complete Streets) (11/1/25)
- Crabtree & Powderhorn Waterline Improvements (11/1/25)
- Complete Fleet Maintenance Facility on Karns Meadow Drive (2025)

### Fire/EMS

- Complete Construction of Fire Station 1 Remodel/Expansion Project (7/1/22)

### Transit

- Complete Storage, Operations, & Administration Portion of START Facility (2030)
- Present Options for Karns Meadow Transit & Transfer Center (2030)

### Administration

- Complete Construction of Employee Housing at START Facility (2025)
- Present Options for Future Rodeo Grounds Uses (2025)

### Parks and Recreation

- Complete May Park Improvements (2025)

## SPET Election 2018 Council Retreat Issue

This item is on the retreat agenda to allow time for the Council to discuss options for proceeding with a SPET election. The issue is already scheduled for discussion at the March 5, Joint Information Meeting and this would simply be a preliminary discussion amongst the Council prior to meeting in joint session with the County Commissioners.

The current slate of SPET projects that were approved with the 2017 SPET election are estimated to be satisfied in June 2020. Options to consider include:

1. Propose a new slate of projects to begin once current slate has been satisfied. If items pass, the tax would remain at 6 cents total. This could be done in August or November of 2018 during the primary or general election. It could also be done in May, August or November of 2019 with a special election.
2. Propose a new slate of projects that would impose **a second penny** of SPET. If items pass, the tax would increase to 7 cents total. This could be done in August or November of 2018 during the primary or general election. It could also be done in May, August or November of 2019 with a special election.

### Points to Think About

- Council and Commission have the discipline to only propose projects for the first 1 penny of tax (6<sup>th</sup> cent) that are infrastructure, Town/County needs and reserve community interest projects for the second 1 penny of tax (7<sup>th</sup> cent).
- Keeping the elections for these two pennies in different years to maintain the distinction and separation (not sure if this could be accomplished, 6<sup>th</sup> and 7<sup>th</sup> cent may be combined until all initiatives are satisfied – staff conducting further research).



## Town Property Tax to Support Fire/EMS 2018 Council Retreat Issue

The item is on the retreat agenda to provide an update to the Council on issues surrounding imposition of a property tax within the Town of Jackson.

The Wyoming Statutes provide authority for cities and towns to impose up to 8 mills on properties within the corporate limits of a town or city. A mill levy is the number of dollars in taxes that a property owner must pay for every \$1,000 of assessed value.

One mill is .001 (1/1000 of one dollar). Tax amounts are derived by multiplying the assessed value by the amount of the mill levy that applies for the location of the property. There are multiple assessments and levys in Teton County (Teton County, State of Wyoming, Weed and Pest, Teton County Fair, etc).

In Wyoming, assessed valuation for residential and commercial property is 9.5% of market valuation. The 2017 assessed value for all property within the Town of Jackson is \$292,233,508. The revenue generated by each mill assessed would be \$292,233.

Based on these factors, the impact of one mill for each \$100,000 of market value is \$9.50. For example, a home with a market value of \$1 million with a 2 mill TOJ assessment would be \$190 annually. This would be in addition to mill levys from other taxing entities.

If the Town Council is interested in pursuing a property tax, staff would conduct the research necessary and set forth a timeline and the steps involved in imposition of such a tax.

## Snow King Master Plan 2018 Council Retreat Issue

The purpose of this item is to have Council provide input to staff on their "Interests" related to the Snow King Mountain Resort Community Engagement process. The "Interests" provided by Council will be used by Tyler Sinclair and Bob McLaurin, the Town representatives on the Snow King Mountain Stakeholders Group, in future meetings to ensure all Council members interests are addressed.

The focus of the public workshop on January 22 and the first stakeholder meeting on January 23 was to ask for the public and stakeholders' interests rather than positions related to the future of Snow King. The Town's consultant Peak Facilitation has chosen "interest" identification as the basis for the beginning of this process as it is particularly useful when identifying solutions to complex problems. Identifying interests allows more people to get more of what they want, instead of creating a win-lose dynamic between the established positions of participating parties. Interests are the "why" that underlies the "what" that people request from decision makers. Council is being asked to complete this same exercise that has been completed by the public and stakeholders. Summary of the work completed to date by the public and stakeholders is available on the Town of Jackson website.

On December 18, 2017, Council approved a scope of work with Peak Facilitation to initiate a Snow King Mountain Resort, Community Engagement Process Proposal. A summary of the process is outlined below:

Goal: Facilitate a fair and transparent community discussion regarding the future of the Snow King Mountain Resort and surrounding base area to ensure future developments, uses, and policies reflect the needs of Snow King, the Town of Jackson, the US Forest Service, and the residents of the area. This process will create an opportunity for all parties involved and the community as a whole to understand future development at Snow King (including the public and privately owned base properties).

### Desired Outcomes:

- Allow the public to have a comprehensive view of future development plans by Snow King on the Bridger-Teton National Forest, Town of Jackson lands, and private lands
- Provide a forum for feedback to the Forest Service and the Town with regards to community concerns and interests
- Community development of potential future scenarios for Snow King and the surrounding base area. Discuss the ability of the potential future scenarios to meet the needs of Snow King to be a sustainable and successful ski area, while also meeting the needs and desires of the community.
- Develop community understanding of the review and approval process for projects within Snow King's Master Development Plan (MDP) with the US Forest Service and the updated Master Plan with the Town of Jackson
- Provide options and perspectives to inform subsequent Snow King, Forest Service, and Town planning and decision making on projects in the current Snow King Master Development Plan and Master Plan with the Town of Jackson.

Overview: The community engagement process will be focused around the efforts of a Snow King Stakeholder Group, which will meet four (4) times. The Stakeholder Group's efforts will be informed by a community meeting held January 22 prior to the first Stakeholder Group meeting held on January 23 and by a second community meeting on March 12 prior to the final Stakeholder Group meeting on March 1.

## Municipal Campground 2018 Council Retreat Issue

This item is on the retreat agenda to update the Council on the camping in 2017 at the Rec Center, the request for similar camping there for summer 2018 and also to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a municipal mobile home park/campground at another location either in Town limits or outside Town limits.

### Rec Center Camping

The camping for Town and County employees at the Rec Center in 2017 went very well. We had approximately 8 Town and County employees camping there without water/sewer hookups or other services. They were allowed to park a camper and utilize it or they were allowed to sleep in their car. Staff would like to again offer that availability to Town and County employees only for 2018. Staff has already had several requests for the similar setup for our people. Even though we reached out to Chamber members to see if businesses were interested in partnering with us and paying for spots for their employees, no one took us up on the offer. Staff is looking for general consent from the Council to allow us to again open up this area for Town and County employee car camping.

### Municipal Mobile Home Park/Campground

Interest has been expressed by members of the Town Council to continue the exploration of locating an employment based municipal mobile home park/campground somewhere in the County limits. Staff has previous explored options with the Forest Service for a potential site south of Town. Staff is looking for direction from the Town Council if they would like staff to continue to actively pursue a location for such a campground. The Housing Director and the Parks & Rec Director have both been involved in discussions.

## Food Truck Regulations 2018 Council Retreat Issue

The purpose of this item is for Town Council to provide direction to staff as to whether they would like staff to place this item on a workshop agenda to discuss the issue further and provide direction to staff.

Direction from the workshop may be to complete research and draft potential ordinances to allow mobile food units (food trucks) within the Town. If Council is interested in exploring options for such facilities, more specific direction is needed on topics such as whether they should be allowed on public property (e.g. public right of way, parks, etc.), on private property (existing parking lots, landscape areas, etc.), or both. Where food trucks are envisioned to be allowed will greatly effect what ordinances may be required for implementation. These issues could be discussed at a workshop.

On May 27, 2014, a similar item was discussed by Council with no direction provided by Council to pursue additional research or ordinance changes at that time.

Generally speaking, mobile food units are not currently prohibited outright, although the Municipal Code and LDRs make their operation likely unfeasible on private property at this time. Section 5.12.150 of the Municipal Code relates to sales on public property and states that

*“No public property, including any park, street, sidewalk or right of way therefore shall be utilized at any time for the sale of any goods, wares or merchandise of any kind with the exception of newspapers, magazines, religious information or materials, or other such activities as are protected under the First Amendment of the Constitution of the United States; provided, however, that the provisions of this subsection shall not apply where otherwise approved pursuant to provisions contained in Chapter 5.04 through 5.24, and 5.52, or where nonprofit or benevolent organizations have approval in advance by the Town Council to sell items at an event occurring near or in a city park, nor during the specified period of closure, to those portions of public streets and the adjacent sidewalks and rights of way which may be officially closed to vehicular traffic from time to time by order of the Town Council.”*

In considering this item staff has identified the following topics for consideration:

- Location: Public Property? Private Property? Both
- If allowed on private property in what zoning districts?
- Should parking and employee housing requirements apply?
- What specific health and safety issues would need to be addressed
- Teton County Health Department
- Town of Jackson Building Department
- Fairness to existing restaurants and bars
- Etc.

## Managed Parking 2018 Council Retreat Issue

The purpose of this item is for staff to provide Council an update on the schedule for the Downtown Core Parking Study and Townwide Parking and Mobility Framework.

On December 18, 2017, Council approved a contract with Kimley-Horn & Associates, Inc. for the completion of the Downtown Core Parking Study and Town-wide Parking and Mobility Framework. Council selected this comprehensive approach over a quicker less comprehensive second option that did not include public engagement and a third option that moved straight to paid parking implementation with no study/analysis or public engagement.

In working with the consultant we have determined that the proposed timing of the project schedule is primarily built around the proposed public meetings with the following goals for each:

- April: Share some preliminary findings related to observed parking demands in Downtown and request input on potential parking management options
- June: Present preliminary recommendations for feedback

The entire scope of work and schedule is as follows:

February – April: Task 2a: Inventory and Utilization Update

February – June: Task 2b: Outreach Support

March – April: Task 2c: Parking Demand Management

April: Task 2d: Purpose of Public Parking Downtown

April – June: Task 2e: Recommended Alternative

June – August: Task 2f: Town-wide Parking and Mobility Framework and Implementation Plan

Based upon this schedule the entire scope of work would be completed by August 2018. This scope does not include tasks related to implementation of solutions. The solutions for Downtown Managed Parking will be identified through the Plan. Implementation of the adopted Downtown Managed Parking solutions would begin in September 2018.

## Town Square Pedestrian Zone Pilot Project 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a pilot project for several weeks in July or August that would create a pedestrian only zone on the north and east side of the Town Square. Attributes of this temporary pedestrian zone would include:

- Food trucks
- Music/entertainment
- Flowers/planters
- Public benches/trash receptacles, etc.

Issues that would need to be addressed at the workshop would include duration, methods of restricting access, provision of emergency access at all times, public hearing and notice to adjacent businesses, Chamber of Commerce input, small scale special events, etc.

## Rodeo Grounds/TC Fair Lease Expiration 2018 Council Retreat Issue

This item is on the retreat agenda to receive direction from the Town Council as to whether they would like to place an item on an upcoming meeting agenda to allow time for the Council to discuss future uses of the Rodeo Grounds and consider the expiration of the TC Fairgrounds Lease Expiration that will occur December 31, 2026.

Teton County holds a lease with the Town of Jackson through December 31 of 2026 for portions of the Town owned rodeo grounds. This lease does not include the gravel parking/snow storage area on the west side of the grounds or the Mateosky ballpark or the tennis courts. Points to consider:

- It is less than 10 years before the lease expires.
- Current lease contains no termination provisions.
- Upon lease expiration Teton County would need to find a new location to conduct their fair each summer and the Town could determine future uses on the site.
- Official notice could be provided to Teton County now indicating the current Town Council's desire to use the property for other purposes upon lease expiration thereby allowing Teton County time to secure another long term lease elsewhere in the County or purchase property elsewhere for the Teton County Fair. (This would be with the understanding a future Council may provide different notice.)
- The Town could begin negotiations for a new lease with Teton County that contains a termination clause allowing for a 1-2 year notice of termination with or without renegotiated lease payment terms.
- Continue rodeo concession on the site and construct community center and housing project on remaining area currently leased upon lease expiration.
- Continue snow storage on site.
- Improvements continue to be made on site which may end up being relocated upon lease expiration.

## Pathways Projects 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a slate of pathways improvements and additions that would be incorporated into the Town of Jackson capital improvement program.

It is staff's understanding that Friends of Pathways is currently partnering with the Town by providing matching funding for a study with Mobycon who specializes in finding sustainable traffic, transport and mobility solutions for communities. Also, Friends of Pathways wants to continue partnering with the Town on other potential projects in the Town of Jackson.

### Short term projects:

- Demo Project on Snow King Avenue to create a protected pathway using delineators and paint stripping.
- Pedestrian bridge south of May Park in a Town Alley between Cache Creek Drive and East Kelly Drive.
- Garaman Pathway Flooding
- South Highway 89 Tunnel Flooding
- Willow Street Bike Lanes
- Walk/Bike Friendly design for Maple Way/Scott Intersection

### Mid-term projects:

- South HWY-89 Cycle track extension and improved bike route
- Karns Meadow Pathway and Park area
- Jackson Alley Project

### Long term projects:

- Elevated Pathway system along Flat Creek between Garaman Park and Karns Meadow, as well as Flat Creek Bridge near Staples north to Flat Creek Bridge up on North Cache.



Imagine Jackson  
2018 Council Retreat Issue

The item is on the retreat agenda to provide an update to the Council on the current status of the Imagine Jackson Community Development Organization and to receive direction to place the issue on an upcoming meeting agenda for action. Imagine Jackson is a Community Development Corporation chartered in accordance with the Wyoming Economic Development statutes in 2004. The purpose of Imagine Jackson was to foster economic development within the community.

In 2009, Imagine Jackson received a \$750,000 grant from the Wyoming Business Council. These funds were used to purchase a building and land in the South Park Business Center. This facility was refurbished and converted into a business incubator. The premises was subsequently leased to Square One, a firm that specializes in the research, design and fabrication of robotic devices. The property has a value of between \$1 and \$1.25 million. It also has an outstanding mortgage of \$100,000. The Square One lease covers the debt service, property taxes and other operating expenses.

Mark Obringer, the founder and (unpaid) Executive Director is stepping down from this position. Should the organization disband, the Council needs to decide (or at least begin discussing) how you wish to proceed with respect to the organization.. There are several options available going forward.

- Sell the property, pay off the mortgage and use the remaining proceeds for whatever purpose the Council chooses.
- Retain the property and use it for another purpose. In this scenario, the Town would be responsible for the debt service payments. As noted the outstanding balance of the mortgage is approximately \$100,000.
- Contract with another Community Development Corporation to continue the economic development function as originally chartered or directly lease space to businesses. The site has the potential for additional space. There are several research firms, affiliated with the University of Wyoming, that are interested in leasing space at this location.

Downtown Post Office  
2018 Council Retreat Issue

This item is on the retreat agenda to update the Council on the status of actions taken to engage Senator Enzi's office in our efforts to keep the downtown Post Office location open and active and also to request home delivery in clusters throughout the Town of Jackson. The letter to Senator Enzi is inserted below. The Town Manager has spoken to a representative from Enzi's office and they have confirmed their receipt and that they are currently reviewing our request.

*Dear Senator Enzi*

*The Jackson Town Council asked that I write to update you and seek your assistance on several concerns regarding the United State Postal Service in Jackson, Wyoming.*

*As you may be aware, there is no home delivery of mail within the Town of Jackson. Although there is limited home delivery in a few outlying areas, most of the residents physically collect their mail from one of two locations, the downtown post office located at the intersection of Pearl and Milward Streets, and the West Jackson post office which is located at the intersection of Mapleway and Powderhorn Lane.*

*It is our belief that the USPO intends to close the downtown facility. We understand via your letter to John Eastman that the USPO has leased the property for an additional five years. While we believe this is positive news, it is our understanding that the USPO is no longer issuing PO boxes to new customers at the downtown location. In our opinion, this is a clear indication that, long term, the USPO intends to abandon this location.*

*While we understand and appreciate the fiscal difficulties of the USPO, closing this facility would have significant negative consequences for the Jackson community. Closing this location would force all postal patrons to drive to the Mapleway and Powderhorn location. The sheer volume of traffic would greatly exacerbate our traffic congestion issues that we are currently experiencing. In addition to increasing traffic congestion as well as the associated idling emissions, we do not believe the Mapleway facility is large enough to handle the number of boxes required to serve the entire community, nor is it large enough to accommodate the significant increase in customer service needed for distribution of packages due to lack of home delivery.*

*We respectfully request that you and your staff work with the USPO to ensure continued long-term service at our downtown post office.*

*The Town Council, in response to numerous requests from town residents, is also seeking your help to secure home delivery in the town. The Town of Jackson is willing to work with the USPO and residents to locate neighborhood boxes and any other logistical issues to implement home delivery in the Town limits.*

*Thank you for your consideration and assistance. Please let me know if there might be a time available where we can discuss this on a conference call or get together to discuss our concerns in person.*

*Sincerely,  
Robert W. McLaurin*

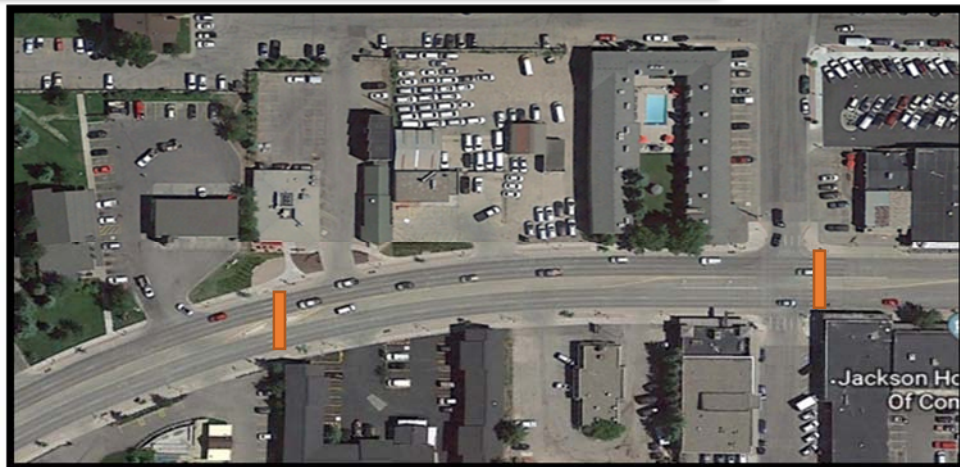
## Downtown Core Pedestrian Signaling 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore pedestrian mid-block crosswalk improvements to improve safety and efficiency for pedestrians as well as maximize vehicle movement through intersections.

### Possible Locations for consideration:

- East Broadway and Center Street
- Glenwood Street and West Broadway (Coordination with WYDOT)
- Jackson Street. and West Broadway (Coordination with WYDOT)
- North Cache and Deloney Avenue (Coordination with WYDOT)
- West Broadway near El Abuelito and Painted Buffalo (Coordination with WYDOT)

These crossings are mid-block or at intersections but are unprotected for pedestrians and where we have the most concern. This became evident during the eclipse when we provided crossing guards. Options that would be researched include pedestrian hawk signals that are pedestrian activated, synchronization with existing traffic lights, crosswalk lighting and other options.



2017

Town of Jackson Liaison Assignments

	Mayor Muldoon	Vice-Mayor Stanford	Bob Lenz	Don Frank	Hailey Morton Levinson
1	Public Art Taskforce 3rd Thur at 8am	Airport Board 3rd Wed at 9am	Housing Authority 3rd Wed at 1pm	Design Review Committee 2nd Wed at 530p	Energy Conservation Works 3rd Wed at 3pm
2	Pathways Taskforce 1st Wed at 530pm	Parks & Recreation 2nd Thur at 5pm (staying involved)	Housing Supply Board reg mtgs have not been set	Parks & Recreation 2nd Thur at 5pm	Travel & Tourism Board 2nd Thur at 3pm
3			Museum-Administrative meets as needed	Planning Commission 1st & 3rd Wed at 530pm	
4			START 2nd Thur at 1130am		
1	InterAgency Breakfast 4th Tues at 7am (Sept-May)	InterAgency Breakfast 4th Tues at 7am (Sept-May)	Fair Board 2nd Mon at 530pm		Chamber of Commerce last Wed at Noon
2	JH Air 1st Thur at 2pm	Housing Trust 4th Wed at 4pm	Historical Society & Museum 3rd Tue at 330pm		Emerg Management - LEPC 3rd Thur at 830am - ODD mths
3	ONE 22 last Wed at 8am ?	JH Conservation Alliance 4th Thur at 5pm	Childrens Learning Center ?		Systems of Care 3rd Thur at 9am
4	School Board 2nd Wed at 6pm	Transportation Adv Com-TAC meets as needed			TriPartite Bd - CSBG meets as needed
5					
<div> <div>Liaison has not been assigned to:</div> <div> <div>LEGEND: Members appointed by Town</div> <div>Other Boards</div> </div> </div>					
		Board of Examiners 2nd Tues at 430pm	Integrated Solid Waste & Recycling 1st Thur at 3pm	St. John's Hospital Board 4th Thur at 4pm	Natural Resources Technical Advisory Board (NRTAB) meets as needed

Rec'd 1-25-18



[www.tetonwyo.org/ph](http://www.tetonwyo.org/ph)

PO Box 937  
460 East Pearl Avenue  
Jackson, Wyoming 83001

**Administration**

ph: 307.732.8462  
fax: 307.733.8747

**Emergency Preparedness  
& Response**

ph: 307.732.8446  
fax: 307.733.8747

**Environmental Health**

ph: 307.732.8490  
fax: 307.732.8491

**Nursing & Clinical  
Services**

ph: 307.733.6401  
fax: 307.733.8747

January 18, 2018

Pete Muldoon, Mayor  
Town of Jackson  
PO Box 1687  
150 East Pearl Avenue  
Jackson, WY 83001

Dear Mayor Muldoon:

Teton County's District Board of Health would like to invite the Town of Jackson to appoint a Town Council liaison to attend their bi-monthly board meetings. At this time, the Town liaison could attend meetings to better understand the work of the Board of Health and further evaluate the participation of an appointed member from the Town of Jackson.

The Board of Health was created in order to promulgate rules and regulations pertaining to the prevention of disease and the promotion of public health within the full jurisdictional area of Teton County, Wyoming including the municipality of the City of Jackson. Participation on the Board would be important given recent enforcement issues related to restaurants and pools and spas in the Town.

If you are interested in appointing a liaison from the Town Council, please contact Jodie Pond at [jodie.pond@wyo.gov](mailto:jodie.pond@wyo.gov) or 307-733-8461.

Thank you and we look forward to working with the Town of Jackson in the future.

Sincerely,

A handwritten signature in dark ink, appearing to be "DF", followed by a long horizontal line that ends in a stylized flourish.

Dan Forman DVM, Chair of Teton District Board of Health  
Jodie Pond, Teton County Public Health Department

Cc Alyssa Watkins  
Natalia Macker

Effective Use of Consent Calendar  
2018 Council Retreat Business

This item is on the retreat agenda to emphasize the Mayor's desire to have staff place as many items on the consent calendar as possible and urge Councilmembers to ask their questions prior to the meeting in order to manage the length of meetings.

Upon urging by Mayor Muldoon, Town staff is currently conducting research into whether planning items or public hearings could be placed on the consent calendar. Staff will provide that information once the research has been completed.

Mayor Muldoon also wanted to remind the Council to please ask their questions of staff ahead of the meeting when at all possible.



Check In on Regular Meeting Date  
2018 Council Retreat Business

This item is on the retreat agenda to allow the Mayor to check in with Council and staff on whether meetings should continue to be held on the first and third Monday's of the month and also to provide a heads up that at the JIM retreat, Council will be asked to discuss a request from Teton County to extend the time for JIM meetings.

At the Council retreat last year, Council discussed whether to maintain the current meeting schedule and this is an opportunity to discuss that further.

Teton County Commissioners are requesting the Council consider:

- Whether to extend the JIM meetings so that they begin at 2:00 PM the 1<sup>st</sup> Monday of the month.
- To consider holding JIM meetings on the off Monday should they begin early to not double up on Council meetings into the evening.
- To consider additional JIM workshops to discuss issues of mutual concern.
- To consider utilizing the 5<sup>th</sup> Mondays that occur in the year for additional JIM workshops.

## Tentative JIM Retreat Agenda 2018 Council Retreat Business

This item is on the retreat agenda to allow the Mayor and Council to discuss and review the tentative list of items for the JIM Retreat that is scheduled for March 12 from 12:00 Noon to 5:00 PM. The tentative agenda items are below:

1. JPA Discussion
2. Community Wide CIP. To discuss strategically where to place things in the community like schools, ball fields, the fair grounds, etc. Could be a working group like TAC.
3. Empowering Staff to decide on critical service providers.
4. Extending the JIM meeting time. Could consider starting at 2 pm each time, or holding it on a different day, or conducting additional workshops on the 5th Mondays when they occur.
5. Oblique/aerial photography for County GIS, Assessor, Engineer Use.





# Roles and Responsibilities of Elected Officials & Staff

## OFFICIAL ROLES

### 1. Mayor

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

### 2. Individual Councilmembers

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

### 3. Town Council (As a Body)

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

### 4. Town Manager

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

### 5. Town Attorney

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

### 6. Town STAFF

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

### 7. COUNCIL LIAISONS

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



## GOVERNANCE ROLES

### 1. Mayor

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

### 2. Town Council

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

### 3. Staff

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



## TOWN COUNCIL WORKING AGREEMENTS

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

### ▪ Discussion

*We agree to:*

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

### ▪ Consensus & Voting

*We agree to:*

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

### ▪ Respect

*We agree to:*

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

### ▪ Intentionality

*We agree to:*

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

### ▪ Fairness and Equity

*We agree to:*

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

### ▪ The Body Politic

*We agree to:*

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



# **Rules and Procedures**

## **TOWN COUNCIL Of Town of Jackson, Wyoming**

Updated April 2016

Pursuant to W.S. § 15-1-106 the governing body shall determine the rules for the conduct of its proceedings.

Effective March 1, 2010

## TABLE OF CONTENTS

### CHAPTER 1 – GENERAL PROVISIONS

	Section No.	Page No.
Adoption of Robert's Rule of Order	1	3
Precedence of Rules	2	3
Suspension of Rules	3	3

### CHAPTER II – RULES AND PROCEDURES

Addressing the Town Council	7	7
Appointments	22	16
Agendas and Packets for Meetings	16	12
Board and Committee Liaisons	17	15
Conduct of Meetings	4	5
Consent Calendar	11	11
Minutes	14	12
Motions	9	8
Notice of Meetings	2	5
Official Correspondence from the Mayor or Council	21	16
Order of Business	15	12
Ordinances	12	11
Quorum	3	5
Research for Members of the Town Council	20	16
Resolutions	13	11
Rules of Debate	6	7
Rules of Decorum	8	7
Swearing In of New Members	23	15
Town Staff Reports	18	15
Town Attorney	19	14
Types of Meetings	1	4
Vice Mayor	5	7
Voting	10	10

INDEX	17
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## **CHAPTER I**

### **GENERAL PROVISIONS**

#### **Section 1. Adoption of Robert's Rules of Order.**

The Town has adopted "Robert's Rules of Order" as its guideline for parliamentary procedure. The rules of parliamentary procedure should be adhered to whenever possible for the proper and orderly conduct of Town Council meetings. Where there is a conflict in procedure between that set forth in the Wyoming Statutes for Municipal Ordinances and that contained in "Robert's Rules of Order", the procedures established by law take precedence.

#### **Section 2. Suspension of Rules.**

The Town Council has the right to suspend such rules as it has the power to adopt, including any rules contained in "Robert's Rules of Order". When the Town Council acts in violation of such rules as it has the authority to suspend, the rules are deemed suspended thereby and its actions are not invalidated by failure to comply with such rules.

#### **Section 3. Precedence of Rules.**

The following is a compilation of both applicable parliamentary laws and those parliamentary rules and procedures that have been adopted by this Town Council. Any rules herein, in conflict with "Robert's Rules of Order", shall take precedence and shall be considered as amendments to said "Robert's Rules of Order."

## **CHAPTER II**

### **RULES AND PROCEDURES**

#### **Section 1. Types of Meetings.**

Town Council Meetings may be of the following kinds:

- a. “Regular meetings” which are set by ordinance and held twice monthly in the Council Chambers of the Town Hall located at 150 East Pearl Avenue.
- b. “Special meetings” which may be called as provided by ordinance. Town Council workshop meetings and rescheduled regular meetings are special meetings. Meetings conducted jointly with the Teton County Commission are special meetings. Special meetings may be called by the Mayor or by a majority of the Town Council.
  - i. Mayoral Determination. When the Mayor sets a special Town Council meeting, the Town Clerk shall inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
  - ii. Majority of the Town Council Determination. When a majority of the Town Council sets a special Town Council meeting, a representative of that majority shall contact the Town Clerk. The Town Clerk shall then inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
  - iii. Town Staff Request. When Town Staff is desirous of conducting a special Town Council meeting, the Town Staff member shall contact the Town Clerk. The Town Clerk shall contact the Mayor to obtain authorization for that meeting. The Town Clerk shall then inform all members of the Town Council individually of the meeting, and shall proceed with public notification, Town Staff notification, and agenda preparation. If the Mayor is unavailable for the proposed meeting date and time or has no preference regarding the Town Staff proposed meeting date and time, and directs that the meeting should proceed, the Town Clerk shall then contact each member of the Town Council individually to ascertain whether a quorum would exist for the proposed meeting date and time. Upon receiving quorum information from three Councilmembers, the Town Clerk shall then proceed with setting the Special Meeting and shall inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
- c. “Executive sessions” which are portions of Special Meetings called by a vote of two-thirds (2/3) of the members present and excluding the public therefrom, when the nature of the business so requires. Prior to recessing or adjourning to executive session, the Town Council must first convene a special meeting.
- d. Emergency Meetings. Emergency meeting may be called on matters of serious immediate concern to take temporary action without notice. Reasonable effort shall be made to offer public notice. All action taken at an emergency meeting is of a temporary nature and in order to become

permanent shall be reconsidered and acted upon at an open public meeting within forty-eight (48) hours.

## **Section 2. Notice of Meetings.**

No notice of regular meetings is required. Action may be taken on matters before the Town Council at a regular meeting regardless of prior listing on the agenda, unless the matter requires advance notice as per the Jackson Municipal Code or Wyoming Statutes. Noticing is required for special meetings as set forth in the Wyoming Statutes. The notice for special meetings shall state the business to be transacted. No other business may be considered at a special meeting.

## **Section 3. Quorum.**

A majority of the Town Council is sufficient to do business, and motions may be passed 2-1 if only three (3) Councilmembers are present, but ordinances, resolutions granting franchises or licenses and motions concerning the payment of money require at least three (3) affirmative votes. A Councilmember listening via conference call or via videoconference is not present at the meeting and shall not be counted in roll call, nor may they vote on any matters or take any action before the Town Council. The privilege of listening via audio conference or video conference shall be granted or denied by the Mayor on a case-by-case basis.

A member who recuses himself from discussion and action on a particular item by stepping down from the Council desk or leaving the Council Chambers is no longer counted towards a quorum being present.

## **Section 4. Conduct of Meetings.**

- a. The Mayor, or in the absence of the Mayor, the Vice Mayor shall act as chairperson at all meetings.
- b. The powers and duties of the Mayor include moving, seconding, debating and voting from the Chair.
- c. The Mayor shall introduce each matter on the agenda in its proper order, unless a majority of the Town Council orders otherwise. The procedure to follow for each type of item is as follows:
  - 1) Consent Calendar Item Procedure
    - i. Mayor Asks Town Council if there are Items to be Withdrawn
    - ii. Town Council states items to be withdrawn or states no items to be withdrawn
    - iii. Public Comment on Consent Calendar
    - iv. Mayor Asks for a Motion on the Remainder of the Consent Calendar
    - v. Motion to Approve Remainder
    - vi. Vote on Remainder
    - vii. Withdrawn Items are read by Mayor Individually
    - viii. Town Council Discussion on Individual Items
    - ix. Motion and Second to Approve on Individual Items
    - x. Vote on Individual Items
  - 2) Public Hearing Item Procedure
    - i. Mayor Bangs Gavel Once and Opens a Public Hearing on Item as Stated on Agenda



- ii. Public Comment.
  - iii. Mayor Closes Public Hearing
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- 3) Discussion and/or Action Item Procedure
  - i. Agenda Item is read by Mayor
  - ii. Presentation by Town Staff
  - iii. Town Council Questions of Town Staff
  - iv. Presentation by Applicant
  - v. Town Council Questions of Applicant
  - vi. Public Comment
  - vii. Town Council Discussion
  - viii. Motion and Second to Approve/(if planning item, discuss and make necessary findings)
  - ix. Vote
- 4) Resolution Procedure
  - i. Agenda Item is read by Mayor
  - ii. Town Council Questions of Town Staff
  - iii. Public Comment
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- 5) New Ordinance Procedure
  - i. Agenda Item is Read by Mayor
  - ii. Motion to read by Short Title/Vote
  - iii. Read by Town Attorney
  - iv. Town Council Questions of Town Staff
  - v. Public Comment
  - vi. Town Council Discussion
  - vii. Motion and Second to Approve
  - viii. Vote
- 6) Multiple Ordinance 2<sup>nd</sup> or 3<sup>rd</sup> Reading
  - i. Motion to read all Ordinances by Short Title/Vote
  - ii. Ordinance is read by Town Attorney
  - iii. Public Comment
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- d. At his discretion, the Mayor may allow additional Town Council Questions of Town Staff, Town Council Questions of the Applicant or Public Comment at any time he deems appropriate.
- e. “Robert’s Rules of Order” shall be followed in conducting Council Meetings, unless a majority of the Town Council rules otherwise.
- f. The Chief of Police, or a designated subordinate, shall serve as Sergeant-at-Arms to preserve order in the Chambers during meetings, as directed by the Mayor.

## **Section 5. Vice Mayor.**

Each January, or whenever the Mayor deems appropriate, the Mayor shall appoint a Councilmember to serve as the Vice Mayor or Mayor Pro-Tem. In the absence of the Mayor, the Vice Mayor shall preside at all meetings of the governing body and/or perform other Mayoral duties as requested.

## **Section 6. Rules of Debate.**

- a. In obtaining the floor, every Councilmember shall first address the Mayor, gain recognition by the Mayor, and shall confine himself or herself to the question under debate, avoiding personalities and indecorous language.
- b. Members of the Town Staff, after recognition by, the Mayor, shall hold the floor until completion of their remarks or until recognition is withdrawn by the Mayor.
- c. No Councilmember shall be allowed to speak more than once upon any particular subject until every other Councilmember desiring to do so shall have spoken. No Councilmember shall be allowed to speak longer than five (5) minutes the first time or three (3) minutes the second or subsequent times on any one particular subject, except by majority vote of the Town Council. No Councilmember shall be allowed to speak more than three times on the subject without the express consent of the Mayor.

## **Section 7. Addressing the Town Council.**

- a. Each person desiring to address the Town Council either under the Public Comment section or under the public comment period for a particular item shall approach the lectern in person, state his or her name and address for the record, state the subject he or she wishes to discuss, state whom he or she is representing if he or she represents an organization or other persons, and unless further time is granted by majority vote of the Town Council or the Mayor, shall limit his remarks to three (3) minutes. Public comment made by phone, video, or any other form of electronic communication shall not be permitted with the exception of applicant or consultant presentations or interviews for advisory or joint powers boards as approved in advance of the meeting by the Mayor or Town Manager. All remarks shall be addressed to the Town Council as whole and not to any member thereof. No question shall be asked of a Councilmember or a member of the Town Staff without the permission of the Mayor. After permission of the Mayor, a question may be asked, but neither Town Staff nor the Councilmember to whom the question is directed shall answer the question during the public comment period.
- b. In order to expedite matters and to avoid repetitious presentations, whenever any group of persons wishes to address the Town Council on the same subject matter, it shall be proper for the Mayor to request that a spokesperson be chosen by the group to address the Town Council and, in case additional matters are to be presented by any other member of said group, to limit the number of such persons addressing the Town Council.

## **Section 8. Rules of Decorum.**

- a. While the Town Council is in session, the members must preserve order and decorum, and a member shall neither by conversation or otherwise delay nor interrupt the proceedings of the

peace of the Town Council nor disturb any member while speaking nor refuse to obey the orders of the Mayor. Members of the Town Council shall not leave their seats during a meeting without first obtaining the permission of the Mayor.

- b. Members of the Town Staff and employees shall observe the same rules of order and decorum as are applicable to the Town Council, with the exception that members of the Town Staff may leave their seats during a meeting without first obtaining the permission of the Mayor.
- c. Any person making impertinent, slanderous, or profane remarks or who becomes boisterous while addressing the Town Council shall be called to order by the Mayor and, if such conduct continues, may at the discretion of the Mayor be ordered barred from further audience before the Town Council during that meeting.
- d. Any person in the audience who engages in disorderly conduct as defined in the Jackson Municipal Code by loud or unnecessary talking, hallooing, or by any threatening, abusive, profane, or obscene language, or violent actions, or by any other rude behavior, interrupts, molests or disturbs a Town Council Meeting, upon instructions from the Mayor it shall be the duty of the Chief of Police or his designee to remove any such person from the Council Chamber and charge that person with Disturbing Meetings as provided for in 9.40.010 of the Jackson Municipal Code
- e. Matters before the Town Council in a meeting will normally be handled in one of the following manners:
  - (1) Acted upon.
  - (2) Placed under Matters from Mayor and Town Council for action later on in the meeting.
  - (3) Received and referred to Town Staff for further research and a recommendation for a future meeting.
  - (4) Received and filed without action.
  - (5) Continued, pending further consideration or the receipt of a report.
  - (6) Referred to the Town Manager for placement on an upcoming meeting.
  - (7) Tabled.

## **Section 9. Motions.**

- a. The process of motions is that when a motion is made and seconded, it shall be stated by the Mayor or the Town Clerk before vote. A motion shall not be withdrawn by the mover without the consent of the seconder.
  - (1) If the question contains two or more divisionable propositions, the Mayor may, and upon the request of a member, shall divide the same.
- b. No motion is before the Town Council until it has been seconded.

c. The precedence of motions is when a motion is before the Town Council, no other motion shall be entertained except:

- (1) To adjourn.
- (2) To fix the hour of adjournment.
- (3) To lay on the table (postpone indefinitely).
- (4) For the previous question (to vote immediately).
- (5) To postpone to a certain day,
- (6) To refer (to a committee or a member of the Town Staff for report).
- (7) To amend or to substitute another motion.
- (8) To refer to the Town Manager for placement on a future meeting agenda.

These motions have precedence in the order indicated. The first four motions are not debatable, though it is always permissible to raise a point of order on the proper use of any motion and it is also in order to appeal from the decision on the point of order. Once an item of business has been disposed of, it is not available for further debate except upon a motion and majority vote to reconsider.

d. Reconsideration. A Councilmember may make a motion to reconsider the vote on a particular item to permit correction of hasty, ill-advised, or erroneous action, or to take into account added information or a changed situation that has developed since the taking of the vote. Because of the investment made by members of the public to attend specific Council meetings to hear entire presentations and debate, to make public comments, and hear the vote on a particular item, motions to reconsider are strongly discouraged.

- (1) A motion to reconsider shall occur either at the same meeting where the original vote was taken, or at the next regular or special Town Council meeting, prior to the approval of the minutes at which the original vote was taken.
- (2) A motion to reconsider must be made by a Councilmember who voted on the prevailing side.
- (3) A motion to reconsider can then be acted upon immediately or it can be delayed until a future Town Council meeting.
- (4) Immediate Action.
  - i. Debate can then occur as to whether there is added information, a changed situation, whether a Councilmember felt they made a hasty decision, etc.
  - ii. If the vote to reconsider is successful, the item is then before the Town Council for action pursuant to the motion as stated at the previous meeting. Additional information can then be presented and discussed. The vote on the original motion is then called for and taken.
  - iii. The minutes of the previous meeting are then approved as amended to include the reconsideration and outcome.
  - iv. If the vote to reconsider fails, the minutes for the previous meeting are then approved as presented and the meeting continues.
- (5) Delayed Action.
  - i. The Mayor directs the Town Clerk to place the reconsideration item as the first action item on the next agenda and to place the minutes of the previous meeting as the next action item after the item in question.
  - ii. Public notice is then given that the Council intends to reconsider the outcome of the previous vote taken on the item in question.

- iii. At the subsequent meeting, the motion to reconsider is Called Up by the Mayor. Debate can then occur as to whether there is added information, a changed situation, whether a Councilmember felt they made a hasty decision, etc.,
- iv. If the vote to reconsider is successful, the motion before the Town Council is the same as it was stated in the original meeting. Additional information can then be presented and discussed, amendments to the original motion can be made, and a vote taken.
- v. The minutes of the previous meeting are then approved as amended to include the reconsideration and outcome.
- vi. If the vote to reconsider fails, the minutes of the previous meeting are approved as presented and the meeting continues.

## **Section 10. Voting.**

On the passage of every motion, the vote shall be taken and entered in the record by the Town Clerk.

- a. Every Councilmember should vote unless disqualified by a conflict of interest.
- b. The failure of a Councilmember to voice his or her vote will be considered as his or her having cast an affirmative vote on the motion.
- c. Abstention. (To refrain from voting)
  - (1) Councilmembers may abstain from voting as they cannot be compelled to vote. An abstention on a motion based on a conflict of interest is appropriate and expected. Abstention on a motion in the affirmative, where no conflict of interest exists, is discouraged and has the same effect as a negative vote.
  - (2) Councilmembers abstaining from a vote due to a conflict of interest shall not participate in the debate on that matter prior to the vote being taken.
  - (3) Councilmembers abstaining from debate and voting on a motion due to a conflict of interest may briefly state their reason for the abstention prior to debate occurring.
- d. Recusal. (To disqualify oneself from participation in debate and voting on grounds such as prejudice or personal involvement)
  - (1) Councilmembers may recuse themselves for cause by publicly stating the reason for the disqualification. When it has been determined that a Councilmember has cause for recusing himself or herself from voting on a particular matter then before the Town Council, said Councilmember shall not remain in his or her seat during the debate and vote on such matter, but shall request and be given permission of the Mayor to step down from the Council Table and either take a seat in the audience or leave the Council Chamber. A Councilmember recusing himself or herself shall not be counted as part of a quorum and shall be considered absent for the purpose of determining the outcome of any vote on such matter. Stepping down from the Town Council for an item shall be so noted in the minutes of that meeting.
  - (2) If the Mayor or a Councilmember contends that there is no clearly disqualifying conflict of interest, the matter of disqualification shall be decided by the Town Attorney.

## **Section 11. Consent Calendar.**

The consent calendar shall contain any and all items Town Staff or the Town Council believes are routine and appear to be lacking the need for debate or discussion. This includes minutes, disbursements, special event requests, bid awards, contracts for projects previously authorized, and the like. All contracts shall, before presentation to Town Council, have been approved as to form and legality by the Town Attorney.

## **Section 12. Ordinances.**

Where the particular ordinance has been prepared in advance.

- a. On first reading, an ordinance shall be accompanied by a Town Staff report.
- b. Upon unanimous vote, all readings of ordinances may be made by title only. Otherwise it must be read in full. Upon completion of the appropriate reading by the Town Attorney, the Town Council may, by majority vote, make any changes or amendments it desires.
- c. Upon second reading, if the ordinance is substantially changed at this time, the reading must be considered a first reading. No Town Staff report is required for second reading.
- d. Upon third reading, if the ordinance is changed at this time, the reading must be considered a first reading. No Town Staff report is required for third reading.
- e. Following the third reading, and at least ten (10) days after the first reading, except for emergency ordinances, upon motion made and seconded, the ordinance is adopted if there are at least three (3) affirmative votes.
- f. Ordinances shall become effective pursuant to Title 15 of the Wyoming Statutes.
- g. It is the duty of the Town Clerk to publish ordinances pursuant to Title 15 of the Wyoming Statutes. Ordinances shall be published between 2<sup>nd</sup> and 3<sup>rd</sup> reading so that they become effective upon 3<sup>rd</sup> reading except for charter ordinances, ordinances related to annexation, or any other ordinance as directed by the Town Attorney.
- h. Emergency ordinances may be read by short title; require  $\frac{3}{4}$  of the qualified members of the governing body or four (4) affirmative votes for passage; require only one reading; and become effective immediately upon adoption. They may be declared void if no true emergency existed. No franchise may be granted by emergency ordinance.
- i. All ordinances shall, before presentation to the Town Council, have been approved as to form and legality, by the Town Attorney.

## **Section 13. Resolutions.**

Where the particular resolution has been prepared in advance, the procedure is: Resolution title is read by the Mayor, Town Council questions of Town Staff, Public Comment, Town Council discussion, Motion, second, vote. It is not necessary to read in full, as long as the resolution is sufficiently

identified. However, any Councilmember may demand that it be read in full. Resolutions shall be published in full in the text of the minutes and do not require separate publishing.

- a. All resolutions shall, before presentation to the Town Council, have been approved as to form and legality, by the Town Attorney.

#### **Section 14. Town Council Minutes.**

The minutes are the responsibility of the Town Clerk until presented to the Town Council for approval; the Town Council may then, by motion make such corrections as conform to fact. The minutes shall be published pursuant to Wyoming Statutes.

Minutes of executive sessions are the responsibility of the Town Attorney.

#### **Section 15. Order of Business.**

The regular order of business for regular meetings shall be:

- a. Opening
  - i. Call to Order
  - ii. Pledge of Allegiance
  - iii. Roll call
  - iv. Announcements and Proclamations
- b. Public Comment (public comment is reserved for questions and comments from the public on items that are not otherwise included in the agenda)
- c. Consent Calendar
  - i. Minutes
  - ii. Disbursements
- d. Public Hearings, Discussion and/or Possible Action Items
- e. Resolutions
- f. Ordinances
- g. Matters from Mayor and Town Council
- h. Matters from the Town Manager
- i. Adjournment.

The regular order of business may be suspended at any time by a majority vote of a quorum of the Town Council, in order to take up a matter on the agenda out of its regular order. The order of business for meetings, other than regular, shall be determined by the Town Clerk, based on the anticipated needs of the Town Council.

#### **Section 16. Agendas and Packets for Meetings.**

- a. Regular Meetings. Agendas and Packets for regular meetings shall be prepared by the Town Clerk. Agendas for regular meetings shall be closed at 10:00 A.M. on the Thursday preceding the meeting. The agenda shall be finalized by the Town Clerk with input from the Town Manager and the Mayor. Matters on a regular meeting agenda are comprised of the following:

- (1) Announcements. Announcements do not need to be accompanied by a Town Staff report. Announcements notify the public of upcoming meetings, schedule changes,



new employee introductions, office closings, and the like. Announcements do not require Town Council action and can be recommended for addition to the agenda by any Councilmember or Town Staff member.

- (2) Proclamations. Proclamations do not need to be accompanied by a Town Staff report. Proclamations notify the public of community wide events such as burn week or of issues of community significance such as commendations, remembrances and the like. Proclamations do not require Town Council action and can be recommended for addition to the agenda by any Councilmember or Town Staff member.
- (3) Public Comment. This item on the agenda is reserved for questions and comments from the public on items that are not otherwise included on the agenda. If prior notification has been given that a citizen intends to speak under Public Comment, their name shall be so listed on the agenda. If documents are provided prior to finalization of the Town Council packet, those items shall be included in the packet.
- (4) Consent Calendar. The consent calendar shall contain any and all items Town Staff or the Town Council believes are routine and appear to be lacking the need for debate or discussion. This includes minutes, disbursements, special event requests, bid awards and the like. Any item on the consent calendar other than minutes, disbursements or the Municipal Court Report shall be accompanied by a Town Staff report.
- (5) Public Hearings, Discussion, and/or Possible Action Items. Items in this section shall be accompanied by a Town Staff report. This section of the agenda is for liquor license public hearings and action, planning items, administrative items, departmental action items, contracts, easements, public infrastructure project authorization, and the like. All contracts, prior to presentation to Town Council shall have been approved as to form and legality by the Town Attorney.
- (6) Resolutions. Resolutions shall be accompanied by a Town Staff report. Resolutions are related to policy matters, budget adoption or amendment, elected official commendations, parking schedule or speed limit schedule amendments and the like. Resolutions may amend the Municipal Code if the enacting ordinance allows amendment by resolution. Resolution numbers are designated by the Town Clerk and shall be so numbered as to represent the year of adoption.
- (7) Ordinances. Ordinances presented for first reading shall be accompanied by a Town Staff report. Ordinances presented for second or third reading do not require a Town Staff report. Ordinances shall be designated with a letter of the alphabet upon first reading and shall retain that letter until passed on third reading. The agenda shall specify which reading is before the Town Council. Upon presentation for third reading, the agenda shall specify the ordinance number to be designated per the Town Clerk. Ordinance readings shall occur at consecutive regular Town Council meetings unless directed otherwise by the Mayor, Town Manager or Town Attorney.
- (8) Matters from Mayor and Town Council. Items in this section of the agenda can be presented from any member of the Town Council and may or may not be accompanied by a Town Staff report and may or may not be listed on the agenda. This section of the agenda is for travel authorizations, designation of voting delegates to various meetings or conventions, or any item the Town Council may wish to bring up for Town Council consideration or discussion. Town Staff may also present items for Town Council consideration under this section of the agenda with authorization from a member of the Town Council. Town Council requests of Town Staff shall be directed to the Town Manager.



- (9) Matters from the Town Manager. This section of the agenda is for the Town Manager to report to the Town Council on the various activities of note of Town government operations and to notify the Town Council of upcoming meetings and scheduling. Items contained in the Town Manager's report may include issues recommended for affirmative Town Council action. Upon presentation of the Town Manager's report, the Town Council acts on the acceptance of that report.
- b. Special/Workshop Meetings. Agendas and Packets shall be prepared for Special/Workshop Meetings by the Town Clerk. Agendas for Special/Workshop meetings shall be closed at 10:00 A.M. on the Thursday preceding the meeting or on the date so determined by the Town Clerk. The agenda shall be finalized by the Town Clerk with input from the Town Manager and the Mayor. Matters on a Special/Workshop meeting agenda are comprised of the following:
- (1) Discussion and/or Action Items. These matters may require detailed discussion in an informal setting between Town Council and Town Staff, Town Council and other appointed boards, Town Council and citizen groups, or Town Council and individual applicants requesting Town Council action. Matters before the Town Council at a special/workshop meeting may be items requiring additional time for review of details or requests, draft ordinances for discussion purposes, complex public infrastructure projects, or items Town Staff is desirous of feedback on prior to placement on a regular meeting agenda for action.
  - (2) Set Next Workshop Agenda. Town Staff shall recommend to the Town Council a proposed listing of matters to be placed on upcoming workshop agendas. The Town Council may add, delete, or rearrange this listing during the meeting by motion and a majority vote. Additional items for upcoming workshops shall be finalized by the Town Clerk with input from the Town Manager and the Mayor.
- c. General.
- (1) Items submitted from the public are due to the Town Clerk two (2) weeks prior to the packet deadline for a particular meeting in order to provide Town Staff sufficient time to review the request and prepare a Town Staff report and recommendation to the Town Council.
  - (2) Agendas and packets for regular meetings shall be produced by the Town Clerk and distributed to members of the Town Council by no later than 4 o'clock p.m. on the Thursday preceding the meeting. A hard copy packet shall be provided to each of the five (5) Town Council members, the Town Clerk, the Town Manager and the Town Attorney. An electronic version of the agenda and packet shall be constructed by the Town Clerk and posted on the Town's website no later than 4 o'clock p.m. on the Thursday preceding the meeting. The Town Clerk shall provide e-mail notice of agendas to anyone requesting such notice.
  - (3) Agendas and packets for other meetings, shall be produced by the Town Clerk and distributed to members of the Town Council in the same manner as regular meetings unless the timeframe does not allow it. If the timeframe does not allow sufficient time for such distribution, the Town Clerk shall produce the agenda, packet and provide notice at the next earliest opportunity.

(4) Public hearings shall be set by:

- (1) The Town Council, when the law requires the Town Council to set the hearing.
- (2) The Town Clerk in all other cases.
- (3) Unless otherwise ordered by the Town Council or determined by the Town Clerk, public hearings shall normally be scheduled for the first item of business under Public Hearings, Discussion and/or Action Items at regular Town Council meetings.

#### **Section 17. Town Council Board and Committee Liaisons.**

The Town Council may appoint individual members to represent the Town Council at various board meetings and committee meetings throughout the community. Each January, or as soon thereafter as the Town Council deems appropriate, the Town Council shall review the list of board and committee liaisons and make changes as they deem necessary. These liaison appointments shall be mutually agreed upon by the Town Council and shall remain valid until changed. Individual Councilmembers serving as a liaison shall not represent themselves as speaking for the Town Council on any matter or in any respect unless directed to do so by majority vote of the Town Council on individual matters as they arise. The Councilmember's role as liaison is to remain informed of the board or committee's issues and be a conduit for information to be relayed back to the Town Council. Depending on the board or committee's bylaws, the Councilmember may be a voting member or may be an ex-officio member or may simply attend the meetings to remain informed without actually serving on the board or committee.

#### **Section 18. Town Staff Reports.**

The Town Manager shall approve all Town Staff reports prior to placement in the packet for any Town Council meeting as he deems necessary. The Town Council may, at its discretion, request a Town Staff Report from the Town Manager on any matters under consideration. The Town Manager may then assign the Town Staff report to any member of Town Staff.

- a. Members of the Town Staff may, at their discretion, initiate and submit to the Town Council reports on any matters before the Town Council or any matter deemed important with the Town Manager's approval. These reports may be listed on the agenda, or they may be submitted to the Town Council outside of the agenda at the Town Manager or Town Attorney's discretion.
- b. Town Staff reports shall be prepared in a format as determined by the Town Manager.

#### **Section 19. Town Attorney.**

The Town Attorney is retained to provide legal advice and assistance to the Town Council, Commissions, and the Town Staff. Individual members of the Town Council wishing to have the Town Attorney undertake any research or the preparation of any resolution or ordinance shall first obtain authorization from the Town Council; or, in matters of extreme emergency, from the Mayor. Individual Town Staff members wishing to have the Town Attorney undertake any research or the preparation of any resolution or ordinance shall first obtain authorization from their Department Director and in some cases the Town Manager.

## **Section 20. Research for Members of the Town Council.**

Individual Councilmembers shall refrain from requesting opinions or research from Town Staff and shall direct all inquiries through the Town Manager. Individual Councilmembers shall direct all requests through the Town Manager or the Assistant Town Manager except simple matters related to citizen information requests.

## **Section 21. Official Correspondence from the Mayor or Members of the Town Council**

The Mayor shall be designated and authorized to represent the Town Council and author letters on issues supported by a vote of the Town Council. The Mayor shall also be authorized to author letters on behalf of the Town of Jackson organization when a response is appropriate as determined by the Mayor or the Town Manager. Individual Councilmembers shall refrain from using their position as a Councilmember to send official letters on Town letterhead in support of or in opposition to issues without a vote of approval from the Town Council. The Mayor or any Councilmember may author personal letters of reference to individuals on Town letterhead so long as those letters do not indicate that they are representing the Town Council as a whole.

## **Section 22. Appointments.**

- a. Mayoral Appointments. Mayoral appointments that require the advice and/or consent of the Town Council shall follow a procedure as determined by the Mayor. This procedure may involve advertising, accepting letters of interest, interviews by the Mayor, interviews by the Town Council, interviews by Town Staff or any other procedure as the Mayor deems appropriate. Any procedure used by the Mayor may change at any time with or without notice provided.
- b. Majority of Town Council Appointments. Appointments that are a majority vote of the Town Council shall follow a procedure as determined by majority vote of the Town Council. This procedure may involve advertising, accepting letters of interest, interviews by the Town Council, and interviews by Town Staff or any other procedure as the Town Council deems appropriate. Any procedure set forth by majority vote of the Town Council may change at any time by another majority vote of the Town Council.

## **Section 23. Swearing In of New Members.**

- a. Upon Election. Pursuant to Wyoming Statutes, the term of office for a person elected at the general municipal election commences the first Monday in January following the general election but before entering their duties, they must be administered the Oath of Office. The Town Clerk shall arrange a Swearing In Ceremony to be held on the first Monday in January in the morning, prior to any regular or special Town Council meetings being called to order.
- b. Upon Appointment. Pursuant to Wyoming Statutes, when a vacancy exists in the governing body of a municipality, the Town Council shall appoint an eligible person as successor. A vacancy in the office of Mayor shall only be filled by a member of the governing body. The appointment shall be made at a regular or special meeting of the Town Council and upon appointment, the Oath of Office shall be administered.

# INDEX

- abstain, 10
- agenda, 5, 6, 14
- agendas, 2, 12, 14
- announcements, 12
- appointments, 2, 16
- chief of police, 6, 8
- conduct of meetings, 5
- conflict of interest, 10
- consent calendar, 2, 5, 11, 12, 13
- correspondence, 2, 16
- decorum, 7, 8
- disbursements, 11, 13
- disorderly conduct, 8
- effective date, 1
- emergency meeting, 4
- findings, 6
- first reading, 11, 13
- liaisons, 2, 15
- majority, 4, 5, 6, 7, 9, 11, 12, 14, 15, 16
- matters from mayor and town council, 8, 12, 13
- mayoral appointments. *see* appointments
- motions, 8
- notice, 2, 5
- notification, 4, 13
- oath of office, 16
- order of business, 12
- ordinance, 4, 11, 13, 15
- ordinance publication, 11
- ordinances, 2, 3, 6, 11, 12, 13
- packet, 13, 14, 15
- precedence of rules, 3
- proclamations, 12, 13
- public comment, 5, 6, 7, 11, 12, 13
- public hearing, 5, 6
- public hearings, 15
- public hearings, discussion, and/or possible action items, 13
- quorum, 2, 4, 5, 10, 12
- reconsider, 9, 10
- recuse, 5, 10
- regular meetings, 4
- research for members of the town council, 2, 16
- resolutions, 2, 6, 11, 12, 13
- robert's rules of order, 3, 6
- rules of debate, 7
- rules of decorum, 2, 7
- sergeant-at-arms, 6
- short title, 11
- speaking time limits, 7
- special/workshop meetings, 14
- suspension of rules, 3
- swearing in, 2, 16
- town attorney, 2, 6, 10, 11, 12, 13, 14, 15
- town clerk, 4, 8, 9, 10, 11, 12, 13, 14, 15, 16
- town manager, 8, 9, 12, 13, 14, 15, 16
- town staff report, 2, 11, 12, 13, 14, 15
- vice mayor, 2, 5, 7
- voting, 2, 10
- website, 14
- workshop, 14

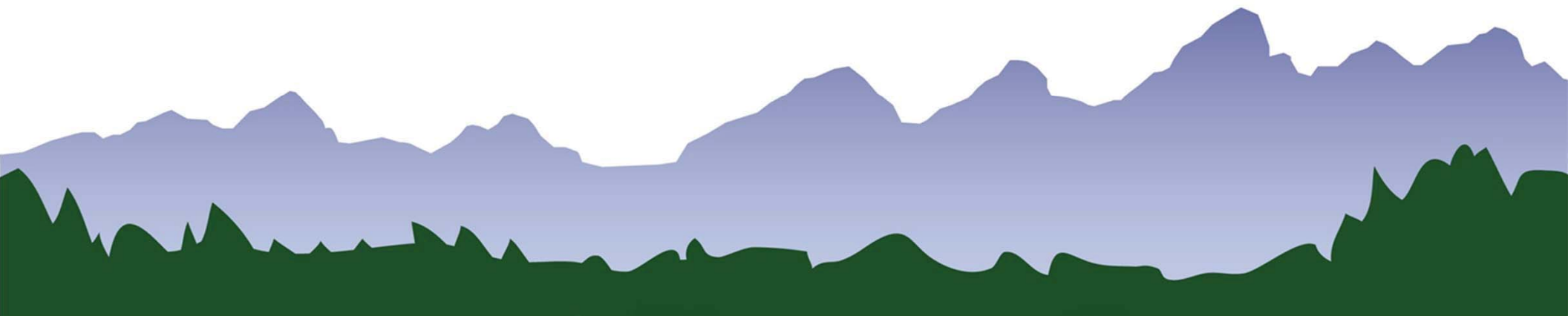
Setting and Finalizing the Agenda for Town Council Meetings  
2018 Council Retreat

The purpose of this document is to update the Mayor and Council and staff on how the agenda is finalized and how items are added or removed from the agenda.

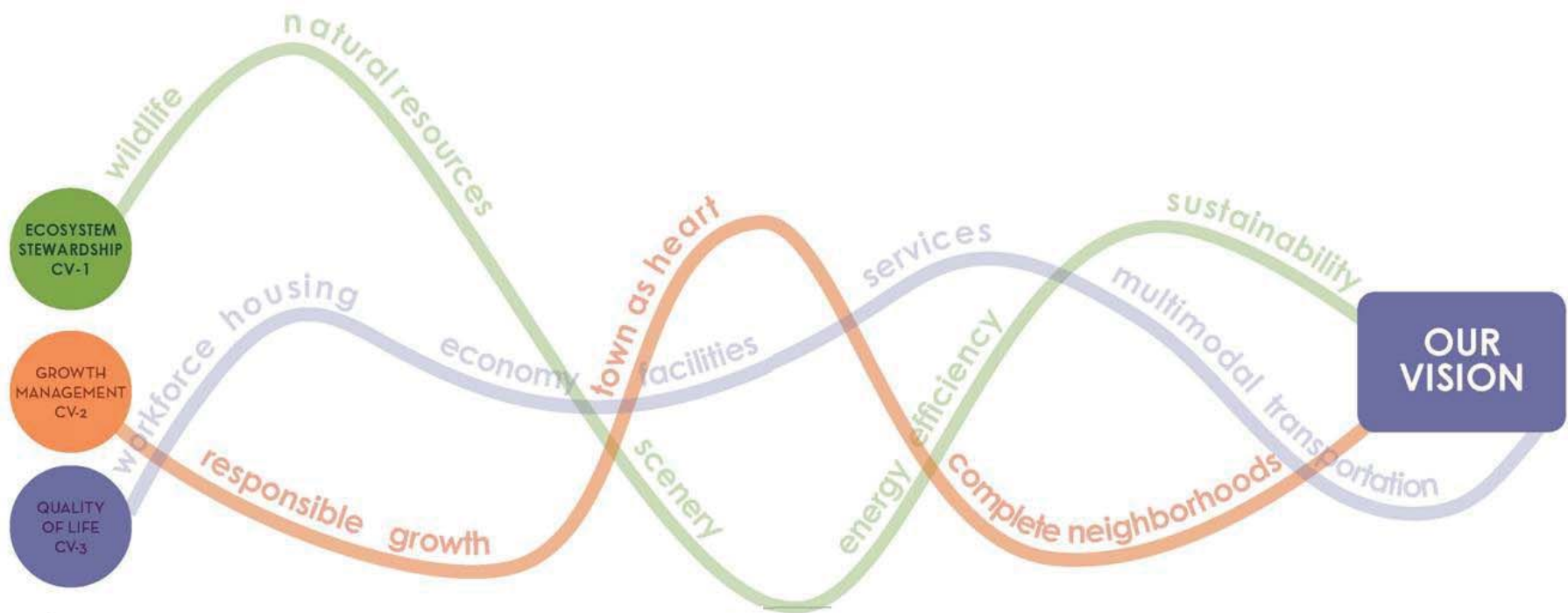
1. Agendas are finalized by the Town Clerk with input from the Mayor and Town Manager.  
(pursuant to the Town Council adopted Rules and Procedures)  
*Practically speaking, the Town Clerk and the Town Manager defer to the Mayor in terms of the agenda finalization except for Matters from Mayor and Council as noted below.*
2. At 3:00 PM on Tuesday, during the Mayor's Strategy Meeting
  - a. The upcoming agendas are discussed and the agenda reviewed.
3. Prior to or at Sr. Staff Meetings on Wednesdays
  - a. Items are identified by staff to be placed on upcoming draft agendas for consideration by the Mayor. Notes are added on the side to keep the Town Clerk and others informed as to the origin of the request and what it briefly entails.
4. Matters from Mayor and Council
  - a. Items identified from Town Council members are listed as Matters from Mayor and Council and the purpose of listing the item is for the Council member to briefly broach an issue to obtain authorization from the body as a whole as to whether it merits placement on an upcoming agenda for discussion or action either through CLEAR general consensus or through a motion. (motions are preferred) Ex: Item under Matters from Mayor and Council is listed as Wilson Boat Launch and after a very brief overview of the item, Councilman Stanford states, "I move to place the Wilson Boat Launch issue on the February 2<sup>nd</sup> agenda as a discussion item." The remainder of the Mayor and Council then have the option of voting the issue up or down as to whether to discuss it in the future. (Pursuant to the adopted Council Rules and Procedures, "Items in this section can be presented from any member of the Mayor and Council and may or may not be listed on the agenda, and includes any item the Town Council may wish to bring up for Town Council consideration or discussion.")
5. At 10:00 AM on Thursday, the Town Clerk finalizes the agenda with input from the Town Manager and the Mayor.

# Community Vision

Preserve and protect the area's ecosystem in order to ensure a healthy environment, economy, and community for current and future generations.



# Common Values of Community Character





### Community Vision:

Preserve and protect the area's ecosystem in order to ensure a healthy environment, community and economy for current and future generations.

### Common Values of Community Character

#### Ecosystem Stewardship - CV #1:

**Section 1 - Stewardship of Wildlife, Natural Resources and Scenery:** Maintain healthy populations of all native species and preserve the ability of future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character.

- Principle 1.1 - Maintain healthy populations of all native species
- Principle 1.2 - Preserve and enhance water and air quality
- Principle 1.3 - Maintain the scenic resources of the community
- Principle 1.4 - Protect and steward open space

**Section 2. Climate Sustainability through Energy Conservation:** Consume less nonrenewable energy as a community in the future than we do today:

- Principle 2.1 - Reduce consumption of non-renewable energy
- Principle 2.2 - Reduce energy consumption through land use
- Principle 2.3 - Reduce energy consumption through transportation
- Principle 2.4 - Increase energy efficiency in buildings
- Principle 2.5 - Conserve energy through waste management and water conservation

#### Growth Management - CV #2:

**Section 3. Responsible Growth Management:** Direct future growth into a series of connected, Complete Neighborhoods in order to preserve critical habitat, scenery and open space in our Rural Areas.

- Principle 3.1 – Direct growth out of habitat, scenery, and open space
- Principle 3.2 – Enhance suitable locations as Complete Neighborhoods
- Principle 3.3 – Manage growth predictably and cooperatively
- Principle 3.4 – Limit development in naturally hazardous areas
- Principle 3.5 – Manage local growth with a regional perspective

**Section 4. Town as the Heart of the Region - The Central Complete Neighborhood:** The Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities.

- Principle 4.1 - Maintain Town as the central Complete Neighborhood
- Principle 4.2 - Promote vibrant, walkable mixed use areas
- Principle 4.3 - Develop desirable residential neighborhoods
- Principle 4.4 - Enhance civic spaces, social functions, and environmental amenities to make Town a more desirable Complete Neighborhood
- Principle 4.5 - Preserve historic structures and sites

#### Quality of Life - CV #3

**Section 5: Local Workforce Housing:** Ensure a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally.

- Principle 5.1 - Maintain a diverse population by providing workforce housing
- Principle 5.2 - Strategically locate a variety of housing types
- Principle 5.3 - Reduce the shortage of housing that is affordable to the workforce
- Principle 5.4 - Use a balanced set of tools to meet our housing goal

**Section 6: A Diverse and Balanced Economy:** Develop a sustainable, vibrant, stable and diversified local economy.

- Principle 6.1 - Measure prosperity in natural and economic capital
- Principle 6.2 - Promote a stable and diverse economy
- Principle 6.3 - Create a positive atmosphere for economic development

**Section 7: Multimodal Transportation:** Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation.

- Principle 7.1 - Meet future transportation demand through the use of alternative modes
- Principle 7.2 - Create a safe, efficient, interconnected, multi-modal transportation network
- Principle 7.3 - Coordinate land use and transportation planning

**Section 8: Quality Community Service Provision:** Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.

- Principle 8.1 - Maintain current, coordinated service delivery
- Principle 8.2 - Coordinate the provision of infrastructure and facilities needed for service delivery

### Town of Jackson Purpose, Mission, and Core Services

**Our Purpose** – *The Town of Jackson exists to provide municipal services necessary to support the residential, business, environmental, and historical interests that define our community. Our services enhance the quality of life for those who live here and enhance the experience for our guests.*

**Our Mission** – *It is the mission of the Town of Jackson Municipal Organization to provide municipal services that enhance the quality of life for our residents and guests and to help support the local economy. We train, mentor, and challenge our employees to develop to their highest potential and to provide service that exceeds the expectations of residents, guests, and others. We foster partnerships to solve problems and more effectively use our resources. We appreciate the unique environmental resources and scenic beauty where we live and work and acknowledge our responsibilities to future generations.*

#### Core Services

The short, mid, and long term goals listed by staff reflect areas for extra emphasis, areas where the Council has directed focused attention and resources, and areas/projects that have been approved by the Town Council either with budget adoption or specific Council direction outside of the adopted budget. These goals are listed with the understanding that the main area of focus for the Town of Jackson is the provision of core services, maintaining the current level of service already supported and approved through the annual budget, and most importantly those services that directly contribute to and maintain the health, safety, and welfare of the citizens and guests to our community. Instead of providing an exhaustive list of core services provided in each department, a brief summary would include:

**Safety and security** - provided through law enforcement, fire protection, building safety and inspection, animal control, contractor licensing, and municipal court and prosecution services.

**Infrastructure, facility and public asset management** - provided through street, sidewalk and right of way maintenance and snow removal services, engineering, preventive and proactive facility management, and parking enforcement.

**Health and well-being** - provided through water treatment and distribution, sewer collection and treatment, emergency medical services, and victim services.

**Development and economic oversight** - provided through code compliance, planning and development review, permit processing, and business, liquor, taxi, special event, and rental licensing.

**Accessibility and livability** - provided through public transit, community and affordable housing, parks and recreation, and pathway creation and maintenance.

**Internal services** - for the Town of Jackson organization that support the efficiency and effectiveness of our local government provided through information technology support, records management and access, fleet maintenance, public information, legal services, human services, financial accounting, and overall coordination, administration, leadership and management of government services and day to day operations.





# Financial Update



**FEBRUARY 6, 2018**

# Town of Jackson Funds



Governmental Funds	Proprietary Funds	Fiduciary Funds
General Fund	Water	None
START	Sewer	
Employee Housing	Employee Medical Insurance	
Affordable Housing	Fleet Management	
Parking Exactions	Central Equipment	
Parks Exactions	IT Services	
Animal Care		
Lodging Tax		
5 <sup>th</sup> Cent Capital Projects		
2006 SPET		
2010 SPET		
2014 SPET		
2016 SPET		
2017 SPET		
Vertical Harvest		
Snow King-Snow Making		

- A fund is an accounting entity with a self-balancing set of accounts which are setup for the purpose of carrying out specific activities or attaining certain objectives

# Fund Balances



- **What is a fund balance?**

Assets (things we own)

- Liabilities (amounts we owe others)

= Fund balance

- **Not all fund balance is available to spend**

- ✦ Nonspendable (not in a spendable form – like a receivable)
- ✦ Restricted (external legal restrictions – like SPET)
- ✦ Committed (internally by a Council ordinance – we don't have any)
- ✦ Assigned (internally by the Town Manager – like a “rainy day” reserve or capital projects fund balance)
- ✦ Unassigned (available to spend for “one time” needs)

# Understanding the Budget Process

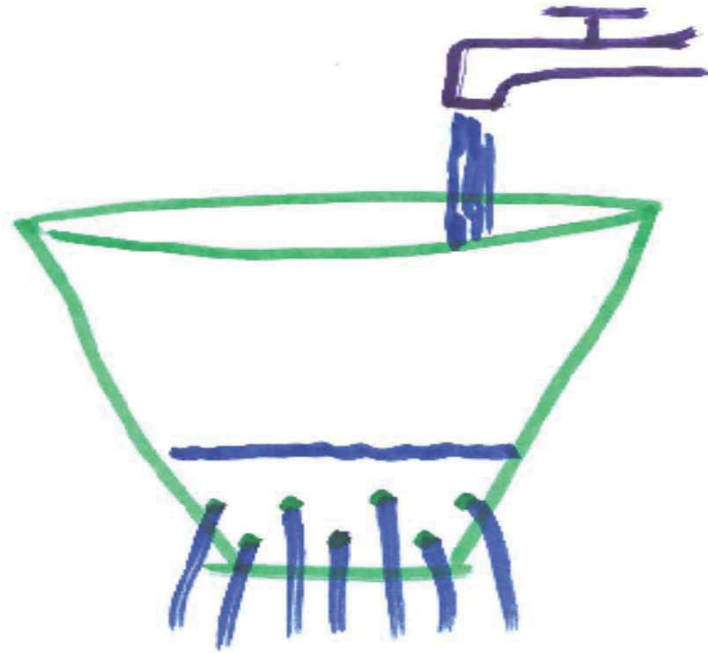


- Wyoming statute requires the Town Manager to present a recommended budget to Council no later than May 15<sup>th</sup> each year
- Council must hold public hearings and pass a budget resolution before the end of June
- The fiscal year begins July 1<sup>st</sup>
- Budgets are modified via supplemental approval

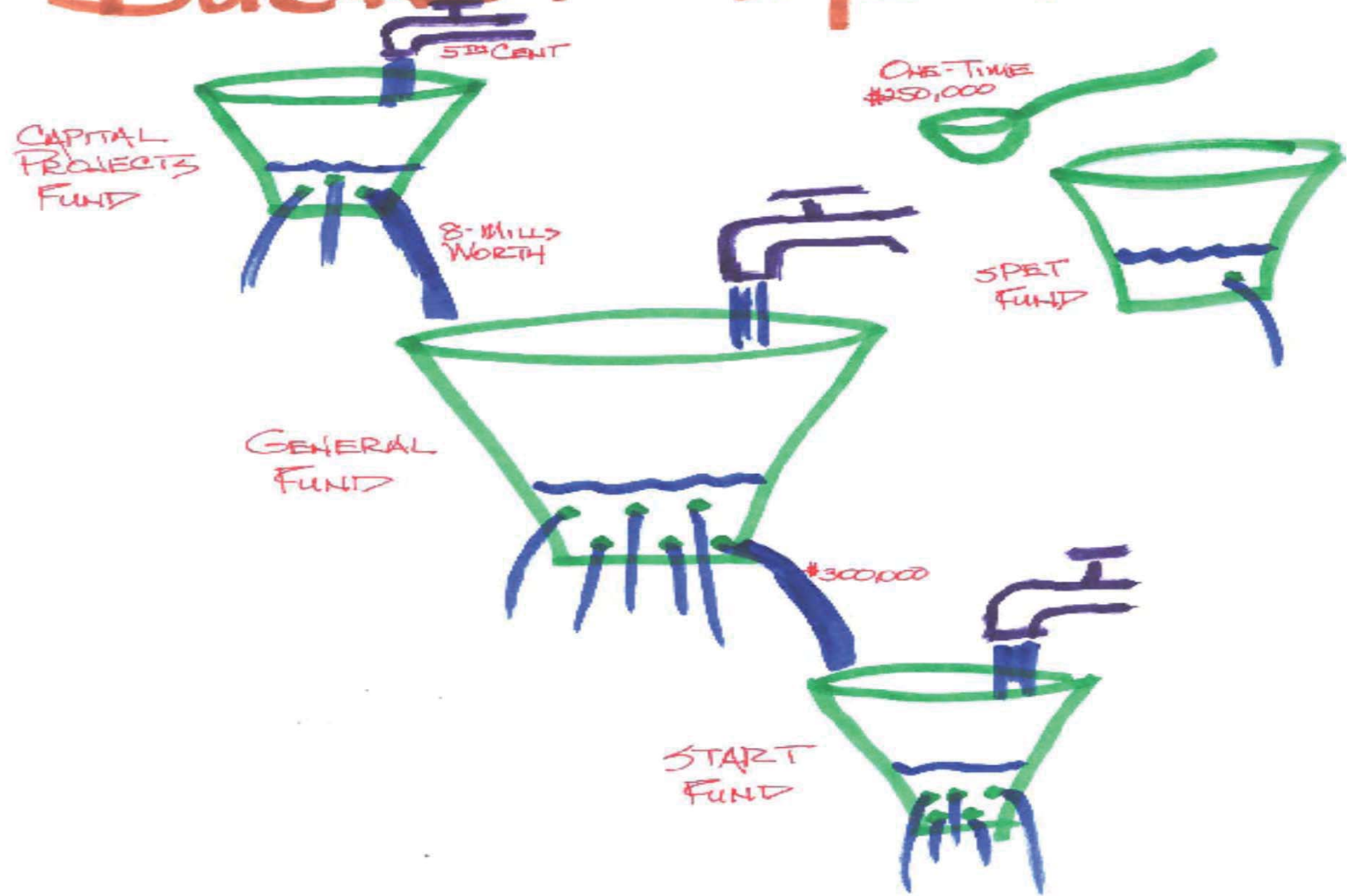
A “balanced” budget means revenues are greater than expenses  
It’s ok if it’s not balanced for “one-time” requirements

# Bucket Theory

# BUCKET THEORY



# MULTIPLE BUCKET THEORY



TRANSFERS-IN												
TRANSFERS-OUT	General Fund	Animal Care Fund	START Bus System Fund	Lodging Tax Fund	Affordable Housing Fund	Employee Housing Fund	Capital Projects Fund	Water Utility Fund	Sew age Utility Fund	IT Internal Svc Fund	Central Equipment Fund	Total Transfers Out
General Fund		-	\$ -	\$ -	\$1,182,409	\$ 300,000	\$3,151,006	-	-	-	-	\$4,633,415
Animal Care Fund	60,000		-	-	-	-	-	-	-	-	-	60,000
START Bus System	52,617	-		-	-	-	-	-	-	-	-	52,617
Lodging Tax Fund	-	-	377,801		-	-	-	-	-	-	-	377,801
Affordable Housing	-	-	-	-		-	-	-	-	-	-	-
Employee Housing	-	-	-	-	-		-	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-	-		-	-	-	-	-
Water Utility Fund	488,734	-	-	-	-	-	-		-	-	-	488,734
Sew age Utility Fund	488,734	-	-	-	-	-	-	-		-	-	488,734
IT Internal Service Fund	-	-	-	-	-	-	-	-	-		-	-
Central Equipment Fund	-	-	-	-	-	-	-	-	-	-		-
Total Transfers In	\$ 1,090,085	\$ -	\$ 377,801	\$ -	\$1,182,409	\$ 300,000	\$3,151,006	\$ -	\$ -	\$ -	\$ -	\$6,101,301

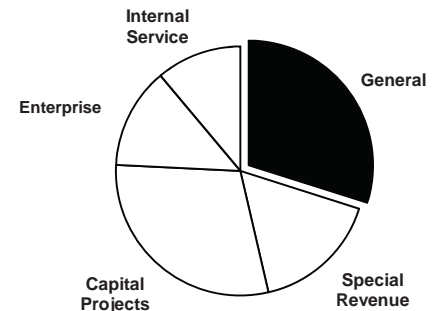


FY 2018 Status of Funds  
Mid-year Review  
Council Retreat February 6, 2018

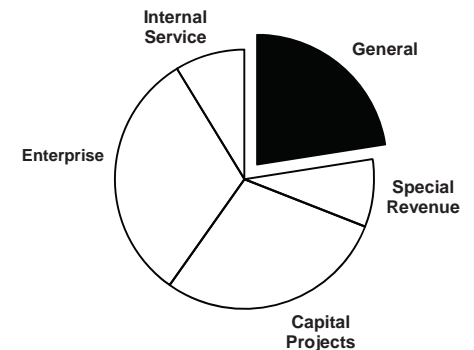
**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES**  
**AMENDED BUDGET FOR FISCAL YEAR 2018**  
**ALL FUNDS**

<b>FUND DESCRIPTION</b>	<b>BALANCE JULY 1, 2017</b>	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>EXPENDITURES</b>	<b>TRANSFERS OUT</b>	<b>BUDGETED BALANCE JUNE 30, 2018</b>
<b>General Fund</b>	\$ 7,638,024	\$ 18,951,648	\$ 1,090,085	\$ 16,230,570	\$ 4,633,415	\$ 6,815,773
<b>Special Revenue Funds</b>						
Affordable Housing	678,125	40,000	1,182,409	1,207,409	-	693,125
Parking Exactions	121,439	1,200	-	-	-	122,639
Parks Exactions	75,020	10,100	-	-	-	85,120
Employee Housing	722,800	200,860	300,000	901,197	-	322,463
Animal Care Fund	341,806	70,600	-	35,500	60,000	316,906
Lodging Tax Fund	72,180	731,803	-	354,002	377,801	72,180
START Bus System	1,400,329	5,668,202	377,801	6,458,299	52,617	935,416
Total Special Revenue	3,411,699	6,722,765	1,860,210	8,956,407	490,418	2,547,849
<b>Capital Project Funds</b>						
Capital Projects (5th Cent)	6,711,309	1,955,624	3,151,006	5,706,348	-	6,111,591
Vertical Harvest	(20,924)	27,200	-	15,000	-	(8,724)
Snow King Snow Making	47,587	52,752	-	52,552	-	47,787
2006 Specific Purpose Excise Tax	496,059	1,100	-	35,000	-	462,159
2010 Specific Purpose Excise Tax	1,578,141	5,200	-	1,310,933	-	272,408
2014 Specific Purpose Excise Tax	3,456,955	13,800	-	1,365,000	-	2,105,755
2016 Specific Purpose Excise Tax	5,026,517	2,184,000	-	7,478,268	-	(267,751)
2017 Specific Purpose Excise Tax	-	2,901,000	-	2,901,000	-	-
Total Capital Projects	17,295,644	4,239,676	3,151,006	15,963,101	-	8,723,225
<b>Enterprise Funds</b>						
Water Utility	5,298,519	2,446,759	-	2,301,145	488,734	4,955,399
Sewage Utility	6,231,666	3,652,069	-	4,820,098	488,734	4,574,903
Total Enterprise Funds	11,530,185	6,098,828	-	7,121,243	977,468	9,530,302
<b>Internal Service Funds</b>						
Employee Insurance	1,596,946	2,509,617	-	2,308,300	-	1,798,263
Fleet Management	279,823	1,981,620	-	1,928,955	-	332,488
Central Equipment	821,608	563,200	-	958,500	-	426,308
IT Services	221,226	680,957	-	824,677	-	77,506
Total Internal Service Funds	2,919,603	5,735,394	-	6,020,432	-	2,634,565
<b>Total All Funds</b>	<b>\$ 42,795,155</b>	<b>\$ 41,748,311</b>	<b>\$ 6,101,301</b>	<b>\$ 54,291,753</b>	<b>\$ 6,101,301</b>	<b>\$ 30,251,714</b>

**Total Appropriations (excluding transfers)**  
**Fiscal Year Ending June 30, 2018**



**Estimated Ending Fund Balance**  
**At June 30, 2018**

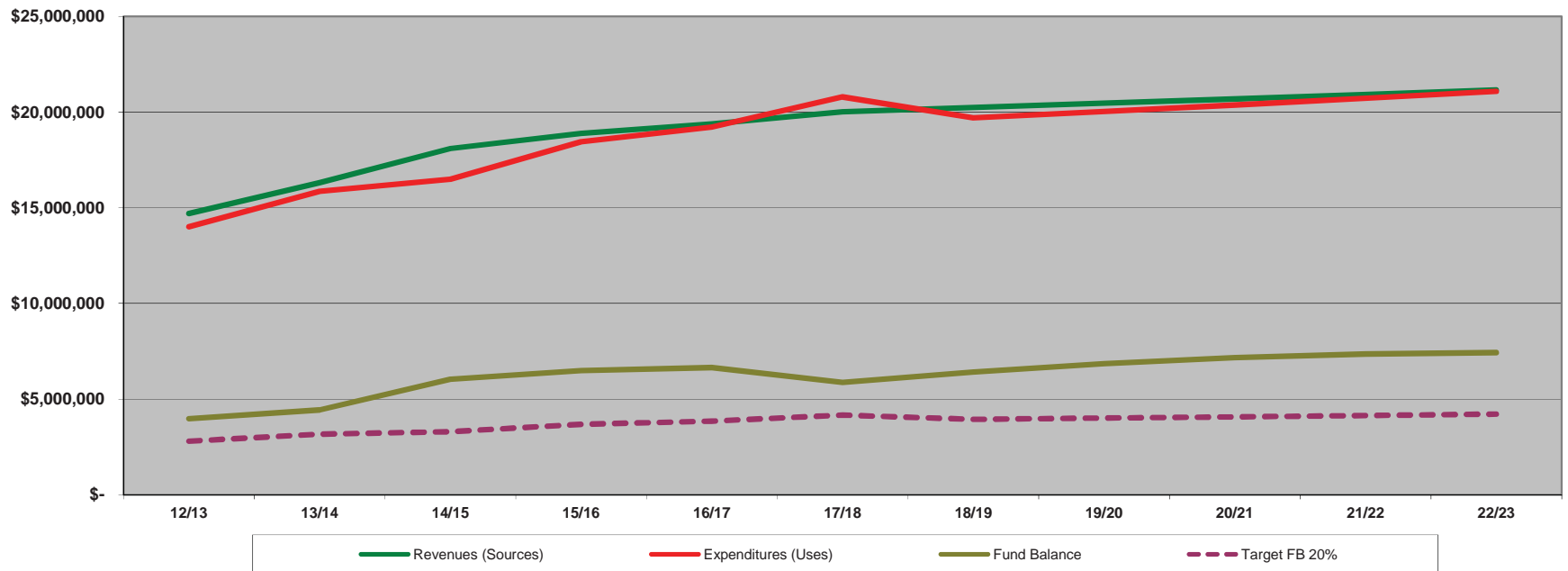


*Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.*

**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**GENERAL FUND**  
**REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE**  
**50% OF THE YEAR EXPIRED**

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	5,428,613	7,034,764	7,470,358	7,638,024		7,638,024	7,638,024	
<b>Revenues:</b>								
Taxes	6,715,012	7,070,617	6,818,813	7,121,392	-	7,121,392	4,577,617	64%
Licenses and Permits	993,580	959,738	1,139,138	888,600	-	888,600	631,567	71%
Intergovernmental	8,447,051	8,755,328	9,335,317	9,733,588	(17,844)	9,751,432	5,828,482	60%
Charges for Services	572,989	593,626	604,641	638,153	(3,120)	641,273	287,432	45%
Fines & Forfeitures	347,687	417,750	399,860	403,194	-	403,194	208,254	52%
Miscellaneous Revenue	125,241	146,752	114,740	145,757	-	145,757	68,174	47%
<b>Total Revenue</b>	<b>17,201,560</b>	<b>17,943,811</b>	<b>18,412,509</b>	<b>18,930,684</b>	<b>(20,964)</b>	<b>18,951,648</b>	<b>11,601,525</b>	
Transfers In	896,124	938,793	978,315	1,090,085	-	1,090,085	18,055	2%
<b>Total Sources</b>	<b>18,097,684</b>	<b>18,882,604</b>	<b>19,390,823</b>	<b>20,020,769</b>	<b>(20,964)</b>	<b>20,041,733</b>	<b>11,619,580</b>	<b>58%</b>
<b>Expenditures:</b>								
General Government	3,361,663	3,489,720	3,795,073	4,039,445	-	4,039,445	1,961,101	49%
Public Safety	5,853,402	6,351,520	6,255,989	7,025,834	3,120	7,028,954	3,189,522	45%
Public Works	2,027,818	2,353,946	2,437,155	2,788,304	4,685	2,792,989	1,328,893	48%
Health & Welfare	470,705	505,165	556,095	675,838	-	675,838	338,124	50%
Community Development	234,971	221,693	243,563	246,825	-	246,825	136,084	55%
Culture and Recreation	1,439,146	1,609,804	1,318,206	1,192,327	35,845	1,228,172	609,224	50%
General Unallocated	277,691	107,825	192,277	194,960	23,387	218,347	133,903	61%
<b>Total Expenditures</b>	<b>13,665,394</b>	<b>14,639,673</b>	<b>14,798,358</b>	<b>16,163,533</b>	<b>67,037</b>	<b>16,230,570</b>	<b>7,696,850</b>	
Transfers Out	2,826,138	3,807,338	4,424,799	4,633,415	-	4,633,415	3,057,912	66%
<b>Total Uses</b>	<b>16,491,532</b>	<b>18,447,011</b>	<b>19,223,157</b>	<b>20,796,948</b>	<b>67,037</b>	<b>20,863,985</b>	<b>10,754,762</b>	<b>52%</b>
<b>Change in Fund Balance</b>	<b>1,606,152</b>	<b>435,593</b>	<b>167,666</b>	<b>(776,179)</b>		<b>(822,252)</b>	<b>864,819</b>	
<b>Ending Fund Balance</b>	<b>7,034,764</b>	<b>7,470,358</b>	<b>7,638,024</b>	<b>6,861,845</b>		<b>6,815,772</b>	<b>8,502,842</b>	

**Town of Jackson, Wyoming**  
**General Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Fund Balances**



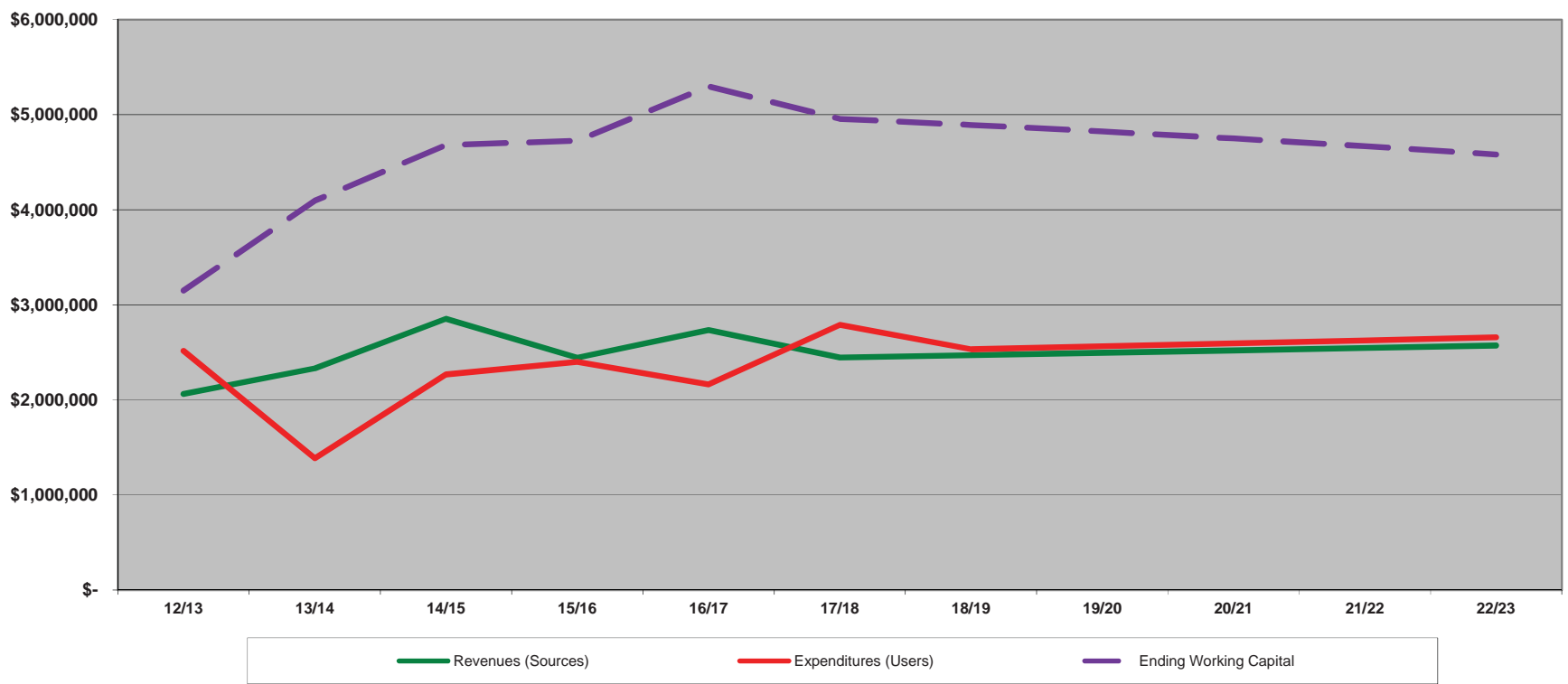
TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
START FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	3,883,144	1,527,352.20	987,679.50	1,400,328.87		1,400,328.87	1,400,329	
<b>Revenues:</b>								
Intergovernmental	5,359,182	2,782,791	3,032,571	4,202,326	183,000	4,385,326	230,537	5%
Charges for Services	1,270,859	1,267,036	993,221	1,278,376	-	1,278,376	232,244	18%
Miscellaneous Revenue	21,214	6,311	3,545	4,500	-	4,500	35,802	796%
<b>Total Revenue</b>	<b>6,651,254</b>	<b>4,056,138</b>	<b>4,029,337</b>	<b>5,485,202</b>	<b>183,000</b>	<b>5,668,202</b>	<b>498,582</b>	
Transfers In	869,500	374,500	357,050	377,801	-	377,801	368,719	98%
<b>Total Sources</b>	<b>7,520,754</b>	<b>4,430,638</b>	<b>4,386,387</b>	<b>5,863,003</b>	<b>183,000</b>	<b>6,046,003</b>	<b>867,301</b>	14%
<b>Expenditures:</b>								
Transit Administration	420,683	472,217	641,295	598,556	-	598,556	273,664	46%
Transit Operations	2,659,287	2,871,825	3,178,083	3,431,205	27,288	3,458,493	1,465,183	42%
Capital Outlay	6,756,343	1,592,917	101,624	2,172,500	228,750	2,401,250	-	0%
<b>Total Expenditures</b>	<b>9,836,313</b>	<b>4,936,959</b>	<b>3,921,002</b>	<b>6,202,261</b>	<b>256,038</b>	<b>6,458,299</b>	<b>1,738,847</b>	
Transfers Out	40,234	33,352	52,736	52,617	-	52,617	-	0%
<b>Total Uses</b>	<b>9,876,547</b>	<b>4,970,311</b>	<b>3,973,738</b>	<b>6,254,878</b>	<b>256,038</b>	<b>6,510,916</b>	<b>1,738,847</b>	27%
<b>Change in Fund Balance</b>	<b>(2,355,792)</b>	<b>(539,673)</b>	<b>412,649</b>	<b>(391,875)</b>		<b>(464,913)</b>	<b>(871,545)</b>	
<b>Ending Fund Balance</b>	<b>1,527,352</b>	<b>987,679</b>	<b>1,400,329</b>	<b>1,008,454</b>		<b>935,416</b>	<b>528,783</b>	

TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
WATER FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	4,096,070	4,681,530	4,726,253	5,298,519		5,298,519	5,298,519	
<b>Revenues:</b>								
Charges for Services	2,417,078	2,425,896	2,717,682	2,425,759	-	2,425,759	1,529,004	63%
Miscellaneous Revenue	318,088	18,704	17,618	21,000	-	21,000	92,023	438%
<b>Total Revenue</b>	<b>2,735,166</b>	<b>2,444,600</b>	<b>2,735,300</b>	<b>2,446,759</b>	-	<b>2,446,759</b>	<b>1,621,027</b>	
Transfers In	118,674	-	-	-	-	-	-	
<b>Total Sources</b>	<b>2,853,840</b>	<b>2,444,600</b>	<b>2,735,300</b>	<b>2,446,759</b>	-	<b>2,446,759</b>	<b>1,621,027</b>	66%
<b>Expenditures:</b>								
Water Maintenance & Ops	541,860	746,311	647,746	743,642	-	743,642	286,747	39%
Water Wells	262,168	500,642	226,017	249,135	-	249,135	96,629	39%
Water Billing and Accounting	149,484	145,923	145,394	165,148	-	165,148	83,058	50%
Capital Outlay	792,897	458,937	586,687	970,000	-	970,000	32,268	3%
Debt Service	108,215	108,215	108,215	108,220	-	108,220	108,215	100%
<b>Total Expenditures</b>	<b>1,854,624</b>	<b>1,960,028</b>	<b>1,714,059</b>	<b>2,236,145</b>	-	<b>2,236,145</b>	<b>606,917</b>	
Transfers Out	413,756	439,849	448,975	488,734	-	488,734	-	0%
<b>Total Uses</b>	<b>2,268,380</b>	<b>2,399,877</b>	<b>2,163,034</b>	<b>2,724,879</b>	-	<b>2,724,879</b>	<b>606,917</b>	22%
<b>Change in Fund Balance</b>	<b>585,460</b>	<b>44,723</b>	<b>572,266</b>	<b>(278,120)</b>		<b>(278,120)</b>	<b>1,014,110</b>	
<b>Ending Fund Balance</b>	<b>4,681,530</b>	<b>4,726,253</b>	<b>5,298,519</b>	<b>5,020,399</b>		<b>5,020,399</b>	<b>6,312,629</b>	

**Town of Jackson, Wyoming**  
**Water Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Working Capital Balances**

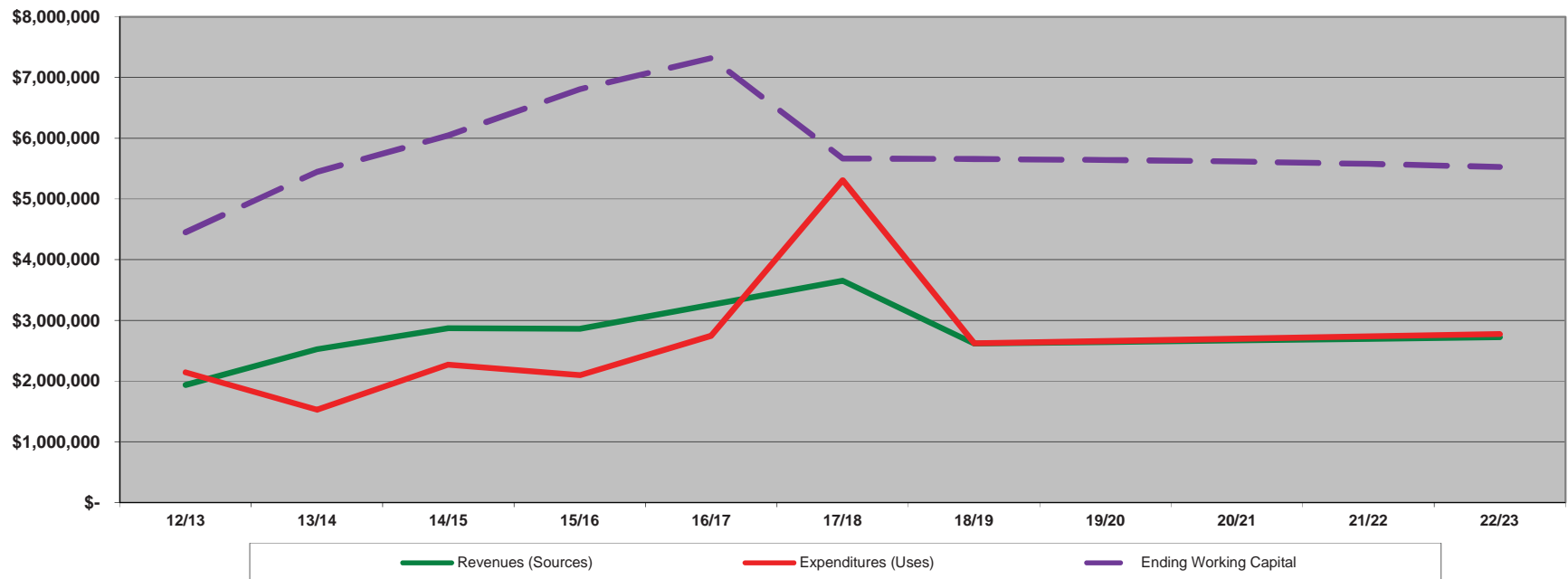


TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
SEWER FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	4,358,630	4,956,046	5,720,575	6,231,666		6,231,666	6,231,666	
<b>Revenues:</b>								
Intergovernmental	-	104,000	-	-	-	-	47,671	
Charges for Services	2,798,208	2,589,555	3,021,553	2,571,789	(1,060,280)	3,632,069	1,661,270	46%
Miscellaneous Revenue	8,870	12,882	237,833	20,000	-	20,000	20,038	100%
<b>Total Revenue</b>	<b>2,807,077</b>	<b>2,706,437</b>	<b>3,259,387</b>	<b>2,591,789</b>	<b>(1,060,280)</b>	<b>3,652,069</b>	<b>1,728,980</b>	
Transfers In	61,917	155,000	-	-	-	-	-	
<b>Total Sources</b>	<b>2,868,994</b>	<b>2,861,437</b>	<b>3,259,387</b>	<b>2,591,789</b>	<b>(1,060,280)</b>	<b>3,652,069</b>	<b>1,728,980</b>	47%
<b>Expenditures:</b>								
Sewage Plant Operations	739,539	728,780	764,801	835,875	-	835,875	386,168	46%
Sewage Maintenance & Ops	318,298	257,351	292,145	348,791	-	348,791	137,464	39%
Sewage Billing & Accounting	149,484	145,922	145,576	164,640	-	164,640	82,567	50%
Capital Outlay	650,501	525,006	1,096,798	2,251,600	1,219,192	3,470,792	893,037	26%
<b>Total Expenditures</b>	<b>1,857,822</b>	<b>1,657,059</b>	<b>2,299,320</b>	<b>3,600,906</b>	<b>1,219,192</b>	<b>4,820,098</b>	<b>1,499,236</b>	
Transfers Out	413,756	439,849	448,975	488,734	-	488,734	-	
<b>Total Uses</b>	<b>2,271,578</b>	<b>2,096,908</b>	<b>2,748,295</b>	<b>4,089,640</b>	<b>1,219,192</b>	<b>5,308,832</b>	<b>1,499,236</b>	28%
<b>Change in Fund Balance</b>	<b>597,416</b>	<b>764,529</b>	<b>511,091</b>	<b>(1,497,851)</b>		<b>(1,656,763)</b>	<b>229,744</b>	
<b>Ending Fund Balance</b>	<b>4,956,046</b>	<b>5,720,575</b>	<b>6,231,666</b>	<b>4,733,815</b>		<b>4,574,903</b>	<b>6,461,410</b>	



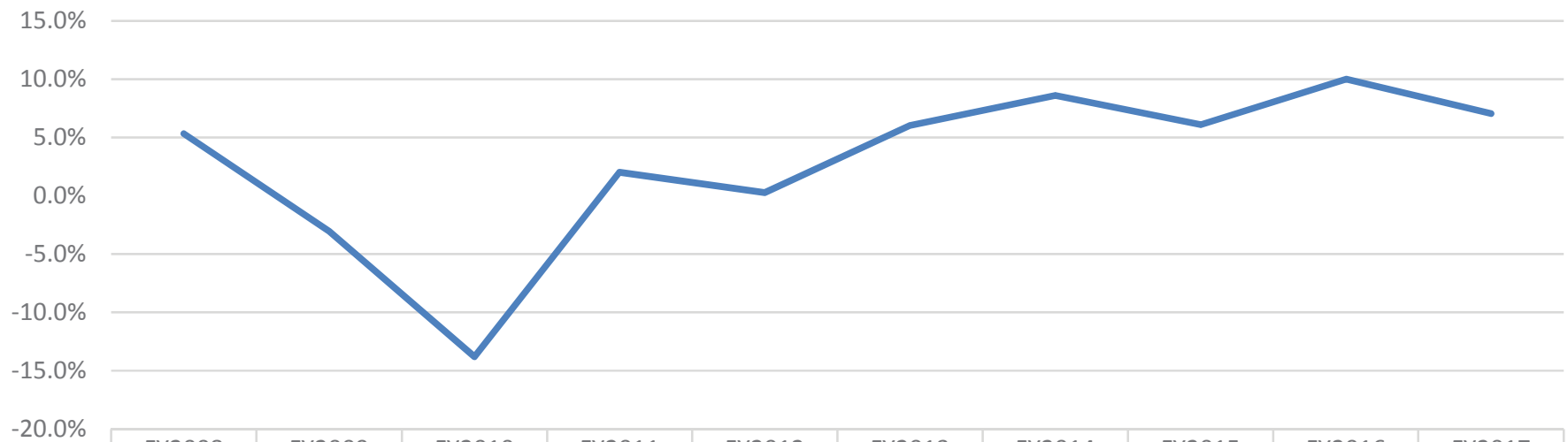
**Town of Jackson, Wyoming**  
**Wastewater Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Working Capital Balances**



TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
AFFORDABLE HOUSING FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	9,302	58,237	1,207,308	678,125		678,125	678,125	
<b>Revenues:</b>								
Licenses & Permits	53,882	171,456	442,182	30,000	-	30,000	-	0%
Miscellaneous Revenue	52	2,616	9,903	10,000	-	10,000	5,346	53%
<b>Total Revenue</b>	<b>53,935</b>	<b>174,072</b>	<b>452,085</b>	<b>40,000</b>	-	<b>40,000</b>	<b>5,346</b>	
Transfers In	-	1,000,000	1,250,000	1,182,409	-	1,182,409	1,182,409	100%
<b>Total Sources</b>	<b>53,935</b>	<b>1,174,072</b>	<b>1,702,085</b>	<b>1,222,409</b>	-	<b>1,222,409</b>	<b>1,187,755</b>	97%
<b>Expenditures:</b>								
Community Development	5,000	25,000	2,231,268	1,181,594	-	1,181,594	90,797	8%
<b>Total Expenditures</b>	<b>5,000</b>	<b>25,000</b>	<b>2,231,268</b>	<b>1,181,594</b>	-	<b>1,181,594</b>	<b>90,797</b>	
Transfers Out	-	-	-	-	-	-	-	0%
<b>Total Uses</b>	<b>5,000</b>	<b>25,000</b>	<b>2,231,268</b>	<b>1,181,594</b>	-	<b>1,181,594</b>	<b>90,797</b>	8%
<b>Change in Fund Balance</b>	<b>48,935</b>	<b>1,149,072</b>	<b>(529,183)</b>	<b>40,815</b>		<b>40,815</b>	<b>1,096,958</b>	
<b>Restricted - Affordable Exaction</b>	54,127	87,768	88,095	109,661		109,661	88,852	
<b>Restricted - Employee Exaction</b>	4,110	147,229	47,436	58,268		58,268	47,844	
<b>Unrestricted Fund Balance</b>	-	972,311	542,594	551,012		551,012	1,638,388	
<b>Ending Fund Balance</b>	<b>58,237</b>	<b>1,207,308</b>	<b>678,125</b>	<b>718,940</b>		<b>718,940</b>	<b>1,775,084</b>	

### Annual Sales Tax Increase (Decrease) (2008 - 2017)



Series1

FY2008

FY2009

FY2010

FY2011

FY2012

FY2013

FY2014

FY2015

FY2016

FY2017

5.3%

-3.0%

-13.8%

2.0%

0.3%

6.0%

8.6%

6.1%

10.0%

7.1%

# Town of Jackson Fiscal Year 2018

## Capital Program Mid-Year Report Out

Fund / Project Name	Project – Status / Dates	Estimated Amounts
<b>2006 SPET Funds :</b>		
North King St. to New Mercill Ave (Forest Service Rd)	Workshop Spring 2018	\$ 35,000
<b>2010 SPET Funds :</b>		
<u>West Kelly Avenue Sidewalk Improvements</u>	Springtime 2018	
W. Kelly Ave (Cache to Glenwood)	Open 1/30/18	\$ 65,000
W. Kelly Ave (Glenwood to Milward)		\$ 60,000
W. Kelly Ave (Milward to Jackson)		\$ 63,000
S. Milward St (3-missing sections) - East side-Milward		\$ 54,309
<b>2010 SPET Energy Projects :</b>		
Energy Efficiency Projects -	FY2018	\$ 439,226
Bike Share -	April 2018	\$ 64,862
Teton Village Solar project	?	\$ 31,475
Install Current Town Hall PV Panels at PW Shops	Spring/Summer 2018	\$ 35,000
Aspens WWTP Projects	?	\$ 15,625
CNG Station	Spring 2018	\$ 112,172
Children's Learning Center	Completed	\$ 1,333
Recycling Center Lighting	?	\$ 7,043
Recreation Center lighting	?	\$ 22,071
Town Government Solar	Spring/Summer 2018	\$ 250,000
TC Library EVSE	?	\$ 12,500
Animal Shelter Lighting	?	\$ 3,250
<b>2014 SPET Funds :</b>		
North Cache Complete Street -	Fall-2018/Spring-2019	\$ 960,000
Snow King/Maple Way - (Traffic Model) -	Spring/Summer 2018	\$ 50,000
Downtown Storm Water Master Plan	Spring/Summer 2018	\$ 50,000
<b>2016 SPET Funds :</b>		
<u>West Broadway Landslide:</u>	August 2018	\$3,362,222
<i>Early Work Amendment #1 - Temp bypass road to HWY-22 = 92% done</i>		
<i>Early Work Amendment #2 - Demo of Walgreens Building = 97% done</i>		
<i>Early Work Amendment #3 - Hillside Temp Parking = 96% done</i>		
<i>West Broadway Landslide - CMAR - GMP = 53% done</i>		
<b>Capital Projects Fund (5<sup>th</sup> Cent) :</b>		
<b>Public Works:</b>		
Annual Street Maintenance –	Springtime 2018	\$ 700,000
West Broadway Landslide –	August 2018	\$1,932,841
North Cache Streetscape Phase II (Sidewalk/pathway)	Fall-2018/Spring-2019	\$ 35,000
New Security Cameras – Parking Garage	March/April 2018	\$ 55,000
Ellingwood's – Tree Remove/Sidewalk Damage	Spring 2018	\$ 60,000

Stellaria Lane/JWG Street Lights	Completed	\$ 39,537
HWY 22 sidewalk from the Y to Westview	Spring 2018	\$ 30,000
Bury LVE Overhead Power Mercill Ave	Spring/Summer 2018	\$ 175,000
Jackson Street (Broadway to Pearl) – Sidewalks	Fall 2018	\$ 135,000

***Pathway Projects:***

TOJ Bicycle Network Improvements	Springtime 2018	\$ 25,000
Pathways Annual Capital & Repairs	Spring/Summer 2018	\$ 25,000
Garaman Pathway Flooding Prevention	Springtime 2018	\$ 100,000
Bike Racks	Completed	\$ 10,000
Data Collections Devices	Completed	\$ 17,950

***Parks & Rec Capital:***

Parks & Rec Capital -	2018/2019	\$ 958,860
Vehicles and Equipment -	Completed	\$ 321,300

***Police Department:***

Handheld Radios	Completed	\$ 20,000
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***Fire/EMS Capital:***

Fire/EMS Capital	?	\$ 332,717
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***Town Hall:***

Fair Exhibit Hall Remodel Planning	?	\$ 20,000
New Recycling Containers Downtown	Springtime 2018	\$ 34,200
New Roof Town Hall Building	Spring/Summer	\$ 223,583

***Information Technology:***

Security System – PW / Deloney	Completed	\$ 20,000
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**Water Funds :**

Upper Snow King Estates (Upper section)	Spring/Summer 2018	\$ 550,000
Upper Snow King Estates (Lower section)	Summer/Fall 2018	\$ 550,000
TOJ Solar Farm	Spring/Summer 2018	\$ 250,000
Highway 22 – Water (Westview Townhomes)	Completed	\$ 181,875
Well 5 Electronic Upgrades	Spring 2018	\$ 65,000

**Sewer Funds :**

Teton Meadows Sewer Improvements	Completed	\$ 80,000
TOJ Solar Farm	Spring/Summer 2018	\$ 250,000
East Broadway Sewer Improvements	Completed	\$ 167,500
No Name Sewer Improvement	Completed	\$ 105,000
Stormy Circle Sewer Improvement	Completed	\$ 105,000
Highway 22 – Sewer (Westview Townhomes)	Completed	\$ 315,000
Spring Gulch Lift Station	Springtime 2018	\$ 1,455,000
Smith-Simon-May Way	Springtime 2018	\$ 210,000
Upper Snow King Estates Sewer Reroute	Summer 2018	\$ 80,000
Treatment Plant UV Replacement	Summer 2018	\$ 750,000

# Town of Jackson Short, Mid, and Long Term Goals

## February 2018 Retreat

The goals listed reflect areas for extra emphasis, areas where the Council has directed focused attention and resources, and areas/projects that have been approved by the Town Council either with budget adoption or specific Council direction outside of the adopted budget. The goals listed are grouped by Department or initiative, but each goal may cross over and be a group effort involving more than one department.

**Council Direction:** Please review this list in terms of the **timing** of items (completion target dates), whether you believe items have been **omitted** that you believe should be on the list, and whether you believe there are items on the list that should be **removed**. Please be prepared to **discuss timing, omissions or removal** of items at the retreat, but the intent is *not to discuss the content* of each of the items, only as it may relate to timing, omissions or removal of items.

### **Short Term Goals: Through December 31, 2018**

Integrated Transportation (Involves Multiple Departments – Planning, Legal, Transit, Public Works, Police, Administration)

- Present recommendations on START Funding to Town Council and County Commission for realistic implementation, receive direction, (3/5/18 JIM) and prepare document that outlines steps and timeline to reach goals (5/1/18)
- Assist with Presentation of Revisions to Joint Powers Agreement (JPA) to the Town Council and County Commission for consideration to clarify advisory role (7/1/18)
- Review Action Steps from ITP and develop a realistic time frame for the 'Immediate Actions' based on current financial condition and political climate. Present that realistic time frame to Town Council and County Commission for input (9/1/18)
- Engage consultant for Hub and Spoke and Park & Ride Lots implementation and present report (12/31/18)

### Housing

- Select development partner for 174 N. King Street and sign a development agreement to construct workforce housing on the site (RFPs due 2/10/18)
- Adopt new Housing Rules & Regulations - Engage 2017 (6/30/18)
- Facilitate and Provide Oversight for Completion of Housing Trust Redmond Street Rentals, 26 new units certificate of occupancy + 2 existing units (6/30/18)
- Completion of 8 units of Grove Phase 3, certificates of occupancy issued (10/1/18)

### Public Works

- Installation of Kelly Street Sidewalk Improvements (Bids presented Feb 2018, Project Completion 8/1/18)
- Installation of Shared Solar Project at WWTP (Bids presented April 2018, Project Completion 9/1/18)
- West Broadway Landslide Remediation Project (9/1/18)
- Snow King Estates Water/Sewer Main Replacement (11/1/18)
- Spring Gulch Lift Station (5/1/18)
- Town/County/WYDOT Traffic Modeling Software for Entire County Completed and Implemented (7/1/18)

- Jackson Street Complete Streets Reconstruction (11/1/18)
- Present Gregory Lane Right of Way and Drainage issues for Council direction (2/20/18)

#### Police

- Identify and acquire a records management system for Town of Jackson (6/1/18)
- Present Issues associated with Taxi/Uber Regulations (3/19/18)

#### Transit

- Present Microtransit (Downtown) service proposal to START Board (2/23/18) Bike Share Launch (4/9/18)
- Complete and Implement Updated Calculations for Teton Village Area 1 Master Plan Obligations including presentation of transparent method for calculating the value of a season bus pass to employees covered for implementation beginning with the Summer 2018 season (3/1/18)
- Present Options to START Board and Elected Officials for Service Expansion (3/15/18)
- Review and setting of new fare structure for all services, and requesting approval from the START Board and ratification from the Town Council as part of the FY19 Budget process (5/1/18)
- Complete RFP Process and Select Vendor for 4 Replacement Buses (8/1/18)
- Begin administration of contract for Grand Targhee service (Bid award 8/1/18, Implementation 10/1/18)
- Develop, present and implement ADA policies, procedures and passenger scheduling (10/1/18)
- Implementation of RFP process to select Electronic Fare System vendor and installation (Bids presented 4/1/18, Implementation by 9/30/18)
- Locate and acquire property for Bus Storage in Star Valley (12/31/18)
- Determine Ownership and Maintenance of Park/Ride location with WYDOT – Etna North Project (12/31/18)

#### Administration

- Present Options for Consideration Related to Next SPET Election (3/5/18)
- Present plastic bag research for Council direction (4/16/18)
- Provide Notice to County on Fairground Lease (5/15/18)
- Recruit and hire Public Works Director (6/1/18)
- Health in all policies – creation of stakeholder group (2/5 JIM), Presentation of Policy Resolution (12/31/18)
- Human Services Planning Study – Present to Council and Commission for consideration (4/15/18)
- Public Works Modular Conversion to Apartment/Bunkhouse (12/31/18)

#### Attorney

- Finalize West View Townhomes deed restrictions/master leases (February 2018)
- Mattheis Discovery production, depositions and deadlines (February 2018)
- Prepare Update of 3 Creek Water & Sewer System and Rates (February 2018)
- Prepare and Finalize Contract for 174 North King Project (February 2018)
- Present E-Bikes Ordinances (3/5/18)
- Present Residential Rental Regulations for discussion and direction (3/19/18)

- Present Non-Discrimination Ordinance Research for Council discussion and direction (3/19/18)
- Research and Present Issues Associated with Taxi/Uber Regulations (3/19/18)
- Present Legal Research on Plastic Bag Regulations (4/16/18)
- Present Engage 2017 Housing Rules Ordinances (4/11/18 – 6/4/18)
- Finalize Sagebrush Apartment employee housing deed restriction, easements and lime kiln ditch documents and contracts (April - June 2018)
- Present Engage 2017 D3-6 Zoning/Parking Ordinances (5/29/18 – 7/2/18)
- Present Engage 2017 Housing Land Development Regulations Ordinances (6/3/18 – 7/2/18)
- Present Small Cell DAS/-Re-Work Cell Tower Land Development Regulations (September 2018)
- Represent the Town of Jackson at Mattheis Revocation Trial (May 2018)
- Complete Documents Associated with Pathways on Kids Mountain Bike Park (May 2018)
- Snow King Master Plan Stakeholder Process and document review (May-June 2018)
- Present IAFFLU Supreme Court Oral Arguments (June - July 2018)
- Assist and present Revisions to Joint Powers Agreements (JPA's) between the Town Council and County Commission for consideration to clarify roles and responsibilities of Joint Powers Boards (July – September 2018)
- Presentation of Updated Hillside Regulations (12/31/18)

#### Fire/EMS

- Receive Bid Award from Council and Commission for Temp Fire Station and Reconstruction of Permanent Station 1 (7/1/18)

#### Planning

- Snow King Master Plan Stakeholder Process Completion (5/1/18)
- Housing Mitigation LDRs Update, LDR Adoption Completion (7/2/18)
- Districts 3-6 Update, LDR Adoption Completion (7/2/18)
- Downtown Parking Study Completed and Presented to Council (10/1/18)
- Adoption of Updated Hillside Regulations (12/31/18)

#### Finance

- Conduct and Present Analysis of Water/Sewer Rate Structure (12/31/18)

#### IT

- New CivicPlus Website Launch (5/15/18)
- Fiber Network Implementation with Silver Star (12/31/18)

### **Mid Term Goals: Through December 31, 2020**

#### Planning

- Growth Management Plan (12/31/19)
- Parking Study Phase 3 (Regional Parking) Presented to Council (12/31/20)
- Town Square Zoning Update/Historic Preservation LDRs, Adopted (7/1/20)
- Town Natural Resources Regulations Adopted (12/31/19)
- Joint Business Park Zoning Update, Adopted (12/31/20)



- Housing Nexus Study Update (12/31/20)
- Town Rural Zoning Update and PUD Mapping, Adopted (12/31/20)

#### Integrated Transportation

- Based on review and realistic time frame presented prior 12/31/18, work with Transportation Coordinator to develop a list of achievable goals through 12/31/2020 from the 'Immediate Actions' based on current financial condition and political climate. Present that list of achievable goals to Town Council and County Commission for input with each fiscal year budget (3/15/19 & 3/15/20 respectively)
- Integrated Transportation Plan Technical Update (12/31/19)

#### Fire/EMS

- Complete Temp Fire Station (1/15/19)

#### Transit

- Present alternative fuel options to START Board (2/1/19)
- Secure Additional Recurring Revenue Source for START Services (7/1/19)
- Transit Implications Presented for Grand Targhee Master Plan Review (12/31/19)
- Receive Approval, Secure Funding, and Install Multichoice Fuel Station at START Facility (12/31/20)

#### Public Works

- North Cache Streetscape/Gateway Entrance Project (8/1/19)
- Rancher Street Water & Complete Streets (11/1/19)
- Complete Installation of Stormwater Treatment Units (11/1/19)
- Karns Meadow Sewer Improvements (11/1/19)
- Flat Creek Drive New Sewer Main (11/1/19)
- North Cache Waterline Improvement Project (11/1/20)
- North Milward & Mercill Water Improvement Project (11/1/20)
- Snow King & Maple Way Complete Streets Project (11/1/19&20)
- Complete Karns Meadow Pathway Installation (11/1/20)
- Present Proposal for Wash Bay Conversion to Repair Bay as Necessary (11/1/20)

#### Police

- Present results of public safety facility review for potential replacement (12/31/20)

#### Parks and Recreation

- Complete Park Maintenance Facility Within Public Works Yard (12/21/20)

#### Housing

- Project Completion for 174 N. King (12/31/20)
- Present Proposal to Town Council to Issue RFP to Construct Workforce Housing on Flat Creek Drive in Karns Meadow Parcel 12/31/20)
- Recommend Acquisition of Specific Parcel Within Town of Jackson for Workforce Housing (12/31/20)

## **Long Term Goals: 5-10+ Years and Out**

### IT

- Wireless Mesh Network Implementation (2025)

### Public Works

- Scott Lane Complete Streets Project (11/1/21)
- Center Street Complete Streets Project(11/1/21)
- Complete Replacement of Wells 1, 2, & 3 Transmission Lines (11/1/21)
- Snow King/Maple Way Sewer Reconstruction (11/1/21)
- West Cache Creek Drive Sewer Improvement Project (11/1/21)
- Hillside Townhomes Sewer Improvement Project 11/1/21)
- Complete Cache Creek Tube Replacement – Phase – I (11/1/22)
- Powderhorn Sewer Improvements (11/1/22)
- Milward Streetscape (Water) & (Complete Street) (11/1/23)
- S. Milward Streetscape - Water (11/1/23)
- Pine Drive - Water (East of Milward) (11/1/23)
- Spruce Drive - Water (East of Milward) (11/1/23)
- Crabtree Sewer System Improvements (11/1/23)
- S. HWY-89 (Old Halpin) Property Sewer Improvements )(11/1/23)
- Cache Creek Tube – Phase – II (11/1/24)
- Aspen Drive - Water (West of Flat Creek to Pine) (11/1/24)
- South Hwy 89 - Water Improvements (11/1/24)
- Mercill Avenue Sewer Improvements (11/1/24)
- West Gill Avenue Sewer Improvements(11/1/24)
- Cottonwood Park Sewer Improvements (11/1/24)
- East Broadway (Water & Sewer) and (Complete Streets) (11/1/25)
- Crabtree & Powderhorn Waterline Improvements (11/1/25)
- Complete Fleet Maintenance Facility on Karns Meadow Drive (2025)

### Fire/EMS

- Complete Construction of Fire Station 1 Remodel/Expansion Project (7/1/22)

### Transit

- Complete Storage, Operations, & Administration Portion of START Facility (2030)
- Present Options for Karns Meadow Transit & Transfer Center (2030)

### Administration

- Complete Construction of Employee Housing at START Facility (2025)
- Present Options for Future Rodeo Grounds Uses (2025)

### Parks and Recreation

- Complete May Park Improvements (2025)

## SPET Election 2018 Council Retreat Issue

This item is on the retreat agenda to allow time for the Council to discuss options for proceeding with a SPET election. The issue is already scheduled for discussion at the March 5, Joint Information Meeting and this would simply be a preliminary discussion amongst the Council prior to meeting in joint session with the County Commissioners.

The current slate of SPET projects that were approved with the 2017 SPET election are estimated to be satisfied in June 2020. Options to consider include:

1. Propose a new slate of projects to begin once current slate has been satisfied. If items pass, the tax would remain at 6 cents total. This could be done in August or November of 2018 during the primary or general election. It could also be done in May, August or November of 2019 with a special election.
2. Propose a new slate of projects that would impose **a second penny** of SPET. If items pass, the tax would increase to 7 cents total. This could be done in August or November of 2018 during the primary or general election. It could also be done in May, August or November of 2019 with a special election.

### Points to Think About

- Council and Commission have the discipline to only propose projects for the first 1 penny of tax (6<sup>th</sup> cent) that are infrastructure, Town/County needs and reserve community interest projects for the second 1 penny of tax (7<sup>th</sup> cent).
- Keeping the elections for these two pennies in different years to maintain the distinction and separation (not sure if this could be accomplished, 6<sup>th</sup> and 7<sup>th</sup> cent may be combined until all initiatives are satisfied – staff conducting further research).

## Town Property Tax to Support Fire/EMS 2018 Council Retreat Issue

The item is on the retreat agenda to provide an update to the Council on issues surrounding imposition of a property tax within the Town of Jackson.

The Wyoming Statutes provide authority for cities and towns to impose up to 8 mills on properties within the corporate limits of a town or city. A mill levy is the number of dollars in taxes that a property owner must pay for every \$1,000 of assessed value.

One mill is .001 (1/1000 of one dollar). Tax amounts are derived by multiplying the assessed value by the amount of the mill levy that applies for the location of the property. There are multiple assessments and levys in Teton County (Teton County, State of Wyoming, Weed and Pest, Teton County Fair, etc).

In Wyoming, assessed valuation for residential and commercial property is 9.5% of market valuation. The 2017 assessed value for all property within the Town of Jackson is \$292,233,508. The revenue generated by each mill assessed would be \$292,233.

Based on these factors, the impact of one mill for each \$100,000 of market value is \$9.50. For example, a home with a market value of \$1 million with a 2 mill TOJ assessment would be \$190 annually. This would be in addition to mill levys from other taxing entities.

If the Town Council is interested in pursuing a property tax, staff would conduct the research necessary and set forth a timeline and the steps involved in imposition of such a tax.

## Snow King Master Plan 2018 Council Retreat Issue

The purpose of this item is to have Council provide input to staff on their "Interests" related to the Snow King Mountain Resort Community Engagement process. The "Interests" provided by Council will be used by Tyler Sinclair and Bob McLaurin, the Town representatives on the Snow King Mountain Stakeholders Group, in future meetings to ensure all Council members interests are addressed.

The focus of the public workshop on January 22 and the first stakeholder meeting on January 23 was to ask for the public and stakeholders' interests rather than positions related to the future of Snow King. The Town's consultant Peak Facilitation has chosen "interest" identification as the basis for the beginning of this process as it is particularly useful when identifying solutions to complex problems. Identifying interests allows more people to get more of what they want, instead of creating a win-lose dynamic between the established positions of participating parties. Interests are the "why" that underlies the "what" that people request from decision makers. Council is being asked to complete this same exercise that has been completed by the public and stakeholders. Summary of the work completed to date by the public and stakeholders is available on the Town of Jackson website.

On December 18, 2017, Council approved a scope of work with Peak Facilitation to initiate a Snow King Mountain Resort, Community Engagement Process Proposal. A summary of the process is outlined below:

Goal: Facilitate a fair and transparent community discussion regarding the future of the Snow King Mountain Resort and surrounding base area to ensure future developments, uses, and policies reflect the needs of Snow King, the Town of Jackson, the US Forest Service, and the residents of the area. This process will create an opportunity for all parties involved and the community as a whole to understand future development at Snow King (including the public and privately owned base properties).

### Desired Outcomes:

- Allow the public to have a comprehensive view of future development plans by Snow King on the Bridger-Teton National Forest, Town of Jackson lands, and private lands
- Provide a forum for feedback to the Forest Service and the Town with regards to community concerns and interests
- Community development of potential future scenarios for Snow King and the surrounding base area. Discuss the ability of the potential future scenarios to meet the needs of Snow King to be a sustainable and successful ski area, while also meeting the needs and desires of the community.
- Develop community understanding of the review and approval process for projects within Snow King's Master Development Plan (MDP) with the US Forest Service and the updated Master Plan with the Town of Jackson
- Provide options and perspectives to inform subsequent Snow King, Forest Service, and Town planning and decision making on projects in the current Snow King Master Development Plan and Master Plan with the Town of Jackson.

Overview: The community engagement process will be focused around the efforts of a Snow King Stakeholder Group, which will meet four (4) times. The Stakeholder Group's efforts will be informed by a community meeting held January 22 prior to the first Stakeholder Group meeting held on January 23 and by a second community meeting on March 12 prior to the final Stakeholder Group meeting on March 1.

## Municipal Campground 2018 Council Retreat Issue

This item is on the retreat agenda to update the Council on the camping in 2017 at the Rec Center, the request for similar camping there for summer 2018 and also to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a municipal mobile home park/campground at another location either in Town limits or outside Town limits.

### Rec Center Camping

The camping for Town and County employees at the Rec Center in 2017 went very well. We had approximately 8 Town and County employees camping there without water/sewer hookups or other services. They were allowed to park a camper and utilize it or they were allowed to sleep in their car. Staff would like to again offer that availability to Town and County employees only for 2018. Staff has already had several requests for the similar setup for our people. Even though we reached out to Chamber members to see if businesses were interested in partnering with us and paying for spots for their employees, no one took us up on the offer. Staff is looking for general consent from the Council to allow us to again open up this area for Town and County employee car camping.

### Municipal Mobile Home Park/Campground

Interest has been expressed by members of the Town Council to continue the exploration of locating an employment based municipal mobile home park/campground somewhere in the County limits. Staff has previous explored options with the Forest Service for a potential site south of Town. Staff is looking for direction from the Town Council if they would like staff to continue to actively pursue a location for such a campground. The Housing Director and the Parks & Rec Director have both been involved in discussions.

## Food Truck Regulations 2018 Council Retreat Issue

The purpose of this item is for Town Council to provide direction to staff as to whether they would like staff to place this item on a workshop agenda to discuss the issue further and provide direction to staff.

Direction from the workshop may be to complete research and draft potential ordinances to allow mobile food units (food trucks) within the Town. If Council is interested in exploring options for such facilities, more specific direction is needed on topics such as whether they should be allowed on public property (e.g. public right of way, parks, etc.), on private property (existing parking lots, landscape areas, etc.), or both. Where food trucks are envisioned to be allowed will greatly effect what ordinances may be required for implementation. These issues could be discussed at a workshop.

On May 27, 2014, a similar item was discussed by Council with no direction provided by Council to pursue additional research or ordinance changes at that time.

Generally speaking, mobile food units are not currently prohibited outright, although the Municipal Code and LDRs make their operation likely unfeasible on private property at this time. Section 5.12.150 of the Municipal Code relates to sales on public property and states that

*“No public property, including any park, street, sidewalk or right of way therefore shall be utilized at any time for the sale of any goods, wares or merchandise of any kind with the exception of newspapers, magazines, religious information or materials, or other such activities as are protected under the First Amendment of the Constitution of the United States; provided, however, that the provisions of this subsection shall not apply where otherwise approved pursuant to provisions contained in Chapter 5.04 through 5.24, and 5.52, or where nonprofit or benevolent organizations have approval in advance by the Town Council to sell items at an event occurring near or in a city park, nor during the specified period of closure, to those portions of public streets and the adjacent sidewalks and rights of way which may be officially closed to vehicular traffic from time to time by order of the Town Council.”*

In considering this item staff has identified the following topics for consideration:

- Location: Public Property? Private Property? Both
- If allowed on private property in what zoning districts?
- Should parking and employee housing requirements apply?
- What specific health and safety issues would need to be addressed
- Teton County Health Department
- Town of Jackson Building Department
- Fairness to existing restaurants and bars
- Etc.



## Managed Parking 2018 Council Retreat Issue

The purpose of this item is for staff to provide Council an update on the schedule for the Downtown Core Parking Study and Townwide Parking and Mobility Framework.

On December 18, 2017, Council approved a contract with Kimley-Horn & Associates, Inc. for the completion of the Downtown Core Parking Study and Town-wide Parking and Mobility Framework. Council selected this comprehensive approach over a quicker less comprehensive second option that did not include public engagement and a third option that moved straight to paid parking implementation with no study/analysis or public engagement.

In working with the consultant we have determined that the proposed timing of the project schedule is primarily built around the proposed public meetings with the following goals for each:

- April: Share some preliminary findings related to observed parking demands in Downtown and request input on potential parking management options
- June: Present preliminary recommendations for feedback

The entire scope of work and schedule is as follows:

February – April: Task 2a: Inventory and Utilization Update

February – June: Task 2b: Outreach Support

March – April: Task 2c: Parking Demand Management

April: Task 2d: Purpose of Public Parking Downtown

April – June: Task 2e: Recommended Alternative

June – August: Task 2f: Town-wide Parking and Mobility Framework and Implementation Plan

Based upon this schedule the entire scope of work would be completed by August 2018. This scope does not include tasks related to implementation of solutions. The solutions for Downtown Managed Parking will be identified through the Plan. Implementation of the adopted Downtown Managed Parking solutions would begin in September 2018.



## Town Square Pedestrian Zone Pilot Project 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a pilot project for several weeks in July or August that would create a pedestrian only zone on the north and east side of the Town Square. Attributes of this temporary pedestrian zone would include:

- Food trucks
- Music/entertainment
- Flowers/planters
- Public benches/trash receptacles, etc.

Issues that would need to be addressed at the workshop would include duration, methods of restricting access, provision of emergency access at all times, public hearing and notice to adjacent businesses, Chamber of Commerce input, small scale special events, etc.

## Rodeo Grounds/TC Fair Lease Expiration 2018 Council Retreat Issue

This item is on the retreat agenda to receive direction from the Town Council as to whether they would like to place an item on an upcoming meeting agenda to allow time for the Council to discuss future uses of the Rodeo Grounds and consider the expiration of the TC Fairgrounds Lease Expiration that will occur December 31, 2026.

Teton County holds a lease with the Town of Jackson through December 31 of 2026 for portions of the Town owned rodeo grounds. This lease does not include the gravel parking/snow storage area on the west side of the grounds or the Mateosky ballpark or the tennis courts. Points to consider:

- It is less than 10 years before the lease expires.
- Current lease contains no termination provisions.
- Upon lease expiration Teton County would need to find a new location to conduct their fair each summer and the Town could determine future uses on the site.
- Official notice could be provided to Teton County now indicating the current Town Council's desire to use the property for other purposes upon lease expiration thereby allowing Teton County time to secure another long term lease elsewhere in the County or purchase property elsewhere for the Teton County Fair. (This would be with the understanding a future Council may provide different notice.)
- The Town could begin negotiations for a new lease with Teton County that contains a termination clause allowing for a 1-2 year notice of termination with or without renegotiated lease payment terms.
- Continue rodeo concession on the site and construct community center and housing project on remaining area currently leased upon lease expiration.
- Continue snow storage on site.
- Improvements continue to be made on site which may end up being relocated upon lease expiration.

## Pathways Projects 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a slate of pathways improvements and additions that would be incorporated into the Town of Jackson capital improvement program.

It is staff's understanding that Friends of Pathways is currently partnering with the Town by providing matching funding for a study with Mobycon who specializes in finding sustainable traffic, transport and mobility solutions for communities. Also, Friends of Pathways wants to continue partnering with the Town on other potential projects in the Town of Jackson.

### Short term projects:

- Demo Project on Snow King Avenue to create a protected pathway using delineators and paint stripping.
- Pedestrian bridge south of May Park in a Town Alley between Cache Creek Drive and East Kelly Drive.
- Garaman Pathway Flooding
- South Highway 89 Tunnel Flooding
- Willow Street Bike Lanes
- Walk/Bike Friendly design for Maple Way/Scott Intersection

### Mid-term projects:

- South HWY-89 Cycle track extension and improved bike route
- Karns Meadow Pathway and Park area
- Jackson Alley Project

### Long term projects:

- Elevated Pathway system along Flat Creek between Garaman Park and Karns Meadow, as well as Flat Creek Bridge near Staples north to Flat Creek Bridge up on North Cache.

Imagine Jackson  
2018 Council Retreat Issue

This item is on the retreat agenda to provide an update to the Council on the current status of the Imagine Jackson Community Development Organization and to receive direction to place the issue on an upcoming meeting agenda for action. Imagine Jackson is a Community Development Corporation chartered pursuant to the Wyoming Statutes in 2004.

In 2006, Imagine Jackson received a Wyoming Business Council grant of \$750,000. These funds were used to purchase a building and land in the South Park Business Center. This facility was refurbished and converted into a business incubator. The premises was subsequently leased to Square One Systems Design, a firm that specializes in the research, design and fabrication of robotic devices. The property has a value of approximately \$1.5 million. It also has an outstanding mortgage of approximately \$88,000. The Square One lease covers the debt service, property taxes, HOA dues and other operating expenses.

Mark Obringer, the founder and (unpaid) Executive Director is stepping down from this position. Pursuant to the Articles of Incorporation, if the organization is dissolved, the assets can be transferred to the Town of Jackson. Should the organization disband, the Council needs to decide (or at least begin discussing) how you wish to proceed with respect to the organization. There are several options available going forward.

- Sell the property, pay off the mortgage and use the remaining proceeds for whatever purpose the Council chooses.
- Retain the property and use it for another purpose. In this scenario, the Town would be responsible for the debt service payments. As noted the outstanding balance of the mortgage is approximately \$88,000.
- Contract with another Community Development Corporation, or appoint new Board members to refocus the existing organization to continue the economic development function as originally chartered or directly lease space to businesses. The site has the potential for additional space. There are several research firms, affiliated with the University of Wyoming, that are interested in leasing space at this location.

Downtown Post Office  
2018 Council Retreat Issue

This item is on the retreat agenda to update the Council on the status of actions taken to engage Senator Enzi's office in our efforts to keep the downtown Post Office location open and active and also to request home delivery in clusters throughout the Town of Jackson. The letter to Senator Enzi is inserted below. The Town Manager has spoken to a representative from Enzi's office and they have confirmed their receipt and that they are currently reviewing our request.

*Dear Senator Enzi*

*The Jackson Town Council asked that I write to update you and seek your assistance on several concerns regarding the United State Postal Service in Jackson, Wyoming.*

*As you may be aware, there is no home delivery of mail within the Town of Jackson. Although there is limited home delivery in a few outlying areas, most of the residents physically collect their mail from one of two locations, the downtown post office located at the intersection of Pearl and Milward Streets, and the West Jackson post office which is located at the intersection of Mapleway and Powderhorn Lane.*

*It is our belief that the USPO intends to close the downtown facility. We understand via your letter to John Eastman that the USPO has leased the property for an additional five years. While we believe this is positive news, it is our understanding that the USPO is no longer issuing PO boxes to new customers at the downtown location. In our opinion, this is a clear indication that, long term, the USPO intends to abandon this location.*

*While we understand and appreciate the fiscal difficulties of the USPO, closing this facility would have significant negative consequences for the Jackson community. Closing this location would force all postal patrons to drive to the Mapleway and Powderhorn location. The sheer volume of traffic would greatly exacerbate our traffic congestion issues that we are currently experiencing. In addition to increasing traffic congestion as well as the associated idling emissions, we do not believe the Mapleway facility is large enough to handle the number of boxes required to serve the entire community, nor is it large enough to accommodate the significant increase in customer service needed for distribution of packages due to lack of home delivery.*

*We respectfully request that you and your staff work with the USPO to ensure continued long-term service at our downtown post office.*

*The Town Council, in response to numerous requests from town residents, is also seeking your help to secure home delivery in the town. The Town of Jackson is willing to work with the USPO and residents to locate neighborhood boxes and any other logistical issues to implement home delivery in the Town limits.*

*Thank you for your consideration and assistance. Please let me know if there might be a time available where we can discuss this on a conference call or get together to discuss our concerns in person.*

*Sincerely,  
Robert W. McLaurin*

## Downtown Core Pedestrian Signaling 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore pedestrian mid-block crosswalk improvements to improve safety and efficiency for pedestrians as well as maximize vehicle movement through intersections.

### Possible Locations for consideration:

- East Broadway and Center Street
- Glenwood Street and West Broadway (Coordination with WYDOT)
- Jackson Street. and West Broadway (Coordination with WYDOT)
- North Cache and Deloney Avenue (Coordination with WYDOT)
- West Broadway near El Abuelito and Painted Buffalo (Coordination with WYDOT)

These crossings are mid-block or at intersections but are unprotected for pedestrians and where we have the most concern. This became evident during the eclipse when we provided crossing guards. Options that would be researched include pedestrian hawk signals that are pedestrian activated, synchronization with existing traffic lights, crosswalk lighting and other options.



**2017**  
**Town of Jackson Liaison Assignments**

	Mayor Muldoon	Vice-Mayor Stanford	Bob Lenz	Don Frank	Hailey Morton Levinson
1	Public Art Taskforce 3rd Thur at 8am	Airport Board 3rd Wed at 9am	Housing Authority 3rd Wed at 1pm	Design Review Committee 2nd Wed at 530p	Energy Conservation Works 3rd Wed at 3pm
2	Pathways Taskforce 1st Wed at 530pm	Parks & Recreation 2nd Thur at 5pm (staying involved)	Housing Supply Board reg mtgs have not been set	Parks & Recreation 2nd Thur at 5pm	Travel & Tourism Board 2nd Thur at 3pm
3			Museum-Administrative meets as needed	Planning Commission 1st & 3rd Wed at 530pm	
4			START 2nd Thur at 1130am		
1	InterAgency Breakfast 4th Tues at 7am (Sept-May)	InterAgency Breakfast 4th Tues at 7am (Sept-May)	Fair Board 2nd Mon at 530pm		Chamber of Commerce last Wed at Noon
2	JH Air 1st Thur at 2pm	Housing Trust 4th Wed at 4pm	Historical Society & Museum 3rd Tue at 330pm		Emerg Management - LEPC 3rd Thur at 830am - ODD mths
3	ONE 22 last Wed at 8am ?	JH Conservation Alliance 4th Thur at 5pm	Childrens Learning Center ?		Systems of Care 3rd Thur at 9am
4	School Board 2nd Wed at 6pm	Transportation Adv Com-TAC meets as needed			TriPartite Bd - CSBG meets as needed
5					
<div> <div>Liaison has not been assigned to:</div> <div> <div>LEGEND: Members appointed by Town</div> <div>Other Boards</div> </div> </div>					
		Board of Examiners 2nd Tues at 430pm	Integrated Solid Waste & Recycling 1st Thur at 3pm	St. John's Hospital Board 4th Thur at 4pm	Natural Resources Technical Advisory Board (NRTAB) meets as needed



Rec'd 1-25-18



[www.tetonwyo.org/ph](http://www.tetonwyo.org/ph)

PO Box 937  
460 East Pearl Avenue  
Jackson, Wyoming 83001

**Administration**

ph: 307.732.8462  
fax: 307.733.8747

**Emergency Preparedness  
& Response**

ph: 307.732.8446  
fax: 307.733.8747

**Environmental Health**

ph: 307.732.8490  
fax: 307.732.8491

**Nursing & Clinical  
Services**

ph: 307.733.6401  
fax: 307.733.8747

January 18, 2018

Pete Muldoon, Mayor  
Town of Jackson  
PO Box 1687  
150 East Pearl Avenue  
Jackson, WY 83001

Dear Mayor Muldoon:

Teton County's District Board of Health would like to invite the Town of Jackson to appoint a Town Council liaison to attend their bi-monthly board meetings. At this time, the Town liaison could attend meetings to better understand the work of the Board of Health and further evaluate the participation of an appointed member from the Town of Jackson.

The Board of Health was created in order to promulgate rules and regulations pertaining to the prevention of disease and the promotion of public health within the full jurisdictional area of Teton County, Wyoming including the municipality of the City of Jackson. Participation on the Board would be important given recent enforcement issues related to restaurants and pools and spas in the Town.

If you are interested in appointing a liaison from the Town Council, please contact Jodie Pond at [jodie.pond@wyo.gov](mailto:jodie.pond@wyo.gov) or 307-733-8461.

Thank you and we look forward to working with the Town of Jackson in the future.

Sincerely,

A handwritten signature in dark ink, appearing to be "DF", followed by a long horizontal line that ends in a stylized flourish.

Dan Forman DVM, Chair of Teton District Board of Health  
Jodie Pond, Teton County Public Health Department

Cc Alyssa Watkins  
Natalia Macker



Effective Use of Consent Calendar  
2018 Council Retreat Business

This item is on the retreat agenda to emphasize the Mayor's desire to have staff place as many items on the consent calendar as possible and urge Councilmembers to ask their questions prior to the meeting in order to manage the length of meetings.

Upon urging by Mayor Muldoon, Town staff is currently conducting research into whether planning items or public hearings could be placed on the consent calendar. Staff will provide that information once the research has been completed.

Mayor Muldoon also wanted to remind the Council to please ask their questions of staff ahead of the meeting when at all possible.

Check In on Regular Meeting Date  
2018 Council Retreat Business

This item is on the retreat agenda to allow the Mayor to check in with Council and staff on whether meetings should continue to be held on the first and third Monday's of the month and also to provide a heads up that at the JIM retreat, Council will be asked to discuss a request from Teton County to extend the time for JIM meetings.

At the Council retreat last year, Council discussed whether to maintain the current meeting schedule and this is an opportunity to discuss that further.

Teton County Commissioners are requesting the Council consider:

- Whether to extend the JIM meetings so that they begin at 2:00 PM the 1<sup>st</sup> Monday of the month.
- To consider holding JIM meetings on the off Monday should they begin early to not double up on Council meetings into the evening.
- To consider additional JIM workshops to discuss issues of mutual concern.
- To consider utilizing the 5<sup>th</sup> Mondays that occur in the year for additional JIM workshops.

## Tentative JIM Retreat Agenda 2018 Council Retreat Business

This item is on the retreat agenda to allow the Mayor and Council to discuss and review the tentative list of items for the JIM Retreat that is scheduled for March 12 from 12:00 Noon to 5:00 PM. The tentative agenda items are below:

1. JPA Discussion
2. Community Wide CIP. To discuss strategically where to place things in the community like schools, ball fields, the fair grounds, etc. Could be a working group like TAC.
3. Empowering Staff to decide on critical service providers.
4. Extending the JIM meeting time. Could consider starting at 2 pm each time, or holding it on a different day, or conducting additional workshops on the 5th Mondays when they occur.
5. Oblique/aerial photography for County GIS, Assessor, Engineer Use.

**TOWN OF JACKSON**  
**2018 TOWN COUNCIL RETREAT**  
**Grand View Lodge/Fireside Room– Snow King Resort**  
**February 6 & 7, 2018**

**Meeting Purpose:** For the Town Council to build clarity and alignment on:

- roles & responsibilities for mayor, council, and staff
- agreements for how to work together effectively
- an understanding of core services along with short, mid, and long term goals

***PLEASE BE AWARE THAT THE TIME FRAMES LISTED ARE GUIDELINES ONLY AND SHOULD NOT BE RELIED UPON FOR SPECIFICITY. THE AGENDA MAY PROGRESS MORE QUICKLY OR SLOWLY THAN SHOWN IN THE TIMEFRAMES DEPENDING ON COUNCIL DISCUSSION AND DIRECTION.***

**Tuesday, February 6, 2018**

- |               |   |
|---------------|---|
| 7:30 - 8:00   | Arrive  |
| 8:00 - 8:15   | Welcome <ul style="list-style-type: none"><li>• Reaffirm/Modify Agenda</li><li>• Review and Agree on Retreat Outcomes<ul style="list-style-type: none"><li>○ Reaffirm understanding and agreement on how we work together</li><li>○ Gain understanding of financial situation</li><li>○ General concurrence on timing and content of short, mid, and long term goals</li><li>○ Quality, engaging conversation on issues</li></ul></li></ul> |
| 8:15 – 10:15  | Effective Governance and Leadership <ul style="list-style-type: none"><li>• Roles &amp; Responsibilities (Mayor, Council, Staff, Council Liaisons)<ul style="list-style-type: none"><li>○ Effective Use of Boards</li></ul></li><li>• Relationships (Council, Staff, and Council Staff Interaction)<ul style="list-style-type: none"><li>○ Working Agreements</li><li>○ Municipal Enforcement</li></ul></li></ul>                           |
| 10:15 – 10:30 | Break   |
| 10:30 – 11:00 | Vision and Values from the Comprehensive Plan & Core Services <ul style="list-style-type: none"><li>• Review Vision and Values from the Comprehensive Plan</li><li>• Review Core Services Document</li></ul>  |
| 11:00 – 11:45 | Financial Overview <ul style="list-style-type: none"><li>• Budget Overview</li><li>• General Fund 5 Year Model</li><li>• Utility Funds Overview</li><li>• Current Capital Project Update</li></ul>  |

- |               |   |
|---------------|---|
| 11:45 – 12:15 | Lunch Break   |
| 12:15 – 1:15  | <p>Strategic Thinking</p> <ul style="list-style-type: none"> <li>• Short Term Goals Through December 31, 2018</li> <li>• Mid Term Goals Through December 31, 2020</li> <li>• Long Term Goals 5 – 10+ Years Out</li> </ul>   |
| 2:15 – 2:45   | Break   |
| 2:45 - 5:00   | <p>Discussion of Major Issues and Listing of Workshop Items</p> <ul style="list-style-type: none"> <li>• Issues Discussion (Additional Time Scheduled on 2/7) <ul style="list-style-type: none"> <li>○ Local Government Funding <ul style="list-style-type: none"> <li>▪ SPET Election</li> <li>▪ Town Property Tax to Support Fire/EMS</li> </ul> </li> <li>○ Snow King Master Plan <ul style="list-style-type: none"> <li>▪ Snow King Sports &amp; Events Center 2<sup>nd</sup> Ice Sheet</li> </ul> </li> <li>○ Municipal Campground</li> <li>○ Food Truck Regulations</li> <li>○ Managed Parking</li> <li>○ Town Square Pedestrian Zone Pilot Project</li> <li>○ Rodeo Grounds/TC Fair Lease Expiration</li> <li>○ Pathways Projects</li> <li>○ Imagine Jackson</li> <li>○ Downtown Post Office</li> <li>○ Downtown Core Pedestrian Signaling</li> </ul> </li> <li>• Workshop Items (Potentially no discussion on these as they are already scheduled for a workshop) <ul style="list-style-type: none"> <li>○ Sustainable Destination Management Plan (2/5 JIM)</li> <li>○ Health in All Policies (2/5 JIM)</li> <li>○ Jackson Street One Way/Parking/Streetscape (2/20)</li> <li>○ Gregory Lane Discussion (2/20)</li> <li>○ START Funding Working Group Recommendations (3/5 JIM)</li> <li>○ SPET Discussion (3/5 JIM)</li> <li>○ Workforce Housing Supply and Demand (3/5 JIM)</li> <li>○ Residential Rental Regulations (2/20)</li> <li>○ Snow King Lease Discussion (3/19)</li> <li>○ Non-Discrimination Ordinance Discussion (3/19)</li> <li>○ Taxi/Uber Regulations Discussion (3/19)</li> <li>○ Plastic Bag Regulations (4/16)</li> <li>○ Municipal Campground (4/16)</li> </ul> </li> </ul> |
| 5:00          | Recess Until 8:00 A.M. Wednesday, February 7, 2018  |

**Wednesday, February 7, 2018**

- |               |  |
|---------------|--|
| 7:30 - 8:00   | Arrival  |
| 8:00 – 8:30   | Council Business <ul style="list-style-type: none"><li>• Council Liaison Assignments<ul style="list-style-type: none"><li>○ Board of Health Request</li></ul></li><li>• Effective Use of Consent Calendar</li><li>• Check In on Regular Meeting Date</li><li>• Review Tentative Joint Retreat Agenda (March 12, 12:00 – 5:00 PM)</li></ul> |
| 8:30 – 9:00   | Legal Issues   |
| 9:00 – 11:15  | Discussion of Major Issues (continued)   |
| 11:15 – 12:00 | Wrap Up & Next Steps <ul style="list-style-type: none"><li>• Wrap-up</li></ul>   |
| 12:00 – 12:30 | Lunch  |
| 12:30 – 1:30  | Adjourn  |



# Roles and Responsibilities of Elected Officials & Staff

## OFFICIAL ROLES

### 1. Mayor

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

### 2. Individual Councilmembers

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

### 3. Town Council (As a Body)

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

### 4. Town Manager

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

### 5. Town Attorney

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

### 6. Town STAFF

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

### 7. COUNCIL LIAISONS

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



## GOVERNANCE ROLES

### 1. Mayor

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

### 2. Town Council

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

### 3. Staff

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





## TOWN COUNCIL WORKING AGREEMENTS

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

### ▪ Discussion

*We agree to:*

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

### ▪ Consensus & Voting

*We agree to:*

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

### ▪ Respect

*We agree to:*

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

### ▪ Intentionality

*We agree to:*

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

### ▪ Fairness and Equity

*We agree to:*

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

### ▪ The Body Politic

*We agree to:*

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



# **Rules and Procedures**

## **TOWN COUNCIL Of Town of Jackson, Wyoming**

Updated April 2016

Pursuant to W.S. § 15-1-106 the governing body shall determine the rules for the conduct of its proceedings.

Effective March 1, 2010

## TABLE OF CONTENTS

### CHAPTER 1 – GENERAL PROVISIONS

	Section No.	Page No.
Adoption of Robert's Rule of Order	1	3
Precedence of Rules	2	3
Suspension of Rules	3	3

### CHAPTER II – RULES AND PROCEDURES

Addressing the Town Council	7	7
Appointments	22	16
Agendas and Packets for Meetings	16	12
Board and Committee Liaisons	17	15
Conduct of Meetings	4	5
Consent Calendar	11	11
Minutes	14	12
Motions	9	8
Notice of Meetings	2	5
Official Correspondence from the Mayor or Council	21	16
Order of Business	15	12
Ordinances	12	11
Quorum	3	5
Research for Members of the Town Council	20	16
Resolutions	13	11
Rules of Debate	6	7
Rules of Decorum	8	7
Swearing In of New Members	23	15
Town Staff Reports	18	15
Town Attorney	19	14
Types of Meetings	1	4
Vice Mayor	5	7
Voting	10	10

INDEX	17
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## **CHAPTER I**

### **GENERAL PROVISIONS**

#### **Section 1. Adoption of Robert's Rules of Order.**

The Town has adopted "Robert's Rules of Order" as its guideline for parliamentary procedure. The rules of parliamentary procedure should be adhered to whenever possible for the proper and orderly conduct of Town Council meetings. Where there is a conflict in procedure between that set forth in the Wyoming Statutes for Municipal Ordinances and that contained in "Robert's Rules of Order", the procedures established by law take precedence.

#### **Section 2. Suspension of Rules.**

The Town Council has the right to suspend such rules as it has the power to adopt, including any rules contained in "Robert's Rules of Order". When the Town Council acts in violation of such rules as it has the authority to suspend, the rules are deemed suspended thereby and its actions are not invalidated by failure to comply with such rules.

#### **Section 3. Precedence of Rules.**

The following is a compilation of both applicable parliamentary laws and those parliamentary rules and procedures that have been adopted by this Town Council. Any rules herein, in conflict with "Robert's Rules of Order", shall take precedence and shall be considered as amendments to said "Robert's Rules of Order."

## **CHAPTER II**

### **RULES AND PROCEDURES**

#### **Section 1. Types of Meetings.**

Town Council Meetings may be of the following kinds:

- a. “Regular meetings” which are set by ordinance and held twice monthly in the Council Chambers of the Town Hall located at 150 East Pearl Avenue.
- b. “Special meetings” which may be called as provided by ordinance. Town Council workshop meetings and rescheduled regular meetings are special meetings. Meetings conducted jointly with the Teton County Commission are special meetings. Special meetings may be called by the Mayor or by a majority of the Town Council.
  - i. Mayoral Determination. When the Mayor sets a special Town Council meeting, the Town Clerk shall inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
  - ii. Majority of the Town Council Determination. When a majority of the Town Council sets a special Town Council meeting, a representative of that majority shall contact the Town Clerk. The Town Clerk shall then inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
  - iii. Town Staff Request. When Town Staff is desirous of conducting a special Town Council meeting, the Town Staff member shall contact the Town Clerk. The Town Clerk shall contact the Mayor to obtain authorization for that meeting. The Town Clerk shall then inform all members of the Town Council individually of the meeting, and shall proceed with public notification, Town Staff notification, and agenda preparation. If the Mayor is unavailable for the proposed meeting date and time or has no preference regarding the Town Staff proposed meeting date and time, and directs that the meeting should proceed, the Town Clerk shall then contact each member of the Town Council individually to ascertain whether a quorum would exist for the proposed meeting date and time. Upon receiving quorum information from three Councilmembers, the Town Clerk shall then proceed with setting the Special Meeting and shall inform all members of the Town Council individually of the details of the meeting and shall proceed with public notification, Town Staff notification, and agenda preparation.
- c. “Executive sessions” which are portions of Special Meetings called by a vote of two-thirds (2/3) of the members present and excluding the public therefrom, when the nature of the business so requires. Prior to recessing or adjourning to executive session, the Town Council must first convene a special meeting.
- d. Emergency Meetings. Emergency meeting may be called on matters of serious immediate concern to take temporary action without notice. Reasonable effort shall be made to offer public notice. All action taken at an emergency meeting is of a temporary nature and in order to become

permanent shall be reconsidered and acted upon at an open public meeting within forty-eight (48) hours.

## **Section 2. Notice of Meetings.**

No notice of regular meetings is required. Action may be taken on matters before the Town Council at a regular meeting regardless of prior listing on the agenda, unless the matter requires advance notice as per the Jackson Municipal Code or Wyoming Statutes. Noticing is required for special meetings as set forth in the Wyoming Statutes. The notice for special meetings shall state the business to be transacted. No other business may be considered at a special meeting.

## **Section 3. Quorum.**

A majority of the Town Council is sufficient to do business, and motions may be passed 2-1 if only three (3) Councilmembers are present, but ordinances, resolutions granting franchises or licenses and motions concerning the payment of money require at least three (3) affirmative votes. A Councilmember listening via conference call or via videoconference is not present at the meeting and shall not be counted in roll call, nor may they vote on any matters or take any action before the Town Council. The privilege of listening via audio conference or video conference shall be granted or denied by the Mayor on a case-by-case basis.

A member who recuses himself from discussion and action on a particular item by stepping down from the Council desk or leaving the Council Chambers is no longer counted towards a quorum being present.

## **Section 4. Conduct of Meetings.**

- a. The Mayor, or in the absence of the Mayor, the Vice Mayor shall act as chairperson at all meetings.
- b. The powers and duties of the Mayor include moving, seconding, debating and voting from the Chair.
- c. The Mayor shall introduce each matter on the agenda in its proper order, unless a majority of the Town Council orders otherwise. The procedure to follow for each type of item is as follows:
  - 1) Consent Calendar Item Procedure
    - i. Mayor Asks Town Council if there are Items to be Withdrawn
    - ii. Town Council states items to be withdrawn or states no items to be withdrawn
    - iii. Public Comment on Consent Calendar
    - iv. Mayor Asks for a Motion on the Remainder of the Consent Calendar
    - v. Motion to Approve Remainder
    - vi. Vote on Remainder
    - vii. Withdrawn Items are read by Mayor Individually
    - viii. Town Council Discussion on Individual Items
    - ix. Motion and Second to Approve on Individual Items
    - x. Vote on Individual Items
  - 2) Public Hearing Item Procedure
    - i. Mayor Bangs Gavel Once and Opens a Public Hearing on Item as Stated on Agenda

- ii. Public Comment.
  - iii. Mayor Closes Public Hearing
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- 3) Discussion and/or Action Item Procedure
  - i. Agenda Item is read by Mayor
  - ii. Presentation by Town Staff
  - iii. Town Council Questions of Town Staff
  - iv. Presentation by Applicant
  - v. Town Council Questions of Applicant
  - vi. Public Comment
  - vii. Town Council Discussion
  - viii. Motion and Second to Approve/(if planning item, discuss and make necessary findings)
  - ix. Vote
- 4) Resolution Procedure
  - i. Agenda Item is read by Mayor
  - ii. Town Council Questions of Town Staff
  - iii. Public Comment
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- 5) New Ordinance Procedure
  - i. Agenda Item is Read by Mayor
  - ii. Motion to read by Short Title/Vote
  - iii. Read by Town Attorney
  - iv. Town Council Questions of Town Staff
  - v. Public Comment
  - vi. Town Council Discussion
  - vii. Motion and Second to Approve
  - viii. Vote
- 6) Multiple Ordinance 2<sup>nd</sup> or 3<sup>rd</sup> Reading
  - i. Motion to read all Ordinances by Short Title/Vote
  - ii. Ordinance is read by Town Attorney
  - iii. Public Comment
  - iv. Town Council Discussion
  - v. Motion and Second to Approve
  - vi. Vote
- d. At his discretion, the Mayor may allow additional Town Council Questions of Town Staff, Town Council Questions of the Applicant or Public Comment at any time he deems appropriate.
- e. “Robert’s Rules of Order” shall be followed in conducting Council Meetings, unless a majority of the Town Council rules otherwise.
- f. The Chief of Police, or a designated subordinate, shall serve as Sergeant-at-Arms to preserve order in the Chambers during meetings, as directed by the Mayor.

## **Section 5. Vice Mayor.**

Each January, or whenever the Mayor deems appropriate, the Mayor shall appoint a Councilmember to serve as the Vice Mayor or Mayor Pro-Tem. In the absence of the Mayor, the Vice Mayor shall preside at all meetings of the governing body and/or perform other Mayoral duties as requested.

## **Section 6. Rules of Debate.**

- a. In obtaining the floor, every Councilmember shall first address the Mayor, gain recognition by the Mayor, and shall confine himself or herself to the question under debate, avoiding personalities and indecorous language.
- b. Members of the Town Staff, after recognition by, the Mayor, shall hold the floor until completion of their remarks or until recognition is withdrawn by the Mayor.
- c. No Councilmember shall be allowed to speak more than once upon any particular subject until every other Councilmember desiring to do so shall have spoken. No Councilmember shall be allowed to speak longer than five (5) minutes the first time or three (3) minutes the second or subsequent times on any one particular subject, except by majority vote of the Town Council. No Councilmember shall be allowed to speak more than three times on the subject without the express consent of the Mayor.

## **Section 7. Addressing the Town Council.**

- a. Each person desiring to address the Town Council either under the Public Comment section or under the public comment period for a particular item shall approach the lectern in person, state his or her name and address for the record, state the subject he or she wishes to discuss, state whom he or she is representing if he or she represents an organization or other persons, and unless further time is granted by majority vote of the Town Council or the Mayor, shall limit his remarks to three (3) minutes. Public comment made by phone, video, or any other form of electronic communication shall not be permitted with the exception of applicant or consultant presentations or interviews for advisory or joint powers boards as approved in advance of the meeting by the Mayor or Town Manager. All remarks shall be addressed to the Town Council as whole and not to any member thereof. No question shall be asked of a Councilmember or a member of the Town Staff without the permission of the Mayor. After permission of the Mayor, a question may be asked, but neither Town Staff nor the Councilmember to whom the question is directed shall answer the question during the public comment period.
- b. In order to expedite matters and to avoid repetitious presentations, whenever any group of persons wishes to address the Town Council on the same subject matter, it shall be proper for the Mayor to request that a spokesperson be chosen by the group to address the Town Council and, in case additional matters are to be presented by any other member of said group, to limit the number of such persons addressing the Town Council.

## **Section 8. Rules of Decorum.**

- a. While the Town Council is in session, the members must preserve order and decorum, and a member shall neither by conversation or otherwise delay nor interrupt the proceedings of the



peace of the Town Council nor disturb any member while speaking nor refuse to obey the orders of the Mayor. Members of the Town Council shall not leave their seats during a meeting without first obtaining the permission of the Mayor.

- b. Members of the Town Staff and employees shall observe the same rules of order and decorum as are applicable to the Town Council, with the exception that members of the Town Staff may leave their seats during a meeting without first obtaining the permission of the Mayor.
- c. Any person making impertinent, slanderous, or profane remarks or who becomes boisterous while addressing the Town Council shall be called to order by the Mayor and, if such conduct continues, may at the discretion of the Mayor be ordered barred from further audience before the Town Council during that meeting.
- d. Any person in the audience who engages in disorderly conduct as defined in the Jackson Municipal Code by loud or unnecessary talking, hallooing, or by any threatening, abusive, profane, or obscene language, or violent actions, or by any other rude behavior, interrupts, molests or disturbs a Town Council Meeting, upon instructions from the Mayor it shall be the duty of the Chief of Police or his designee to remove any such person from the Council Chamber and charge that person with Disturbing Meetings as provided for in 9.40.010 of the Jackson Municipal Code
- e. Matters before the Town Council in a meeting will normally be handled in one of the following manners:
  - (1) Acted upon.
  - (2) Placed under Matters from Mayor and Town Council for action later on in the meeting.
  - (3) Received and referred to Town Staff for further research and a recommendation for a future meeting.
  - (4) Received and filed without action.
  - (5) Continued, pending further consideration or the receipt of a report.
  - (6) Referred to the Town Manager for placement on an upcoming meeting.
  - (7) Tabled.

## **Section 9. Motions.**

- a. The process of motions is that when a motion is made and seconded, it shall be stated by the Mayor or the Town Clerk before vote. A motion shall not be withdrawn by the mover without the consent of the seconder.
  - (1) If the question contains two or more divisionable propositions, the Mayor may, and upon the request of a member, shall divide the same.
- b. No motion is before the Town Council until it has been seconded.

c. The precedence of motions is when a motion is before the Town Council, no other motion shall be entertained except:

- (1) To adjourn.
- (2) To fix the hour of adjournment.
- (3) To lay on the table (postpone indefinitely).
- (4) For the previous question (to vote immediately).
- (5) To postpone to a certain day,
- (6) To refer (to a committee or a member of the Town Staff for report).
- (7) To amend or to substitute another motion.
- (8) To refer to the Town Manager for placement on a future meeting agenda.

These motions have precedence in the order indicated. The first four motions are not debatable, though it is always permissible to raise a point of order on the proper use of any motion and it is also in order to appeal from the decision on the point of order. Once an item of business has been disposed of, it is not available for further debate except upon a motion and majority vote to reconsider.

d. Reconsideration. A Councilmember may make a motion to reconsider the vote on a particular item to permit correction of hasty, ill-advised, or erroneous action, or to take into account added information or a changed situation that has developed since the taking of the vote. Because of the investment made by members of the public to attend specific Council meetings to hear entire presentations and debate, to make public comments, and hear the vote on a particular item, motions to reconsider are strongly discouraged.

- (1) A motion to reconsider shall occur either at the same meeting where the original vote was taken, or at the next regular or special Town Council meeting, prior to the approval of the minutes at which the original vote was taken.
- (2) A motion to reconsider must be made by a Councilmember who voted on the prevailing side.
- (3) A motion to reconsider can then be acted upon immediately or it can be delayed until a future Town Council meeting.
- (4) Immediate Action.
  - i. Debate can then occur as to whether there is added information, a changed situation, whether a Councilmember felt they made a hasty decision, etc.
  - ii. If the vote to reconsider is successful, the item is then before the Town Council for action pursuant to the motion as stated at the previous meeting. Additional information can then be presented and discussed. The vote on the original motion is then called for and taken.
  - iii. The minutes of the previous meeting are then approved as amended to include the reconsideration and outcome.
  - iv. If the vote to reconsider fails, the minutes for the previous meeting are then approved as presented and the meeting continues.
- (5) Delayed Action.
  - i. The Mayor directs the Town Clerk to place the reconsideration item as the first action item on the next agenda and to place the minutes of the previous meeting as the next action item after the item in question.
  - ii. Public notice is then given that the Council intends to reconsider the outcome of the previous vote taken on the item in question.

- iii. At the subsequent meeting, the motion to reconsider is Called Up by the Mayor. Debate can then occur as to whether there is added information, a changed situation, whether a Councilmember felt they made a hasty decision, etc.,
- iv. If the vote to reconsider is successful, the motion before the Town Council is the same as it was stated in the original meeting. Additional information can then be presented and discussed, amendments to the original motion can be made, and a vote taken.
- v. The minutes of the previous meeting are then approved as amended to include the reconsideration and outcome.
- vi. If the vote to reconsider fails, the minutes of the previous meeting are approved as presented and the meeting continues.

## **Section 10. Voting.**

On the passage of every motion, the vote shall be taken and entered in the record by the Town Clerk.

- a. Every Councilmember should vote unless disqualified by a conflict of interest.
- b. The failure of a Councilmember to voice his or her vote will be considered as his or her having cast an affirmative vote on the motion.
- c. Abstention. (To refrain from voting)
  - (1) Councilmembers may abstain from voting as they cannot be compelled to vote. An abstention on a motion based on a conflict of interest is appropriate and expected. Abstention on a motion in the affirmative, where no conflict of interest exists, is discouraged and has the same effect as a negative vote.
  - (2) Councilmembers abstaining from a vote due to a conflict of interest shall not participate in the debate on that matter prior to the vote being taken.
  - (3) Councilmembers abstaining from debate and voting on a motion due to a conflict of interest may briefly state their reason for the abstention prior to debate occurring.
- d. Recusal. (To disqualify oneself from participation in debate and voting on grounds such as prejudice or personal involvement)
  - (1) Councilmembers may recuse themselves for cause by publicly stating the reason for the disqualification. When it has been determined that a Councilmember has cause for recusing himself or herself from voting on a particular matter then before the Town Council, said Councilmember shall not remain in his or her seat during the debate and vote on such matter, but shall request and be given permission of the Mayor to step down from the Council Table and either take a seat in the audience or leave the Council Chamber. A Councilmember recusing himself or herself shall not be counted as part of a quorum and shall be considered absent for the purpose of determining the outcome of any vote on such matter. Stepping down from the Town Council for an item shall be so noted in the minutes of that meeting.
  - (2) If the Mayor or a Councilmember contends that there is no clearly disqualifying conflict of interest, the matter of disqualification shall be decided by the Town Attorney.

## **Section 11. Consent Calendar.**

The consent calendar shall contain any and all items Town Staff or the Town Council believes are routine and appear to be lacking the need for debate or discussion. This includes minutes, disbursements, special event requests, bid awards, contracts for projects previously authorized, and the like. All contracts shall, before presentation to Town Council, have been approved as to form and legality by the Town Attorney.

## **Section 12. Ordinances.**

Where the particular ordinance has been prepared in advance.

- a. On first reading, an ordinance shall be accompanied by a Town Staff report.
- b. Upon unanimous vote, all readings of ordinances may be made by title only. Otherwise it must be read in full. Upon completion of the appropriate reading by the Town Attorney, the Town Council may, by majority vote, make any changes or amendments it desires.
- c. Upon second reading, if the ordinance is substantially changed at this time, the reading must be considered a first reading. No Town Staff report is required for second reading.
- d. Upon third reading, if the ordinance is changed at this time, the reading must be considered a first reading. No Town Staff report is required for third reading.
- e. Following the third reading, and at least ten (10) days after the first reading, except for emergency ordinances, upon motion made and seconded, the ordinance is adopted if there are at least three (3) affirmative votes.
- f. Ordinances shall become effective pursuant to Title 15 of the Wyoming Statutes.
- g. It is the duty of the Town Clerk to publish ordinances pursuant to Title 15 of the Wyoming Statutes. Ordinances shall be published between 2<sup>nd</sup> and 3<sup>rd</sup> reading so that they become effective upon 3<sup>rd</sup> reading except for charter ordinances, ordinances related to annexation, or any other ordinance as directed by the Town Attorney.
- h. Emergency ordinances may be read by short title; require  $\frac{3}{4}$  of the qualified members of the governing body or four (4) affirmative votes for passage; require only one reading; and become effective immediately upon adoption. They may be declared void if no true emergency existed. No franchise may be granted by emergency ordinance.
- i. All ordinances shall, before presentation to the Town Council, have been approved as to form and legality, by the Town Attorney.

## **Section 13. Resolutions.**

Where the particular resolution has been prepared in advance, the procedure is: Resolution title is read by the Mayor, Town Council questions of Town Staff, Public Comment, Town Council discussion, Motion, second, vote. It is not necessary to read in full, as long as the resolution is sufficiently

identified. However, any Councilmember may demand that it be read in full. Resolutions shall be published in full in the text of the minutes and do not require separate publishing.

- a. All resolutions shall, before presentation to the Town Council, have been approved as to form and legality, by the Town Attorney.

#### **Section 14. Town Council Minutes.**

The minutes are the responsibility of the Town Clerk until presented to the Town Council for approval; the Town Council may then, by motion make such corrections as conform to fact. The minutes shall be published pursuant to Wyoming Statutes.

Minutes of executive sessions are the responsibility of the Town Attorney.

#### **Section 15. Order of Business.**

The regular order of business for regular meetings shall be:

- a. Opening
  - i. Call to Order
  - ii. Pledge of Allegiance
  - iii. Roll call
  - iv. Announcements and Proclamations
- b. Public Comment (public comment is reserved for questions and comments from the public on items that are not otherwise included in the agenda)
- c. Consent Calendar
  - i. Minutes
  - ii. Disbursements
- d. Public Hearings, Discussion and/or Possible Action Items
- e. Resolutions
- f. Ordinances
- g. Matters from Mayor and Town Council
- h. Matters from the Town Manager
- i. Adjournment.

The regular order of business may be suspended at any time by a majority vote of a quorum of the Town Council, in order to take up a matter on the agenda out of its regular order. The order of business for meetings, other than regular, shall be determined by the Town Clerk, based on the anticipated needs of the Town Council.

#### **Section 16. Agendas and Packets for Meetings.**

- a. Regular Meetings. Agendas and Packets for regular meetings shall be prepared by the Town Clerk. Agendas for regular meetings shall be closed at 10:00 A.M. on the Thursday preceding the meeting. The agenda shall be finalized by the Town Clerk with input from the Town Manager and the Mayor. Matters on a regular meeting agenda are comprised of the following:

- (1) Announcements. Announcements do not need to be accompanied by a Town Staff report. Announcements notify the public of upcoming meetings, schedule changes,

new employee introductions, office closings, and the like. Announcements do not require Town Council action and can be recommended for addition to the agenda by any Councilmember or Town Staff member.

- (2) Proclamations. Proclamations do not need to be accompanied by a Town Staff report. Proclamations notify the public of community wide events such as burn week or of issues of community significance such as commendations, remembrances and the like. Proclamations do not require Town Council action and can be recommended for addition to the agenda by any Councilmember or Town Staff member.
- (3) Public Comment. This item on the agenda is reserved for questions and comments from the public on items that are not otherwise included on the agenda. If prior notification has been given that a citizen intends to speak under Public Comment, their name shall be so listed on the agenda. If documents are provided prior to finalization of the Town Council packet, those items shall be included in the packet.
- (4) Consent Calendar. The consent calendar shall contain any and all items Town Staff or the Town Council believes are routine and appear to be lacking the need for debate or discussion. This includes minutes, disbursements, special event requests, bid awards and the like. Any item on the consent calendar other than minutes, disbursements or the Municipal Court Report shall be accompanied by a Town Staff report.
- (5) Public Hearings, Discussion, and/or Possible Action Items. Items in this section shall be accompanied by a Town Staff report. This section of the agenda is for liquor license public hearings and action, planning items, administrative items, departmental action items, contracts, easements, public infrastructure project authorization, and the like. All contracts, prior to presentation to Town Council shall have been approved as to form and legality by the Town Attorney.
- (6) Resolutions. Resolutions shall be accompanied by a Town Staff report. Resolutions are related to policy matters, budget adoption or amendment, elected official commendations, parking schedule or speed limit schedule amendments and the like. Resolutions may amend the Municipal Code if the enacting ordinance allows amendment by resolution. Resolution numbers are designated by the Town Clerk and shall be so numbered as to represent the year of adoption.
- (7) Ordinances. Ordinances presented for first reading shall be accompanied by a Town Staff report. Ordinances presented for second or third reading do not require a Town Staff report. Ordinances shall be designated with a letter of the alphabet upon first reading and shall retain that letter until passed on third reading. The agenda shall specify which reading is before the Town Council. Upon presentation for third reading, the agenda shall specify the ordinance number to be designated per the Town Clerk. Ordinance readings shall occur at consecutive regular Town Council meetings unless directed otherwise by the Mayor, Town Manager or Town Attorney.
- (8) Matters from Mayor and Town Council. Items in this section of the agenda can be presented from any member of the Town Council and may or may not be accompanied by a Town Staff report and may or may not be listed on the agenda. This section of the agenda is for travel authorizations, designation of voting delegates to various meetings or conventions, or any item the Town Council may wish to bring up for Town Council consideration or discussion. Town Staff may also present items for Town Council consideration under this section of the agenda with authorization from a member of the Town Council. Town Council requests of Town Staff shall be directed to the Town Manager.



- (9) Matters from the Town Manager. This section of the agenda is for the Town Manager to report to the Town Council on the various activities of note of Town government operations and to notify the Town Council of upcoming meetings and scheduling. Items contained in the Town Manager's report may include issues recommended for affirmative Town Council action. Upon presentation of the Town Manager's report, the Town Council acts on the acceptance of that report.
- b. Special/Workshop Meetings. Agendas and Packets shall be prepared for Special/Workshop Meetings by the Town Clerk. Agendas for Special/Workshop meetings shall be closed at 10:00 A.M. on the Thursday preceding the meeting or on the date so determined by the Town Clerk. The agenda shall be finalized by the Town Clerk with input from the Town Manager and the Mayor. Matters on a Special/Workshop meeting agenda are comprised of the following:
- (1) Discussion and/or Action Items. These matters may require detailed discussion in an informal setting between Town Council and Town Staff, Town Council and other appointed boards, Town Council and citizen groups, or Town Council and individual applicants requesting Town Council action. Matters before the Town Council at a special/workshop meeting may be items requiring additional time for review of details or requests, draft ordinances for discussion purposes, complex public infrastructure projects, or items Town Staff is desirous of feedback on prior to placement on a regular meeting agenda for action.
  - (2) Set Next Workshop Agenda. Town Staff shall recommend to the Town Council a proposed listing of matters to be placed on upcoming workshop agendas. The Town Council may add, delete, or rearrange this listing during the meeting by motion and a majority vote. Additional items for upcoming workshops shall be finalized by the Town Clerk with input from the Town Manager and the Mayor.
- c. General.
- (1) Items submitted from the public are due to the Town Clerk two (2) weeks prior to the packet deadline for a particular meeting in order to provide Town Staff sufficient time to review the request and prepare a Town Staff report and recommendation to the Town Council.
  - (2) Agendas and packets for regular meetings shall be produced by the Town Clerk and distributed to members of the Town Council by no later than 4 o'clock p.m. on the Thursday preceding the meeting. A hard copy packet shall be provided to each of the five (5) Town Council members, the Town Clerk, the Town Manager and the Town Attorney. An electronic version of the agenda and packet shall be constructed by the Town Clerk and posted on the Town's website no later than 4 o'clock p.m. on the Thursday preceding the meeting. The Town Clerk shall provide e-mail notice of agendas to anyone requesting such notice.
  - (3) Agendas and packets for other meetings, shall be produced by the Town Clerk and distributed to members of the Town Council in the same manner as regular meetings unless the timeframe does not allow it. If the timeframe does not allow sufficient time for such distribution, the Town Clerk shall produce the agenda, packet and provide notice at the next earliest opportunity.

(4) Public hearings shall be set by:

- (1) The Town Council, when the law requires the Town Council to set the hearing.
- (2) The Town Clerk in all other cases.
- (3) Unless otherwise ordered by the Town Council or determined by the Town Clerk, public hearings shall normally be scheduled for the first item of business under Public Hearings, Discussion and/or Action Items at regular Town Council meetings.

#### **Section 17. Town Council Board and Committee Liaisons.**

The Town Council may appoint individual members to represent the Town Council at various board meetings and committee meetings throughout the community. Each January, or as soon thereafter as the Town Council deems appropriate, the Town Council shall review the list of board and committee liaisons and make changes as they deem necessary. These liaison appointments shall be mutually agreed upon by the Town Council and shall remain valid until changed. Individual Councilmembers serving as a liaison shall not represent themselves as speaking for the Town Council on any matter or in any respect unless directed to do so by majority vote of the Town Council on individual matters as they arise. The Councilmember's role as liaison is to remain informed of the board or committee's issues and be a conduit for information to be relayed back to the Town Council. Depending on the board or committee's bylaws, the Councilmember may be a voting member or may be an ex-officio member or may simply attend the meetings to remain informed without actually serving on the board or committee.

#### **Section 18. Town Staff Reports.**

The Town Manager shall approve all Town Staff reports prior to placement in the packet for any Town Council meeting as he deems necessary. The Town Council may, at its discretion, request a Town Staff Report from the Town Manager on any matters under consideration. The Town Manager may then assign the Town Staff report to any member of Town Staff.

- a. Members of the Town Staff may, at their discretion, initiate and submit to the Town Council reports on any matters before the Town Council or any matter deemed important with the Town Manager's approval. These reports may be listed on the agenda, or they may be submitted to the Town Council outside of the agenda at the Town Manager or Town Attorney's discretion.
- b. Town Staff reports shall be prepared in a format as determined by the Town Manager.

#### **Section 19. Town Attorney.**

The Town Attorney is retained to provide legal advice and assistance to the Town Council, Commissions, and the Town Staff. Individual members of the Town Council wishing to have the Town Attorney undertake any research or the preparation of any resolution or ordinance shall first obtain authorization from the Town Council; or, in matters of extreme emergency, from the Mayor. Individual Town Staff members wishing to have the Town Attorney undertake any research or the preparation of any resolution or ordinance shall first obtain authorization from their Department Director and in some cases the Town Manager.



## **Section 20. Research for Members of the Town Council.**

Individual Councilmembers shall refrain from requesting opinions or research from Town Staff and shall direct all inquiries through the Town Manager. Individual Councilmembers shall direct all requests through the Town Manager or the Assistant Town Manager except simple matters related to citizen information requests.

## **Section 21. Official Correspondence from the Mayor or Members of the Town Council**

The Mayor shall be designated and authorized to represent the Town Council and author letters on issues supported by a vote of the Town Council. The Mayor shall also be authorized to author letters on behalf of the Town of Jackson organization when a response is appropriate as determined by the Mayor or the Town Manager. Individual Councilmembers shall refrain from using their position as a Councilmember to send official letters on Town letterhead in support of or in opposition to issues without a vote of approval from the Town Council. The Mayor or any Councilmember may author personal letters of reference to individuals on Town letterhead so long as those letters do not indicate that they are representing the Town Council as a whole.

## **Section 22. Appointments.**

- a. Mayoral Appointments. Mayoral appointments that require the advice and/or consent of the Town Council shall follow a procedure as determined by the Mayor. This procedure may involve advertising, accepting letters of interest, interviews by the Mayor, interviews by the Town Council, interviews by Town Staff or any other procedure as the Mayor deems appropriate. Any procedure used by the Mayor may change at any time with or without notice provided.
- b. Majority of Town Council Appointments. Appointments that are a majority vote of the Town Council shall follow a procedure as determined by majority vote of the Town Council. This procedure may involve advertising, accepting letters of interest, interviews by the Town Council, and interviews by Town Staff or any other procedure as the Town Council deems appropriate. Any procedure set forth by majority vote of the Town Council may change at any time by another majority vote of the Town Council.

## **Section 23. Swearing In of New Members.**

- a. Upon Election. Pursuant to Wyoming Statutes, the term of office for a person elected at the general municipal election commences the first Monday in January following the general election but before entering their duties, they must be administered the Oath of Office. The Town Clerk shall arrange a Swearing In Ceremony to be held on the first Monday in January in the morning, prior to any regular or special Town Council meetings being called to order.
- b. Upon Appointment. Pursuant to Wyoming Statutes, when a vacancy exists in the governing body of a municipality, the Town Council shall appoint an eligible person as successor. A vacancy in the office of Mayor shall only be filled by a member of the governing body. The appointment shall be made at a regular or special meeting of the Town Council and upon appointment, the Oath of Office shall be administered.

# INDEX

- abstain, 10
- agenda, 5, 6, 14
- agendas, 2, 12, 14
- announcements, 12
- appointments, 2, 16
- chief of police, 6, 8
- conduct of meetings, 5
- conflict of interest, 10
- consent calendar, 2, 5, 11, 12, 13
- correspondence, 2, 16
- decorum, 7, 8
- disbursements, 11, 13
- disorderly conduct, 8
- effective date, 1
- emergency meeting, 4
- findings, 6
- first reading, 11, 13
- liaisons, 2, 15
- majority, 4, 5, 6, 7, 9, 11, 12, 14, 15, 16
- matters from mayor and town council, 8, 12, 13
- mayoral appointments. *see* appointments
- motions, 8
- notice, 2, 5
- notification, 4, 13
- oath of office, 16
- order of business, 12
- ordinance, 4, 11, 13, 15
- ordinance publication, 11
- ordinances, 2, 3, 6, 11, 12, 13
- packet, 13, 14, 15
- precedence of rules, 3
- proclamations, 12, 13
- public comment, 5, 6, 7, 11, 12, 13
- public hearing, 5, 6
- public hearings, 15
- public hearings, discussion, and/or possible action items, 13
- quorum, 2, 4, 5, 10, 12
- reconsider, 9, 10
- recuse, 5, 10
- regular meetings, 4
- research for members of the town council, 2, 16
- resolutions, 2, 6, 11, 12, 13
- robert's rules of order, 3, 6
- rules of debate, 7
- rules of decorum, 2, 7
- sergeant-at-arms, 6
- short title, 11
- speaking time limits, 7
- special/workshop meetings, 14
- suspension of rules, 3
- swearing in, 2, 16
- town attorney, 2, 6, 10, 11, 12, 13, 14, 15
- town clerk, 4, 8, 9, 10, 11, 12, 13, 14, 15, 16
- town manager, 8, 9, 12, 13, 14, 15, 16
- town staff report, 2, 11, 12, 13, 14, 15
- vice mayor, 2, 5, 7
- voting, 2, 10
- website, 14
- workshop, 14

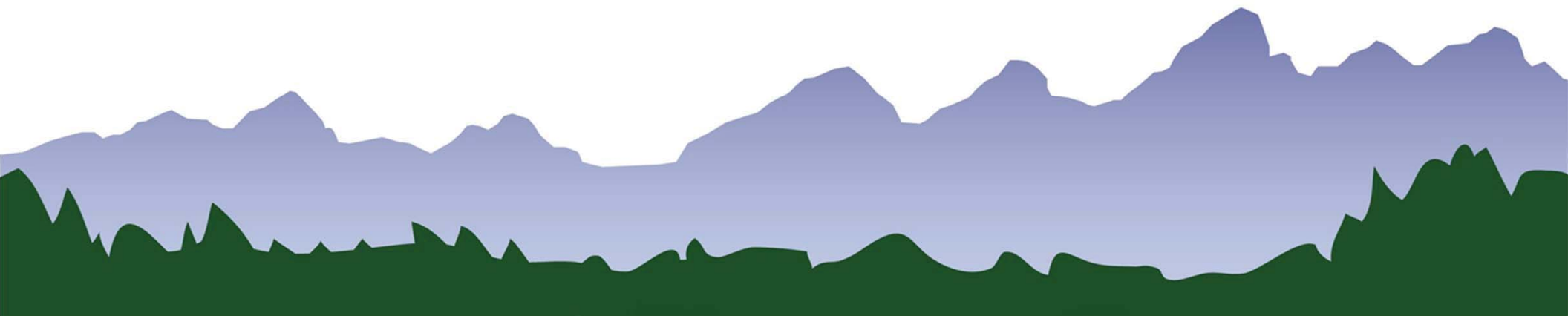
Setting and Finalizing the Agenda for Town Council Meetings  
2018 Council Retreat

The purpose of this document is to update the Mayor and Council and staff on how the agenda is finalized and how items are added or removed from the agenda.

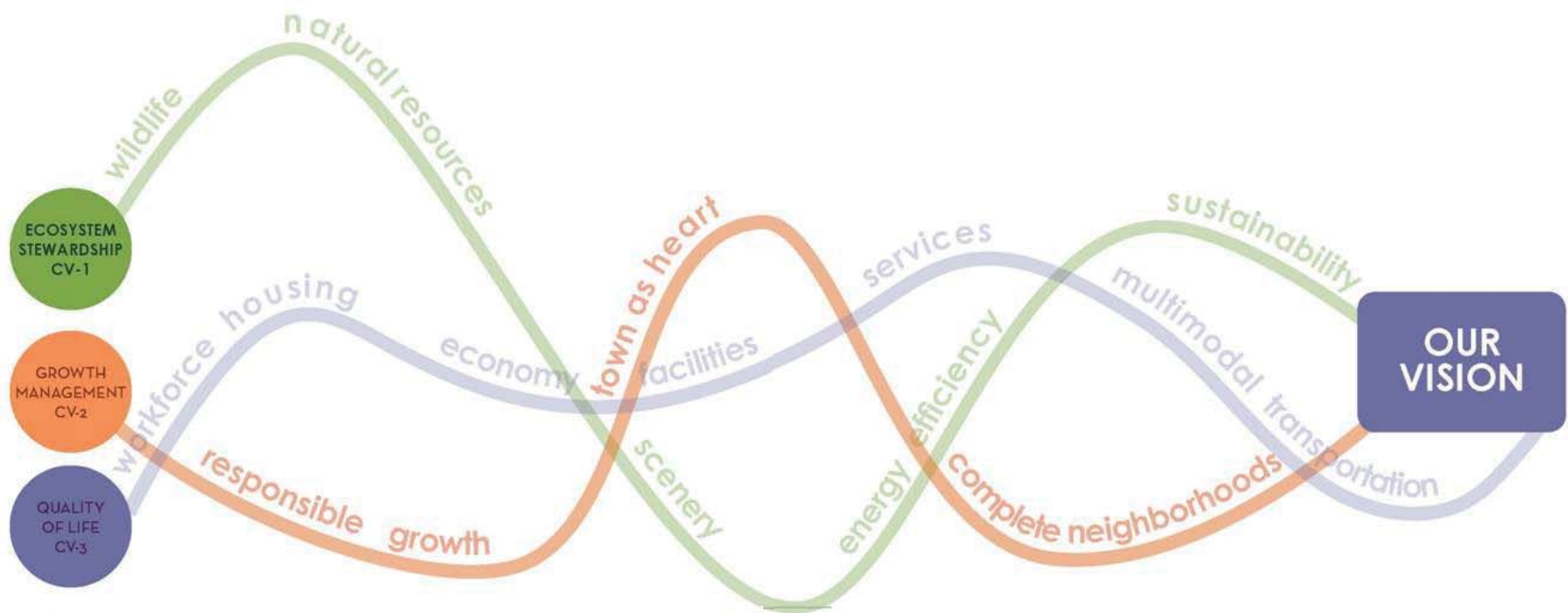
1. Agendas are finalized by the Town Clerk with input from the Mayor and Town Manager.  
(pursuant to the Town Council adopted Rules and Procedures)  
*Practically speaking, the Town Clerk and the Town Manager defer to the Mayor in terms of the agenda finalization except for Matters from Mayor and Council as noted below.*
2. At 3:00 PM on Tuesday, during the Mayor's Strategy Meeting
  - a. The upcoming agendas are discussed and the agenda reviewed.
3. Prior to or at Sr. Staff Meetings on Wednesdays
  - a. Items are identified by staff to be placed on upcoming draft agendas for consideration by the Mayor. Notes are added on the side to keep the Town Clerk and others informed as to the origin of the request and what it briefly entails.
4. Matters from Mayor and Council
  - a. Items identified from Town Council members are listed as Matters from Mayor and Council and the purpose of listing the item is for the Council member to briefly broach an issue to obtain authorization from the body as a whole as to whether it merits placement on an upcoming agenda for discussion or action either through CLEAR general consensus or through a motion. (motions are preferred) Ex: Item under Matters from Mayor and Council is listed as Wilson Boat Launch and after a very brief overview of the item, Councilman Stanford states, "I move to place the Wilson Boat Launch issue on the February 2<sup>nd</sup> agenda as a discussion item." The remainder of the Mayor and Council then have the option of voting the issue up or down as to whether to discuss it in the future. (Pursuant to the adopted Council Rules and Procedures, "Items in this section can be presented from any member of the Mayor and Council and may or may not be listed on the agenda, and includes any item the Town Council may wish to bring up for Town Council consideration or discussion.")
5. At 10:00 AM on Thursday, the Town Clerk finalizes the agenda with input from the Town Manager and the Mayor.

# Community Vision

Preserve and protect the area's ecosystem in order to ensure a healthy environment, economy, and community for current and future generations.



# Common Values of Community Character



### Community Vision:

Preserve and protect the area's ecosystem in order to ensure a healthy environment, community and economy for current and future generations.

### Common Values of Community Character

#### Ecosystem Stewardship - CV #1:

**Section 1 - Stewardship of Wildlife, Natural Resources and Scenery:** Maintain healthy populations of all native species and preserve the ability of future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character.

- Principle 1.1 - Maintain healthy populations of all native species
- Principle 1.2 - Preserve and enhance water and air quality
- Principle 1.3 - Maintain the scenic resources of the community
- Principle 1.4 - Protect and steward open space

**Section 2. Climate Sustainability through Energy Conservation:** Consume less nonrenewable energy as a community in the future than we do today:

- Principle 2.1 - Reduce consumption of non-renewable energy
- Principle 2.2 - Reduce energy consumption through land use
- Principle 2.3 - Reduce energy consumption through transportation
- Principle 2.4 - Increase energy efficiency in buildings
- Principle 2.5 - Conserve energy through waste management and water conservation

#### Growth Management - CV #2:

**Section 3. Responsible Growth Management:** Direct future growth into a series of connected, Complete Neighborhoods in order to preserve critical habitat, scenery and open space in our Rural Areas.

- Principle 3.1 – Direct growth out of habitat, scenery, and open space
- Principle 3.2 – Enhance suitable locations as Complete Neighborhoods
- Principle 3.3 – Manage growth predictably and cooperatively
- Principle 3.4 – Limit development in naturally hazardous areas
- Principle 3.5 – Manage local growth with a regional perspective

**Section 4. Town as the Heart of the Region - The Central Complete Neighborhood:** The Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities.

- Principle 4.1 - Maintain Town as the central Complete Neighborhood
- Principle 4.2 - Promote vibrant, walkable mixed use areas
- Principle 4.3 - Develop desirable residential neighborhoods
- Principle 4.4 - Enhance civic spaces, social functions, and environmental amenities to make Town a more desirable Complete Neighborhood
- Principle 4.5 - Preserve historic structures and sites

#### Quality of Life - CV #3

**Section 5: Local Workforce Housing:** Ensure a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally.

- Principle 5.1 - Maintain a diverse population by providing workforce housing
- Principle 5.2 - Strategically locate a variety of housing types
- Principle 5.3 - Reduce the shortage of housing that is affordable to the workforce
- Principle 5.4 - Use a balanced set of tools to meet our housing goal

**Section 6: A Diverse and Balanced Economy:** Develop a sustainable, vibrant, stable and diversified local economy.

- Principle 6.1 - Measure prosperity in natural and economic capital
- Principle 6.2 - Promote a stable and diverse economy
- Principle 6.3 - Create a positive atmosphere for economic development

**Section 7: Multimodal Transportation:** Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation.

- Principle 7.1 - Meet future transportation demand through the use of alternative modes
- Principle 7.2 - Create a safe, efficient, interconnected, multi-modal transportation network
- Principle 7.3 - Coordinate land use and transportation planning

**Section 8: Quality Community Service Provision:** Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.

- Principle 8.1 - Maintain current, coordinated service delivery
- Principle 8.2 - Coordinate the provision of infrastructure and facilities needed for service delivery

### Town of Jackson Purpose, Mission, and Core Services

**Our Purpose** – *The Town of Jackson exists to provide municipal services necessary to support the residential, business, environmental, and historical interests that define our community. Our services enhance the quality of life for those who live here and enhance the experience for our guests.*

**Our Mission** – *It is the mission of the Town of Jackson Municipal Organization to provide municipal services that enhance the quality of life for our residents and guests and to help support the local economy. We train, mentor, and challenge our employees to develop to their highest potential and to provide service that exceeds the expectations of residents, guests, and others. We foster partnerships to solve problems and more effectively use our resources. We appreciate the unique environmental resources and scenic beauty where we live and work and acknowledge our responsibilities to future generations.*

#### Core Services

The short, mid, and long term goals listed by staff reflect areas for extra emphasis, areas where the Council has directed focused attention and resources, and areas/projects that have been approved by the Town Council either with budget adoption or specific Council direction outside of the adopted budget. These goals are listed with the understanding that the main area of focus for the Town of Jackson is the provision of core services, maintaining the current level of service already supported and approved through the annual budget, and most importantly those services that directly contribute to and maintain the health, safety, and welfare of the citizens and guests to our community. Instead of providing an exhaustive list of core services provided in each department, a brief summary would include:

**Safety and security** - provided through law enforcement, fire protection, building safety and inspection, animal control, contractor licensing, and municipal court and prosecution services.

**Infrastructure, facility and public asset management** - provided through street, sidewalk and right of way maintenance and snow removal services, engineering, preventive and proactive facility management, and parking enforcement.

**Health and well-being** - provided through water treatment and distribution, sewer collection and treatment, emergency medical services, and victim services.

**Development and economic oversight** - provided through code compliance, planning and development review, permit processing, and business, liquor, taxi, special event, and rental licensing.

**Accessibility and livability** - provided through public transit, community and affordable housing, parks and recreation, and pathway creation and maintenance.

**Internal services** - for the Town of Jackson organization that support the efficiency and effectiveness of our local government provided through information technology support, records management and access, fleet maintenance, public information, legal services, human services, financial accounting, and overall coordination, administration, leadership and management of government services and day to day operations.



# Financial Update



**FEBRUARY 6, 2018**

# Town of Jackson Funds



Governmental Funds	Proprietary Funds	Fiduciary Funds
General Fund	Water	None
START	Sewer	
Employee Housing	Employee Medical Insurance	
Affordable Housing	Fleet Management	
Parking Exactions	Central Equipment	
Parks Exactions	IT Services	
Animal Care		
Lodging Tax		
5 <sup>th</sup> Cent Capital Projects		
2006 SPET		
2010 SPET		
2014 SPET		
2016 SPET		
2017 SPET		
Vertical Harvest		
Snow King-Snow Making		

- A fund is an accounting entity with a self-balancing set of accounts which are setup for the purpose of carrying out specific activities or attaining certain objectives



# Fund Balances



- What is a fund balance?

Assets (things we own)

- Liabilities (amounts we owe others)

= Fund balance

- Not all fund balance is available to spend

- ✦ Nonspendable (not in a spendable form – like a receivable)
- ✦ Restricted (external legal restrictions – like SPET)
- ✦ Committed (internally by a Council ordinance – we don't have any)
- ✦ Assigned (internally by the Town Manager – like a “rainy day” reserve or capital projects fund balance)
- ✦ Unassigned (available to spend for “one time” needs)

# Understanding the Budget Process

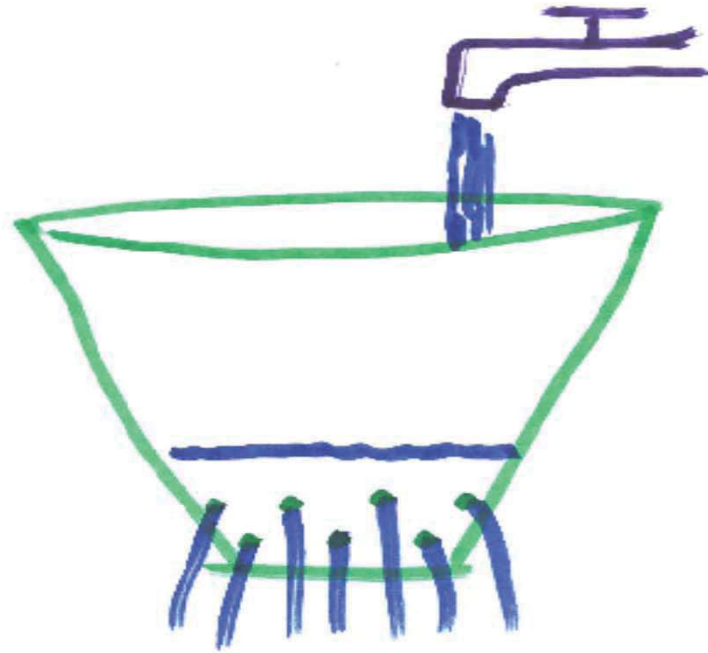


- Wyoming statute requires the Town Manager to present a recommended budget to Council no later than May 15<sup>th</sup> each year
- Council must hold public hearings and pass a budget resolution before the end of June
- The fiscal year begins July 1<sup>st</sup>
- Budgets are modified via supplemental approval

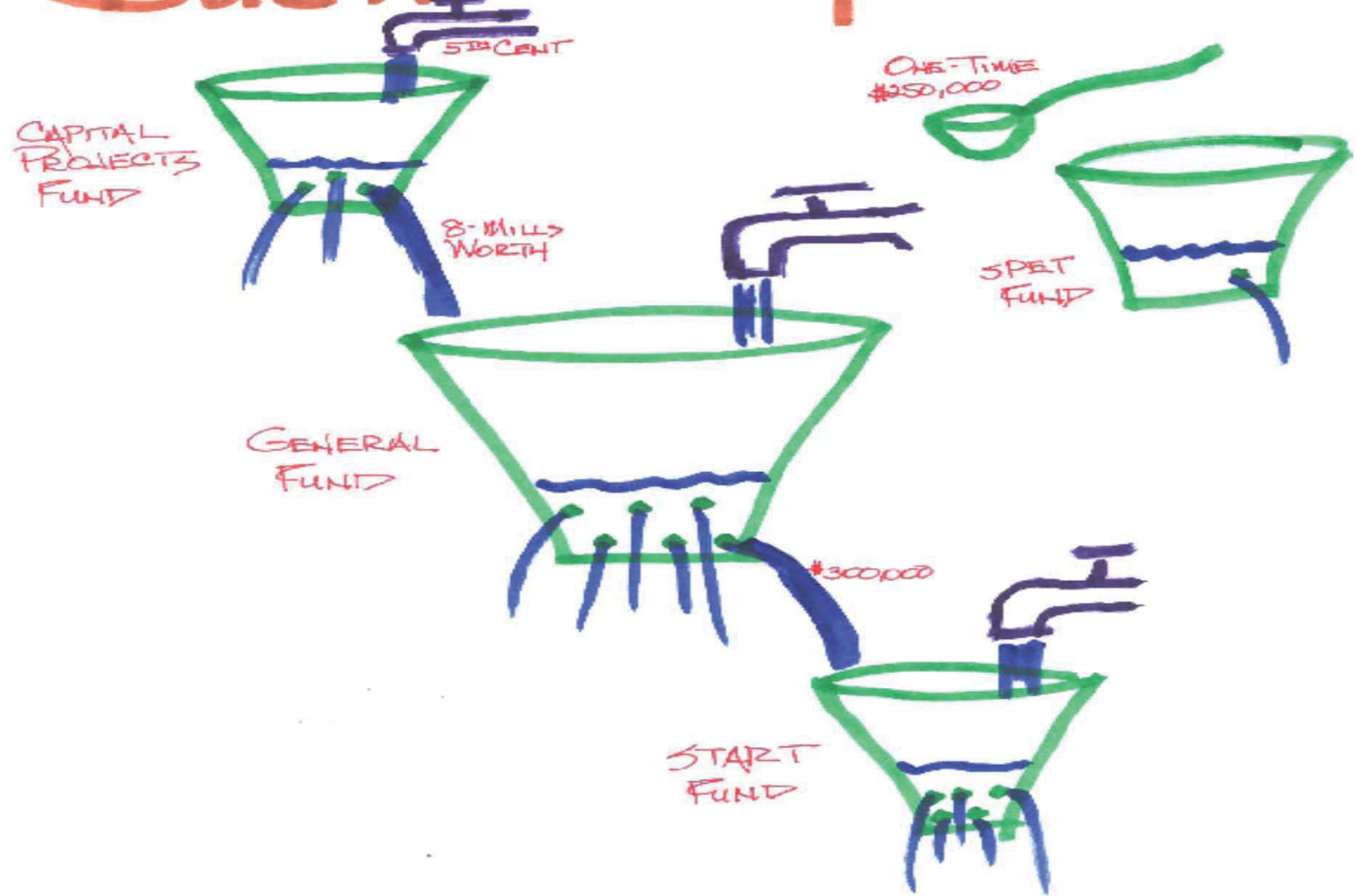
A “balanced” budget means revenues are greater than expenses  
It’s ok if it’s not balanced for “one-time” requirements

# Bucket Theory

# BUCKET THEORY



# MULTIPLE BUCKET THEORY



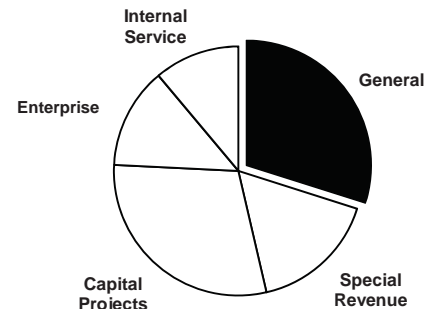
TRANSFERS-IN												
TRANSFERS-OUT	General Fund	Animal Care Fund	START Bus System Fund	Lodging Tax Fund	Affordable Housing Fund	Employee Housing Fund	Capital Projects Fund	Water Utility Fund	Sew age Utility Fund	IT Internal Svc Fund	Central Equipment Fund	Total Transfers Out
General Fund		-	\$ -	\$ -	\$1,182,409	\$ 300,000	\$3,151,006	-	-	-	-	\$4,633,415
Animal Care Fund	60,000		-	-	-	-	-	-	-	-	-	60,000
START Bus System	52,617	-		-	-	-	-	-	-	-	-	52,617
Lodging Tax Fund	-	-	377,801		-	-	-	-	-	-	-	377,801
Affordable Housing	-	-	-	-		-	-	-	-	-	-	-
Employee Housing	-	-	-	-	-		-	-	-	-	-	-
Capital Projects Fund	-	-	-	-	-	-		-	-	-	-	-
Water Utility Fund	488,734	-	-	-	-	-	-		-	-	-	488,734
Sew age Utility Fund	488,734	-	-	-	-	-	-	-		-	-	488,734
IT Internal Service Fund	-	-	-	-	-	-	-	-	-		-	-
Central Equipment Fund	-	-	-	-	-	-	-	-	-	-		-
Total Transfers In	\$ 1,090,085	\$ -	\$ 377,801	\$ -	\$1,182,409	\$ 300,000	\$3,151,006	\$ -	\$ -	\$ -	\$ -	\$6,101,301

FY 2018 Status of Funds  
Mid-year Review  
Council Retreat February 6, 2018

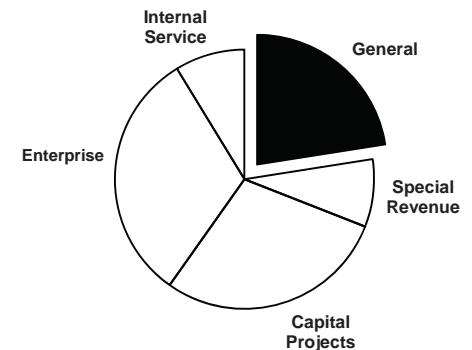
**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES**  
**AMENDED BUDGET FOR FISCAL YEAR 2018**  
**ALL FUNDS**

<b>FUND DESCRIPTION</b>	<b>BALANCE JULY 1, 2017</b>	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>EXPENDITURES</b>	<b>TRANSFERS OUT</b>	<b>BUDGETED BALANCE JUNE 30, 2018</b>
<b>General Fund</b>	\$ 7,638,024	\$ 18,951,648	\$ 1,090,085	\$ 16,230,570	\$ 4,633,415	\$ 6,815,773
<b>Special Revenue Funds</b>						
Affordable Housing	678,125	40,000	1,182,409	1,207,409	-	693,125
Parking Exactions	121,439	1,200	-	-	-	122,639
Parks Exactions	75,020	10,100	-	-	-	85,120
Employee Housing	722,800	200,860	300,000	901,197	-	322,463
Animal Care Fund	341,806	70,600	-	35,500	60,000	316,906
Lodging Tax Fund	72,180	731,803	-	354,002	377,801	72,180
START Bus System	1,400,329	5,668,202	377,801	6,458,299	52,617	935,416
Total Special Revenue	3,411,699	6,722,765	1,860,210	8,956,407	490,418	2,547,849
<b>Capital Project Funds</b>						
Capital Projects (5th Cent)	6,711,309	1,955,624	3,151,006	5,706,348	-	6,111,591
Vertical Harvest	(20,924)	27,200	-	15,000	-	(8,724)
Snow King Snow Making	47,587	52,752	-	52,552	-	47,787
2006 Specific Purpose Excise Tax	496,059	1,100	-	35,000	-	462,159
2010 Specific Purpose Excise Tax	1,578,141	5,200	-	1,310,933	-	272,408
2014 Specific Purpose Excise Tax	3,456,955	13,800	-	1,365,000	-	2,105,755
2016 Specific Purpose Excise Tax	5,026,517	2,184,000	-	7,478,268	-	(267,751)
2017 Specific Purpose Excise Tax	-	2,901,000	-	2,901,000	-	-
Total Capital Projects	17,295,644	4,239,676	3,151,006	15,963,101	-	8,723,225
<b>Enterprise Funds</b>						
Water Utility	5,298,519	2,446,759	-	2,301,145	488,734	4,955,399
Sewage Utility	6,231,666	3,652,069	-	4,820,098	488,734	4,574,903
Total Enterprise Funds	11,530,185	6,098,828	-	7,121,243	977,468	9,530,302
<b>Internal Service Funds</b>						
Employee Insurance	1,596,946	2,509,617	-	2,308,300	-	1,798,263
Fleet Management	279,823	1,981,620	-	1,928,955	-	332,488
Central Equipment	821,608	563,200	-	958,500	-	426,308
IT Services	221,226	680,957	-	824,677	-	77,506
Total Internal Service Funds	2,919,603	5,735,394	-	6,020,432	-	2,634,565
<b>Total All Funds</b>	<b>\$ 42,795,155</b>	<b>\$ 41,748,311</b>	<b>\$ 6,101,301</b>	<b>\$ 54,291,753</b>	<b>\$ 6,101,301</b>	<b>\$ 30,251,714</b>

**Total Appropriations (excluding transfers)**  
**Fiscal Year Ending June 30, 2018**



**Estimated Ending Fund Balance**  
**At June 30, 2018**



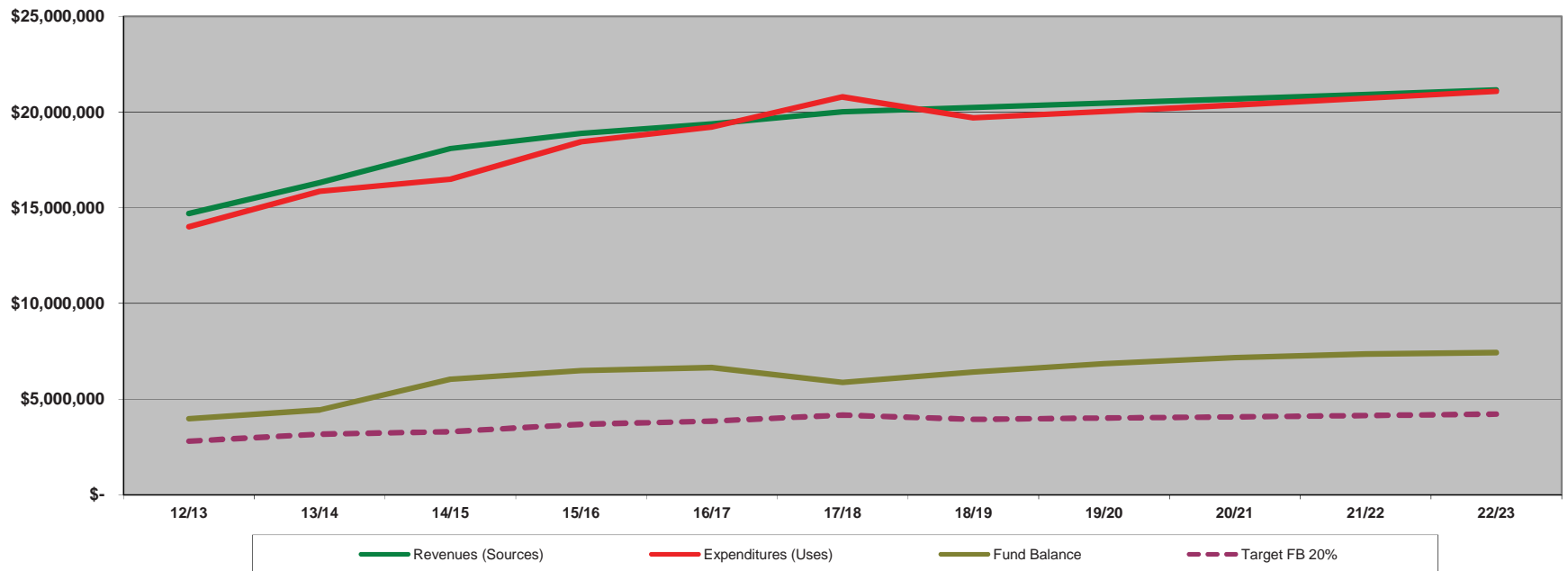
*Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.*



**TOWN OF JACKSON, WYOMING**  
**MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018**  
**GENERAL FUND**  
**REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE**  
**50% OF THE YEAR EXPIRED**

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	5,428,613	7,034,764	7,470,358	7,638,024		7,638,024	7,638,024	
<b>Revenues:</b>								
Taxes	6,715,012	7,070,617	6,818,813	7,121,392	-	7,121,392	4,577,617	64%
Licenses and Permits	993,580	959,738	1,139,138	888,600	-	888,600	631,567	71%
Intergovernmental	8,447,051	8,755,328	9,335,317	9,733,588	(17,844)	9,751,432	5,828,482	60%
Charges for Services	572,989	593,626	604,641	638,153	(3,120)	641,273	287,432	45%
Fines & Forfeitures	347,687	417,750	399,860	403,194	-	403,194	208,254	52%
Miscellaneous Revenue	125,241	146,752	114,740	145,757	-	145,757	68,174	47%
<b>Total Revenue</b>	<b>17,201,560</b>	<b>17,943,811</b>	<b>18,412,509</b>	<b>18,930,684</b>	<b>(20,964)</b>	<b>18,951,648</b>	<b>11,601,525</b>	
Transfers In	896,124	938,793	978,315	1,090,085	-	1,090,085	18,055	2%
<b>Total Sources</b>	<b>18,097,684</b>	<b>18,882,604</b>	<b>19,390,823</b>	<b>20,020,769</b>	<b>(20,964)</b>	<b>20,041,733</b>	<b>11,619,580</b>	<b>58%</b>
<b>Expenditures:</b>								
General Government	3,361,663	3,489,720	3,795,073	4,039,445	-	4,039,445	1,961,101	49%
Public Safety	5,853,402	6,351,520	6,255,989	7,025,834	3,120	7,028,954	3,189,522	45%
Public Works	2,027,818	2,353,946	2,437,155	2,788,304	4,685	2,792,989	1,328,893	48%
Health & Welfare	470,705	505,165	556,095	675,838	-	675,838	338,124	50%
Community Development	234,971	221,693	243,563	246,825	-	246,825	136,084	55%
Culture and Recreation	1,439,146	1,609,804	1,318,206	1,192,327	35,845	1,228,172	609,224	50%
General Unallocated	277,691	107,825	192,277	194,960	23,387	218,347	133,903	61%
<b>Total Expenditures</b>	<b>13,665,394</b>	<b>14,639,673</b>	<b>14,798,358</b>	<b>16,163,533</b>	<b>67,037</b>	<b>16,230,570</b>	<b>7,696,850</b>	
Transfers Out	2,826,138	3,807,338	4,424,799	4,633,415	-	4,633,415	3,057,912	66%
<b>Total Uses</b>	<b>16,491,532</b>	<b>18,447,011</b>	<b>19,223,157</b>	<b>20,796,948</b>	<b>67,037</b>	<b>20,863,985</b>	<b>10,754,762</b>	<b>52%</b>
<b>Change in Fund Balance</b>	<b>1,606,152</b>	<b>435,593</b>	<b>167,666</b>	<b>(776,179)</b>		<b>(822,252)</b>	<b>864,819</b>	
<b>Ending Fund Balance</b>	<b>7,034,764</b>	<b>7,470,358</b>	<b>7,638,024</b>	<b>6,861,845</b>		<b>6,815,772</b>	<b>8,502,842</b>	

**Town of Jackson, Wyoming**  
**General Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Fund Balances**



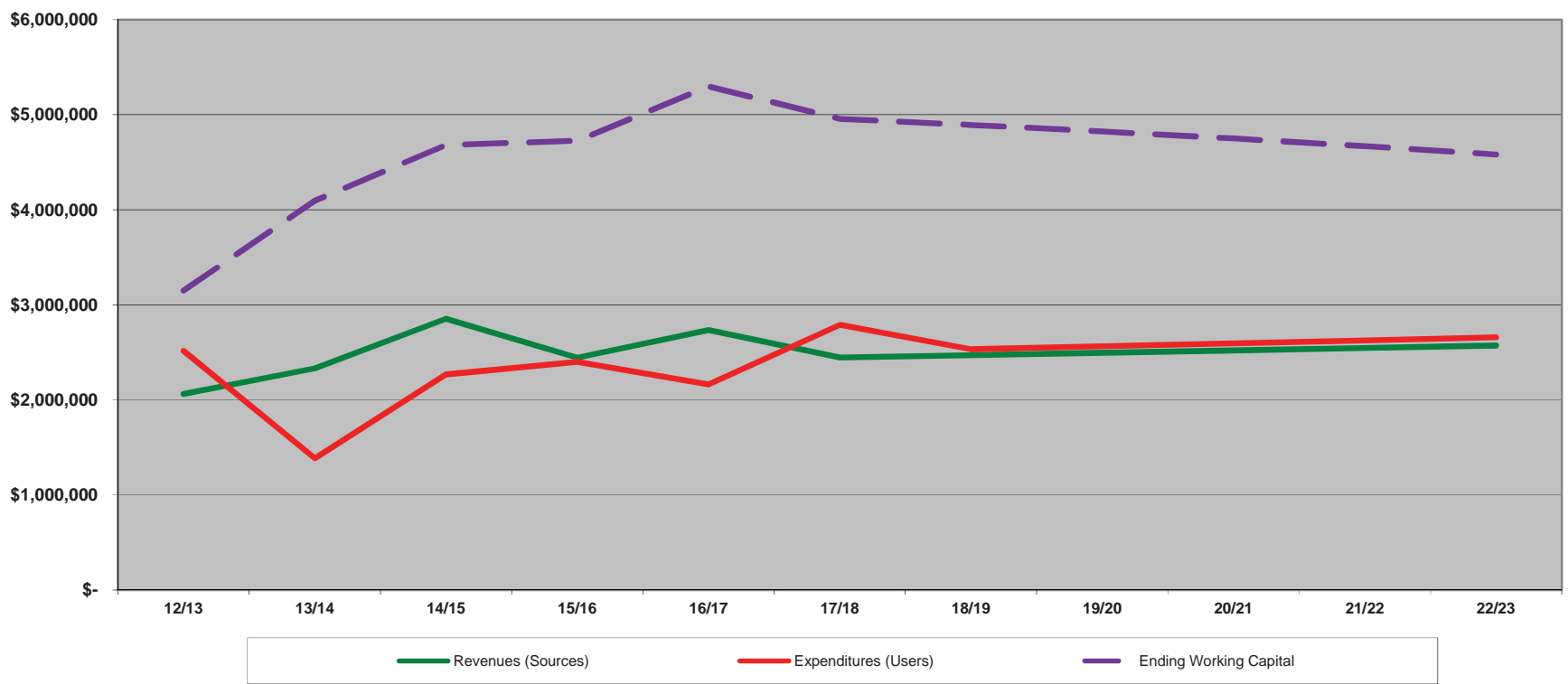
TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
START FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	3,883,144	1,527,352.20	987,679.50	1,400,328.87		1,400,328.87	1,400,329	
<b>Revenues:</b>								
Intergovernmental	5,359,182	2,782,791	3,032,571	4,202,326	183,000	4,385,326	230,537	5%
Charges for Services	1,270,859	1,267,036	993,221	1,278,376	-	1,278,376	232,244	18%
Miscellaneous Revenue	21,214	6,311	3,545	4,500	-	4,500	35,802	796%
<b>Total Revenue</b>	<b>6,651,254</b>	<b>4,056,138</b>	<b>4,029,337</b>	<b>5,485,202</b>	<b>183,000</b>	<b>5,668,202</b>	<b>498,582</b>	
Transfers In	869,500	374,500	357,050	377,801	-	377,801	368,719	98%
<b>Total Sources</b>	<b>7,520,754</b>	<b>4,430,638</b>	<b>4,386,387</b>	<b>5,863,003</b>	<b>183,000</b>	<b>6,046,003</b>	<b>867,301</b>	14%
<b>Expenditures:</b>								
Transit Administration	420,683	472,217	641,295	598,556	-	598,556	273,664	46%
Transit Operations	2,659,287	2,871,825	3,178,083	3,431,205	27,288	3,458,493	1,465,183	42%
Capital Outlay	6,756,343	1,592,917	101,624	2,172,500	228,750	2,401,250	-	0%
<b>Total Expenditures</b>	<b>9,836,313</b>	<b>4,936,959</b>	<b>3,921,002</b>	<b>6,202,261</b>	<b>256,038</b>	<b>6,458,299</b>	<b>1,738,847</b>	
Transfers Out	40,234	33,352	52,736	52,617	-	52,617	-	0%
<b>Total Uses</b>	<b>9,876,547</b>	<b>4,970,311</b>	<b>3,973,738</b>	<b>6,254,878</b>	<b>256,038</b>	<b>6,510,916</b>	<b>1,738,847</b>	27%
<b>Change in Fund Balance</b>	<b>(2,355,792)</b>	<b>(539,673)</b>	<b>412,649</b>	<b>(391,875)</b>		<b>(464,913)</b>	<b>(871,545)</b>	
<b>Ending Fund Balance</b>	<b>1,527,352</b>	<b>987,679</b>	<b>1,400,329</b>	<b>1,008,454</b>		<b>935,416</b>	<b>528,783</b>	

TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
WATER FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	4,096,070	4,681,530	4,726,253	5,298,519		5,298,519	5,298,519	
<b>Revenues:</b>								
Charges for Services	2,417,078	2,425,896	2,717,682	2,425,759	-	2,425,759	1,529,004	63%
Miscellaneous Revenue	318,088	18,704	17,618	21,000	-	21,000	92,023	438%
<b>Total Revenue</b>	<b>2,735,166</b>	<b>2,444,600</b>	<b>2,735,300</b>	<b>2,446,759</b>	-	<b>2,446,759</b>	<b>1,621,027</b>	
Transfers In	118,674	-	-	-	-	-	-	
<b>Total Sources</b>	<b>2,853,840</b>	<b>2,444,600</b>	<b>2,735,300</b>	<b>2,446,759</b>	-	<b>2,446,759</b>	<b>1,621,027</b>	66%
<b>Expenditures:</b>								
Water Maintenance & Ops	541,860	746,311	647,746	743,642	-	743,642	286,747	39%
Water Wells	262,168	500,642	226,017	249,135	-	249,135	96,629	39%
Water Billing and Accounting	149,484	145,923	145,394	165,148	-	165,148	83,058	50%
Capital Outlay	792,897	458,937	586,687	970,000	-	970,000	32,268	3%
Debt Service	108,215	108,215	108,215	108,220	-	108,220	108,215	100%
<b>Total Expenditures</b>	<b>1,854,624</b>	<b>1,960,028</b>	<b>1,714,059</b>	<b>2,236,145</b>	-	<b>2,236,145</b>	<b>606,917</b>	
Transfers Out	413,756	439,849	448,975	488,734	-	488,734	-	0%
<b>Total Uses</b>	<b>2,268,380</b>	<b>2,399,877</b>	<b>2,163,034</b>	<b>2,724,879</b>	-	<b>2,724,879</b>	<b>606,917</b>	22%
<b>Change in Fund Balance</b>	<b>585,460</b>	<b>44,723</b>	<b>572,266</b>	<b>(278,120)</b>		<b>(278,120)</b>	<b>1,014,110</b>	
<b>Ending Fund Balance</b>	<b>4,681,530</b>	<b>4,726,253</b>	<b>5,298,519</b>	<b>5,020,399</b>		<b>5,020,399</b>	<b>6,312,629</b>	

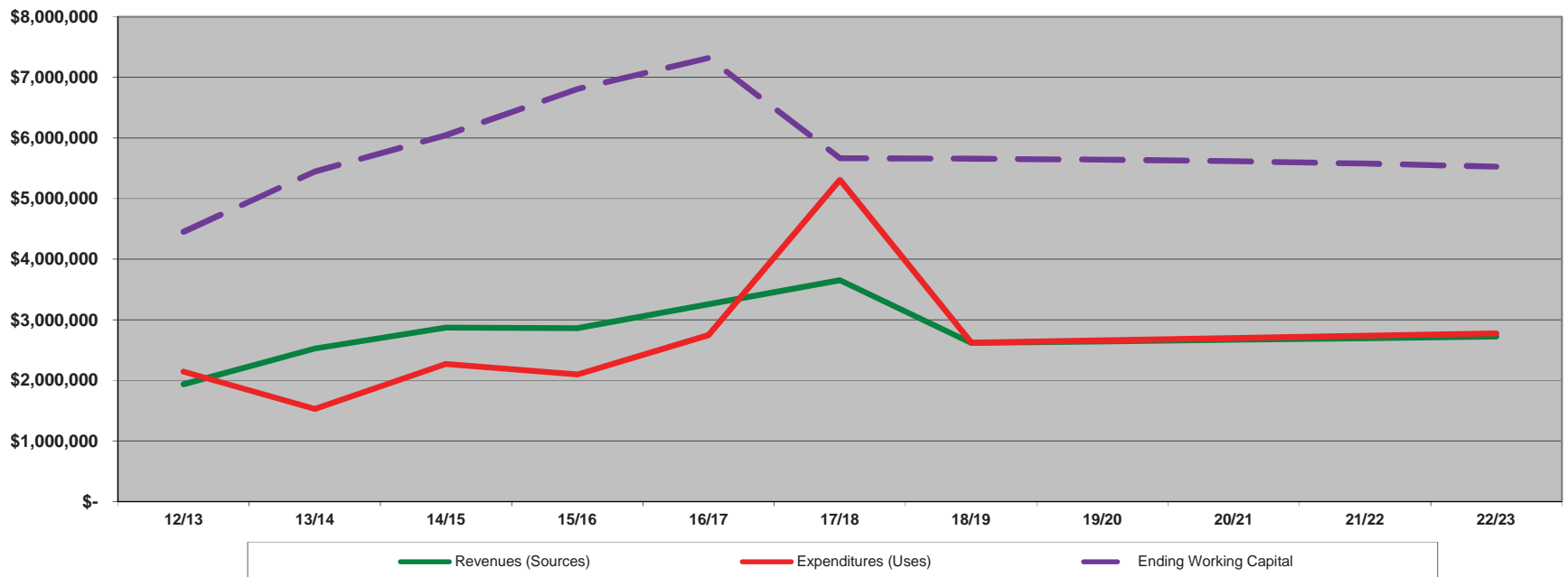
**Town of Jackson, Wyoming**  
**Water Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Working Capital Balances**



TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
SEWER FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	4,358,630	4,956,046	5,720,575	6,231,666		6,231,666	6,231,666	
<b>Revenues:</b>								
Intergovernmental	-	104,000	-	-	-	-	47,671	
Charges for Services	2,798,208	2,589,555	3,021,553	2,571,789	(1,060,280)	3,632,069	1,661,270	46%
Miscellaneous Revenue	8,870	12,882	237,833	20,000	-	20,000	20,038	100%
<b>Total Revenue</b>	<b>2,807,077</b>	<b>2,706,437</b>	<b>3,259,387</b>	<b>2,591,789</b>	<b>(1,060,280)</b>	<b>3,652,069</b>	<b>1,728,980</b>	
Transfers In	61,917	155,000	-	-	-	-	-	
<b>Total Sources</b>	<b>2,868,994</b>	<b>2,861,437</b>	<b>3,259,387</b>	<b>2,591,789</b>	<b>(1,060,280)</b>	<b>3,652,069</b>	<b>1,728,980</b>	47%
<b>Expenditures:</b>								
Sewage Plant Operations	739,539	728,780	764,801	835,875	-	835,875	386,168	46%
Sewage Maintenance & Ops	318,298	257,351	292,145	348,791	-	348,791	137,464	39%
Sewage Billing & Accounting	149,484	145,922	145,576	164,640	-	164,640	82,567	50%
Capital Outlay	650,501	525,006	1,096,798	2,251,600	1,219,192	3,470,792	893,037	26%
<b>Total Expenditures</b>	<b>1,857,822</b>	<b>1,657,059</b>	<b>2,299,320</b>	<b>3,600,906</b>	<b>1,219,192</b>	<b>4,820,098</b>	<b>1,499,236</b>	
Transfers Out	413,756	439,849	448,975	488,734	-	488,734	-	
<b>Total Uses</b>	<b>2,271,578</b>	<b>2,096,908</b>	<b>2,748,295</b>	<b>4,089,640</b>	<b>1,219,192</b>	<b>5,308,832</b>	<b>1,499,236</b>	28%
<b>Change in Fund Balance</b>	<b>597,416</b>	<b>764,529</b>	<b>511,091</b>	<b>(1,497,851)</b>		<b>(1,656,763)</b>	<b>229,744</b>	
<b>Ending Fund Balance</b>	<b>4,956,046</b>	<b>5,720,575</b>	<b>6,231,666</b>	<b>4,733,815</b>		<b>4,574,903</b>	<b>6,461,410</b>	

**Town of Jackson, Wyoming**  
**Wastewater Fund - 5 yr Planning Model**  
**Revenues (Sources), Expenditures (Uses), and Working Capital Balances**

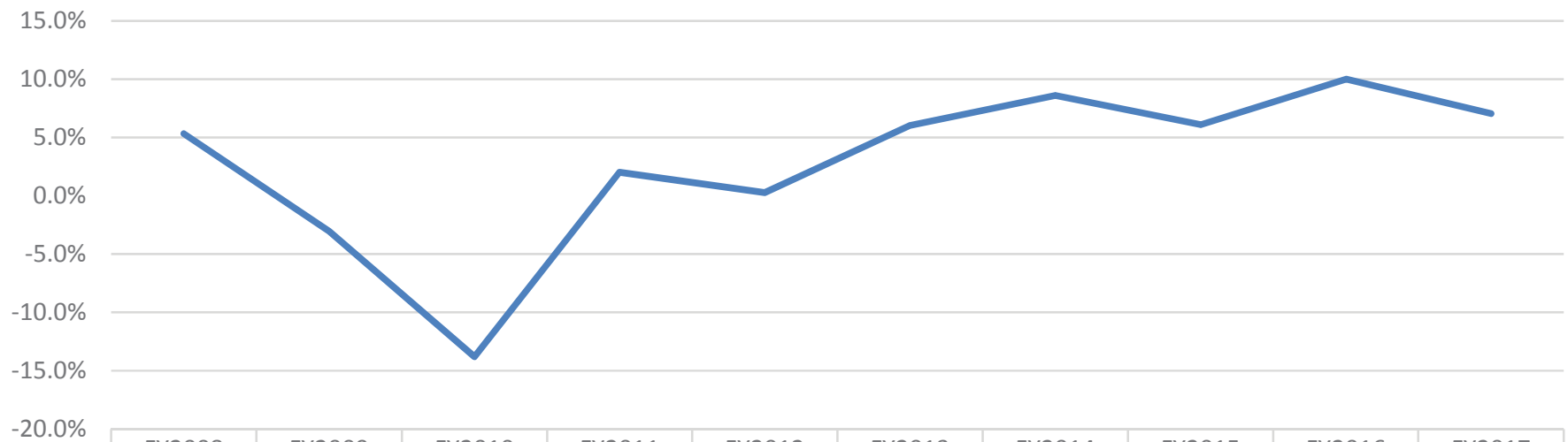


TOWN OF JACKSON, WYOMING  
MID YEAR FINANCIAL REVIEW FOR FISCAL YEAR 2018  
AFFORDABLE HOUSING FUND  
REVENUES, EXPENDITURES, & CHANGES TO FUND BALANCE  
50% OF THE YEAR EXPIRED

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ADOPTED	SECOND AMENDMENT	FY 2018 AMENDED	FY 2018 YTD ACTUAL	
Beginning Fund Balance	9,302	58,237	1,207,308	678,125		678,125	678,125	
<b>Revenues:</b>								
Licenses & Permits	53,882	171,456	442,182	30,000	-	30,000	-	0%
Miscellaneous Revenue	52	2,616	9,903	10,000	-	10,000	5,346	53%
<b>Total Revenue</b>	<b>53,935</b>	<b>174,072</b>	<b>452,085</b>	<b>40,000</b>	-	<b>40,000</b>	<b>5,346</b>	
Transfers In	-	1,000,000	1,250,000	1,182,409	-	1,182,409	1,182,409	100%
<b>Total Sources</b>	<b>53,935</b>	<b>1,174,072</b>	<b>1,702,085</b>	<b>1,222,409</b>	-	<b>1,222,409</b>	<b>1,187,755</b>	97%
<b>Expenditures:</b>								
Community Development	5,000	25,000	2,231,268	1,181,594	-	1,181,594	90,797	8%
<b>Total Expenditures</b>	<b>5,000</b>	<b>25,000</b>	<b>2,231,268</b>	<b>1,181,594</b>	-	<b>1,181,594</b>	<b>90,797</b>	
Transfers Out	-	-	-	-	-	-	-	0%
<b>Total Uses</b>	<b>5,000</b>	<b>25,000</b>	<b>2,231,268</b>	<b>1,181,594</b>	-	<b>1,181,594</b>	<b>90,797</b>	8%
<b>Change in Fund Balance</b>	<b>48,935</b>	<b>1,149,072</b>	<b>(529,183)</b>	<b>40,815</b>		<b>40,815</b>	<b>1,096,958</b>	
<b>Restricted - Affordable Exaction</b>	54,127	87,768	88,095	109,661		109,661	88,852	
<b>Restricted - Employee Exaction</b>	4,110	147,229	47,436	58,268		58,268	47,844	
<b>Unrestricted Fund Balance</b>	-	972,311	542,594	551,012		551,012	1,638,388	
<b>Ending Fund Balance</b>	<b>58,237</b>	<b>1,207,308</b>	<b>678,125</b>	<b>718,940</b>		<b>718,940</b>	<b>1,775,084</b>	



### Annual Sales Tax Increase (Decrease) (2008 - 2017)



Series1

FY2008

FY2009

FY2010

FY2011

FY2012

FY2013

FY2014

FY2015

FY2016

FY2017

5.3%

-3.0%

-13.8%

2.0%

0.3%

6.0%

8.6%

6.1%

10.0%

7.1%

# Town of Jackson Fiscal Year 2018

## Capital Program Mid-Year Report Out

Fund / Project Name	Project – Status / Dates	Estimated Amounts
<b>2006 SPET Funds :</b>		
North King St. to New Mercill Ave (Forest Service Rd)	Workshop Spring 2018	\$ 35,000
<b>2010 SPET Funds :</b>		
<u>West Kelly Avenue Sidewalk Improvements</u>	Springtime 2018	
W. Kelly Ave (Cache to Glenwood)	Open 1/30/18	\$ 65,000
W. Kelly Ave (Glenwood to Milward)		\$ 60,000
W. Kelly Ave (Milward to Jackson)		\$ 63,000
S. Milward St (3-missing sections) - East side-Milward		\$ 54,309
<b>2010 SPET Energy Projects :</b>		
Energy Efficiency Projects -	FY2018	\$ 439,226
Bike Share -	April 2018	\$ 64,862
Teton Village Solar project	?	\$ 31,475
Install Current Town Hall PV Panels at PW Shops	Spring/Summer 2018	\$ 35,000
Aspens WWTP Projects	?	\$ 15,625
CNG Station	Spring 2018	\$ 112,172
Children's Learning Center	Completed	\$ 1,333
Recycling Center Lighting	?	\$ 7,043
Recreation Center lighting	?	\$ 22,071
Town Government Solar	Spring/Summer 2018	\$ 250,000
TC Library EVSE	?	\$ 12,500
Animal Shelter Lighting	?	\$ 3,250
<b>2014 SPET Funds :</b>		
North Cache Complete Street -	Fall-2018/Spring-2019	\$ 960,000
Snow King/Maple Way - (Traffic Model) -	Spring/Summer 2018	\$ 50,000
Downtown Storm Water Master Plan	Spring/Summer 2018	\$ 50,000
<b>2016 SPET Funds :</b>		
<u>West Broadway Landslide:</u>	August 2018	\$3,362,222
<i>Early Work Amendment #1 - Temp bypass road to HWY-22 = 92% done</i>		
<i>Early Work Amendment #2 - Demo of Walgreens Building = 97% done</i>		
<i>Early Work Amendment #3 - Hillside Temp Parking = 96% done</i>		
<i>West Broadway Landslide - CMAR - GMP = 53% done</i>		
<b>Capital Projects Fund (5<sup>th</sup> Cent) :</b>		
<b>Public Works:</b>		
Annual Street Maintenance –	Springtime 2018	\$ 700,000
West Broadway Landslide –	August 2018	\$1,932,841
North Cache Streetscape Phase II (Sidewalk/pathway)	Fall-2018/Spring-2019	\$ 35,000
New Security Cameras – Parking Garage	March/April 2018	\$ 55,000
Ellingwood's – Tree Remove/Sidewalk Damage	Spring 2018	\$ 60,000

Stellaria Lane/JWG Street Lights	Completed	\$ 39,537
HWY 22 sidewalk from the Y to Westview	Spring 2018	\$ 30,000
Bury LVE Overhead Power Mercill Ave	Spring/Summer 2018	\$ 175,000
Jackson Street (Broadway to Pearl) – Sidewalks	Fall 2018	\$ 135,000

***Pathway Projects:***

TOJ Bicycle Network Improvements	Springtime 2018	\$ 25,000
Pathways Annual Capital & Repairs	Spring/Summer 2018	\$ 25,000
Garaman Pathway Flooding Prevention	Springtime 2018	\$ 100,000
Bike Racks	Completed	\$ 10,000
Data Collections Devices	Completed	\$ 17,950

***Parks & Rec Capital:***

Parks & Rec Capital -	2018/2019	\$ 958,860
Vehicles and Equipment -	Completed	\$ 321,300

***Police Department:***

Handheld Radios	Completed	\$ 20,000
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***Fire/EMS Capital:***

Fire/EMS Capital	?	\$ 332,717
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***Town Hall:***

Fair Exhibit Hall Remodel Planning	?	\$ 20,000
New Recycling Containers Downtown	Springtime 2018	\$ 34,200
New Roof Town Hall Building	Spring/Summer	\$ 223,583

***Information Technology:***

Security System – PW / Deloney	Completed	\$ 20,000
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**Water Funds :**

Upper Snow King Estates (Upper section)	Spring/Summer 2018	\$ 550,000
Upper Snow King Estates (Lower section)	Summer/Fall 2018	\$ 550,000
TOJ Solar Farm	Spring/Summer 2018	\$ 250,000
Highway 22 – Water (Westview Townhomes)	Completed	\$ 181,875
Well 5 Electronic Upgrades	Spring 2018	\$ 65,000

**Sewer Funds :**

Teton Meadows Sewer Improvements	Completed	\$ 80,000
TOJ Solar Farm	Spring/Summer 2018	\$ 250,000
East Broadway Sewer Improvements	Completed	\$ 167,500
No Name Sewer Improvement	Completed	\$ 105,000
Stormy Circle Sewer Improvement	Completed	\$ 105,000
Highway 22 – Sewer (Westview Townhomes)	Completed	\$ 315,000
Spring Gulch Lift Station	Springtime 2018	\$ 1,455,000
Smith-Simon-May Way	Springtime 2018	\$ 210,000
Upper Snow King Estates Sewer Reroute	Summer 2018	\$ 80,000
Treatment Plant UV Replacement	Summer 2018	\$ 750,000

# Town of Jackson Short, Mid, and Long Term Goals

## February 2018 Retreat

The goals listed reflect areas for extra emphasis, areas where the Council has directed focused attention and resources, and areas/projects that have been approved by the Town Council either with budget adoption or specific Council direction outside of the adopted budget. The goals listed are grouped by Department or initiative, but each goal may cross over and be a group effort involving more than one department.

**Council Direction:** Please review this list in terms of the **timing** of items (completion target dates), whether you believe items have been **omitted** that you believe should be on the list, and whether you believe there are items on the list that should be **removed**. Please be prepared to **discuss timing, omissions or removal** of items at the retreat, but the intent is *not to discuss the content* of each of the items, only as it may relate to timing, omissions or removal of items.

### **Short Term Goals: Through December 31, 2018**

Integrated Transportation (Involves Multiple Departments – Planning, Legal, Transit, Public Works, Police, Administration)

- Present recommendations on START Funding to Town Council and County Commission for realistic implementation, receive direction, (3/5/18 JIM) and prepare document that outlines steps and timeline to reach goals (5/1/18)
- Assist with Presentation of Revisions to Joint Powers Agreement (JPA) to the Town Council and County Commission for consideration to clarify advisory role (7/1/18)
- Review Action Steps from ITP and develop a realistic time frame for the 'Immediate Actions' based on current financial condition and political climate. Present that realistic time frame to Town Council and County Commission for input (9/1/18)
- Engage consultant for Hub and Spoke and Park & Ride Lots implementation and present report (12/31/18)

### Housing

- Select development partner for 174 N. King Street and sign a development agreement to construct workforce housing on the site (RFPs due 2/10/18)
- Adopt new Housing Rules & Regulations - Engage 2017 (6/30/18)
- Facilitate and Provide Oversight for Completion of Housing Trust Redmond Street Rentals, 26 new units certificate of occupancy + 2 existing units (6/30/18)
- Completion of 8 units of Grove Phase 3, certificates of occupancy issued (10/1/18)

### Public Works

- Installation of Kelly Street Sidewalk Improvements (Bids presented Feb 2018, Project Completion 8/1/18)
- Installation of Shared Solar Project at WWTP (Bids presented April 2018, Project Completion 9/1/18)
- West Broadway Landslide Remediation Project (9/1/18)
- Snow King Estates Water/Sewer Main Replacement (11/1/18)
- Spring Gulch Lift Station (5/1/18)
- Town/County/WYDOT Traffic Modeling Software for Entire County Completed and Implemented (7/1/18)

- Jackson Street Complete Streets Reconstruction (11/1/18)
- Present Gregory Lane Right of Way and Drainage issues for Council direction (2/20/18)

#### Police

- Identify and acquire a records management system for Town of Jackson (6/1/18)
- Present Issues associated with Taxi/Uber Regulations (3/19/18)

#### Transit

- Present Microtransit (Downtown) service proposal to START Board (2/23/18) Bike Share Launch (4/9/18)
- Complete and Implement Updated Calculations for Teton Village Area 1 Master Plan Obligations including presentation of transparent method for calculating the value of a season bus pass to employees covered for implementation beginning with the Summer 2018 season (3/1/18)
- Present Options to START Board and Elected Officials for Service Expansion (3/15/18)
- Review and setting of new fare structure for all services, and requesting approval from the START Board and ratification from the Town Council as part of the FY19 Budget process (5/1/18)
- Complete RFP Process and Select Vendor for 4 Replacement Buses (8/1/18)
- Begin administration of contract for Grand Targhee service (Bid award 8/1/18, Implementation 10/1/18)
- Develop, present and implement ADA policies, procedures and passenger scheduling (10/1/18)
- Implementation of RFP process to select Electronic Fare System vendor and installation (Bids presented 4/1/18, Implementation by 9/30/18)
- Locate and acquire property for Bus Storage in Star Valley (12/31/18)
- Determine Ownership and Maintenance of Park/Ride location with WYDOT – Etna North Project (12/31/18)

#### Administration

- Present Options for Consideration Related to Next SPET Election (3/5/18)
- Present plastic bag research for Council direction (4/16/18)
- Provide Notice to County on Fairground Lease (5/15/18)
- Recruit and hire Public Works Director (6/1/18)
- Health in all policies – creation of stakeholder group (2/5 JIM), Presentation of Policy Resolution (12/31/18)
- Human Services Planning Study – Present to Council and Commission for consideration (4/15/18)
- Public Works Modular Conversion to Apartment/Bunkhouse (12/31/18)

#### Attorney

- Finalize West View Townhomes deed restrictions/master leases (February 2018)
- Mattheis Discovery production, depositions and deadlines (February 2018)
- Prepare Update of 3 Creek Water & Sewer System and Rates (February 2018)
- Prepare and Finalize Contract for 174 North King Project (February 2018)
- Present E-Bikes Ordinances (3/5/18)
- Present Residential Rental Regulations for discussion and direction (3/19/18)

- Present Non-Discrimination Ordinance Research for Council discussion and direction (3/19/18)
- Research and Present Issues Associated with Taxi/Uber Regulations (3/19/18)
- Present Legal Research on Plastic Bag Regulations (4/16/18)
- Present Engage 2017 Housing Rules Ordinances (4/11/18 – 6/4/18)
- Finalize Sagebrush Apartment employee housing deed restriction, easements and lime kiln ditch documents and contracts (April - June 2018)
- Present Engage 2017 D3-6 Zoning/Parking Ordinances (5/29/18 – 7/2/18)
- Present Engage 2017 Housing Land Development Regulations Ordinances (6/3/18 – 7/2/18)
- Present Small Cell DAS/-Re-Work Cell Tower Land Development Regulations (September 2018)
- Represent the Town of Jackson at Mattheis Revocation Trial (May 2018)
- Complete Documents Associated with Pathways on Kids Mountain Bike Park (May 2018)
- Snow King Master Plan Stakeholder Process and document review (May-June 2018)
- Present IAFFLU Supreme Court Oral Arguments (June - July 2018)
- Assist and present Revisions to Joint Powers Agreements (JPA's) between the Town Council and County Commission for consideration to clarify roles and responsibilities of Joint Powers Boards (July – September 2018)
- Presentation of Updated Hillside Regulations (12/31/18)

#### Fire/EMS

- Receive Bid Award from Council and Commission for Temp Fire Station and Reconstruction of Permanent Station 1 (7/1/18)

#### Planning

- Snow King Master Plan Stakeholder Process Completion (5/1/18)
- Housing Mitigation LDRs Update, LDR Adoption Completion (7/2/18)
- Districts 3-6 Update, LDR Adoption Completion (7/2/18)
- Downtown Parking Study Completed and Presented to Council (10/1/18)
- Adoption of Updated Hillside Regulations (12/31/18)

#### Finance

- Conduct and Present Analysis of Water/Sewer Rate Structure (12/31/18)

#### IT

- New CivicPlus Website Launch (5/15/18)
- Fiber Network Implementation with Silver Star (12/31/18)

### **Mid Term Goals: Through December 31, 2020**

#### Planning

- Growth Management Plan (12/31/19)
- Parking Study Phase 3 (Regional Parking) Presented to Council (12/31/20)
- Town Square Zoning Update/Historic Preservation LDRs, Adopted (7/1/20)
- Town Natural Resources Regulations Adopted (12/31/19)
- Joint Business Park Zoning Update, Adopted (12/31/20)

- Housing Nexus Study Update (12/31/20)
- Town Rural Zoning Update and PUD Mapping, Adopted (12/31/20)

#### Integrated Transportation

- Based on review and realistic time frame presented prior 12/31/18, work with Transportation Coordinator to develop a list of achievable goals through 12/31/2020 from the 'Immediate Actions' based on current financial condition and political climate. Present that list of achievable goals to Town Council and County Commission for input with each fiscal year budget (3/15/19 & 3/15/20 respectively)
- Integrated Transportation Plan Technical Update (12/31/19)

#### Fire/EMS

- Complete Temp Fire Station (1/15/19)

#### Transit

- Present alternative fuel options to START Board (2/1/19)
- Secure Additional Recurring Revenue Source for START Services (7/1/19)
- Transit Implications Presented for Grand Targhee Master Plan Review (12/31/19)
- Receive Approval, Secure Funding, and Install Multichoice Fuel Station at START Facility (12/31/20)

#### Public Works

- North Cache Streetscape/Gateway Entrance Project (8/1/19)
- Rancher Street Water & Complete Streets (11/1/19)
- Complete Installation of Stormwater Treatment Units (11/1/19)
- Karns Meadow Sewer Improvements (11/1/19)
- Flat Creek Drive New Sewer Main (11/1/19)
- North Cache Waterline Improvement Project (11/1/20)
- North Milward & Mercill Water Improvement Project (11/1/20)
- Snow King & Maple Way Complete Streets Project (11/1/19&20)
- Complete Karns Meadow Pathway Installation (11/1/20)
- Present Proposal for Wash Bay Conversion to Repair Bay as Necessary (11/1/20)

#### Police

- Present results of public safety facility review for potential replacement (12/31/20)

#### Parks and Recreation

- Complete Park Maintenance Facility Within Public Works Yard (12/21/20)

#### Housing

- Project Completion for 174 N. King (12/31/20)
- Present Proposal to Town Council to Issue RFP to Construct Workforce Housing on Flat Creek Drive in Karns Meadow Parcel 12/31/20)
- Recommend Acquisition of Specific Parcel Within Town of Jackson for Workforce Housing (12/31/20)



## **Long Term Goals: 5-10+ Years and Out**

### IT

- Wireless Mesh Network Implementation (2025)

### Public Works

- Scott Lane Complete Streets Project (11/1/21)
- Center Street Complete Streets Project(11/1/21)
- Complete Replacement of Wells 1, 2, & 3 Transmission Lines (11/1/21)
- Snow King/Maple Way Sewer Reconstruction (11/1/21)
- West Cache Creek Drive Sewer Improvement Project (11/1/21)
- Hillside Townhomes Sewer Improvement Project 11/1/21)
- Complete Cache Creek Tube Replacement – Phase – I (11/1/22)
- Powderhorn Sewer Improvements (11/1/22)
- Milward Streetscape (Water) & (Complete Street) (11/1/23)
- S. Milward Streetscape - Water (11/1/23)
- Pine Drive - Water (East of Milward) (11/1/23)
- Spruce Drive - Water (East of Milward) (11/1/23)
- Crabtree Sewer System Improvements (11/1/23)
- S. HWY-89 (Old Halpin) Property Sewer Improvements )(11/1/23)
- Cache Creek Tube – Phase – II (11/1/24)
- Aspen Drive - Water (West of Flat Creek to Pine) (11/1/24)
- South Hwy 89 - Water Improvements (11/1/24)
- Mercill Avenue Sewer Improvements (11/1/24)
- West Gill Avenue Sewer Improvements(11/1/24)
- Cottonwood Park Sewer Improvements (11/1/24)
- East Broadway (Water & Sewer) and (Complete Streets) (11/1/25)
- Crabtree & Powderhorn Waterline Improvements (11/1/25)
- Complete Fleet Maintenance Facility on Karns Meadow Drive (2025)

### Fire/EMS

- Complete Construction of Fire Station 1 Remodel/Expansion Project (7/1/22)

### Transit

- Complete Storage, Operations, & Administration Portion of START Facility (2030)
- Present Options for Karns Meadow Transit & Transfer Center (2030)

### Administration

- Complete Construction of Employee Housing at START Facility (2025)
- Present Options for Future Rodeo Grounds Uses (2025)

### Parks and Recreation

- Complete May Park Improvements (2025)



## SPET Election 2018 Council Retreat Issue

This item is on the retreat agenda to allow time for the Council to discuss options for proceeding with a SPET election. The issue is already scheduled for discussion at the March 5, Joint Information Meeting and this would simply be a preliminary discussion amongst the Council prior to meeting in joint session with the County Commissioners.

The current slate of SPET projects that were approved with the 2017 SPET election are estimated to be satisfied in June 2020. Options to consider include:

1. Propose a new slate of projects to begin once current slate has been satisfied. If items pass, the tax would remain at 6 cents total. This could be done in August or November of 2018 during the primary or general election. It could also be done in May, August or November of 2019 with a special election.
2. Propose a new slate of projects that would impose **a second penny** of SPET. If items pass, the tax would increase to 7 cents total. This could be done in August or November of 2018 during the primary or general election. It could also be done in May, August or November of 2019 with a special election.

### Points to Think About

- Council and Commission have the discipline to only propose projects for the first 1 penny of tax (6<sup>th</sup> cent) that are infrastructure, Town/County needs and reserve community interest projects for the second 1 penny of tax (7<sup>th</sup> cent).
- Keeping the elections for these two pennies in different years to maintain the distinction and separation (not sure if this could be accomplished, 6<sup>th</sup> and 7<sup>th</sup> cent may be combined until all initiatives are satisfied – staff conducting further research).

## Town Property Tax to Support Fire/EMS 2018 Council Retreat Issue

The item is on the retreat agenda to provide an update to the Council on issues surrounding imposition of a property tax within the Town of Jackson.

The Wyoming Statutes provide authority for cities and towns to impose up to 8 mills on properties within the corporate limits of a town or city. A mill levy is the number of dollars in taxes that a property owner must pay for every \$1,000 of assessed value.

One mill is .001 (1/1000 of one dollar). Tax amounts are derived by multiplying the assessed value by the amount of the mill levy that applies for the location of the property. There are multiple assessments and levys in Teton County (Teton County, State of Wyoming, Weed and Pest, Teton County Fair, etc).

In Wyoming, assessed valuation for residential and commercial property is 9.5% of market valuation. The 2017 assessed value for all property within the Town of Jackson is \$292,233,508. The revenue generated by each mill assessed would be \$292,233.

Based on these factors, the impact of one mill for each \$100,000 of market value is \$9.50. For example, a home with a market value of \$1 million with a 2 mill TOJ assessment would be \$190 annually. This would be in addition to mill levys from other taxing entities.

If the Town Council is interested in pursuing a property tax, staff would conduct the research necessary and set forth a timeline and the steps involved in imposition of such a tax.

## Snow King Master Plan 2018 Council Retreat Issue

The purpose of this item is to have Council provide input to staff on their "Interests" related to the Snow King Mountain Resort Community Engagement process. The "Interests" provided by Council will be used by Tyler Sinclair and Bob McLaurin, the Town representatives on the Snow King Mountain Stakeholders Group, in future meetings to ensure all Council members interests are addressed.

The focus of the public workshop on January 22 and the first stakeholder meeting on January 23 was to ask for the public and stakeholders' interests rather than positions related to the future of Snow King. The Town's consultant Peak Facilitation has chosen "interest" identification as the basis for the beginning of this process as it is particularly useful when identifying solutions to complex problems. Identifying interests allows more people to get more of what they want, instead of creating a win-lose dynamic between the established positions of participating parties. Interests are the "why" that underlies the "what" that people request from decision makers. Council is being asked to complete this same exercise that has been completed by the public and stakeholders. Summary of the work completed to date by the public and stakeholders is available on the Town of Jackson website.

On December 18, 2017, Council approved a scope of work with Peak Facilitation to initiate a Snow King Mountain Resort, Community Engagement Process Proposal. A summary of the process is outlined below:

Goal: Facilitate a fair and transparent community discussion regarding the future of the Snow King Mountain Resort and surrounding base area to ensure future developments, uses, and policies reflect the needs of Snow King, the Town of Jackson, the US Forest Service, and the residents of the area. This process will create an opportunity for all parties involved and the community as a whole to understand future development at Snow King (including the public and privately owned base properties).

### Desired Outcomes:

- Allow the public to have a comprehensive view of future development plans by Snow King on the Bridger-Teton National Forest, Town of Jackson lands, and private lands
- Provide a forum for feedback to the Forest Service and the Town with regards to community concerns and interests
- Community development of potential future scenarios for Snow King and the surrounding base area. Discuss the ability of the potential future scenarios to meet the needs of Snow King to be a sustainable and successful ski area, while also meeting the needs and desires of the community.
- Develop community understanding of the review and approval process for projects within Snow King's Master Development Plan (MDP) with the US Forest Service and the updated Master Plan with the Town of Jackson
- Provide options and perspectives to inform subsequent Snow King, Forest Service, and Town planning and decision making on projects in the current Snow King Master Development Plan and Master Plan with the Town of Jackson.

Overview: The community engagement process will be focused around the efforts of a Snow King Stakeholder Group, which will meet four (4) times. The Stakeholder Group's efforts will be informed by a community meeting held January 22 prior to the first Stakeholder Group meeting held on January 23 and by a second community meeting on March 12 prior to the final Stakeholder Group meeting on March 1.

## Municipal Campground 2018 Council Retreat Issue

This item is on the retreat agenda to update the Council on the camping in 2017 at the Rec Center, the request for similar camping there for summer 2018 and also to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a municipal mobile home park/campground at another location either in Town limits or outside Town limits.

### Rec Center Camping

The camping for Town and County employees at the Rec Center in 2017 went very well. We had approximately 8 Town and County employees camping there without water/sewer hookups or other services. They were allowed to park a camper and utilize it or they were allowed to sleep in their car. Staff would like to again offer that availability to Town and County employees only for 2018. Staff has already had several requests for the similar setup for our people. Even though we reached out to Chamber members to see if businesses were interested in partnering with us and paying for spots for their employees, no one took us up on the offer. Staff is looking for general consent from the Council to allow us to again open up this area for Town and County employee car camping.

### Municipal Mobile Home Park/Campground

Interest has been expressed by members of the Town Council to continue the exploration of locating an employment based municipal mobile home park/campground somewhere in the County limits. Staff has previous explored options with the Forest Service for a potential site south of Town. Staff is looking for direction from the Town Council if they would like staff to continue to actively pursue a location for such a campground. The Housing Director and the Parks & Rec Director have both been involved in discussions.

## Food Truck Regulations 2018 Council Retreat Issue

The purpose of this item is for Town Council to provide direction to staff as to whether they would like staff to place this item on a workshop agenda to discuss the issue further and provide direction to staff.

Direction from the workshop may be to complete research and draft potential ordinances to allow mobile food units (food trucks) within the Town. If Council is interested in exploring options for such facilities, more specific direction is needed on topics such as whether they should be allowed on public property (e.g. public right of way, parks, etc.), on private property (existing parking lots, landscape areas, etc.), or both. Where food trucks are envisioned to be allowed will greatly effect what ordinances may be required for implementation. These issues could be discussed at a workshop.

On May 27, 2014, a similar item was discussed by Council with no direction provided by Council to pursue additional research or ordinance changes at that time.

Generally speaking, mobile food units are not currently prohibited outright, although the Municipal Code and LDRs make their operation likely unfeasible on private property at this time. Section 5.12.150 of the Municipal Code relates to sales on public property and states that

*“No public property, including any park, street, sidewalk or right of way therefore shall be utilized at any time for the sale of any goods, wares or merchandise of any kind with the exception of newspapers, magazines, religious information or materials, or other such activities as are protected under the First Amendment of the Constitution of the United States; provided, however, that the provisions of this subsection shall not apply where otherwise approved pursuant to provisions contained in Chapter 5.04 through 5.24, and 5.52, or where nonprofit or benevolent organizations have approval in advance by the Town Council to sell items at an event occurring near or in a city park, nor during the specified period of closure, to those portions of public streets and the adjacent sidewalks and rights of way which may be officially closed to vehicular traffic from time to time by order of the Town Council.”*

In considering this item staff has identified the following topics for consideration:

- Location: Public Property? Private Property? Both
- If allowed on private property in what zoning districts?
- Should parking and employee housing requirements apply?
- What specific health and safety issues would need to be addressed
- Teton County Health Department
- Town of Jackson Building Department
- Fairness to existing restaurants and bars
- Etc.

## Managed Parking 2018 Council Retreat Issue

The purpose of this item is for staff to provide Council an update on the schedule for the Downtown Core Parking Study and Townwide Parking and Mobility Framework.

On December 18, 2017, Council approved a contract with Kimley-Horn & Associates, Inc. for the completion of the Downtown Core Parking Study and Town-wide Parking and Mobility Framework. Council selected this comprehensive approach over a quicker less comprehensive second option that did not include public engagement and a third option that moved straight to paid parking implementation with no study/analysis or public engagement.

In working with the consultant we have determined that the proposed timing of the project schedule is primarily built around the proposed public meetings with the following goals for each:

- April: Share some preliminary findings related to observed parking demands in Downtown and request input on potential parking management options
- June: Present preliminary recommendations for feedback

The entire scope of work and schedule is as follows:

February – April: Task 2a: Inventory and Utilization Update

February – June: Task 2b: Outreach Support

March – April: Task 2c: Parking Demand Management

April: Task 2d: Purpose of Public Parking Downtown

April – June: Task 2e: Recommended Alternative

June – August: Task 2f: Town-wide Parking and Mobility Framework and Implementation Plan

Based upon this schedule the entire scope of work would be completed by August 2018. This scope does not include tasks related to implementation of solutions. The solutions for Downtown Managed Parking will be identified through the Plan. Implementation of the adopted Downtown Managed Parking solutions would begin in September 2018.

## Town Square Pedestrian Zone Pilot Project 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a pilot project for several weeks in July or August that would create a pedestrian only zone on the north and east side of the Town Square. Attributes of this temporary pedestrian zone would include:

- Food trucks
- Music/entertainment
- Flowers/planters
- Public benches/trash receptacles, etc.

Issues that would need to be addressed at the workshop would include duration, methods of restricting access, provision of emergency access at all times, public hearing and notice to adjacent businesses, Chamber of Commerce input, small scale special events, etc.

## Rodeo Grounds/TC Fair Lease Expiration 2018 Council Retreat Issue

This item is on the retreat agenda to receive direction from the Town Council as to whether they would like to place an item on an upcoming meeting agenda to allow time for the Council to discuss future uses of the Rodeo Grounds and consider the expiration of the TC Fairgrounds Lease Expiration that will occur December 31, 2026.

Teton County holds a lease with the Town of Jackson through December 31 of 2026 for portions of the Town owned rodeo grounds. This lease does not include the gravel parking/snow storage area on the west side of the grounds or the Mateosky ballpark or the tennis courts. Points to consider:

- It is less than 10 years before the lease expires.
- Current lease contains no termination provisions.
- Upon lease expiration Teton County would need to find a new location to conduct their fair each summer and the Town could determine future uses on the site.
- Official notice could be provided to Teton County now indicating the current Town Council's desire to use the property for other purposes upon lease expiration thereby allowing Teton County time to secure another long term lease elsewhere in the County or purchase property elsewhere for the Teton County Fair. (This would be with the understanding a future Council may provide different notice.)
- The Town could begin negotiations for a new lease with Teton County that contains a termination clause allowing for a 1-2 year notice of termination with or without renegotiated lease payment terms.
- Continue rodeo concession on the site and construct community center and housing project on remaining area currently leased upon lease expiration.
- Continue snow storage on site.
- Improvements continue to be made on site which may end up being relocated upon lease expiration.



## Pathways Projects 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore a slate of pathways improvements and additions that would be incorporated into the Town of Jackson capital improvement program.

It is staff's understanding that Friends of Pathways is currently partnering with the Town by providing matching funding for a study with Mobycon who specializes in finding sustainable traffic, transport and mobility solutions for communities. Also, Friends of Pathways wants to continue partnering with the Town on other potential projects in the Town of Jackson.

### Short term projects:

- Demo Project on Snow King Avenue to create a protected pathway using delineators and paint stripping.
- Pedestrian bridge south of May Park in a Town Alley between Cache Creek Drive and East Kelly Drive.
- Garaman Pathway Flooding
- South Highway 89 Tunnel Flooding
- Willow Street Bike Lanes
- Walk/Bike Friendly design for Maple Way/Scott Intersection

### Mid-term projects:

- South HWY-89 Cycle track extension and improved bike route
- Karns Meadow Pathway and Park area
- Jackson Alley Project

### Long term projects:

- Elevated Pathway system along Flat Creek between Garaman Park and Karns Meadow, as well as Flat Creek Bridge near Staples north to Flat Creek Bridge up on North Cache.

Imagine Jackson  
2018 Council Retreat Issue

This item is on the retreat agenda to provide an update to the Council on the current status of the Imagine Jackson Community Development Organization and to receive direction to place the issue on an upcoming meeting agenda for action. Imagine Jackson is a Community Development Corporation chartered pursuant to the Wyoming Statutes in 2004.

In 2006, Imagine Jackson received a Wyoming Business Council grant of \$750,000. These funds were used to purchase a building and land in the South Park Business Center. This facility was refurbished and converted into a business incubator. The premises was subsequently leased to Square One Systems Design, a firm that specializes in the research, design and fabrication of robotic devices. The property has a value of approximately \$1.5 million. It also has an outstanding mortgage of approximately \$88,000. The Square One lease covers the debt service, property taxes, HOA dues and other operating expenses.

Mark Obringer, the founder and (unpaid) Executive Director is stepping down from this position. Pursuant to the Articles of Incorporation, if the organization is dissolved, the assets can be transferred to the Town of Jackson. Should the organization disband, the Council needs to decide (or at least begin discussing) how you wish to proceed with respect to the organization. There are several options available going forward.

- Sell the property, pay off the mortgage and use the remaining proceeds for whatever purpose the Council chooses.
- Retain the property and use it for another purpose. In this scenario, the Town would be responsible for the debt service payments. As noted the outstanding balance of the mortgage is approximately \$88,000.
- Contract with another Community Development Corporation, or appoint new Board members to refocus the existing organization to continue the economic development function as originally chartered or directly lease space to businesses. The site has the potential for additional space. There are several research firms, affiliated with the University of Wyoming, that are interested in leasing space at this location.

Downtown Post Office  
2018 Council Retreat Issue

This item is on the retreat agenda to update the Council on the status of actions taken to engage Senator Enzi's office in our efforts to keep the downtown Post Office location open and active and also to request home delivery in clusters throughout the Town of Jackson. The letter to Senator Enzi is inserted below. The Town Manager has spoken to a representative from Enzi's office and they have confirmed their receipt and that they are currently reviewing our request.

*Dear Senator Enzi*

*The Jackson Town Council asked that I write to update you and seek your assistance on several concerns regarding the United State Postal Service in Jackson, Wyoming.*

*As you may be aware, there is no home delivery of mail within the Town of Jackson. Although there is limited home delivery in a few outlying areas, most of the residents physically collect their mail from one of two locations, the downtown post office located at the intersection of Pearl and Milward Streets, and the West Jackson post office which is located at the intersection of Mapleway and Powderhorn Lane.*

*It is our belief that the USPO intends to close the downtown facility. We understand via your letter to John Eastman that the USPO has leased the property for an additional five years. While we believe this is positive news, it is our understanding that the USPO is no longer issuing PO boxes to new customers at the downtown location. In our opinion, this is a clear indication that, long term, the USPO intends to abandon this location.*

*While we understand and appreciate the fiscal difficulties of the USPO, closing this facility would have significant negative consequences for the Jackson community. Closing this location would force all postal patrons to drive to the Mapleway and Powderhorn location. The sheer volume of traffic would greatly exacerbate our traffic congestion issues that we are currently experiencing. In addition to increasing traffic congestion as well as the associated idling emissions, we do not believe the Mapleway facility is large enough to handle the number of boxes required to serve the entire community, nor is it large enough to accommodate the significant increase in customer service needed for distribution of packages due to lack of home delivery.*

*We respectfully request that you and your staff work with the USPO to ensure continued long-term service at our downtown post office.*

*The Town Council, in response to numerous requests from town residents, is also seeking your help to secure home delivery in the town. The Town of Jackson is willing to work with the USPO and residents to locate neighborhood boxes and any other logistical issues to implement home delivery in the Town limits.*

*Thank you for your consideration and assistance. Please let me know if there might be a time available where we can discuss this on a conference call or get together to discuss our concerns in person.*

*Sincerely,  
Robert W. McLaurin*

## Downtown Core Pedestrian Signaling 2018 Council Retreat Issue

This item is on the retreat agenda to determine whether the Council is interested in placing an item on an upcoming workshop agenda to further explore pedestrian mid-block crosswalk improvements to improve safety and efficiency for pedestrians as well as maximize vehicle movement through intersections.

### Possible Locations for consideration:

- East Broadway and Center Street
- Glenwood Street and West Broadway (Coordination with WYDOT)
- Jackson Street. and West Broadway (Coordination with WYDOT)
- North Cache and Deloney Avenue (Coordination with WYDOT)
- West Broadway near El Abuelito and Painted Buffalo (Coordination with WYDOT)

These crossings are mid-block or at intersections but are unprotected for pedestrians and where we have the most concern. This became evident during the eclipse when we provided crossing guards. Options that would be researched include pedestrian hawk signals that are pedestrian activated, synchronization with existing traffic lights, crosswalk lighting and other options.

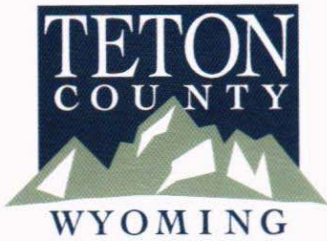


**2017**  
**Town of Jackson Liaison Assignments**

	Mayor Muldoon	Vice-Mayor Stanford	Bob Lenz	Don Frank	Hailey Morton Levinson
1	Public Art Taskforce 3rd Thur at 8am	Airport Board 3rd Wed at 9am	Housing Authority 3rd Wed at 1pm	Design Review Committee 2nd Wed at 530p	Energy Conservation Works 3rd Wed at 3pm
2	Pathways Taskforce 1st Wed at 530pm	Parks & Recreation 2nd Thur at 5pm (staying involved)	Housing Supply Board reg mtgs have not been set	Parks & Recreation 2nd Thur at 5pm	Travel & Tourism Board 2nd Thur at 3pm
3			Museum-Administrative meets as needed	Planning Commission 1st & 3rd Wed at 530pm	
4			START 2nd Thur at 1130am		
1	InterAgency Breakfast 4th Tues at 7am (Sept-May)	InterAgency Breakfast 4th Tues at 7am (Sept-May)	Fair Board 2nd Mon at 530pm		Chamber of Commerce last Wed at Noon
2	JH Air 1st Thur at 2pm	Housing Trust 4th Wed at 4pm	Historical Society & Museum 3rd Tue at 330pm		Emerg Management - LEPC 3rd Thur at 830am - ODD mths
3	ONE 22 last Wed at 8am ?	JH Conservation Alliance 4th Thur at 5pm	Childrens Learning Center ?		Systems of Care 3rd Thur at 9am
4	School Board 2nd Wed at 6pm	Transportation Adv Com-TAC meets as needed			TriPartite Bd - CSBG meets as needed
5					
<div> <div>Liaison has not been assigned to:</div> <div> <div>LEGEND: Members appointed by Town</div> <div>Other Boards</div> </div> </div>					
		Board of Examiners 2nd Tues at 430pm	Integrated Solid Waste & Recycling 1st Thur at 3pm	St. John's Hospital Board 4th Thur at 4pm	Natural Resources Technical Advisory Board (NRTAB) meets as needed



Rec'd 1-25-18



[www.tetonwyo.org/ph](http://www.tetonwyo.org/ph)

PO Box 937  
460 East Pearl Avenue  
Jackson, Wyoming 83001

**Administration**

ph: 307.732.8462  
fax: 307.733.8747

**Emergency Preparedness  
& Response**

ph: 307.732.8446  
fax: 307.733.8747

**Environmental Health**

ph: 307.732.8490  
fax: 307.732.8491

**Nursing & Clinical  
Services**

ph: 307.733.6401  
fax: 307.733.8747

January 18, 2018

Pete Muldoon, Mayor  
Town of Jackson  
PO Box 1687  
150 East Pearl Avenue  
Jackson, WY 83001

Dear Mayor Muldoon:

Teton County's District Board of Health would like to invite the Town of Jackson to appoint a Town Council liaison to attend their bi-monthly board meetings. At this time, the Town liaison could attend meetings to better understand the work of the Board of Health and further evaluate the participation of an appointed member from the Town of Jackson.

The Board of Health was created in order to promulgate rules and regulations pertaining to the prevention of disease and the promotion of public health within the full jurisdictional area of Teton County, Wyoming including the municipality of the City of Jackson. Participation on the Board would be important given recent enforcement issues related to restaurants and pools and spas in the Town.

If you are interested in appointing a liaison from the Town Council, please contact Jodie Pond at [jodie.pond@wyo.gov](mailto:jodie.pond@wyo.gov) or 307-733-8461.

Thank you and we look forward to working with the Town of Jackson in the future.

Sincerely,

Dan Forman DVM, Chair of Teton District Board of Health  
Jodie Pond, Teton County Public Health Department

Cc Alyssa Watkins  
Natalia Macker

Effective Use of Consent Calendar  
2018 Council Retreat Business

This item is on the retreat agenda to emphasize the Mayor's desire to have staff place as many items on the consent calendar as possible and urge Councilmembers to ask their questions prior to the meeting in order to manage the length of meetings.

Upon urging by Mayor Muldoon, Town staff is currently conducting research into whether planning items or public hearings could be placed on the consent calendar. Staff will provide that information once the research has been completed.

Mayor Muldoon also wanted to remind the Council to please ask their questions of staff ahead of the meeting when at all possible.

Check In on Regular Meeting Date  
2018 Council Retreat Business

This item is on the retreat agenda to allow the Mayor to check in with Council and staff on whether meetings should continue to be held on the first and third Monday's of the month and also to provide a heads up that at the JIM retreat, Council will be asked to discuss a request from Teton County to extend the time for JIM meetings.

At the Council retreat last year, Council discussed whether to maintain the current meeting schedule and this is an opportunity to discuss that further.

Teton County Commissioners are requesting the Council consider:

- Whether to extend the JIM meetings so that they begin at 2:00 PM the 1<sup>st</sup> Monday of the month.
- To consider holding JIM meetings on the off Monday should they begin early to not double up on Council meetings into the evening.
- To consider additional JIM workshops to discuss issues of mutual concern.
- To consider utilizing the 5<sup>th</sup> Mondays that occur in the year for additional JIM workshops.



## Tentative JIM Retreat Agenda 2018 Council Retreat Business

This item is on the retreat agenda to allow the Mayor and Council to discuss and review the tentative list of items for the JIM Retreat that is scheduled for March 12 from 12:00 Noon to 5:00 PM. The tentative agenda items are below:

1. JPA Discussion
2. Community Wide CIP. To discuss strategically where to place things in the community like schools, ball fields, the fair grounds, etc. Could be a working group like TAC.
3. Empowering Staff to decide on critical service providers.
4. Extending the JIM meeting time. Could consider starting at 2 pm each time, or holding it on a different day, or conducting additional workshops on the 5th Mondays when they occur.
5. Oblique/aerial photography for County GIS, Assessor, Engineer Use.