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# Provide Quality Community Facilities, Services and Infrastructure (Theme 7)

## Statement of Ideal

Residents will receive timely, efficient, and safe delivery of quality services and facilities **in a fiscally responsible manner**<sup>1</sup>.

### What does this theme address?

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- 7.1 – Level of Service Plans
- 7.2 – Funding for Community Facilities
- 7.3 – Community Facility Location

### Why is this theme addressed?

Residents, businesses, and guests in the town and county rely on the efficient, timely, and safe delivery of critical utilities and services such as fire protection, emergency medical treatment, and water and sewer. Residents and businesses should also expect local government to take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. In addition to critical services, the Town of Jackson and Teton County recognize that livable and desirable communities include quality schools, libraries, arts, culture, parks<sup>2</sup> and other social services and activities that support the social fabric of the community. To ensure the provision of these services and infrastructure, the town and county will create a countywide Capital Improvement Plan (CIP), which outlines and budgets for both existing and future facility and service. They will consult and evaluate the approved countywide CIP to ensure that anticipated growth does not outpace the ability of local governments to provide appropriate infrastructure.

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<sup>1</sup> Rec 342: (County 4-0, Town 6-0) Direct staff to include fiscal responsibility language in the statement of ideal

<sup>2</sup> Rec 343: (County 4-0, Town 6-0) In why is this theme addressed add parks and other agencies to the list of services in the community

## Principles and Policies

### Principle 7.1—Provide quality services and facilities to residents in a safe, efficient, timely and fiscally responsible manner

Under this Plan to the community will ensure an acceptable Level of Service is maintained for services and facilities. Appropriate Levels of Service will be defined for critical and noncritical services and barriers to achieving those levels will identified so that they can be overcome.

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#### Policy 7.1.a: Maintain Level of Service (LOS) plans for the provision of public services

Level of Service (LOS) is the quality and quantity of services supplied to the community by a provider of public services. To ensure that services are delivered to the public in a safe, efficient and timely manner, the Town of Jackson and Teton County will coordinate – via a timely and public process<sup>4</sup> – with governmental and nongovernmental service providers to accomplish the following:

- A. Identify each provider’s acceptable Level of Service
- B. Create a Level of Service plan for each service provider (if an LOS plan has not already been created)
- C. Develop standards for measuring service delivery success

Service providers and the community will<sup>5</sup> identify acceptable Levels of Service, create LOS plans, and develop standards for measuring service delivery success for the following services (listed in no particular order).<sup>6</sup>

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- Fire/EMS and law enforcement,
- Library,
- Parks and recreation,
- Public health,
- Utilities/infrastructure,
- Public transportation, and
- Weed and pest management.
- Arts/culture and community events,
- Human services,
- Medical care,
- Schools
- Child care
- Waste Management and Recycling
- Stewardship of wildlife and natural resources and;
- Energy Conservation.<sup>7</sup>

<sup>3</sup> Rec 342: (County 4-0, Town 6-0) Direct staff to include fiscal responsibility language in the statement of ideal

<sup>4</sup> Rec 344: (County 4-0, Town 6-0) Level of service methodology for community service provision should be implemented through a timely public process. The community and service providers should define acceptable levels of service, identify barriers to the provision of the service and create plans for service provision

<sup>5</sup> Rec 346: (County 3-1, Town 5-1) Remove any perceived prioritization of importance of services form Policy 7.1.a

<sup>6</sup> Rec 346: (County 3-1, Town 5-1) Remove any perceived prioritization of importance of services form Policy 7.1.a

**Policy 7.1.b: Identify barriers to the achievement or maintenance of acceptable Levels of Service**

Service providers may or may not be currently delivering their services at an acceptable level. The reasons for sub-optimal service delivery can be the result of internal or external factors. It is important to identify barriers to acceptable service delivery, so the service provider can correct obstacles within control and understand and accommodate those beyond their control.

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**Policy 7.1.c: Design critical facilities for the peak effective population**

Critical facilities such as, but not limited to, water and sewer capacity must be designed to function at a full level of service when all residences and visitor accommodation are at peak occupancy in order to protect public health and safety. Other facilities can accommodate peaks with temporarily reduced level of service without as great a threat to the public. Critical facilities (to be defined through the LOS plan development process) should be designed to provide an acceptable level of service to the peak effective population, while non-critical facilities should not.<sup>11</sup>

**Deleted:** Policy 7.1.c: Encourage provision of housing on-site or within response areas for critical service providers<sup>11</sup>

Critical service providers, such as those working in Fire/EMS and law enforcement, have identified a need for employee housing within the town and county. Ideally housing will be on-site or within the employee’s response area. Especially in the case of volunteer service providers, having critical service employees located significant distances from their response areas increases response time and reduces the efficiency of service delivery. In some instances, road closures may considerably reduce or eliminate service delivery for some time. Consequently, housing for critical service providers will be permitted on-site as an exception to caps on residential development. The community recognizes that a paid Fire/EMS department may be needed if workforce housing cannot be provided in a capacity that allows for a continued volunteer force.<sup>11</sup>

**Principle 7.2—Adequately fund existing and future public services and facilities**

To ensure that the community can adequately fund existing and future services and facilities, the Town of Jackson and Teton County will create a countywide Capital Improvement Plan (CIP) that outlines existing and future facility/service needs and budgets for those needs.

**Policy 7.2.a: Identify funding sources to maintain acceptable LOS provision**

Services and facilities provided to existing residents will require maintenance and potentially replacement over time. Reliable funding is needed to ensure the continued provision of these services and facilities. Funding may also be needed to bring existing suboptimal services and facilities up to acceptable levels.

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**Policy 7.2.b: Ensure development will pay its fair share of the cost of necessary facilities and services<sup>12</sup>**

Development should pay its share of the costs of necessary future facilities and services so that they are not passed on to existing residents. The town and county will implement and update<sup>13</sup> the system of fees and

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<sup>7</sup> Rec 347: (County 4-0, Town 4-2) Add waste management/recycling, stewardship of wildlife and natural resources, and energy conservation to the list of community services that will have LOS plans in Policy 7.1.a

<sup>8</sup> Rec 348: (County 4-0, Town 6-0) Critical service provider housing should be allowed on-site as an exception to caps on residential development

<sup>9</sup> Rec 349: (County 4-0, Town 6-0) Housing for critical service providers (to be defined later) should be prioritized in our housing program. Staff moved original Policy 7.1.c to Theme 4

<sup>10</sup> Rec 350: (County 4-0, Town 6-0) Housing for non-critical community service providers should not be addressed in Theme 7

<sup>11</sup> Rec 345: (County 4-0, Town 5-1) Critical facilities (to be defined at a later date) should be designed to provide the desired level of service to the peak effective population, but other community facilities should not

<sup>12</sup> Rec 351: (County 4-0, Town 5-1) Affirmed this policy and agreed that development should pay its share of the costs of necessary future facilities and services so that they are not passed along to existing residents

requirements that assess cost of public facilities and service needs generated by new development. Regulations will be clear and predictable and should not increase the cost of workforce housing provision.

### Principle 7.3—Ensure that services and facilities are distributed equitably and efficiently

Residents and businesses should expect that the governments that serve them reasonably provide for critical service delivery and quality social components such as schools, libraries, arts, culture, social services and activities that generate community spirit. These services should be equitably and efficiently distributed across the community.

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 Services and facilities provided to existing residents will require maintenance and potentially replacement over time. Continued reliable funding is needed to ensure the continued provision of these services and facilities. Funding may also be needed to bring existing suboptimal services and facilities up to acceptable levels. ¶

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#### Policy 7.3.a: Provide infrastructure and public services in an efficient, equitable manner

The town and county will develop a coordinated Capital Improvement Plan and development requirements to ensure that facilities and services are provided concurrently with development. Once created, the Capital Improvement Plan will be regularly reviewed to ensure development approvals are consistent with the capacity of existing and planned facilities.

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#### Policy 7.3.b: Provide redundant community services and facilities

During natural disasters, severe weather, or other times of emergency, services may be delayed or entirely unavailable to those in outlying communities due to road closures or bridge failures. Therefore, it will be important to ensure that services are available to citizens dispersed throughout the county, particularly those that are physically separated from the town by the Snake River or Teton Pass.<sup>14,15</sup>

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### Strategies<sup>16</sup>

The Town of Jackson and Teton County will undertake the following strategies to implement the policies of this theme. The town and county should periodically update strategies as tasks are completed or when additional action is necessary, based on monitoring of the Theme’s indicators.

#### Strategy 7.1: Define and evaluate acceptable Levels of Service

- Work with service providers and the community to define and determine acceptable LOS.
- Identify barriers to acceptable service delivery.

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<sup>13</sup> Rec 352: (County 4-0, Town 5-1) 7.2.a amend language to read: “The town and county will implement and update...” rather than “...consider updating...”

<sup>14</sup> Rec 353: (County 4-0, Town 5-1) Affirmed 7.3.b that a goal of the community should be to provide redundancy in services/facilities in case something should happen to our ability to cross geographic barriers

<sup>15</sup> Rec 354: (County 4-0, Town 6-0) 7.3.b discussion should be expanded beyond the westbank and Alta by adding more examples or taking examples out

<sup>16</sup> Rec 356: (County 4-0, Town 6-0) Direct staff to amend the strategies and indicators sections to be consistent with the policy changes recommended by the commissions

- Create Level of Service plans for each service provider.
- Develop standards for measuring service delivery success.

**Strategy 7.2: Create Countywide Capital Improvement Plan (CIP)**

- Create a countywide CIP that incorporates the capital needs of all service providers listed under Policy 7.1.a.
- Evaluate the CIP on an annual basis with a rolling 5-year horizon<sup>17</sup> to ensure development approvals are consistent with the capacity of existing and planned facilities. The CIP will include a maintenance plan to ensure that existing facilities are maintained.

**Strategy 7.3: Expand funding for public facilities and services**

- Amend the Land Development Regulations to update the development exaction regulations and incorporate impact fees to the greatest extent legally possible.
- Identify additional, reliable funding sources to finance existing service and facility deficits and maintain current services and facilities.

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**Indicators<sup>18</sup>**

The community will use<sup>19</sup> the following indicators to monitor achievement of this theme. Planning staff will compile the best available data from any appropriate agencies on each indicator in the period stated below and present the methods and results to the public and appointed and elected officials as detailed in the Administration chapter of this Plan. With indicator data as a guide, amendments to Plan policy or implementation may be pursued.<sup>20</sup>

Community Facilities, Services, and Infrastructure Indicators	Baseline <sup>21</sup>	Goal	Review Period
1. Level of Service plans implementation		monitor	1 yr
2. Funding for community facilities, services, and infrastructure		monitor	1 yr

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<sup>17</sup> Rec 355: (County 4-0, Town 6-0) Plan to provide community facilities through an annual, rolling 5 year Community Capital Improvement Plan that responds to the needs and desires of the community at the time.

<sup>18</sup> Rec 356: (County 4-0, Town 6-0) Direct staff to amend the strategies and indicators sections to be consistent with the policy changes recommended by the commissions

<sup>19</sup> Rec 139 (County 2-3, Town 4-1) Under “indicators” heading in all Themes: change “will use” to “should consider using”

<sup>20</sup> Rec 199 (County 4-0, Town 3-1) Conservation alliance 11/12 Action #5: Add language that clearly explains how indicators will be used to draft and amend land development regulations. Language should be added that explains how a science-based monitoring program will be further developed with appropriate agencies and partners. A baseline column, with quantifiable documentation of existing conditions, should be added to all indicator tables in the new Plan.

<sup>21</sup> Rec 199 (County 4-0, Town 3-1) Conservation alliance 11/12 Action #5: Add language that clearly explains how indicators will be used to draft and amend land development regulations. Language should be added that explains how a science-based monitoring program will be further developed with appropriate agencies and partners. A baseline column, with quantifiable documentation of existing conditions, should be added to all indicator tables in the new Plan.

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