

Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

May 6, 2019

1:30 PM

Town Council Chambers

Chair: Mayor Pete Muldoon

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

I. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

II. PUBLIC COMMENT

This section of the agenda is reserved for public comments on items that are not on today's agenda.

III. CONSENT CALENDAR

- A. Meeting Minutes
 - 1. April 8, 2019 regular JIM
 - 2. April 23, 2019 special JIM
 - 3. April 24, 2019 special JIM
 - 4. April 25, 2019 special JIM
- B. Award of Contract for Consulting Services for START 2020-2025 Route Plan
- C. Fiscal Year 2020 Budgets for:
 - 1. Jackson Hole Airport Board
 - 2. Energy Conservation Works
 - 3. Jackson Hole Travel and Tourism Board
- D. Extraterritorial Law Enforcement Memorandum of Understanding (MOU)

IV. DISCUSSION/ACTION ITEMS

- A. Annual Indicator Report and Implementation Work Plan MSC2019-0010 / P19-020 (Tyler Sinclair and Steve Westbay)
- B. Development Partner Selection for 440 West Kelly Housing Project (April Norton, 60 Minutes)
- C. SPET Process and Discussion (Larry Pardee & Alyssa Watkins, 45 Minutes)
No public comment will be taken during this time, a future meeting will be held including public comment.

V. JOINT EXECUTIVE SESSION

- A. **Recess** to executive session to discuss personnel matters in accordance with Wyoming Statute 16-4-405(a)(ii).

VI. APPOINTMENTS TO JOINT BOARDS

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

- A. START Board and Pathways Taskforce

VII. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VIII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

- A. 6/3 SPET Resolution
- B. 6/3 Census Count Committee
- C. 6/3 Housing Rules and Regulations Clean-Up
- D. 7/1 SPET Resolution
- E. 7/1 Jurisdiction One-Half Mile Outside Town's Corporate
- F. 7/1 Parks & Recreation Work Plan

IX. ADJOURN

- A. County Commission adjourns.
Town Council adjourns the meeting to executive session to discuss personnel matters in accordance with Wyoming Statute 16-4-405(a)(x).

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

JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

APRIL 8, 2019

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a regular joint information meeting (JIM) located in the Council Chambers located at Town Hall, 150 East Pearl at 2:02 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Jim Stanford, Arne Jorgensen, and Jonathan Schechter. Hailey Morton Levinson was absent.

COUNTY COMMISSIONERS: Chair Natalia Macker, Greg Epstein, Mark Newcomb, Mark Barron, and Luther Propst.

STAFF: Larry Pardee, Roxanne Robinson, Audrey Cohen Davis, Tyler Sinclair, Floren Poliseo, April Norton, Alyssa Watkins, Sherry Daigle, Keith Gingery, Steve Westbay, and Sandy Birdyshaw.

Public Comment. Devra Davis, Lou Hochheiser, and Robbi Skye Campbell made comment on 5G Cell Towers. Jean Day made comment on Age Friendly Jackson Hole's Wellness Garden.

Consent Calendar. On behalf of the Town, a motion was made by Jon Schechter and seconded by Arne Jorgensen to approve the consent calendar as presented. On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to approve the consent calendar as presented.

A. **Meeting Minutes.** To approve the meeting minutes as presented for the February 4, 2019 regular JIM and special JIM retreat on March 4, 2019.

B. **Jackson Hole Airport FY19 Budget Amendment.** To approve the amendment to the Jackson Hole Airport Fiscal Year 2019 Budget as presented.

The vote showed 4-0 in favor and the motion carried for the Town. The vote showed all in favor and the motion carried for the County.

Annual Update on the Housing Supply Plan. April Norton made staff comment on the Housing Supply Plan including tasks for the Town and County individually, joint endeavors, and goals.

Council and Commission comments and discussion included adding language to clarify what the public investment per unit reflects, the number of sunset clauses in place, clarifying the term 'workforce', the Flat Creek Drive property, deed restriction homes, employee/employer partnerships, land inventory, the Request for Proposals process, funding streams, that the housing data presented included all sources such as Habitat, Housing Trust, etc., land acquisition, zoning of the Raines property, and the number of this year's building permits compared to last year.

Public comment was given by: Jordan Rich, Estella Torres, Lou Absey, and Kendra Heimbuck.

Tyler Sinclair made comment on the number of building permits, and stable and transitional neighborhoods.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to approve the 2019 Housing Supply Plan as presented. Mark Newcomb made comment on the zoning for the Rains property, April Norton responded from the Housing Supply Plan. Luther Propst requested including what the most cost effective tools would be. April Norton suggested including this in the plan by way of an action item. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jonathan Schechter to approve the 2019 Housing Supply Plan as presented. The vote showed 4-0 in favor and the motion carried for the Town.

Comprehensive Plan Amendment to Add Subarea 7.3 Munger Mountain Residential AMD2019-0001/P19-043. Tyler Sinclair made staff comment on this application to amend the Illustration of our Vision Chapter of the Jackson/Teton County Comprehensive Plan pursuant to the Amending the Illustration of Our Vision. The application requests the addition of a new sub-area to

Character District 7 of the Jackson/Teton County Comprehensive Plan, setting community policy that additional residential density should be concentrated around the Munger Mountain Elementary School. The application proposes that a new Subarea 7.3 would be Transitional, meaning it would be a subarea where most of the community would agree that development/redevelopment or a change in character would be beneficial, a subarea that would benefit from reinvestment and revitalization, and goals for development include improving access to jobs, housing and services and reducing reliance on single-occupancy trips. In Village Form, having a two-story character with residential, local convenience commercial, and civic uses and a variety of housing types, complete streets, and workforce housing.

The Council and Commission made comment on achieving smaller lots, the number of existing parcels in 7.3, and options available.

Scott Pierson of Y2 Consultants presented the application as agent for the applicant.

Public comment was given by: Nate Thomas, Phillip Wilson, Jeff Rice, Wes Gardner, and Kendra Heimbuck.

On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Arne Jorgensen to continue Comprehensive Plan Amendment to Add Subarea 7.3 Munger Mountain Residential AMD2019-0001/P19-043 to the May 6 Joint Information Meeting or next available meeting. The vote showed 4-0 in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Barron to continue Comprehensive Plan Amendment to Add Subarea 7.3 Munger Mountain Residential AMD2019-0001/P19-043 to the May 6 Joint Information Meeting. The vote showed all in favor and the motion carried for the County.

Annual Indicator Report and Implementation Work Plan MSC2019-0010/P19-020. This item was not heard.

On behalf of the Town, a motion was made by Jim Stanford and seconded by Jonathan Schechter to continue Annual Indicator Report and Implementation Work Plan MSC2019-0010/P19-020 to the May 6 joint meeting. The vote showed 4-0 in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Newcomb to continue Annual Indicator Report and Implementation Work Plan MSC2019-0010/P19-020 to the May 6 joint meeting. The vote showed all in favor and the motion carried for the County.

Adjourn. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Arne Jorgensen to adjourn the meeting to executive session to discuss personnel matters in accordance with Wyoming Statute 16-4-405(a)(x). The vote showed 4-0 in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Newcomb to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 5:04 p.m. minutes:spb

TOWN OF JACKSON

ATTEST:

Pete Muldoon, Mayor

Sandra P. Birdyshaw, Town Clerk

Published JH News & Guide: April 17, 2019

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

APRIL 23, 2019

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting located in the Council Chambers located at Town Hall, 150 East Pearl at 2:00 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton Levinson, Arne Jorgensen, and Jonathan Schechter. Jim Stanford was absent.

COUNTY COMMISSIONERS: Chair Natalia Macker, Greg Epstein, Mark Barron, and Luther Propst. Mark Newcomb arrived at 2:04 p.m.

STAFF: Larry Pardee, Audrey Cohen Davis, Tyler Sinclair, Alyssa Watkins, Keith Gingery, Heather Overholser, Steve Westbay, Kristi Malone, Amy Ramage, Shelley Fairbanks, and Sandy Birdyshaw.

Comprehensive Plan Amendment to Add Subarea 7.3 Munger Mountain Residential AMD2019-0001/P19-043. Tyler Sinclair provided a recap of the application.

Public comment was given by: Zack Ostdiek, Skye Schell of Jackson Hole Conservation Alliance, Don Frank, Anna Olson, Fernando Ramos, Warren Samuels, Kelly Morris, Richard Uhl, Phillip Soliday, Hank Phibbs, Wes Gardner, Bruce Hawtin, Tammy Clark, and Sara Flitner.

Scott Pierson made comment on behalf of the applicant. The Council and Commission held discussion on steps involved to change the Comprehensive Plan, timelines, deed restrictions, 'what-if' scenarios, and proposed language for subarea 7.3 Munger Mountain Residential.

A motion was made by Mark Barron and seconded by Greg Epstein to approve AMD2019-0001 to add Subarea 7.3 - Munger Mountain Residential to the Comprehensive Plan dated January 25, 2019, subject to any conditions identified at this meeting, one being in which all the residential ownership units are subject to permanent deed restrictions, pursuant to the conditions recommended by the Planning Directors, being able to make the findings for amendment to the Illustration of Our Vision chapter of the Comprehensive Plan as recommended by the applicant and described by the Board and Council, also to direct staff to prepare final documents to amend the Comprehensive Plan for consideration at the May 6 Joint Information meeting. The vote showed 2-3 in favor, with Epstein, Newcomb, and Propst opposed. The motion failed on behalf of the County Commissioners.

A motion was made by Hailey Morton Levinson and seconded by Jonathan Schechter to approve P19-043 to add Subarea 7.3 - Munger Mountain Residential to the Comprehensive Plan dated January 25, 2019, subject to any conditions identified at this meeting, one being in which all the residential ownership units are subject to permanent deed restrictions, pursuant to the conditions recommended by the Planning Directors, being able to make the findings for amendment to the Illustration of Our Vision chapter of the Comprehensive Plan as recommended by the applicant and described by the Board and Council, also to direct staff to prepare final documents to amend the Comprehensive Plan for consideration at the May 6 Joint Information meeting. The vote showed 0-4 in favor, with Morton Levinson, Stanford, Jorgensen, and Muldoon opposed. The motion failed on behalf of the Town Council.

Mark Barron left the meeting at 4:18 p.m.

Annual Indicator Report and Implementation Work Plan MSC2019-0010/P19-020. Tyler Sinclair gave a brief recap. Steve Westbay made staff comment. Keith Gingery made comment on the County's Legacy Zoning and Aspen Zoning and requested that it be updated in the Work Plan to be addressed in Fiscal Year 2020.

Public comment was given by Anna Olson of Jackson Chamber of Commerce and Skye Schell of Jackson Hole Conservation Alliance.

A motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to continue this item to the May 6, 2019 joint information meeting. The vote showed 4-0 in favor and the motion carried on behalf of the Town Council.

A motion was made by Greg Epstein and seconded by Mark Newcomb to continue this item to the May 6, 2019 joint information meeting. The vote showed 4-0 in favor, with Barron absent. The motion carried on behalf of the County Commissioners.

Adjourn. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Pete Muldoon to adjourn the meeting. The vote showed 4-0 in favor and the motion carried on behalf of the Town Council.

On behalf of the County, a motion was made by Greg Epstein and seconded by Natalia Macker to adjourn the meeting. The vote showed 4-0 in favor, with Barron absent. The motion carried on behalf of the County Commissioners. The meeting adjourned at 4:50 p.m. minutes:spb

TOWN OF JACKSON

ATTEST:

Pete Muldoon, Mayor

Sandra P. Birdyshaw, Town Clerk

Published JH News & Guide: May 1, 2019

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND
BOARD OF COUNTY COMMISSIONERS MEETING

APRIL 24, 2019

JACKSON, WYOMING

The Teton County Commissioners met in conjunction with Jackson Town Council in a special session in the County Commissioners Chambers at 200 South Willow Street at 9:01am. Upon roll call the following were found to be present:

COUNTY COMMISSION: Natalia Macker Chair, Greg Epstein Vice-Chair, Mark Barron, Mark Newcomb, and Luther Propst.

TOWN COUNCIL: Mayor Pete Muldoon, Arne Jorgensen, Hailey Morton-Levinson and Jonathan Schechter. Jim Stanford was absent.

BUDGET COMMITTEE: Sherry Daigle, Alyssa Watkins, Kelly Thompson, and Larry Pardee.

The Joint Board heard Fiscal Year 2019-2020 budget request presentations from the following agencies:

Children's Learning Center - Patti Boyd, Miriam Morillon, and Jim Lewis
Jackson Hole Community Counseling Center - Deidre Ashley, Anne Schuler, and Mary Pokorny
Community Safety Network – Andy Cavallaro
Teton Youth and Family Services – Ben Brettell and Jeremy Silcox
Curran Seeley Foundation - Trudy Birkemeyer Funk

The meeting was recessed at 10:11am and Mayor Muldoon left the meeting. The meeting was reconvened at 10:30am.

Community Entry Services –Shawn Griffin and Lane Ezzell

The meeting was recessed at 10:38am and reconvened at 10:45am.

Senior Center of Jackson Hole - Becky Zaist, Jim Auge, and Bruce Hawtin
Teton Literacy Center - Laura Soltau and Bill Best

Mayor Muldoon returned to the meeting at 11:15am.

CLIMB Wyoming – Rosie Read and Sierra (CLIMB Graduate)
One22 – Sharel Love and Carey Stanley
Hole Food Rescue – Alison Milburn and

The meeting recessed for lunch at 11:55am and reconvened at 1:15pm.

COUNTY COMMISSION: Natalia Macker Chair, Greg Epstein Vice-Chair, Mark Barron, Mark Newcomb, and Luther Propst.

TOWN COUNCIL: Mayor Pete Muldoon, Arne Jorgensen, and Jonathan Schechter. Jim Stanford and Hailey Morton-Levinson were absent.

BUDGET COMMITTEE: Sherry Daigle, Alyssa Watkins, Kelly Thompson, and Larry Pardee.

The Joint Board heard Fiscal Year 2019-2020 budget request presentations from the following agencies:

Rotary Club of Jackson Hole Fireworks – Lee Burbank and Frank Lane
Jackson Hole Air Improvement – Kari Cooper and Ed Liebszeit
Leadership Jackson Hole – Mary Martin

Commissioner Barron left the meeting at 2:00pm.

Jackson Hole Community Housing Trust - Anne Cresswell
Energy Conservation Works - Phil Cameron

The meeting was recessed at 2:28pm and reconvened at 2:45pm.

Global Ties Wyoming – Rebecca Bextel
Jackson Hole Children's Museum – Jean Lewis
Jackson Hole Historical Society & Museum – Morgan Jaouen and Bill Best
Jackson Hole Public Art - Carrie Geraci
Center of Wonder – Julianne Thomas and Veronica Silberberg

The meeting was recessed at 3:54pm and reconvened at 3:59pm.

Teton County Historical Preservation Board – Katherine Wonson

No action was taken.

ADJOURN.

On behalf of the County, a motion was made by Commissioner Epstein and seconded by Commissioner Newcomb to adjourn the meeting. Chair Macker called for a vote. The vote showed all in favor and the motion passed.

On behalf of the Town, a motion was made by Councilman Schechter and seconded by Councilman Jorgensen to adjourn the meeting. Mayor Muldoon called for a vote. The vote showed 3-0 in favor and them motion passed.

The meeting adjourned at 4:17pm.

Respectfully submitted: sdf

TETON COUNTY BOARD OF COMMISSIONERS

Natalia D. Macker, Chair

Greg Epstein, Vice-Chair

Mark Barron

Mark Newcomb

ATTEST: _____
Luther Propst

Sherry L. Daigle, County Clerk

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND
BOARD OF COUNTY COMMISSIONERS MEETING

APRIL 25, 2019

JACKSON, WYOMING

The Teton County Commissioners met in conjunction with Jackson Town Council in a special session in the County Commissioners Chambers at 200 South Willow Street at 8:30am. The purpose of this meeting was to interview applicants for the following joint boards: START Board and Pathways Taskforce and to review budget submissions from joint departments. Upon roll call the following were found to be present:

COUNTY COMMISSION: Natalia Macker Chair, Greg Epstein Vice-Chair, Mark Barron, Mark Newcomb, and Luther Propst.

TOWN COUNCIL: Mayor Pete Muldoon, Arne Jorgensen, and Jonathan Schechter. Jim Stanford and Hailey Morton-Levinson were absent.

II. Interviews for Joint Volunteer Boards

The following candidates were interviewed for the Pathways Taskforce: Tom Crowell and John Wright. Miranda Adams withdrew her application from consideration.

The following candidate was interviewed for the START Board: Brett Simic.

The meeting was recessed at 8:57am and reconvened at 9:02am.

III. Joint Department Budget Review and Discussion

Teton County Court Supervised Drug Treatment Court (Drug Court)
Clerk of Court Anne Sutton, Clayton Platt - Sergeant Sheriff's Office, Molly Dearing - Judicial Assistant for Judge Day, Erin Munk - Chief Deputy Circuit Court for Judge Radda.

START Program
Darren Brugmann - START Manager and Jeff Deal - START Operations Manager

The meeting was recessed at 10:30am and reconvened at 10:35am.

Discussion with the START Program continued.

Victim Services
Tracy Trefren - Victim Services and Lt. Roger Schultz - Jackson Police,

Animal Shelter
Lt. Roger Schulz - Jackson Police, Cpl. Jared Weston - Jackson Police, and Jessica Poole - Animal Shelter

Dispatch (Emergency Communications)
Riclyn Betsinger - Communications Supervisor and Clayton Platt - Sergeant Sheriff's Office

The meeting recessed at 11:35am for lunch and reconvened at 1:30pm.

COUNTY COMMISSION: Natalia Macker Chair, Greg Epstein Vice-Chair, Mark Barron, Mark Newcomb, and Luther Propst.

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton-Levinson, Arne Jorgensen, and Jonathan Schechter. Jim Stanford was absent.

Budget discussions were continued:

Jackson Hole Community Pathways
Heather Overholser – Director of Public Works and Brian Schilling - Pathways and Trail Program Coordinator

Mayor Muldoon left the meeting at 1:55pm.

Discussion with Pathways continued.

Teton County / Jackson Parks & Recreation
Steve Ashworth - Director of Parks and Recreation, Andy Erskine – Parks Manager, and Andy Fleck – Program Manager

The meeting was recessed at 3:04pm and reconvened at 3:15pm.

Mayor Muldoon returned to the meeting at 3:06pm.

Jackson Hole Fire/EMS
Chief Brady Hansen, and Battalion Chiefs Matt Redwine, Kathy Clay, and Brian Coe

Councilwoman Morton-Levinson left the meeting at 3:49pm.

Discussion with Jackson Hole Fire/EMS continued.

Housing Department
April Norton - Housing Director and Stacy Stoker - Housing Manager

Adjourn.

On behalf of the County, a motion was made by Commissioner Barron and seconded by Commissioner Epstein to adjourn the meeting. Chair Macker called for a vote. The vote showed all in favor and the motion passed.

On behalf of the Town, a motion was made by Councilman Jorgensen and seconded by Councilman Schechter to adjourn the meeting. Mayor Muldoon called for a vote. The vote showed all in favor and the motion passed.

The meeting adjourned at 4:33pm.

Respectfully submitted: sdf

TETON COUNTY BOARD OF COMMISSIONERS

Natalia D. Macker, Chair

Greg Epstein, Vice-Chair

Mark Barron

Mark Newcomb

ATTEST: _____
Luther Propst

Sherry L. Daigle, County Clerk



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: START

PRESENTER: Darren Brugmann

MEETING DATE: May 6, 2019

SUBJECT: Award of START 2020-2025 Route Plan Contract to LSC Transportation Consultants, Inc.

STATEMENT/PURPOSE

Award of the contract for the START 2020-2025 Route Plan to LSC Transportation Consultants, Inc. for an amount not to exceed \$97,840.

BACKGROUND/ALTERNATIVES

On February 27, 2019 START released the attached request for proposals for the completion of a 2020-2025 Route Plan. The purpose of the 2020-2025 Route Plan is to evaluate alternative routing options utilizing existing START resources – about 63,000 bus hours per year. While the Integrated Transportation Plan (ITP) establishes a long-term strategic transit plan for START (see Chapter 2 of the ITP), the short-term need is evaluation of routing alternatives in order to maximize the efficiency of existing resources. The expansions to START that are called for in the ITP shall also be considered in the 2020-2025 Route Plan to provide as much synergy as possible.

The expectation is that the recommended 2020-2025 Route Plan will be delivered by February 2020, in order that it can be considered for FY2021 Budget process and adoption in time for the 2020 summer route schedule to be adjusted accordingly.

Proposals were submitted by LSC Transportation Consultants (Colorado Springs, CO), Nelson/Nygaard Consulting Associates (Seattle, WA), and KFH Group (Bethesda, MD). All 3 proposals are from well-known transit planning firms with experience all over the country. The proposals were reviewed based on approach, experience, staff, and availability.

- **Approach.** The LSC proposal was the most responsive to the specifics of the RFP. While LSC has done large, forward-thinking plans and would incorporate consideration of future expansion into the 2020-2025 Plan, they put great consideration into addressing the task at hand and focusing the alternatives analysis on how to get the most out of the existing resources. LSC also had the most well-developed public outreach plan. The Nelson/Nygaard and KFH Group proposals included all of the required elements and had good ideas for looking further into the future, but their proposed approaches were less specific.
- **Experience.** LSC's experience is the most relevant to START. LSC specializes in resort and seasonal communities. The project manager is the former director of the Sun Valley region transit program where he did 2 separate route plans. He is also familiar with the area, having family here. The project advisors include Gordon Shaw who has 20 years of experience consulting for RAFTA (Aspen area) and Jim Charlier of Charlier Associates who has extensive local experience including as the project manager for the ITP. Nelson/Nygaard has extensive experience in communities of all sizes throughout the country. KFH specializes in smaller communities and has experience in gateway communities such as St. George and Kanab connections to Zion.

- **Staff.** The LSC project lead only has a little over a year experience as a consulting project manager, but ran a similar transit agency for 10 years prior to consulting. His experience is augmented by advisors Gordon Shaw, Jim Charlier, and AT Stoddard who each bring 30 years of planning experience. The Nelson/Nygaard proposal included the most hours, but from less experienced staff. The KFH project lead has 36 years of experience, and because of that experience at the head of the project the KFH proposal had the fewest hours.
- **References:** Agencies with experience using LSC were contacted and provided stellar recommendations, specifically focusing on the professionalism of staff proposed. LSC has met deadlines and stayed within budget. Recommendations made are being implemented. Park City, Utah was particularly flattering toward the work done, and continued to be done with their transit system.
- **Availability.** None of the proposals included local team members. All of the proposals committed to continuous communication and community visits at each phase of the project.
- **Cost.**
 - o LSC: \$97,840
 - o Nelson/Nygaard: \$99,981
 - o KFH: \$99,981

The proposals were reviewed by a committee of Darren Brugmann, Cathy Kehr, Amy Ramage, Jared Smith, and Alex Norton. Following the initial review by the group, interviews with LSC and KFH were conducted by Darren Brugmann and Alex Norton.

The recommended proposal is the LSC proposal. The START Director finds it to be the most responsive to the RFP and finds the LSC experience to be the most relevant to the community. The LSC scope phases and deliverables are summarized below. A more detailed scope from their proposal is attached to the contract.

1. Project Management and Coordination
 - Kick-off meeting to finalize work plan, schedule, community familiarization
 - Five Advisory Committee meetings (all in-person) coordinated with particular deliverables and project activities (see Project Schedule)
 - Bi-weekly project status updates; meeting agendas and notes
2. Public Engagement
 - Stakeholder interviews
 - Project website
 - Community survey
 - LSC onsite visit to conduct survey efforts
 - Community route options workshop
 - Online survey regarding the route options
 - Advisory Committee meetings to review plans and public input
 - Presentation of Draft Recommended Alternative Route Plan
3. Evaluation of Existing Routes
 - Interim Report #1: Existing Service Analysis including:
4. Development of Route Alternatives
 - Memo on Alternatives to the Advisory Committee

5. Technical Analysis of Route Alternatives

- Interim Report #2 on Route Alternatives and Technical Analysis (report incorporates Tasks 4 and 5)

6. Draft and Final Recommended Alternative

- Draft and Final Recommended 2020-2025 Route Plan
- On-site presentation of Draft to Advisory Committee and appropriate decision-makers

COMPREHENSIVE PLAN ALIGNMENT

The START 2020-2025 Route Plan addresses 8 of the 16 transit development actions identified in the ITP – the ITP is a product of Policy 7.1.a and Strategy 7.1.S.1 of the Comprehensive Plan. The START 2020-2025 Route Plan will be funded by a local match of an FTA grant, implementing Strategy 7.1.S.3 of the Comprehensive Plan.

STAKEHOLDER ANALYSIS

Part of the START 2020-2025 Route Plan will be to engage all stakeholders including current, riders, drivers, and decision makers as well as identification of currently unmet needs. The START Board has reviewed the recommendation from the Evaluation Committee and concurs with the START Director's recommendation.

FISCAL IMPACT

The LSC proposal is for a not-to-exceed amount of \$97,840. START has received an FTA grant that will cover 80% of the 2020-2025 Route Plan. Therefore the \$78,272 of cost will be reimbursed by the grant and the net local cost will only be \$19,568. START has included these funds in its recommended FY20 budget (funds will be expended in FY20).

STAFF IMPACT

The START 2020-2025 Route Plan will require extensive START director resources to manage the contract as well as other START and Town staff participation in the information gathering and alternatives analysis phases of the plan.

LEGAL REVIEW

Town Legal would review contract agreements for presentation and approval of the Town Council.

ATTACHMENTS

Request for Proposals

RECOMMENDATION

The START Director recommends awarding the START 2020-2025 Route Plan to LSC Transportation Consultants, Inc. The START Director finds the LSC proposal to be the most responsive to the RFP and finds the LSC experience to be the most relevant to the community.

SUGGESTED MOTION

I move to award the START 2020-2025 Route Plan contract to LSC Transportation Consultants, Inc. for an amount not to exceed \$97,840 and direct staff to bring the contract back to the Town Council for approval.



REQUEST FOR PROPOSALS

RFP# 19-20

2020-2025 ROUTE PLAN

RELEASE DATE: February 28, 2019

Southern Teton Area Rapid Transit (START) invites Proposals from qualified firms or teams to provide consulting services in connection with START's desire to complete a 2020-2025 Route Plan for their existing services. The purpose of the 2020-2025 Route Plan is to evaluate alternative routing options utilizing existing START resources – about 63,000 bus hours per year.

PROPOSALS DUE BY EMAIL: 2:00 PM MST, Friday, March 29, 2019

Any proposal not received by email on the date and time specified above will be rejected, considered non-responsive, and unopened.

Requested By: Southern Teton Area Rapid Transit (hereinafter "START")

Proposal Submission: Town of Jackson, Wyoming
C/O: Darren R Brugmann, Town Transit Director
150 Pearl Avenue
P.O. Box 1687
Jackson, WY 83001
dbrugmann@jacksonwy.gov

Proposal Available From: Complete proposal packages are available to download from
<http://townofjackson.com/Bids.aspx>

Addenda: Any addenda will be available on the internet. Proposer is responsible for checking the website for addenda until the proposal opening date.

START reserves the right to reject any and all proposals received as a result of this solicitation, to negotiate with any qualified source, to waive any formality and any technicalities or to cancel in part or in its entirety this RFP if it is in the best interests of START. This solicitation of proposals in no way obligates START to award a contract.



Overview

Purpose

Southern Teton Area Rapid Transit (START) invites proposals from qualified firms or teams to provide consulting services in connection with START's desire to complete a 2020-2025 Route Plan. The purpose of the 2020-2025 Route Plan is to evaluate alternative routing options utilizing existing START resources – about 63,000 bus hours per year.

The long-term strategic transit plan for START is established in the Jackson/Teton County Integrated Transportation Plan (ITP), a document which must be read to understand this RFP. (The ITP is available at www.jacksontetonplan.com/239.) The purpose of this START Routing Plan is to evaluate routing alternatives that will increase ridership and reduce Vehicle Miles Traveled (the central tenant of the ITP) without requiring expansion of transit resources. The expansions called for in the ITP will be addressed at a later date.

The expectation is that the recommended 2020-2025 Route Plan will be delivered by February 2020, in order that it can be considered for adoption in time for the 2020 summer route schedule to be adjusted accordingly.

Background

Southern Teton Area Rapid Transit (START) is the transit provider to Jackson and Teton County, Wyoming. START originated in 1987 as a ski shuttle and has incrementally expanded service over the last 25 years. It now operates year-round service on five fixed-routes, which can be grouped into three service types (commuter, corridor, circulator) based on the operating structure, fare type and markets being served. For additional detail on the existing transit system see page 8 of the ITP and www.startbus.com. START routing and service is divided into 2 distinct seasons: the winter season extending into the limited spring season, and the summer season extending into the limited fall season. During the summer season START also operates a bike-share program – START Bike - within the Town of Jackson www.startbikejh.com

The ITP was adopted in 2015 to implement the Transportation section of the Jackson/Teton County Comprehensive Plan (www.jacksontetonplan.com/270). The ITP establishes a Plan Scenario, which is a combination of actions that will nearly halve the growth in Vehicle Miles Traveled (VMT) by 2035 versus a status quo approach. At the heart of the Plan Scenario is a doubling of transit ridership from 2013 to 2024, then a redoubling from 2024 to 2035. The ITP Plan Scenario includes a list of 16 needed actions for implementation of the ambitious transit development goals, as well as, active transportation, transportation demand management, capital projects, and regional transportation planning. As outlined beginning on page 9 of the ITP, the needed transit development actions are:

- Complete build-out of the START transit vehicle maintenance facility
- Add satellite maintenance facilities at the end of commuter routes



- Provide shelters at more bus stops
- Evaluate demand for park 'n ride facilities
- Evaluate demand for first and last mile access
- Increase service frequency of the commuter routes
- Implement express and local service on the commuter routes
- Increase service on the Teton Village route in the summer
- Evaluate a pilot program to provide service to Grand Teton National Park
- Improve transit service to Jackson Hole Airport
- Provide/improve fixed-route transit service to Wilson and South Park
- Implement Bus Rapid Transit between Jackson and Teton Village
- Streamline the Town Shuttle route
- Increase service on the Town Shuttle route
- Expand the employer transit pass program
- Increase marketing and information of transit services and pass programs

Project

The ITP includes a number of actions related to rethinking the existing START routes, including looking at express routes, expanded hours, reduced headways, looking at additional local stops along commuter routes, and a hub-and-spoke type rerouting. START resources currently support about 43,000 revenue hours and 63,000 total hours of bus service. The 2020-2025 Route Plan is intended to evaluate and identify the most effective way to use existing resources to increase ridership in order to decrease VMT – working toward the ITP goals.

While the 2020-2025 Route Plan is not focused on expansion of START, future expansion is necessary to meet the ITP goals and should be a consideration in alternative design and analysis. START is currently accepting proposals for the provision of micro-transit services in portions of Town. Those micro-transit proposals should be considered in the alternatives that are developed. By October it is expected that WYDOT will have completed a study of Bus Rapid Transit/High Occupancy Vehicle (BRT/HOV) lanes from Jackson to Teton Village. The findings of that study should be included in the alternatives analysis to the extent possible.

ITP Actions to Address

Given that the 2020-2025 Route Plan alternatives are limited by the existing resources, START is aware that it is unlikely that all of the routing actions in the ITP can be implemented, however below are a list of the ITP actions that should be considered.

- Evaluate demand for park 'n ride facilities
- Increase service frequency of the commuter routes
- Implement express and local service on the commuter routes
- Implement express route to Teton Village in winter
- Increase service on the Teton Village route in the summer



- Streamline the Town Shuttle route
- Increase service on the Town Shuttle route
- Provide/improve fixed-route transit service to Wilson and South Park

Deliverables

1) Alternatives

START expects the consultant to develop 2-4 routing alternatives for analyses along with the status quo. The alternatives shall address routing within Jackson Hole. Routing in Teton County, Idaho and Lincoln County, Wyoming (at the extent of the commuter routes) is outside the scope of this project.

- The description of each alternative should include:
 - Schedule, frequency, route, and fare.
 - Bus types needed.
 - Fleet size.
 - Driver Staffing and scheduling
 - Reliance on micro-transit, new pullout/stops, first/last mile accommodation, Park 'n Ride, or other infrastructure needed to make the route function. (While the scope of this project is limited generally by current resources, START realizes that there may be some capital improvements needed such as a queuing/pullout space at the hub of a hub-and-spoke system, or park 'n ride improvements for a park 'n ride reliant system. Such improvements can be considered but should be one-time capital costs with minimal ongoing operational expense and minimal construction coordination complexity.)
- Alternatives development should consider:
 - 63,000 total bus hours as the maximum number of operational hours per year (unless operations and maintenance efficiencies are identified to provide more hours for the same cost).
 - The ITP actions listed above
 - Anticipated future START expansion
 - Concurrent parking management, micro-transit, and BRT/HOV studies
 - Input from local stakeholders

2) Technical Analysis of Alternatives

Each of the alternatives, and the status quo routing shall be analyzed from a technical standpoint.

- The ITP goal of increased ridership to reduce VMT is the primary metric for evaluation. However, other metrics should also be considered such as:
 - Accessibility
 - Overall community mobility
 - Facilitation of future START system expansion



- Integration of micro-transit and other urban mobility options
- The Jackson/Teton County traffic model shall be used to measure traffic impact. START will provide the consultant a list of inputs that can be varied in the model and will run the model based on the inputs provided by the consultant.
- The technical analysis shall include:
 - Analysis of similar route structures in similar communities.
 - Analysis of the impact of the Town's Managed Parking Plan (currently being developed)
 - Quantification of the capital and operational expenses of each alternative.
- All data analysis and assumptions shall be provided, as shall all data and files needed so that START can reproduce the results of the analysis.

3) Public Analysis of the Alternatives

The consultant shall deliver public engagement that includes, at a minimum, stakeholder input into alternatives development and public analysis of the alternatives. The purpose of the public engagement is to identify as much of the support and opposition as possible for each alternative prior to delivery of a recommended alternative.

- The public alternatives analysis shall include:
 - Direct outreach to both current bus riders and potential bus riders.
 - Focus on inclusion of underrepresented classes.
 - Documentation and presentation of the results.
- The public engagement can be through many outreach methods. In the past the community has successfully utilized:
 - Community open house/workshop style outreach in English and Spanish
 - Online surveys, both traditional and interactive
 - In person surveys, both statistically valid and informal
 - Stakeholder groups
 - Neighborhood or Focus groups

4) Recommended Alternative

Based on the technical and public analysis the consultant shall deliver a recommended alternative with implementation phasing plan that includes complete schedule, capital improvement needs, routing, and fare structure for each phase.

- This final deliverable shall be provided by February 2020.
- The proposal shall include at least one presentation of the recommended alternative.
- After presentation of final deliverable, START will facilitate adoption of the final 2020-2025 Route Plan
- Proposals shall include a contingency plan for revisions required to the recommended alternative based on the adoption process.



Proposal

Proposal Requirements

To be considered under this RFP, each proposal must meet the following requirements:

1. Proposals must be submitted by email to dbrugmann@jacksonwy.gov; no hard copies will be accepted. Proposals shall be in PDF format attached to an email with the subject **START Routing Plan Proposal: Proposer's Name**. A confirmation of receipt will be sent within one working day.
2. Proposals must be received no later than **3:00 PM MST on Friday, March 29, 2019**. Any Proposal received after the date and time specified will be rejected, considered non-responsive, and unopened. Proposals will be open at the time specified. No proposal will be opened prior.
3. The proposal should follow the following format:
 - a. Composition of the team (max. 2 pages)
 - i. Team structure. Proposals will not be considered responsive unless it is established that contractual responsibility rests solely with one individual, firm, or corporation.
 - ii. Qualifications of the team.
 - b. Proposal for Project
 - i. Approach to the provision of each of the deliverables, including timeline for each task (max. 5 pages)
 - ii. Cost of the project, tabulated by team member involvement in each task (max. 1 page)
 - iii. Relevant experience of the team (max. 4 pages) include:
 1. A description of similar projects the Proposer has conducted, the staff involved, location of the project, reference contact information of the client, and date of project completion.
 2. Any awards/honors for the prior work.
 - c. Additional information
 - i. Resumes for key staff must be included. Changes in staff at any time during the project will be considered a change of scope and will be grounds for rejection or renegotiation of the proposal.
 - ii. Additional general firm information is optional
 - d. Federal Clauses – see Appendix A. Submitting entities must affirm they are able to comply with required Federal Clauses.
4. All proposals become the property of START upon submission. The cost of preparing, submitting, and presenting a proposal lies solely with the Proposer.
5. The Proposer may withdraw the proposal at any time prior to the award of the contract. Proper identification and a formal letter will be required to withdraw the proposal.



6. A proposal may be retrieved and resubmitted only prior to the date and time listed for submission.

Proposal Evaluation

Proposals will be evaluated based on the following criteria:

Scope/Approach (50%) – How the consultant responds to the items in the RFP. Does the proposal demonstrate a clear understanding of the project and the local context? Is the approach appropriate for the local context? Does the approach to the project demonstrate an excellent technical understanding of the transportation problems and/or opportunities? Does the approach demonstrate a commitment to informed, transparent decision-making?

Experience (20%) – Has the Proposer been involved in any other projects that with a similar scope of work? Are the Proposer's previous clients satisfied with the quality of the work product on similar projects?

Professional Staff (20%) – Does the staff assigned to the project have the necessary skills to carry out the tasks? Are there a sufficient number of staff available to get the work finished in a timely manner? Who will be key staff dedicated to the project?

Availability (10%) – Has the consultant committed staff to be in Jackson for an appropriate portion of the work? How will START staff communicate with consultant staff? Will a project manager be located in Jackson?

Proposal Selection

February 27, 2019 Issue Request for Proposals

March 13, 2019 Questions due for consideration. All questions shall be submitted by email to dbrugmann@jacksonwy.gov

March 15, 2019 Answers to questions posted at <https://www.jacksonwy.gov/Bids.aspx> and emailed to all questioners and other interested parties

March 29, 2019 Proposals Due via email to dbrugmann@jacksonwy.gov
3:00 PM MST

April 9, 2019 All proposers will be notified of outcome of initial proposal review by the selection committee. Actual selection of a consultant will be by the Town Council based on the recommendation of the selection committee.



April 10, 2019 - Interviews with short listed proposers (if necessary) and contract

April 17, 2019 negotiation with team recommended by selection committee.

May 6, 2019 Anticipated selection of a consultant and contract approval

Additional Information

START's Rights

START reserves the right to reject any and all proposals received as a result of this solicitation, to negotiate with any qualified source, to waive any formality and any technicalities or to cancel in part or in its entirety this RFP if it is in the best interests of START. This solicitation of proposals in no way obligates START to award a contract. Interviews, if requested, will take place at the START offices or via online video conference.

START reserves the right to award the contract to the most qualified Proposer. START has 120 days from the Proposal opening date to award a contract or reject all proposals.

Termination or Suspension

A contract to complete the proposal may be terminated or suspended in whole or in part at any time by written agreement signed by both parties.

The contract may be terminated or suspended by START, in whole or in part for cause after notice and an opportunity for Contractor to present reasons why such action should not be taken. Grounds constituting cause includes but are not limited to: Contractor fails to comply with the provisions of this contract or with any applicable laws, regulations, guidelines or procedures or is unduly dilatory in executing its commitments under this contract; or in START's sole judgment, the contract purpose has not been or will not be fulfilled or would be illegal to carry out.

In the event of termination or suspension, the Contractor shall be entitled to payment for otherwise valid and allowable costs incurred in good faith prior to notice of termination or suspension. The Contractor shall make all necessary efforts to mitigate the damages caused by the termination or suspension.

Concurrent Efforts

Other transportation planning efforts are currently underway. Relevant information from these concurrent efforts will be made available for incorporation into the START Routing Plan. The implications of the concurrent efforts on the START Routing Plan, and visa-versa, should be incorporated into the technical alternatives analysis.



Downtown Parking Management Study

The Town is currently completing a Parking Management Study for the Downtown area. Technical analysis and survey work is complete and adoption of the plan is anticipated in April 2019. The project website is www.jacksontetonplan.com/173/Town-Parking-Management.

Tribal Trail Charter/Concept Design

Teton County has appointed a stakeholder group and selected consultants to complete the concept design phase of the Tribal Trail Connector that would connect the existing Tribal Trail Road to Highway 22. The project website is <https://www.tetoncountywy.gov/1683/Tribal-Trail-Connector>.

Micro-Transit Proposals

START has released a request for proposals for the provision of micro-transit service or technology for portions of Town.

WYDOT Snake River Bridge Replacement Planning

The Wyoming Department of Transportation plans to replace the Highway 22 bridge over the Snake River and the intersection of Highway 22 and Highway 390 in 2023. Initial planning, including study of Bus Rapid Transit/High Occupancy Vehicle feasibility along the corridor from Jackson to Teton Village, has begun. The BRT/HOV study is expected to be available in October 2019.

Future Strategic Transit Planning Efforts

The START Routing Plan is only a portion of the implementation of the Strategic Transit Plan in the ITP. The following projects will have to be pursued in some form in the future in order to fully implement the ITP. It is not intended that the START Routing Plan address all aspects of the ITP, but it is expected that the START Routing Plan will consider facilitating future efforts. Selection for completion of the START Routing Plan does not guarantee selection for completion of any of the future efforts identified below.

Bus Rapid Transit Plan

Bus Rapid Transit and/or a High Occupancy Vehicle lane from Jackson to Teton Village is a key element to the ITP. It is also a more involved analysis than the other route enhancements, and is therefore broken out into a separate project. This project may be completed through WYDOT's study, or may need to be supplemented.

Adopting Entity

- Town of Jackson and Teton County with recommendation from START

ITP Actions to Address

- Implement Bus Rapid Transit between Jackson and Teton Village



Deliverables

- 2-4 Alternatives for Bus Rapid Transit / High Occupancy Vehicle routing from Town to Teton Village.
- Technical analysis of the alternatives.
 - Use the goals of the ITP as the matrix for evaluation,
 - Include analysis of similar BRT/HOV programs in peer communities
 - Use the Town of Jackson/Teton County traffic model as a tool for measuring traffic impact.
 - Quantify the capital and operational expenses of each alternative
- Public analysis of the alternatives focusing on underrepresented classes.
- Recommended alternative based on the technical and public analysis, including a timeline of required decisions and actions for implementation.

Transit Service Expansion Plan

In addition to Bus Rapid Transit, the ITP calls for a number of expansions to START service that will require additional funding. Such expansion of service will be evaluated in addition to the 2020-2025 Route Plan for optimizing existing resources. The expansion plan will look at the services provided in Lincoln County, Wyoming and Teton County, Idaho as well as Teton County, Wyoming.

Adopting Entity

- Town of Jackson and Teton County with recommendation from START

ITP Actions to Address

- Evaluate demand for park 'n ride facilities
- Evaluate demand for first and last mile access
- Increase service frequency of the commuter routes
- Implement express and local service on the commuter routes
- Increase service on the Teton Village route in the summer
- Evaluate a pilot program to provide service to Grand Teton National Park
- Improve transit service to Jackson Hole Airport
- Provide/improve fixed-route transit service to Wilson and South Park
- Increase service on the Town Shuttle route

Deliverables

- Identify START service expansions to increase ridership and reduce VMT.
- Technical analysis of the costs and benefits of alternative expansion options
 - Use the goals of the ITP as the matrix for evaluation,
 - Use the Town of Jackson/Teton County traffic model as a tool for measuring traffic impact and potential demand.
 - Include analysis of similar service provision in peer communities



- Include analysis of difference in demand with BRT/HOV as part of the system.
 - Quantify the capital and operational expenses of each alternative
- Public analysis of the alternatives, focusing on the residents of the service area being expanded.
- Recommended alternative based on the technical and public analysis, including a timeline of required decisions and actions for implementation.

Facilities Plan

A vehicle maintenance facility for not only the START fleet, but the entire fleet of the Town of Jackson and Teton County, has long been identified as a need to facilitate expansion of START service. This project is an evaluation of the current plan and alternatives, including satellite facilities, for achieving the maintenance needs of START, the Town, and the County.

Adopting Entity

- Town of Jackson and Teton County with recommendation from START

ITP Actions to Address

- Complete build-out of the START transit vehicle maintenance facility
- Add satellite maintenance facilities at the end of commuter routes
- Provide shelters at more bus stops
- Evaluate demand for first and last mile access

Deliverables

- 2-4 alternatives for the needed facilities, in addition to a description of the status quo. Each alternative shall include a description of the maintenance capacity and limitations of the facility. It should be a conceptual scheme with land needs identified, but not necessarily specific property.
- Technical analysis of the alternatives
 - Identify the level of service provided by each alternative
 - Use the goals of the ITP in the matrix for evaluation, realizing that other objectives may need to be considered with regard to other maintenance goals
 - Include analysis of similar maintenance facilities/programs in peer communities
 - Estimate the capital expenses, and timeline of each alternative
- Public analysis of the alternatives.
- Recommended alternative based on the technical and public analysis, including a timeline of required decisions and actions for implementation.



Organizational Plan

The organizational structure and duties of START are largely determined by a Joint Powers Agreement (JPA) between the Town and County that grants the START Board certain authority and directs START staff to complete certain duties. The ITP calls for the creation of a Regional Transportation Planning Organization (RTPO). There are many options for the future of the START Board and START Department in the broader structure of the RTPO. Initial steps to move toward an RTPO were taken in 2018 and can be used as a starting point.

Adopting Entity

- Town of Jackson and Teton County with recommendation from START

ITP Actions to Address

- Regional Transportation Planning Organization (RTPO) – Chapter 6

Deliverables

- Alternative organizational structures for START within and outside of the RTPO, including phasing for achieving the structures. Alternatives may include structures that require changes to State enabling legislation.
- Technical analysis of structures including.
 - Funding opportunities
 - Staffing implications
 - Statutory authority in place or needed
 - Analysis of similar structures in peer communities
- Analysis of public opinion on funding options.
- Recommended alternative based on the technical and public analysis, including a timeline of required decisions and actions for implementation.

Funding Plan

In order to fund the Strategic Transit Plan in the ITP a significant increase in funding is needed, in addition to the projected increase in farebox revenue (see page 14 of the ITP). In 2017 a local taskforce researched funding options. This project is the extension of that work.

Adopting Entity

- Town of Jackson and Teton County with recommendation from START

ITP Actions to Address

- Expand the employer transit pass program
- Increase marketing and information of transit services and pass programs



Deliverables

- Identify the various funding options available
 - Include potential modifications to existing funding sources (e.g. fares),
 - Include funding options not yet enabled locally or at the state level, and identify the steps necessary to enable them
- Technical analysis of funding options including projected viability in the future.
- Analysis of public opinion on funding options.
- Recommended alternative based on the technical and public analysis, including a timeline of required decisions and actions for implementation.



BOARD OF COUNTY
COMMISSIONERS



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Roxanne DeVries Robinson

MEETING DATE: May 6, 2019

SUBJECT: Airport Budget

STATEMENT/PURPOSE

The Jackson Municipal Code and the Joint Powers Agreement between the Town and County requires Town Council and County Commission approval of the Airport budget.

BACKGROUND/ALTERNATIVES

The Joint Powers Agreement between the Town and County indicates that the Airport Board must submit their budget on or before May 1st of each year to the Town Council and the County Commissioners (June 1st for Municipal Code). The budget is then subject to alteration, modification or revision, and approval by the Town Council and the Board of County Commissioners.

The purpose of this agenda item is for the Town Council and County Commission to receive the budget and consider whether they are ready to adopt the budget as proposed, ask questions and discuss any issues of concern, or whether they would like to postpone discussion on the budget until the June 3 Joint Information Meeting.

An excerpt from the Municipal Code is below:

2.36.080 Budget submission – Funding.

The board shall submit on or before the first day of June of each year, to the town council, and to the board of county commissioners, Teton County, a proposed budget for the ensuing fiscal year which will be from July 1st of each year until June 30th of the ensuing year. Said budget shall be subject to alteration, modification or revision by the town council or board of county commissioners and after being approved by them shall be adopted as the fiscal plan of the board for the subsequent year. Such fiscal plan as approved by the board of county commissioners and town council shall be funded from revenues derived from the Jackson Hole Airport operation, supplemented by additional appropriations on an equal basis from the county of Teton and the town of Jackson.

An excerpt from the JPA is below:

8(d) Budget Approval. The board shall submit on or before the 1st day of May of each year to the Teton County Board of County Commissioners and the Jackson Town Council a proposed budget for the fiscal year of July 1 through June 30. Said budget shall be subject to alteration, modification or revision by the Teton County Board of County Commissioners and the Jackson Town Council acting jointly, and after being approved by them, shall be adopted as the fiscal plan of the Board for the subsequent year. Such fiscal plan shall be funded from revenue derived from the operation of the Jackson Hole Airport, state and federal grants and passenger facilities charges, supplemented if necessary by additional appropriations on an equal basis from Teton County and the Town of Jackson.

As noted in the budget, the Airport does not receive any direct funding from the Town of Jackson or Teton County. Representatives from the Airport will be at the meeting to answer questions.

The Town Council and County Commission have many options available to them in regards to this discussion of the Airport Budget.

1. Adopt the proposed budget as part of the consent calendar.
2. Pull the budget off the consent calendar, ask questions, and then either adopt or postpone action on the budget.
3. Ask the Airport Director for further information or clarification of issues to be presented at the June 3, Joint Information Meeting.
4. Alter, modify and revise the budget and ask the Airport Board to come back and present their changes to the Town Council and County Commission at the June 3 Joint Information Meeting.
5. Other

COMPREHENSIVE PLAN ALIGNMENT

Airport operations directly contribute to Section 6 under Quality of Life related to a Diverse and Balanced Economy. This section in the Comprehensive Plan discusses the encouragement of businesses and businesspeople that could work from anywhere locating here and the Airport is a critical component of that connectivity and ability to work remotely. The Airport does not require investment of local funds for economic development and this is in direct alignment with Strategy 6.3.S.1.

STAKEHOLDER ANALYSIS

The stakeholders involved in this situation include employees of the Airport, residents of the Jackson Hole community and regional area, guests visiting our community and the regional area, businesses in the valley as well as our residents who live in the valley but may use the Airport to commute to businesses outside of the area.

FISCAL IMPACT

None. The Town and the County do not currently supplement the Jackson Hole Airport Operation.

STAFF IMPACT

None.

LEGAL REVIEW

n/a

ATTACHMENTS

Airport Budget and Memo

RECOMMENDATION

Staff recommends the Town Council and County Commission consider the budget for the Airport Board and determine whether they are ready to adopt the budget as presented, pull the budget off of the consent calendar and discuss the budget, or whether they would like to continue action on the budget to the June 3 Joint Information Meeting.

SUGGESTED MOTION

Should the Council and Commission be ready to adopt the budget as presented, the motion would be:

I move to approve the proposed budget for the Airport as presented.



Jackson Hole Airport Operating Budget 2019-2020

The following document presents the Jackson Hole Airport Board's operating budget for the Fiscal Year 2019-2020.

Updated 4/11/19

Jackson Hole Airport Board
1250 E. Airport Rd.
Jackson, WY 83001
307-733-7695

Background

The following pages present the Jackson Hole Airport Board's (the Board's) operating budget for Fiscal Year 2019/2020. The Town of Jackson and Teton County created the Board by joint resolution in 1967. The Board consists of 5 members jointly appointed by the Town and County. The Joint Powers Agreement sets forth the terms by which the Town, County and Airport operate together. Under this agreement, the Town and County annually review the Airport Budget. The Town and County also both sign all FAA grant agreements as co-sponsors. While the Board operates under the authority of the Town and County, all facilities, equipment, lease holdings and operating rights are owned and managed by the Airport Board.

The Board adopted a Certificate of Organization pursuant to the Town of Jackson Ordinance and Board of Teton County Commissioners Resolution on January 2, 1968 officially forming the Airport Board and electing officers. Annually the Certificate of Organization is renewed, and new officers are elected as appointed by the Town and County. For the year February 1, 2019 – January 31, 2020 the slate of officers is: Rick Braun, President; Mary Gibson Scott, Vice President; John Eastman, Treasurer; Bob McLaurin, Secretary; Jerry Blann, Member. The Board operates the Airport inside the boundaries of Grand Teton National Park (the Park) under a Use Agreement with the U.S. Department of Interior. The Third Amendment to the Use Agreement extended the term to April 23, 2053 and the Fourth Amendment established the current Use Fee being paid by the Airport to the Park.

The Board operates the Airport as a business enterprise to be financially self-sufficient. The Airport does not have the authority to tax and does not use local tax dollars, property tax or sales tax for operations. The Board's fiscal year is from July 1 – June 30 each year. Once the Board has approved the budget it will be submitted to the Town and County for consideration no later than May 1 of each year. Any required changes to the Board approved rates and charges will be made prior to July 1 by resolution. This includes changes to ground transportation fees, parking fees, rents and other standard fees.

Airport Activity

Evaluating the airport's activity numbers is important to planning long-term needs for infrastructure, staffing, and operations. This past year saw a continued increase in the number of visitors through the airport. The calendar year ending 12/31/2018 was the Airport's strongest year on record for enplanements, surpassing the prior year by 11% with 391,353 passengers. The Airport continues to experience increases in passenger activity in both the winters as well as during the "off seasons" of October-November and April-May, with the off seasons showing the largest changes. It is important to note that while passenger traffic continues to increase, annual operations remain steady. This is primarily due to a trend on the part of commercial air carriers to operate larger aircraft (more seats) in and out of Jackson. In developing the forecast, the winter seats are predicted to increase 3.5% where winter includes December (prior calendar year), January, February and March through 2023. For the years 2022-2023 winters are forecast to increase 1%. Summer seats are expected to increase 3.5% per year where summer includes June, July, August and September through 2022 and 1% per year after 2022 as well. The off season is forecast to increase 10% per year during April, May, October and November through 2023. This is in line with our goal of increasing visitation during these months. These numbers represent a conservative perspective used for the financial outlook presented in this budget.

Jackson Hole Airport Board Budget Summary

This year we continue to present the budget with three enterprise centers and six cost centers. The enterprise centers include the Fuel Farm, Security Operations and Airport Operations. The six specific cost centers remain unchanged from the prior year and include: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. Revenues, expenses and cost centers for the various enterprise centers and their associated cost centers are outlined in the following pages. Presented below is a chart detailing the Airport Board's Total Budget for FY 2019/2020.

Revenues		2019-2020
	Airport Operations	13,718,860
	Security Operations	7,087,593
	Fuel Farm Operations	15,336,662
Total Revenue		36,143,115
Expenses		
	Airport Operations	(10,613,827)
	Security Operations	(7,297,351)
	Fuel Farm Operations	(14,027,455)
Total Expense		(31,938,634)
	Net Income	4,204,482
Capital and Debt Sources		
	State/Federal Grants	3,334,974
	PFC	1,250,000
	CFC	1,584,946
	Total Capital and Debt Sources	6,169,920
Capital and Debt Uses		
	Terminal	(1,006,921)
	Rental Car QTA	(1,562,524)
	Fuel Farm	(1,038,021)
	Total Capital and Debt Uses	(3,607,466)
	Total Revenues/Expenses/Debt Service	6,766,936
Capital Expenditures ("A" Priority Projects)		
	Jackson Hole Airport	(6,052,260)
To Net Reserves FY 19/20		714,676
Unrestricted Cash Balance Forecast FYE June 30, 2019		5,840,336
Unrestricted Cash Balance Forecast FYE June 30, 2020		6,555,012

Airport Operations

The Airport operating budget is being shown as a stand-alone enterprise center separate from security operations and fuel farm operations. All revenues generated from the operation of this enterprise center, including rents, landing fees, and other operating fees, will be used to offset the expenses related to airport operations. Year-end income expected from airport operations is anticipated to be \$3,105,033. The specific details for this enterprise center are outlined on pages 9-18.

Security Operations

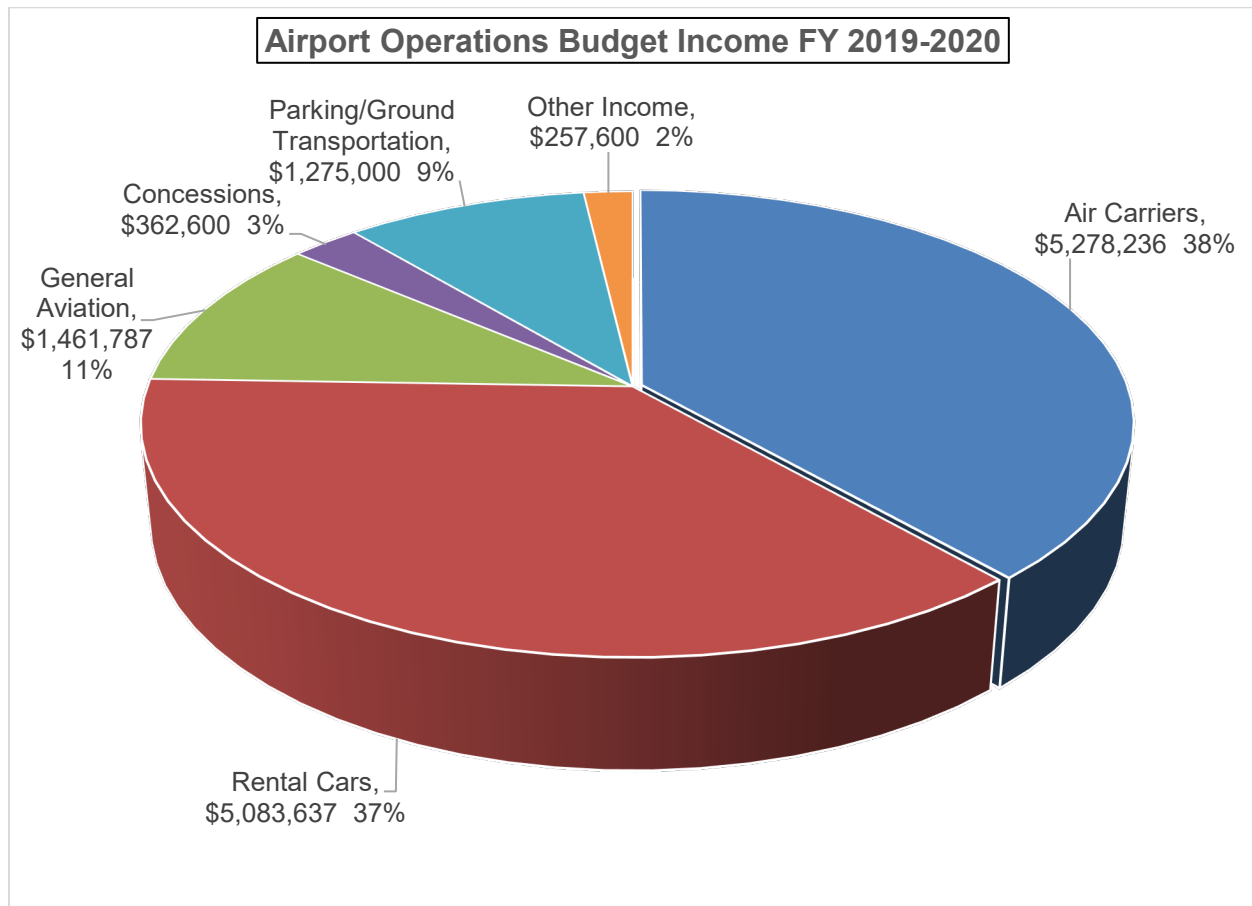
Security has been broken out as an individual enterprise center with a separate budget from the Airport operating budget. All income and expenses related specifically to Security Operations are in this budget. The revenue in this enterprise center covers the security screening of passengers, and concessions entering the secure area of the airport. It also covers costs associated with overall airport security including the Town of Jackson law enforcement officer presence and night security. The additional airport security is achieved through two contracts: one for night security services with Jackson Hole Security and the other with the Town of Jackson for federally mandated law enforcement officer presence during airport screening operations. The balance from operating the Security Operations enterprise center is \$(209,758). The Security Operations enterprise center details can be found on page 18.

Fuel Farm

The fuel farm operation has been set up with an individual operating budget including income, expense, and loan payment. Fuel sales have been budgeted at 1% increase over FY 2018/2019 actual. Income includes fuel and glycol revenues, the administration fee on fuel and glycol, and the fee on fuel delivered. Fuel farm expenses include fuel and glycol purchases, glycol recovery and trucking expenses, labor, overhead and maintenance expenses at the fuel farm, and glycol recapture pad and debt service. Year-end income anticipated to be received from the fuel farm operations are \$271,187 after debt service. The fuel farm enterprise center information is detailed on page 19.

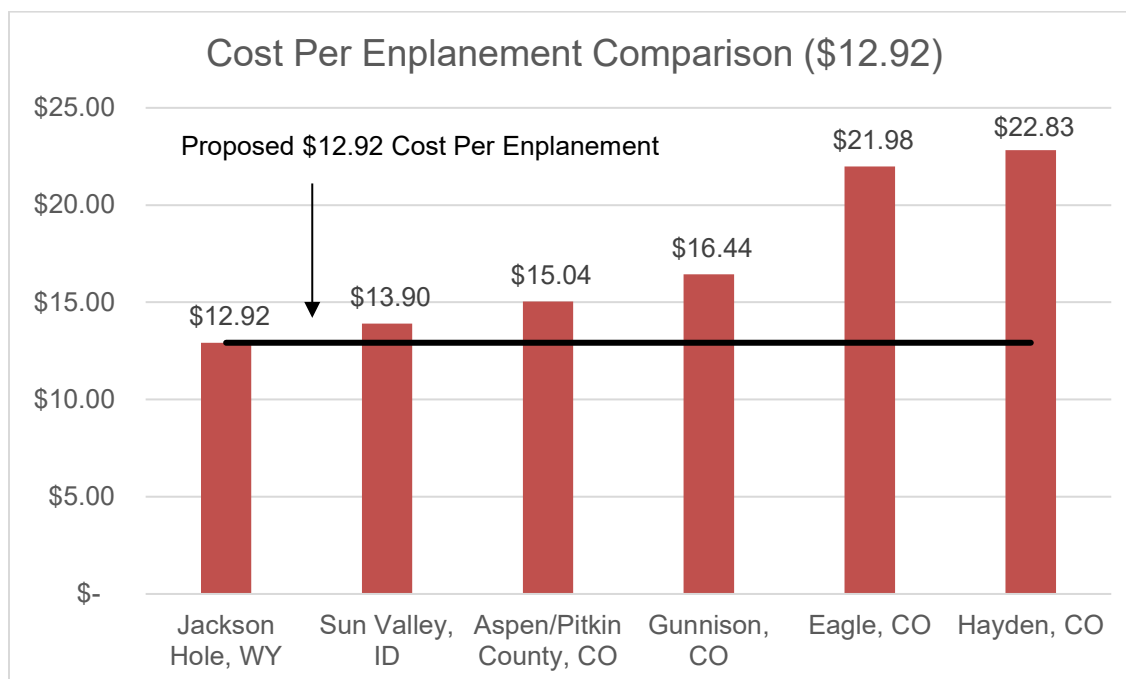
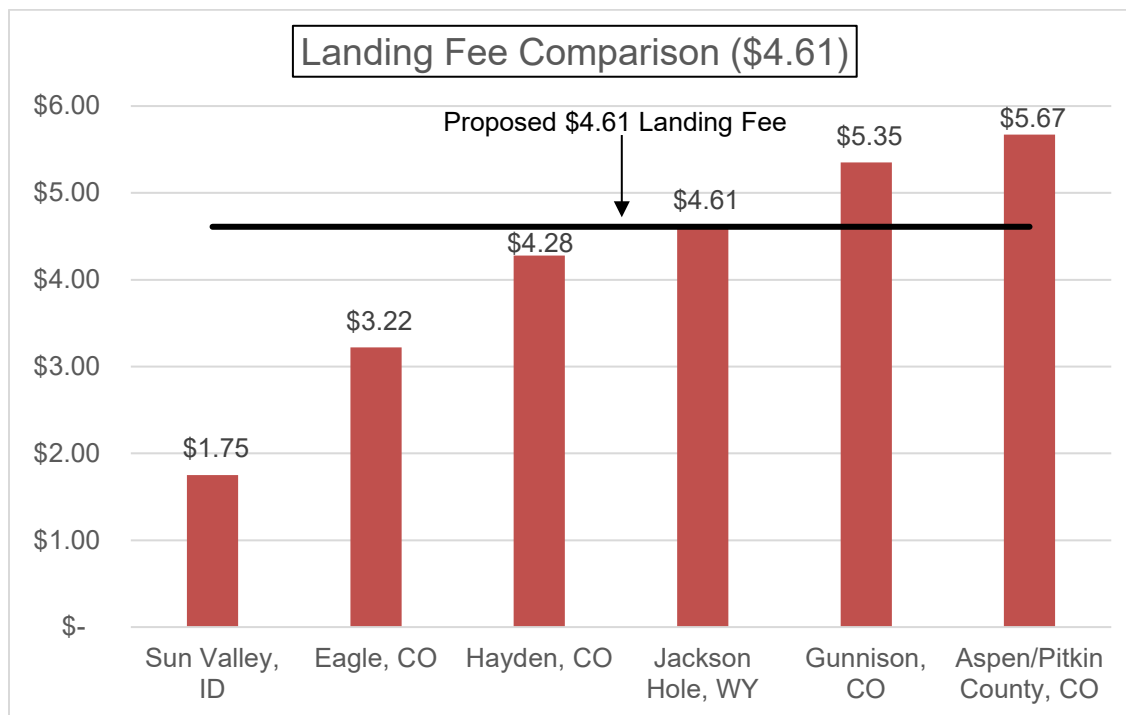
Airport Operations Revenue Summary

The Board operates the Airport as a business enterprise to be financially self-sufficient. The Airport does not have the authority to tax and does not use local tax dollars, property tax or sales tax for operations. Aeronautical revenues are collected from both the fixed base operator and the airlines. Non-aeronautical revenues are collected from a variety of sources including terminal concessions, rental cars and parking. These revenue streams are used to fund cost center expenses.



Air Carriers

Air Carrier income is derived from two sources: landing fees and terminal rents. These revenues are used to offset expenses related to the airfield and terminal operations. Terminal rent is proposed to increase 10% this year. Landing fees are calculated on a maximum certified gross weight basis and are proposed to increase 20% this budget cycle to \$4.61 per 1,000 pounds landed CGW. Both terminal rents and landing fees are used to determine cost per enplaned passenger (CPE). This year the CPE is estimated to be \$12.92 with the above increases. The landing fee and CPE were compared with intermountain resort airports and determined to be in line with the rates charged at those airports based on the data available. The following two charts highlight the landing fee and CPE versus the 2017 landing fee and CPE at comparable airports. 2017 is the most current data available at this time.



Additionally, the average CPE remains below the CPE of \$17.93 supported in the financial plan created by Newton and Associates in May 2017. Air carrier revenue is expected to increase 16.6% for FY 2019/2020 to \$5,278,236, which is the same rate of increase as last year. Of this, \$2,747,050 is comprised of terminal space rental and the remaining \$2,529,937 is landing fees.

Rental Cars

Rental car revenue is predominantly composed of minimum annual guaranteed bid amounts (MAGs) which were established during an open competition bid process in 2018. By contract, the on-airport rental car companies are required to pay 10% of gross revenue or their MAG, whichever is higher. The rental cars also pay rent for space in the terminal and parking lot (including storage spaces) to help offset the expenses related to the terminal and landside cost centers. Finally, the rental cars pay rent, operations and maintenance costs for the use of the rental car quick turnaround (QTA) car wash facility. These fees help to offset the cost of operating the QTA facility. The rental car revenue for FY 2019/2020 is anticipated to be \$5,083,637.

General Aviation

The general aviation revenue source includes landing fees collected from general aviation users as well as concession fees and rents received from FBO and general aviation contracts. Most of the general aviation revenue is used to help pay for airfield costs. This revenue stream is budgeted to be \$1,461,787, an increase of 1.4% for FY 2019/2020. Because the rents are fixed by contract, the increase is due to adjustments to landing fees.

Concessions

The majority of the income from concessions is received from restaurant revenue. The restaurant was re-bid in 2018 with a new agreement starting April 2019. The restaurant revenue is composed of a percentage of gross revenue or MAG and the operator will pay whichever is higher. In addition to restaurant revenue, additional concession income is received from catering and vending machines. The concession revenue stream helps to fund the terminal cost center. Concessions revenue is anticipated to be \$362,600 for FY 2019/2020.

Parking/Ground Transportation

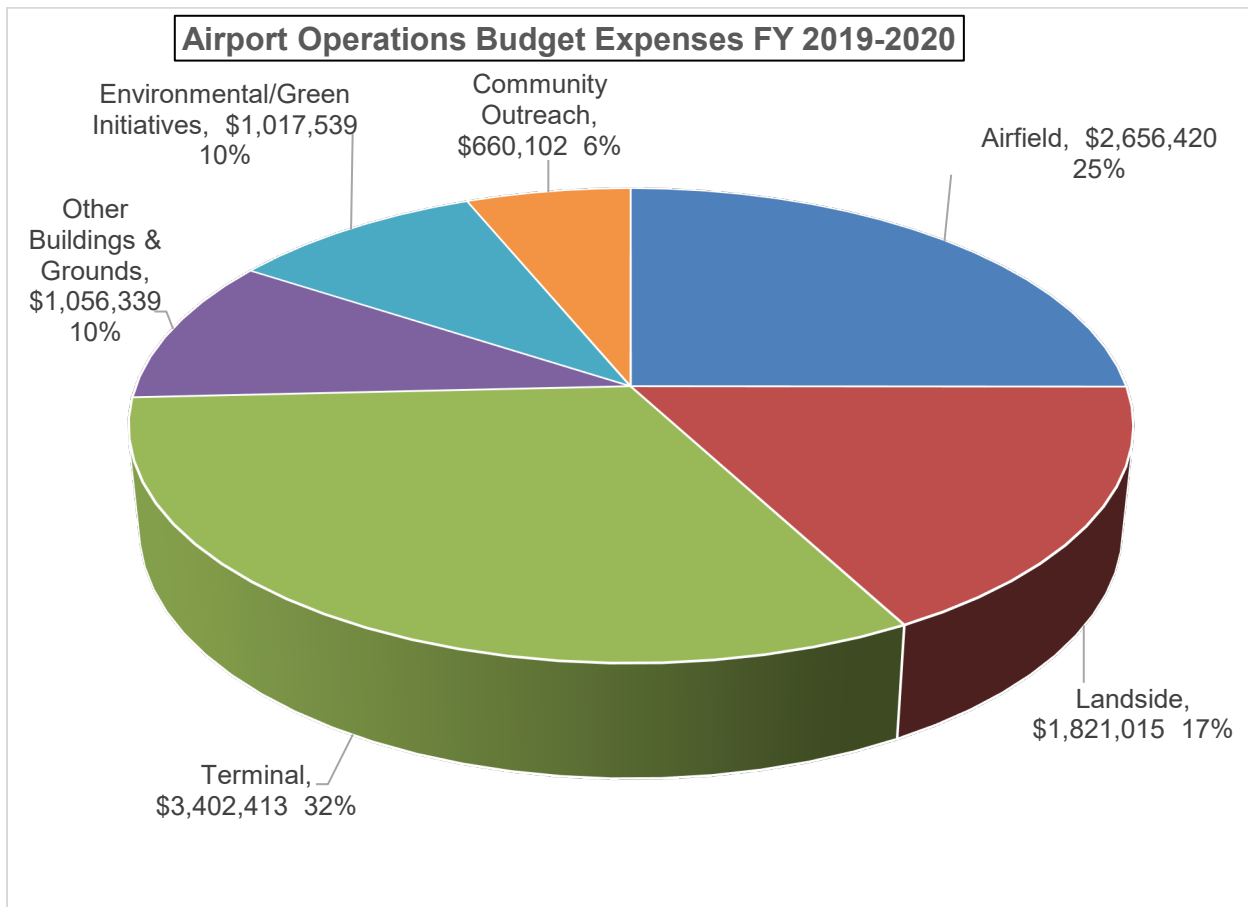
Parking and ground transportation revenue includes parking fees and ground transportation access fees. These fees help to support the maintenance and upgrades of the Airport's roadways and parking lots. At the start of FY 2019/2020 the new parking lot project should be nearly complete including an automated parking access revenue control system and an additional approximately 150 public parking spaces. It is anticipated with this new system that the number of paid parking nights will be 65,000 for the upcoming year. For FY 2019/2020, parking/ground transportation income is projected to be \$1,275,000, an increase of 27.2% over projected FY 2018/2019. This is largely due to adjustments in both parking rates (+\$2.00/night) and better tracking of the available parking.

Other Income

Other income includes interest income, advertising income, and other airport rents. We do not anticipate significant changes in this area. The budgeted amount for the upcoming year is projected to be \$257,600.

Airport Operations Expense Summary

As presented on the following pages, the budget has been developed to be driven to accomplish the airport's financial objectives. These objectives include: 1) capital projects, 2) environmental initiatives, 3) staff professional development as part of a larger benefits/compensation program.



Budgeted expenses for airport operations are \$10,613,827 which is 10% higher than the projected FY 2018/2019 amount. Operating expenses exclude security operations and fuel farm expenses as those are reflected in separate budgets on pages 18 (security) and 19 (fuel farm) following the detailed cost center information.

The number of FTE staff for Airport (non-screening) employees will remain at 39 for this upcoming FY 2019/2020. Screening staff will remain at 59 including support staff. Included in the personnel expense adjustment is a pool for wage adjustments of 5% distributed based on performance reviews. This pool is supported by data from Employer's Council (EC) and the WY Economic Analysis Division (EAD). EC's Wyoming state-wide average salary increase projection for 2019 is 3.3%. WY EAD states that Teton County's cost of living is 58% higher than the state-wide average, which would adjust the average salary increase to 5.2 % for Teton County. The

following table presents the FY 2019/2020 budget numbers compared with Projected FY 2018/2019 as well as prior years' budget and actual numbers.

	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	4,384,594	4,183,801	4,293,403
Administrative Expense	2,063,841	2,175,717	1,967,017
Utilities	487,000	503,655	523,000
Snow Removal Expense/other	296,950	187,726	231,200
Equipment (non-capital) Expense	164,000	269,420	236,200
Customer & Employee Relations	188,924	287,223	301,308
Environmental Planning & Ops	671,256	250,802	311,200
R & M - Building	995,509	986,322	1,023,064
R & M - Operations	257,300	293,201	302,850
R & M - Vehicles	318,500	295,924	336,800
Security Operations (moved from R&M Building/ R&M Operations)	153,000	-	-
QTA Operations (new account)	262,909	-	-
ARFF	141,350	55,324	70,100
Noise Monitoring and Fly Quiet Program	155,000	155,000	155,000
Control Tower Operation	75,100	47,050	57,000
TOTAL OPERATING EXPENSE	10,615,233	9,691,166	9,808,142

Airport Operations Budget Cost Centers

The Airport continues to see an increase in passenger traffic necessitating increases in expense areas such as airfield, landside, other buildings and grounds to support increased demands for service. In addition to expected cost increases in these areas, the Airport continues to focus on making environmental initiatives a priority. As stated above, one of the Board's other priorities is staff retention through a variety of programs including a high-quality benefits package and professional development opportunities. One example of this is through the American Association of Airport Executives Certified Member program. This is a training program designed specifically to enhance the quality of knowledge related to airport operations, administration, security, planning, and finance. Seven staff members have successfully completed the program in the past two years with eight staff currently studying the program.

There are six direct cost centers for the Airport: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. There are also 15 indirect cost centers for the Airport, two additional from FY 2018/2019 (security operations and QTA operations). The indirect cost centers include areas such as personnel expenses, utilities and building expenses, operations and maintenance expenses and equipment expenses.

Specific indirect cost centers that were adjusted in the budget and which have an influence on multiple cost centers include environmental planning and operations, and administrative expense.

- Environmental planning & operations increased \$420,454 over projected FY 18/19. This is due to additional environmental initiatives including flight departure procedures and enhanced airport green initiatives.
- ARFF expense was adjusted this year by 155% and will also affect multiple cost centers. The increase in ARFF was largely due to a change in federal regulation requiring the purchase of some additional firefighting agent. Also included are expenses related to the airport's triennial emergency planning drill scheduled for April 2020.
- Repair and Maintenance (R & M) Operations/Security Operations expenses were adjusted this year by \$117,099 and will have an impact on multiple cost centers. Items in these indirect cost centers include the purchase of new lights for the runway, maintenance for the parking lot access control system, and new security servers and cameras.

As infrastructure and utility demands at the airport continue to grow, the Board and staff seek ways to reduce our utility needs and costs. For example, in FY 2018/2019 the Board purchased 100% green power at the airport and completed the rental car Quick Turn Around Facility which recycles the wash water. Additionally, staff continues to change over the parking lot and airport building lights to energy efficient LEDs.

In allocating costs to the cost centers, staff again reviewed staff hours dedicated to the centers as well as the budgeted costs associated with each indirect cost center. This was compared with the prior year's percentages to determine what if any adjustments were needed. The expenses for the indirect cost centers excluding administrative expenses were allocated to the direct cost centers based on this analysis. After those direct and indirect costs were allocated to the direct cost centers, administrative expenses were allocated based on the total actual direct and indirect costs for each cost center. This same method was used to allocate administration payroll to the direct cost centers. The overall budget numbers and percentages of the FY 2019/2020 budget for allocation purposes can be found on the following table.

	Airfield		Landside		Terminal		Other Buildings & Grounds		Environmental		Community Outreach		Budget Operating Expense FY 2019-20
Payroll	28%	1,221,163	21%	928,491	32%	1,417,689	7%	287,854	4%	168,074	8%	359,916	4,383,188
Administrative Expense	35%	722,344	20%	412,768	32%	660,429	10%	206,384	1%	20,638	2%	41,277	2,063,841
Utilities	20%	97,400	15%	73,050	55%	267,850	5%	24,350	5%	24,350	0%	0	487,000
Snow Removal Expense/other	70%	207,865	25%	74,238	0%	0	5%	14,848	0%	0	0%	0	296,950
Equipment (non-capital) Expense	23%	37,720	11%	18,040	35%	57,400	13%	21,320	18%	29,520	0%	0	164,000
Customer & Employee Relations	0%	0	0%	0	0%	0	0%	0	5%	9,446	95%	179,478	188,924
Environmental Planning & Ops	2%	13,425	5%	33,563	5%	33,563	0%	0	80%	537,005	8%	53,700	671,256
R & M - Building	0%	0	10%	99,551	80%	796,407	10%	99,551	0%	0	0%	0	995,509
R & M - Operations	30%	77,190	10%	25,730	30%	77,190	10%	25,730	10%	25,730	10%	25,730	257,300
R & M - Vehicles	40%	127,400	30%	95,550	10%	31,850	5%	15,925	15%	47,775	0%	0	318,500
Security Operations	30%	45,900	30%	45,900	30%	45,900	10%	15,300	0%	0	0%	0	153,000
QTA Operations	0%	0	0%	0	0%	0	100%	262,909	0%	0	0%	0	262,909
ARFF	75%	106,013	10%	14,135	10%	14,135	5%	7,068	0%	0	0%	0	141,350
Noise Monitoring and Fly Quiet Program	0%	0	0%	0	0%	0	0%	0	100%	155,000	0%	0	155,000
Control Tower Operation	0%	0	0%	0	0%	0	100%	75,100	0%	0	0%	0	75,100
TOTAL OPERATING EXPENSE		2,656,420		1,821,015		3,402,413		1,056,339		1,017,539		660,102	10,613,827

Airfield Cost Center: This cost center includes the costs associated with the airfield and air carrier apron including snow removal, aircraft rescue firefighting, operations and maintenance expenses, and utilities expenses. The budget for this cost center represents a 12% increase over the projected FY 2018/2019 amount. This is due to both a \$76,457 adjustment in snow removal expense and a \$64,520 increase in ARFF expenses. Snow removal expense adjustments include costs associated with the purchase of replacement bristles for the runway brooms. In FY 2019/2020 the airport will conduct their triennial emergency response drill and the expenses related to that have been reflected in the ARFF account.

Airfield			
	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	1,221,122	1,065,614	1,175,363
Administrative Expense	722,344	761,501	688,456
Utilities	97,400	100,731	104,600
Snow Removal Expense/other	207,865	131,408	161,840
Equipment (non-capital) Expense	37,720	61,967	54,326
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	13,425	5,016	6,224
R & M - Building	-	-	-
R & M - Operations	77,190	87,960	90,855
R & M - Vehicles	127,400	118,370	134,720
Security Operations	45,900	-	-
QTA Operations	-	-	-
ARFF	106,013	41,493	52,575
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
TOTAL OPERATING EXPENSE	2,656,379	2,374,060	2,468,959

Landside Cost Center: This cost center includes the expenses associated with the parking lots and roadways at the Airport. Some of the key increases in this cost center are in the areas of environmental planning and operations and R & M operations/security operations. The increase in the landside cost center over projected FY 2018/2019 is 10%. Environmental planning and operations expense contain increases in landside recycling efforts. The increase in R & M operations/security operations is related to the new parking lot and access control system. With the addition of new parking lots and spaces there will be a need for additional cameras/security and access control throughout the lots at the airport.

Landside			
	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	928,322	836,760	883,015
Administrative Expense	412,768	435,143	393,404
Utilities	73,050	75,548	78,450
Snow Removal Expense/other	74,238	46,932	57,800
Equipment (non-capital) Expense	18,040	29,636	25,982
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	33,563	12,540	15,560
R & M - Building	99,551	98,632	102,306
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	95,550	88,777	101,040
Security Operations	45,900	-	-
QTA Operations	-	-	-
ARFF	14,135	5,532	7,010
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
TOTAL OPERATING EXPENSE	1,820,847	1,658,822	1,694,852

Terminal: Included in the terminal cost center are all costs associated with the terminal building including operations and maintenance, custodial, utilities, baggage system and certain security items related to access control (cameras, doors, alarms). Increases in this cost center budget include building repair, maintenance and utilities. There are not significant changes expected in this cost center compared with projected FY 2018/2019.

Terminal			
	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	1,418,398	1,433,370	1,444,792
Administrative Expense	660,429	696,229	629,446
Utilities	267,850	277,010	261,500
Snow Removal Expense/other	-	-	-
Equipment (non-capital) Expense	57,400	94,297	82,670
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	33,563	12,540	15,560
R & M - Building	796,407	789,058	818,451
R & M - Operations	77,190	87,960	90,855
R & M - Vehicles	31,850	29,592	33,680
Security Operations	45,900	-	-
QTA Operations	-	-	-
ARFF	14,135	5,532	7,010
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
TOTAL OPERATING EXPENSE	3,403,122	3,425,590	3,383,964

Other Buildings and Grounds: This cost center includes the Airport owned hangars, Control Tower, and the new QTA rental car wash facilities. Like the terminal cost center, significant expenses in this cost center include operations and maintenance for these buildings, custodial, non-capital equipment expenses, and utilities. This cost center represents a 37% increase over the projected FY 2018/2019 amount. The most significant change was the addition of a new indirect cost center, QTA operations, to this cost center. The QTA operations indirect cost center is used to account for all operations and maintenance costs related to the QTA facilities. Additionally, there is a new expense under Control Tower Operation related to bringing an IT fiber connection to the Control Tower to allow for more consistent IT service at that location.

Other Buildings & Grounds			
	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	287,673	288,682	295,806
Administrative Expense	206,384	217,572	196,702
Utilities	24,350	25,183	26,150
Snow Removal Expense/other	14,848	9,386	11,560
Equipment (non-capital) Expense	21,320	35,025	30,706
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	-	-	-
R & M - Building	99,551	98,632	102,306
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	15,925	14,796	16,840
Security Operations	15,300	-	-
QTA Operations	262,909	-	-
ARFF	7,068	2,766	3,505
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	75,100	47,050	57,000
TOTAL OPERATING EXPENSE	1,056,157	768,412	770,860

Environmental: This past year the airport was able to engage in several environmental initiatives including the purchase of 100% green power and completing a sustainability and waste audit. With the FY 2019/2020 budget, the Airport continues to make environmental initiatives a priority. This is reflected in this budget with a 41% increase in the environmental cost center. Most of these costs relate to continuing the environmental programs initiated by the Board in FY 2018/2019. Additionally, the airport has ongoing investments in noise monitoring and the Fly Quiet Program which are included in this cost center.

Environmental			
	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	168,688	182,832	159,430
Administrative Expense	20,638	21,757	19,670
Utilities	24,350	25,183	52,300
Snow Removal Expense/other	-	-	-
Equipment (non-capital) Expense	29,520	48,496	42,516
Customer & Employee Relations	9,446	14,361	15,065
Environmental Planning & Ops	537,005	200,641	248,960
R & M - Building	-	-	-
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	47,775	44,389	50,520
Security Operations	-	-	-
QTA Operations	-	-	-
ARFF	-	-	-
Noise Monitoring and Fly Quiet Program	155,000	155,000	155,000
Control Tower Operation	-	-	-
TOTAL OPERATING EXPENSE	1,018,153	721,979	773,747

Community Outreach: Community outreach remains a focus for the airport this upcoming year. While budgeted expenses have decreased in this cost center, this is because the expense for the 50th Anniversary activities is no longer being carried in this budget. Community outreach events and efforts the airport plans to engage in this year include:

- Flight and Feathers Raptor Program at the Airport
- Children's Museum Touch a Truck
- Community Parades
- Womomentum
- Chamber Mixer & Raffle (held at the Airport)
- Eco Fair
- JH WildFest

Community Outreach			
	Budget Operating Expense FY 2019-20	Operating Expense Projected FY 2018-19	Budget Operating Expense FY 2018-19
Payroll	360,390	376,542	334,998
Administrative Expense	41,277	43,514	39,340
Utilities	-	-	-
Snow Removal Expense/other	-	-	-
Equipment (non-capital) Expense	-	-	-
Customer & Employee Relations	179,478	272,862	286,242
Environmental Planning & Ops	53,700	20,064	24,896
R & M - Building	-	-	-
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	-	-	-
Security Operations	-	-	-
QTA Operations	-	-	-
ARFF	-	-	-
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
TOTAL OPERATING EXPENSE	660,575	742,303	715,761

Security Operations Budget

The airport continues to reflect all security operations in a separate enterprise center. Expenses include the provision of security screening services, night security, and the costs associated with the Town of Jackson Law Enforcement Officer agreement. This is reflected in the security operations budget presented below.

July 2019 - June 2020 Security Operations Budget

Revenues	FYE 20
TSA Security	7,067,768
TSA LEO	-
Security Badges	19,825
Total Revenues	7,087,593
Expenses	
Security Payroll	(6,585,199)
TOJ LEO	(531,924)
Claims	(10,000)
Consumables	(80,000)
Night Security	(90,228)
Total Expenses	(7,297,351)
Net Loss	(209,758)

Fuel Farm Operations Budget

The fuel farm operating budget is presented below. The Board continues to operate the fuel farm itself and all fuel farm expenses which have been included in the fuel farm budget include: 2 FTEs, fuel purchase expense, maintenance, glycol trucking expenses, and insurance. Revenues include fuel sales (at cost), administration fees, and fuel facility use fees (\$0.25/gallon).

July 2019 - June 2020 Fuel Farm Budget Estimate

Revenues	Total FY 20
Fuel Revenue w/o fuel fees Jet A	12,077,532
Fuel Revenue w/o fuel fees AvGas	76,649
Customer Facility Fees \$0.05/gal (Jet A)	290,666
Customer Facility Fees \$0.05/gal (AvGas)	875
Fuel Facility Fees \$0.20/gal (Jet A)	1,162,665
Fuel Facility Fees \$0.20/gal (AvGas)	3,499
AvGas Revenue	50,179
Unleaded Gas Revenue	467,944
Unleaded Gas Administration	70,192
Dyed Diesel Revenue	128,380
Dyed Diesel Administration	19,257
Glycol T-I Revenue	450,776
Glycol T-I Administration	135,233
Glycol T-IV Revenue	93,028
Glycol T-IV Administration	27,909
Glycol Disposal Revenue	281,880
Expenses	
Fuel Expense JetA	12,077,532
Fuel Expense AvGas	76,649
Fuel Expense AvGas	51,784
Fuel Expense UnleadedGas	468,711
Fuel Expense DyedDiesel	128,353
Fuel Expense Glycol T-I	450,776
Fuel Expense Glycol T-IV	93,028
(Gain)/Loss on Fluctuation AvGas	1,106
(Gain)/Loss on Fluctuation UnleadedGas	1,925
(Gain)/Loss on Fluctuation DyedDiesel	2,868
(Gain)/Loss on Fluctuation Glycol T-I	29,092
(Gain)/Loss on Fluctuation Glycol T-IV	(66)
Labor (2 FTE)	198,710
Maintenance & Overhead	45,000
Training	4,000
LAS Contract (training/calibration)	15,000
Glycol Disposal Expense	281,880
Trucking Expense (demurrage)	8,274
Insurance	76,834
Fire Sprinkler/Extinguisher/HVAC	6,000
Capital Expenses	-
Contingency Fees	10,000
Sub-Total	
Revenues	15,336,662
Expenses	14,027,455
Funds available for debt service	1,309,207
Interest / Principal Loan Payment	1,038,021
Net Gain	271,187

Debt

There are no new debt issues anticipated for FY 2019/2020. In FY 2018/2019 the Board issued a Private Activity Bond for the construction of the rental car quick-around facility in conjunction with refinancing an existing bond held by the Wyoming Business Council. All bonds issued by the Airport Board are “revenue bonds” because they finance income-producing projects and payment of principal and interest on the bonds is secured by a specified revenue source. As required in the individual bond documents the Board holds sufficient funds as restricted cash to cover one year of debt service as well as other restricted cash investments to meet debt service requirements. For the FY 2019/2020 this amount is budgeted to be \$7,014,700.

	Annual Source	Annual Payment
FIB Terminal Refinance		-756,105
FIB Rental Car QTA		-1,562,524
BOW - Terminal Bag Claim		-250,817
BOW - Fuel Farm		-1,038,021
Total Bond Payments		-3,607,466
Paid with PFC	1,006,921	
Paid with CFC	1,562,524	
Paid with Flow Fee	1,038,021	
Total Bond Sources	3,607,466	
Difference Payments/Sources		0

Capital Plan

Capital expenses such as equipment purchases, and construction costs are funded through the Capital Improvement Program (CIP). Capital funds include the Federal Airport Improvement Program (AIP), state grant funds, Passenger Facility Charges (PFCs) and rental car Customer Facility Charges (CFCs). The CIP is developed each year and updated throughout the year as funding becomes available and projects change priority. In the following table, projects are ranked “A” priority (top) through “C.” All projects are important to the airport and are slated for completion, but “A” priority projects will be completed first followed by “B” and “C” as funding and time is available. “A” priority projects total \$6,052,260 this budget year, with Airport cash for “A” priority projects anticipated to be \$3,726,329. The table below shows the total anticipated capital projects for FY 2019/2020 with priority rankings.

Capital Improvement Equipment and Grant Projects	Expense	FAA	State	PFC/CFC	Airport Cash Reserve	Debt	Total Income	Priority
Rehab No./So. access road and drainage CA/CO	227,691	213,460	7,400		6,831		227,691	A
Rehab No./So. access road and drainage construction	1,417,678	1,329,074	46,075		42,530		1,417,678	A
Parking lot space & lighting CA/CO	250,000				250,000		250,000	A
Parking lot space & lighting construction	2,824,207			22,422	2,801,785		2,824,207	A
Parking revenue collection system construction	55,400				55,400		55,400	A
Wildlife hazard mitigation	120,000	112,500			7,500		120,000	A
New mid-size loader and large rotary attachment*	810,000		610,000		200,000		810,000	A
Restaurant remodel project	347,283				347,283		347,283	A
Recycle bins, signs and multi-stream containers	290,000				290,000		290,000	B
FID replacement project*	450,000				450,000		450,000	B
Restaurant kiosk relocation*	900,000				900,000		900,000	B
Drainage improvement north side*	25,000				25,000		25,000	B
Hangar 1 Improvements (move garage doors and small expansion) *	200,000				200,000		200,000	B
Parking lot and overall camera expansion	150,000				250,000		250,000	B
Replace Kubota and Gelh skid steer*	120,000				120,000		120,000	B
Alert phone system	50,000				50,000		50,000	C
New carpet holdroom with JH logo*	250,000				250,000		250,000	C
ADS-B equipment for vehicles*	100,000				100,000		100,000	C
Tractor with light cleaning attachment*	500,000				500,000		500,000	C
Vehicle purchase	50,000				50,000		50,000	C
Zero turn lawnmower	10,000				10,000		10,000	C
Project Totals	9,147,260	1,655,034	663,475	22,422	6,606,329		9,147,260	

* A refined number is needed for this project item

Priority Rankings:

A – project is in process, tied to other projects or required for the operation of the airport

B – project is a high priority but is not already in process or tied to another project

C – project can be delayed until time/funding is available





FY 2019/2020 BUDGET

Budget developed to accomplish the Airport's financial objectives:

SAFETY

CAPITAL PROJECTS

ENVIRONMENTAL
INITIATIVES

CUSTOMER SERVICE &
PROFESSIONAL
DEVELOPMENT

Three enterprise centers

AIRPORT OPERATIONS

SECURITY OPERATIONS

FUEL FARM

Six direct cost centers

AIRFIELD

LANDSIDE

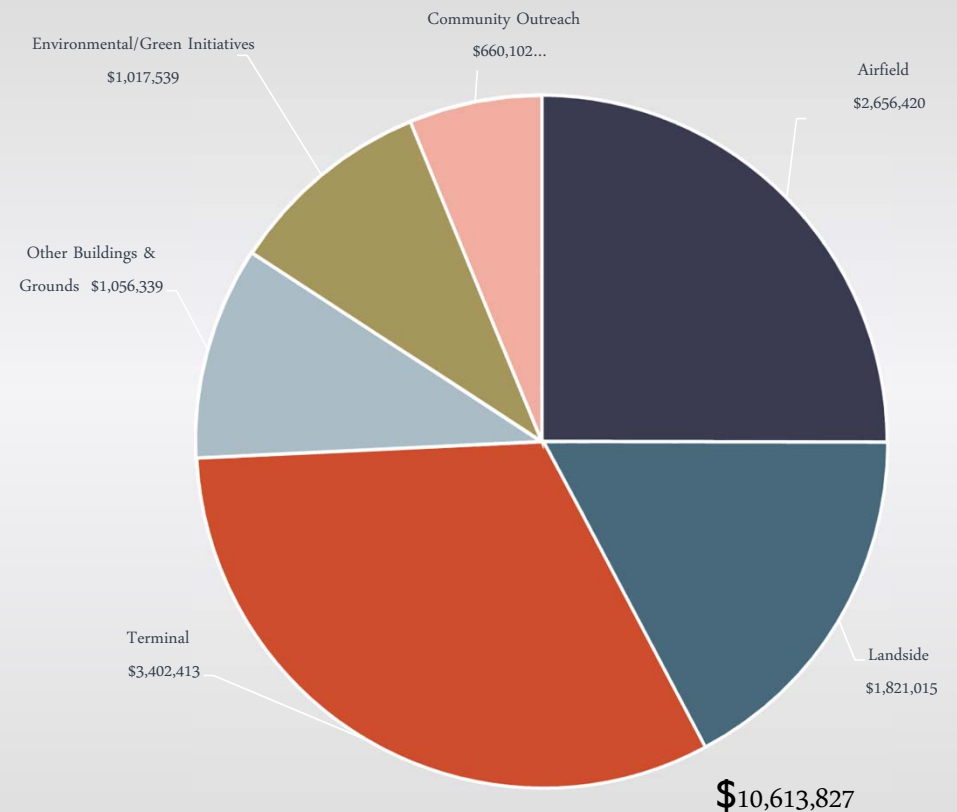
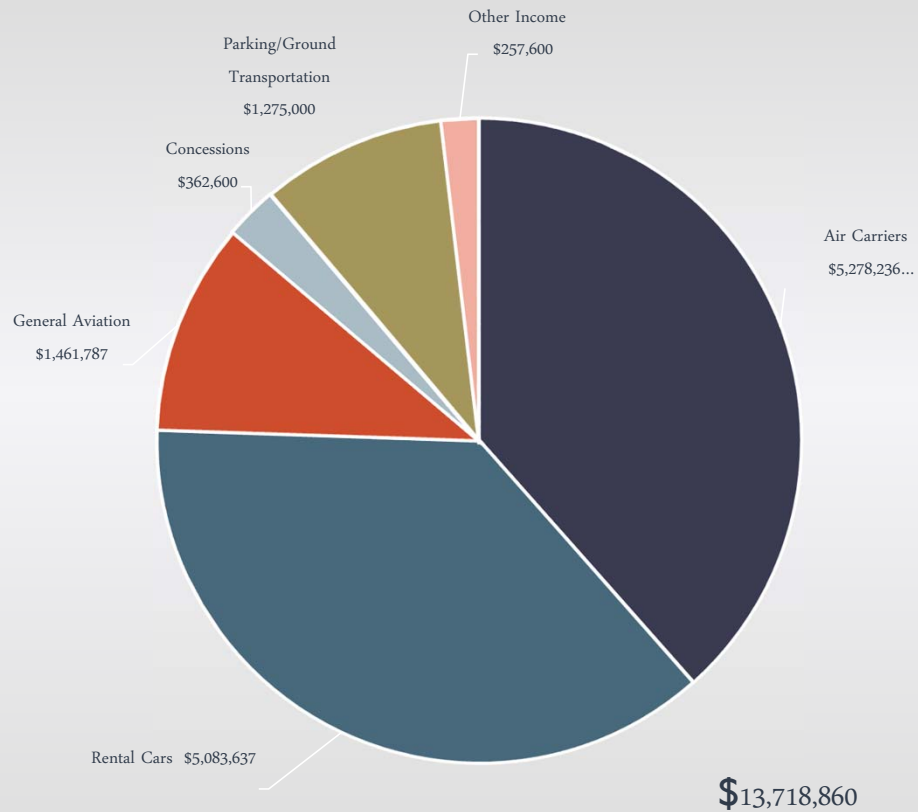
TERMINAL

OTHER BUILDINGS &
GROUNDS

ENVIRONMENTAL &
COMMUNITY
OUTREACH

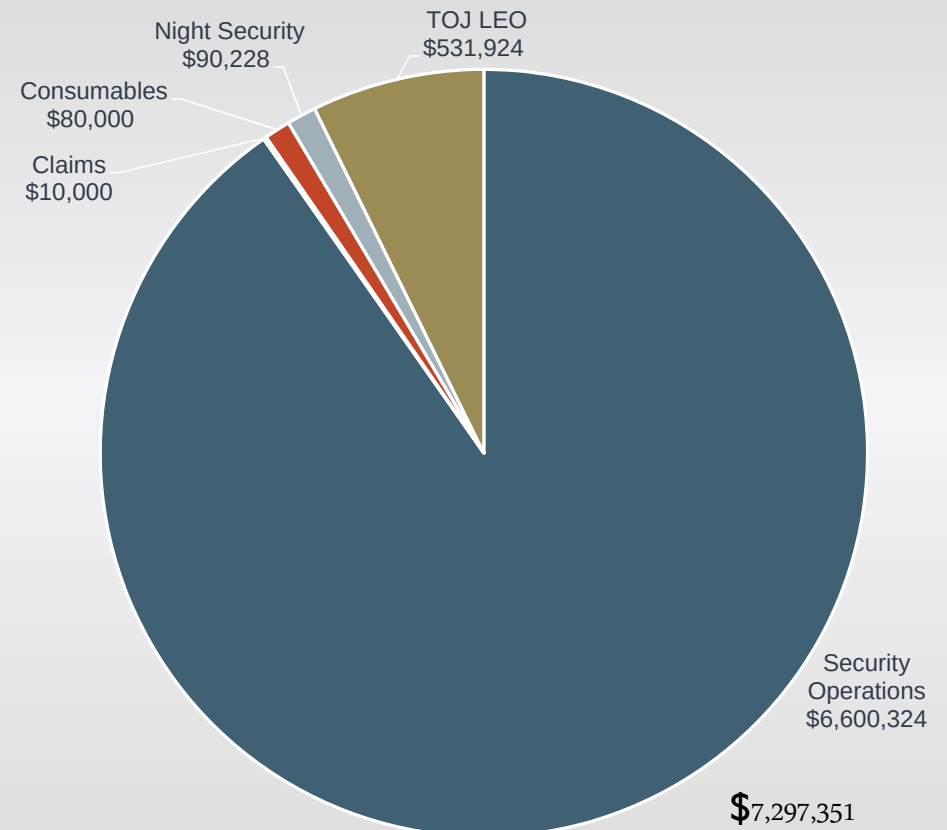
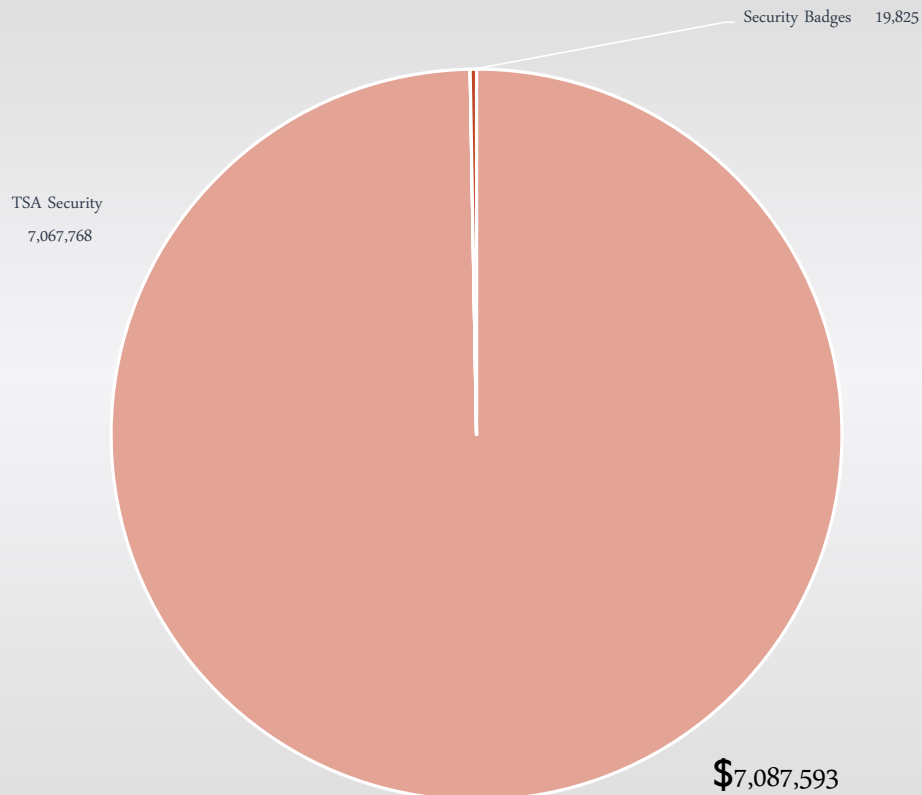


ENTERPRISE CENTER AIRPORT OPERATIONS INCOME & EXPENSE



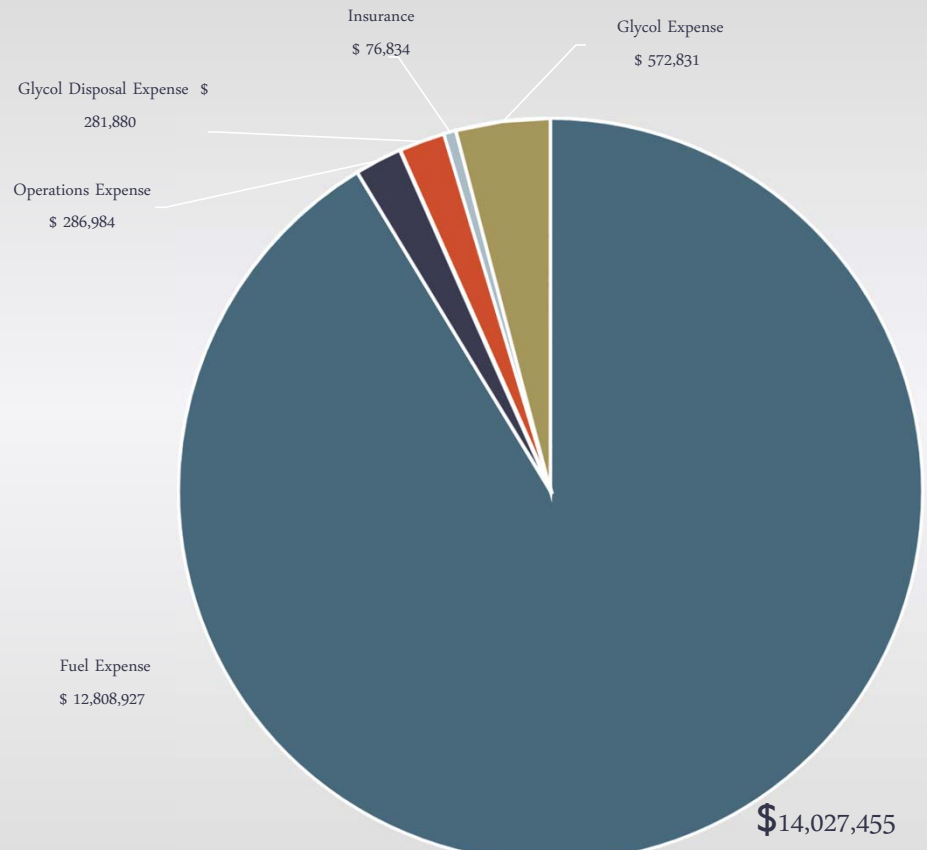
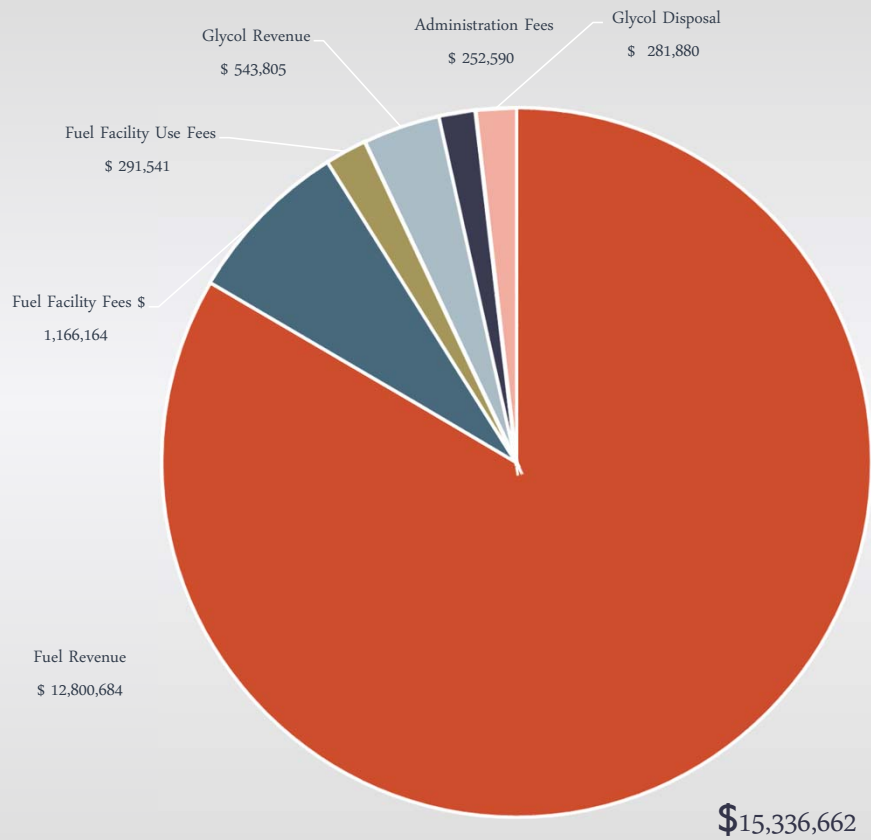


ENTERPRISE CENTER SECURITY OPERATIONS INCOME/EXPENSE



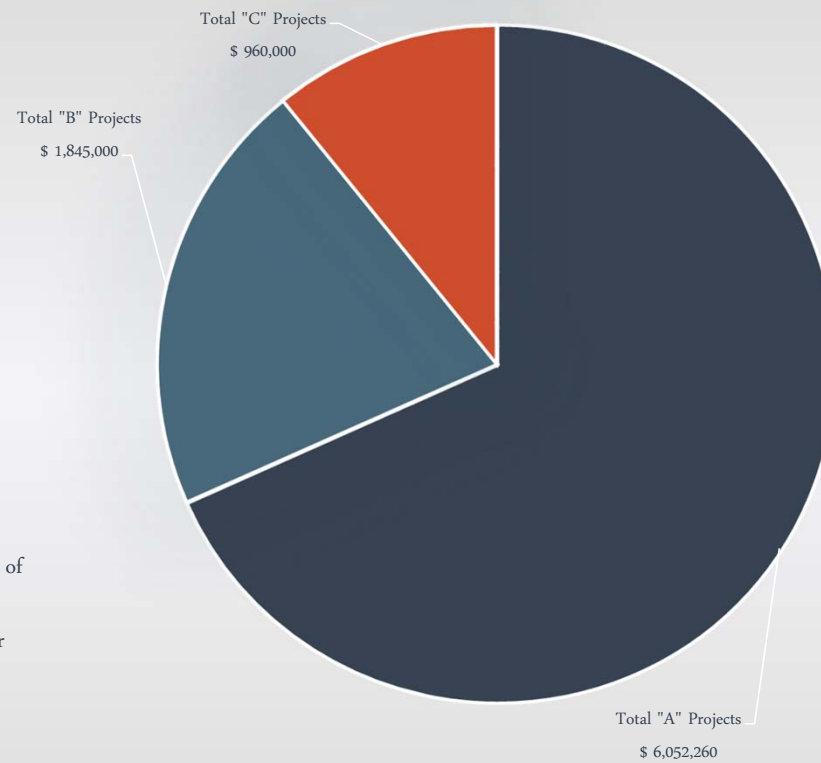


ENTERPRISE CENTER FUEL FARM OPERATIONS INCOME/EXPENSE





FY 2019/2020 BUDGET CAPITAL PROJECTS



A – Project is in process, tied to other projects or required for the operation of the Airport.

B – Project is a high priority, but is not already in process or tied to another project.

C – Project can be delayed until time/funding is available.

\$9,147,260





BOARD OF COUNTY
COMMISSIONERS



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Roxanne Robinson

MEETING DATE: May 6, 2019

SUBJECT: Energy Conservation Works (ECW) FY20 Budget

STATEMENT/PURPOSE

The Town Council and County Commission must approve the ECW budget on an annual basis.

BACKGROUND/ALTERNATIVES

The ECW budget for FY2020 is attached to this staff report. An excerpt from the Joint Powers Agreement is listed below

(d) Budget Approval. The Budget shall be reviewed and approved by the Town Council and the Board of County Commissioners. The Board shall submit their proposed budget to the parties no later than May 15 of every year.

The purpose of this agenda item is for the Town Council and County Commission to receive the budget and consider whether they are ready to adopt the budget as proposed, ask questions and discuss any issues of concern, or whether they would like to postpone discussion on the budget until the June 3 Joint Information Meeting.

Phil Cameron of ECW will be at the meeting to answer questions.

The Town Council and County Commission have many options available to them in regards to this discussion of the ECW Budget.

1. Adopt the proposed budget as part of the consent calendar.
2. Pull the budget off the consent calendar, ask questions, and then either adopt or postpone action on the budget.
3. Ask the ECW Executive Director for further information or clarification of issues to be presented at the June 3, Joint Information Meeting.
4. Alter, modify and revise the budget and ask ECW to come back and present their changes to the Town Council and County Commission at the June 3 Joint Information Meeting.
5. Other

COMPREHENSIVE PLAN ALIGNMENT

ECW operations are in direct alignment with Section 2 of Common Value #1, Ecosystem Stewardship as it relates to Climate Sustainability through Energy Conservation. Principles 2.1 and 2.4 regarding the reduced consumption of non-renewable energy and the increase in energy efficiency in buildings is what ECW is all about.

STAKEHOLDER ANALYSIS

The stakeholders involved in this issue include the Town, County and Lower Valley Energy as partners in this initiative, those participants in any of the ECW programs that have reduced their energy bills through efficiency,

and all of the customers of Lower Valley Energy that enjoy the benefits of avoided costs or higher energy bills system wide.

FISCAL IMPACT

The FY20 Town budget contains a request for a \$35,000 allocation to this Joint Powers Board, as does the Teton County Budget.

STAFF IMPACT

None.

LEGAL REVIEW

Not applicable.

ATTACHMENTS

FY20 Budget and Memo.

RECOMMENDATION

Staff recommends the Town Council and County Commission consider the budget for ECW and determine whether they are ready to adopt the budget as presented, pull the budget off of the consent calendar and discuss the budget, or whether they would like to continue action on the budget to the June 3 Joint Information Meeting.

SUGGESTED MOTION

Should the Council and Commission be ready to adopt the budget as presented, the motion would be:

I move to approve the proposed budget for ECW as presented.

TO: Teton County, c/o The Board of Teton County Commissioners
& the Town of Jackson, c/o The Jackson Town Council

FROM: Energy Conservation Works Joint Powers Board,
Phillip Cameron, Consulting Executive Director

DATE: April 29, 2019

SUBJECT: ECW FY 2020 Budget

This memo provides information on the proposed FY'20 Budget for the Energy Conservation Works Joint Powers Board. This includes revisions to the budget structure and/or items relative to FY'19, with significant adjustments to revenue or expense relative to FY'19 Budget explained.

The total proposed operating budget is **\$353,000** for FY'18. This represents an 18% increase over the previous year's budget of **\$300,000**.

Revenue

The budget share of revenue from the tri-party agreement (Lower Valley Energy, Teton County, and the Town of Jackson) and other local government sources (Teton Conservation District and Lincoln County) is reduced 8%. This reflects maintaining FY'19 funding levels of the tri-party agreement partners (\$35,000 ea.). Revenue from the contract for services with Lincoln County has been again reflected (\$5,000) in General Revenues. This contract is for providing Lincoln County Residents with continued access to the Residential Loan Program and resulted from ECW working with their Commission to establish an Energy Improvement Area (comprised of the area of Lincoln County served by Lower Valley Energy). Forecasted support from Teton Conservation District has been set at \$22,500, event from FY'19, based on the actual funding in FY'19 and proposed funding request submitted for FY'20. This funding is adjusted annually based on mutually agreed upon areas of work and enabled through a Memorandum of Agreement between TCD and ECW. This will be subject to final selection of programs and funding amounts by the Teton Conservation District Board through their budget approval process.

Revenue generated from the interest-bearing residential loans is reflected as the line item – 'Interest on Residential Loans'. This item offsets the expense item 'Interest on Wy Business Council Loan', the interest payment to the State of Wyoming for the funds that power our Residential Loan Program. ECW has begun repaying these funds which are due in full in May of 2022, which explains the decrease in this line item.

The CNG revenue recapture revenue derives from the \$0.10/Gallon of revenue recapture associated with each gallon sold from the CNG Fueling Facility. We expect this to increase with each new fleet/vehicle that utilizes this fuel and will continue working with the JPB partners and the community on accessing this fuel.

The 'Green Power' revenue item (\$110,000) derives from an agreement with Lower Valley Energy related to ECW's role in promoting their voluntary Green Power Program. Through this agreement, Lower Valley Energy provides additional financial support to ECW based on the additional Green Power commitments and volume of new Green Power purchased in kwh. This significant and recurring revenue stream provides ongoing financial support of Green Power promotion and ECW's general programs and will strengthen ECW's financial stability for the foreseeable future. Like the revenue recapture through CNG sales, this offers a stable source of future/ongoing funding for operations.

Expenditures

Expenses associated with 'Contract Staffing' of the ECW Joint Powers Board are essentially flat (+1%) for FY '20. This assumes contracted services for the Executive, Program Assistant(s), Financial, and Marketing services.

'Interest on WY Business Council Loan' reflects the 1% interest ECW pays to the state of Wyoming on the \$1,500,000 to Fund the Residential Loan Program. AS outlined, with the 10-year term of this loan on the horizon, ECW has begun to pay back principal on the loan, thereby reducing our interest payment over years past.

Expenditures for Communications

There is an overall 52% increase in the Communications expense class for FY'20. These increases are seen across items in the Communications Budget, w/ budgeted items in 'Public Outreach/Education' and 'Advertising/Communications' contributing most significantly. ECW's seeks to continually increase program participation, supporting their stated goal #3 to, 'Share the message of the importance of energy efficiency and conservation of our special resources and environment." This is reflected in the 'Communications' budget class.

Expense associated with hosting **Eco-Fair** are up slightly vs. FY'19 (\$35,500), based on actual forecasts for this year. Revenues for the event have projected to increase accordingly and are distributed across Grants and Private Fundraising in Revenues. Eco-Fair event costs are included in 'Public Outreach / Education', 'Other Professional Services', and 'Advertising/Communications' in Expenditures.

Further increases to Public Outreach / Education are attributed to spending on cost-share programs made possible with funding support from the Teton Conservation District, and modest expansion of events and programs to engage the community and increase program participation, particularly in the Loan/Audit Programs, CNG, and Green Power.

Other 'Communications/Marketing' includes funding to promote Green Power (\$22,000), the commercial loan program (\$3,000), and the new commercial audit program (\$5,500), the residential

loan program (\$3,500), to profile public efficiency projects (\$1,500), CNG outreach and education (\$3,000), and continued marketing efforts for other conservation/renewable projects. ECW also wishes to create further educational opportunities to inform that community about basic energy efficiency and renewable energy topics. Tactics will include new direct mailing opportunities, increased community outreach and workshops/educational events, along with increased advertising.

The projected 'Reserve Contribution' is increased for FY 20, to \$25,750.

Please note that the FY'20 budget assumes maintaining the ongoing independent contractor(s) status for JPB staffing.

Best,

Phillip Cameron, Consulting Executive Director

Energy Conservation Works

FYE 2020 Draft Budget

	FYE '19 Budget	FYE '19 YTD (03/19)	Proposed FYE '20 Budget	% Change vs. FY '19 Budget
Revenues				
General Revenue				
Tri Party Agreement, Lincoln County & Teton Conservation District	128,000	70,000	130,000	2%
Total General Revenue	128,000	70,000	130,000	2%
Fundraising				
Grants	20,000	7,500	15,000	-25%
Old Bills Fun Run	47,000	27,915	42,500	-10%
Private Fundraising	65,000	13,526	42,500	-35%
Total Fundraising Revenues	132,000	48,941	100,000	-24%
Other				
Interest on Residential Loans	10,000	-	10,000	0%
Restricted Income	-	-	-	
Green Power Revenue	26,000	57,602	110,000	323%
CNG Revenue	2,500	361	1,500	-40%
Miscellaneous	1,500	-	1,500	0%
Total Other	40,000	57,963	123,000	208%
TOTAL REVENUES	300,000	176,904	353,000	18%
Expenditures				
Professional Services				
Contract Staffing (ED, FM, Marketing, Assoc.)	177,500	107,810	182,500	3%
Other Professional Services	10,000	-	5,000	-50%
Total Professional Services	187,500	107,810	187,500	0%
Operations				
Interest on WY Business Council Loan	13,000	7,200	10,000	-23%
G&A	4,500	3,397	4,500	0%
Bank / Loan Fees	2,500	3,789	5,000	100%
Training, Travel & Meetings	3,500	980	4,500	29%
Total Operations	23,500	15,366	24,000	2%
Communications				
Website	5,000	-	5,000	0%
Public Outreach/Education	32,500	9,048	51,250	58%
Printing and Publications	2,750	99	3,500	27%
Advertising / Communications	24,000	18,206	37,500	56%
Direct Mail Postage	1,500	-	4,500	200%
Internet Advertising	5,000	1,045	6,500	30%
Total Communications Expenditures	70,750	28,398	108,250	53%
Stewardship				
Cultivation / Fundraising Efforts	5,000	234	5,000	0%
Marketing	2,000	7,194	2,500	25%
Total Fundraising & Donor Relations Expenditures	7,000	7,428	7,500	7%
Reserve Contribution	11,250	-	25,750	129%
TOTAL EXPENDITURES	300,000	159,002	353,000	18%
Total Revenue Over (Under)				
Expenditures	\$ -	\$ 17,902	\$ -	



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Roxanne DeVries Robinson

MEETING DATE: May 6, 2019

SUBJECT: Travel and Tourism Board Budget

STATEMENT/PURPOSE

The Joint Powers Agreement between the Town and County requires Town Council and County Commission approval of the Travel and Tourism budget and operating plan.

BACKGROUND/ALTERNATIVES

The Joint Powers Agreement between the Town and County indicates that the Travel and Tourism Board must submit their budget and operating plan no later than May 15th of each year to the Town Council and the County Commissioners. The budget and operating plan is then subject to review, alteration, modification or revision, and approval by the Town Council and the Board of County Commissioners.

The purpose of this agenda item is for the Town Council and County Commission to receive the budget and consider whether they are ready to adopt the budget as proposed, ask questions and discuss any issues of concern, or whether they would like to postpone discussion on the budget until the June 3 Joint Information Meeting.

An excerpt from the JPA is below:

8(e) Budget Approval. The Budget and operating plan shall be reviewed and approved by the parties. The Board shall submit their proposed budget and operating plan to the parties no later than May 15 of every year.

As noted in the budget, the Travel and Tourism Board does not receive any direct funding from the Town of Jackson or Teton County, only from the 60% of the lodging tax that is dedicated to promotion. Representatives from the Travel and Tourism Board will be at the meeting to answer questions.

The Town Council and County Commission have many options available to them in regards to this discussion of the Travel and Tourism Board Budget.

1. Adopt the proposed budget as part of the consent calendar.
2. Pull the budget off the consent calendar, ask questions, and then either adopt or postpone action on the budget.
3. Ask the Executive Director for further information or clarification of issues to be presented at the June 3, Joint Information Meeting.
4. Alter, modify and revise the budget and ask the Travel and Tourism Board to come back and present their changes to the Town Council and County Commission at the June 3 Joint Information Meeting.
5. Other

COMPREHENSIVE PLAN ALIGNMENT

Airport operations directly contribute to Section 6 under Quality of Life related to a Diverse and Balanced

Economy. This section discusses the need to expand our approach to tourism to develop it as a more sustainable year-round economic sector. Attracting tourists as well as second home owners to the community year-round utilizes existing capacity to create greater investment in the community while limiting additional impacts to our ecosystem. Policy 6.1.b discusses promoting eco-tourism that promotes energy efficient and low impact enjoyment of the ecosystem having an expanded role in the overall tourism sector. Policy 6.2.a. discusses enhancing tourism as the basis of the economy. Strategies that support the activities of the Travel and Tourism Board include 6.1.S.1. Marketing the community as a “green” location to visit, live and work, and promoting businesses based on eco-tourism, 6.2.S.1. Exploring cultural tourism and other opportunities to fill existing capacity for lodging accommodations and services during shoulder seasons, 6.2.S.2. Expanding tourism promotion to encourage longer stays and increased spending by visitors to the community, second homeowners and retirees.

STAKEHOLDER ANALYSIS

The stakeholders involved include all business that benefit from tourism promotion in the community, residents of the community that receive core services from the Town and County that are not competing with tourism promotion for general fund monies, and the Town and County governments working to provide stable funding for core services out of general fund monies while still having funds dedicated to promotion out of the lodging tax.

FISCAL IMPACT

The Town and County do not provide any additional funding to the Travel and Tourism Board. Promotional spending approved by the Travel and Tourism Board does have a positive fiscal impact on the Town and County in terms of sales and lodging tax funding.

STAFF IMPACT

None.

LEGAL REVIEW

Not applicable.

ATTACHMENTS

FY20 Budget and Memo.

RECOMMENDATION

Staff recommends the Town Council and County Commission consider the budget for the Travel and Tourism Board and determine whether they are ready to adopt the budget as presented, pull the budget off of the consent calendar and discuss the budget, or whether they would like to continue action on the budget to the June 3 Joint Information Meeting.

SUGGESTED MOTION

Should the Council and Commission be ready to adopt the budget as presented, the motion would be:

I move to approve the proposed budget for the Travel and Tourism Board as presented.

Jackson Hole Travel & Tourism Board
Fiscal Year 2020 Budget Detail
5-2-19

Revenue: The JHTTB is anticipating a tax revenue of **\$4,471,652** for FY 2020. This is based on an estimated 3% increase in lodging tax collections consistent with the county treasurers estimate.

Visitor Services/Chamber: \$789,338 This funding is required as part of the JHTTB Joint Powers agreement. This represents a 3% increase from last fiscal's budgeted amount with the exception of Visitor Services which requested a 4.93% increase to cover wage adjustment for seasonal positions and expansion for the Jackson Hole Airport winter program. This also includes \$10,000 towards funding the Elk Refuge Visitor services agreement.

Contract Advertising: \$1,900,000 This amount will be used to fund the national advertising agency's' campaign to promote visitjacksonhole along with the local social media firm's efforts to provide all social media elements of the campaign. The amount represents a 7.7% increase to explore new international markets that target visitors who typically stay longer, contribute more to both the sales and lodging tax base and have a reduced impact on community resources. This effort also includes the Keep Jackson Hole Wild campaign elements and the Tag Responsibly, Keep JH Wild initiative.

Local Marketing partnerships: \$175,000. This number was reduced slightly to reflect actual spending. This money funds the marketing efforts of local community organizations, for example, the Center for the Arts, Center for Wonder, JH Nordic Alliance, JH and Yellowstone Sustainability, so they can create and spend media in their areas of expertise and tell their brand and community story with the guidance of the TTB creative agency. Examples of recent work include; the Wildly Creative campaign, Trip Advisor Green Leader and BEST certification, EarthCheck sustainable destination certification, TravelStory cultural guidance updates, and the Nordic Alliance Trail maps, website, Turpin Meadow Free Ski day and marketing initiatives. This initiative has also created community assets in a Photoshelter shared photo library that can be used now and into the future.

Board PR, Advertising & Marketing: \$125,000

Marketing Opportunities & PR: This number remains the same and includes mostly PR events both locally and in key flight markets in which the JHTTB contracts with local firms to host media writers during the shoulder season. Funding in this area also includes partnership programs to fund early regional marketing initiatives.

Remaining Marketing Opportunities: \$410,000

Destimetrics is a service that measures occupancy rates; average daily rates and provides competitive resort information. This is needed to establish and report our occupancy results.

Ads, Promo, PR and Marketing: This is to cover local communications, local ads for announcements, community workshops, event funding guidelines, RFP's and local initiatives.

Travel Incentive Program: This number was decreased slightly to reflect actual usage. This currently funds airline travel packages that offer incentives to potential visitors to book a trip to Jackson Hole. The trip must be a package that includes air, lodging and at least one activity, i.e. dogsledding.

Events: \$794,483

Community Event Coordinator: The JHTTB provides funding for this part time position executed by the Events Director at the Chamber to act as liaison to TTB for event funding, provide coordination of major events in the community and coordinate the calendar as well as timing of events.

Community Event Grants: We anticipate relatively flat growth in event funding.

Large Event funding: This number was reduced slightly to more accurately reflect spending for an event at the end of our winter season.

SHIFT: The JHTTB has committed to fund SHIFT in October 2019 for \$85,000.

General and Administrative: \$185,866

This is general operating expense for the TTB including Professional Services, which encompasses the Executive Director's consulting fee, Fiscal Manager fees, (accounting firm), printing of annual report, county website management fees, (4JH), insurance and bonding fees. This number increased by 3.94% to reflect the fiscal managers updated contract.

Reserve Expenditure: \$350,000

The reserves are in place to be used for extraordinary circumstances, i.e. catastrophic event or large event. They reflect less than 10% of overall budgeted expenditures.

Sustainability: Although there is not a designated line item towards this, sustainability is taken into account with all of the JHTTB funding decisions. The marketing committee agreed to dedicate a percentage of the contract advertising spend towards sustainable tourism messaging. The messaging includes initiatives like, "Keep JH Wild" and Tag Responsibly both in traditional media, social media and with our local influencer campaign. On the ground initiatives at visitor services areas around town include the six tenants of Keep JH Wild to inform our visitors and provide examples of what we as a community value and hope that they will adopt while here and when they return to their communities. The board incorporates sustainable initiatives and requirements in all of the event funding guidelines,

supports the Riverwind Foundation with a sustainable destination certification program and supports the BEST certification and TripAdvisor certifications. The SHIFT festival is a conservation festival that focuses on the intersection of conservation, recreation and the nature RX which explores the health benefits of outdoor recreation.

Jackson Hole Travel and Tourism - Joint Powers Board FY20

FY 2020 Budget July 1, 2019 - June 30, 2020

		Variance FY20 to FY19 Budget	Variance FY20 to FY19 Forecast	Budget FY20	Budget FY19	Forecast FY19 (as of 4/30)
				2019/2020	2018/2019	2018/2019
Projected/Actual Revenue				\$4,471,652	\$4,341,410	\$4,584,000
Sub Total				\$4,471,652	\$4,341,410	\$4,584,000
Total Available funds		3.0%	-2.5%	\$4,471,652	\$4,341,410	\$4,584,000
Visitor Services/Chamber						
(Approved March 2019) Visitor Services				\$484,398	\$461,622	\$461,622
(Approved March 2019) Destination Marketing Services/Tradeshaw & Conferences				\$304,940	\$296,058	\$296,058
Total JH Chamber		4.2%	4.2%	\$789,338	\$757,680	\$757,680
Contract Advertising						
				\$1,900,000	\$1,763,512	\$1,763,350
Retainer / Agency marketing Fee C+M						
Social Media, (NTM)						
Production, Hard Costs & Other						
New Market Development						
Media (Fall)						
Media (Winter)						
Media (Spring)						
Community workshops						
Influencer/Ambassador Program						
Research						
Local Launch						
Contingency						
Travel						
Annual Report						
Winter 2019-20 photo asset library						
TOTAL				\$1,900,000		
Remaining Contract Advertising to Allocate				\$0		
Local Marketing Partnerships						
		-12.5%	2.5%	175,000	200,000	170,710
Unallocated						
(Approved April 2019) Wildly Creative						
TOTAL				\$175,000		
Remaining Local Marketing Partnerships to Allocate				\$0		
Board/PR/Advertising						
		-5.3%	1.0%	535,000	565,000	529,599
Marketing Opportunities & PR						
				\$125,000		
Unallocated				\$73,000		
(Approved March 2019) Nordic Alliance				\$22,000		
(Approved May 2018) Rendezvous Events Fall FAM				\$10,000		
(Approved April 2019) Rendezvous Events Winter & Spring/Fall FAM				\$20,000		
TOTAL				\$125,000		
Remaining Marketing Opportunities & PR				\$0		
Cen Res Package Incentive & Local Ads						
				\$410,000		
Local PR Contract				\$0		
Destimetrics				\$25,000		
Ads, Promos, PR and Marketing Local				\$15,000		
Libris library				\$9,599		
Travel Incentive Program				\$360,401		
TOTAL				\$410,000		
Remaining Cen Res Package Incentives & Local Ads				\$0		
Events						
Community Event Coordinator				\$59,483	\$57,750	\$57,750
Community Event Grants				\$350,000	\$350,000	\$323,000
Large Event funding				\$300,000	\$375,000	\$360,000
(Approved March 2019) SHIFT 2019 / 2020				\$85,000	\$100,000	\$100,000
Total Events		-10.0%	-5.5%	\$794,483	\$882,750	\$840,750
General and Administrative						
Postage				\$150	\$150	\$150
Office Supplies				\$2,500	\$2,500	\$2,500
Printing Annual Report				\$10,500	\$10,500	\$10,500
Fiscal Manager				\$40,000	\$32,960	\$36,560
Legal				\$0	\$0	\$0
Professional Services				\$97,236	\$97,000	\$97,000
Office space				\$8,400	\$8,400	\$8,400
Meeting Expense				\$8,000	\$8,000	\$8,000
Insurance				\$1,680	\$1,680	\$1,680
Bonding				\$1,050	\$1,050	\$1,050
Audit				\$1,500	\$1,500	\$1,500
Teton County Web Site				\$1,800	\$1,800	\$1,800
Bank Fees				\$50	\$50	\$50
Miscellaneous				\$5,000	\$5,000	\$5,000
T&E				\$8,000	\$8,000	\$8,000
Total General and Administrative		4.1%	2.0%	\$185,866	\$178,590	\$182,190
SUB-TOTAL EXPENDITURES		0.7%	3.2%	\$4,379,687	\$4,347,532	\$4,244,279
Reserves						
Budgeted Reserve Expenditure				\$350,000		
Unallocated				\$350,000		
Allocated				\$0		
Reserve Transfers				\$0		
BUDGETED RESERVE EXPENDITURES		0.0%	94.4%	\$350,000	\$350,000	\$180,000
TOTAL EXPENDITURES		0.7%	6.9%	\$4,729,687	\$4,697,532	\$4,424,279
INVESTMENT INCOME				\$2,500	\$3,500	\$5,000
REVENUE OVER (UNDER) EXPENDITURES		-27.5%	-255.1%	(\$255,535)	(\$352,622)	\$164,721

Projected Reserves	\$2,569,815	\$2,405,094	\$2,405,094
Anticipated Ending Reserves	\$2,314,280	\$2,052,472	\$2,569,815



JOINT INFORMATION MEETING

MEETING DATE: May 6, 2019

SUBMITTING DEPARTMENT: County Attorney/Town Attorney
PRESENTER: John Graham, Deputy County Attorney

SUBJECT: Memorandum of Understanding Regarding Extraterritorial Law Enforcement of the Town of Jackson

STATEMENT/PURPOSE

The purpose of this agenda item is to approve a Memorandum of Understanding Regarding Extraterritorial Law Enforcement of the Town of Jackson (MOU). The MOU is designed to give the Jackson Police Department (JPD) and the Teton County Sheriff's Office (TCSO) greater flexibility in sharing staff resources and create more effective law enforcement practices near Town of Jackson boundaries.

BACKGROUND/ALTERNATIVES

Setting aside a few exceptions, municipal law enforcement agencies in Wyoming cannot act outside of their municipalities' boundaries. In Jackson and Teton County, this means that the JPD generally cannot act outside the Town of Jackson limits, although the TCSO can act within the Town of Jackson limits. But having the flexibility to allow JPD to respond to calls for service, or other issues, near the Town of Jackson boundaries would provide for more streamlined and effective county-wide law enforcement. To achieve this flexibility the TCSO and JPD propose entering into a written MOU allowing JPD to operate outside the Town of Jackson boundaries in certain limited circumstances. MOUs authorizing extraterritorial law enforcement are allowed by Wyo. Stat. §7-2-106. The Town of Jackson, Teton County, the JPD, and the TCSO have previously entered into substantially similar MOUs without any significant issues.

FISCAL IMPACT

There is a potential for a minor fiscal impact as the TCSO assumes the cost of damages to JPD equipment damaged in some situations, but the impact should be minimal.

STAFF IMPACT

This MOU will have a positive impact on staff resources by allowing both JPD officers and TCSO deputies to respond to calls for service more efficiently across both the Town of Jackson and Teton County.

ATTACHMENTS

The Memorandum of Understanding Regarding Extraterritorial Law Enforcement of the Town of Jackson is attached.

LEGAL REVIEW

Graham (County) and Colasuonno (Town)

SUGGESTED MOTION

I move to approve the Memorandum of Understanding Regarding Extraterritorial Law Enforcement of the Town of Jackson.

**MEMORANDUM OF UNDERSTANDING
REGARDING
EXTRATERRITORIAL LAW ENFORCEMENT OF THE CITY OF JACKSON**

1. **Parties:** This Memorandum of Understanding (hereinafter referred to as “MOU”) is made and entered into by and between the **Board of County Commissioners of Teton County**, a duly organized county of the State of Wyoming, whose contact mailing address is P.O. Box 1727, Jackson, WY 83001; **Matt Carr, the Teton County Sheriff**, whose contact mailing address is P.O. Box 1885, Jackson, WY 83001; and the **Town of Jackson**, Wyoming, an incorporated first class city within Wyoming, whose contact mailing address is P.O. Box 1687, Jackson, WY 83001.

2. **Purpose:** The purpose of this MOU is to establish the terms and conditions under which certified peace officers of the Jackson Police Department may, pursuant to Wyo. Stat. Ann § 7-2-106(b), provide law enforcement assistance to the Teton County Sheriff within the unincorporated areas of Teton County, Wyoming. Nothing in this MOU shall be construed as a limitation on either party to act to the full extent of that party’s legal authority.

3. **Term of MOU:** This MOU is effective upon the day and date last signed and executed by the duly authorized representatives of the parties to the MOU and shall remain in full force and effect for no longer that one (1) month beyond the current term of office of the Teton County Sheriff or the Jackson Chief of Police, whichever is sooner. This MOU may be terminated, without cause, by any party upon written notice, which notice shall be delivered by hand or by certified mail to the address listed above.

4. **Payment:** No payment shall be made to any party by any other party as a result of this MOU.

5. **Procedure:** A Jackson Police Department Officer, while in the unincorporated area of Teton County, shall have the same authority that applies to him/her within the Town of Jackson to the same degree and extent only when any one (1) of the following conditions exist:

(a) The Jackson Police Department Officer is responding to a request from the Teton County Sheriff’s Department for either (1) law enforcement assistance or (2) a specific request to assist another law enforcement officer. The request may come from any Teton County Sheriff’s Department Dispatcher, a Teton County Sheriff’s Deputy, or the Teton County Sheriff. (Wyo. Stat. §7-2-106(a)(i)).

(b) The Jackson Police Department Officer possesses reasonable cause to believe that a crime is occurring involving an immediate threat of serious bodily injury or death to any person. (Wyo. Stat. §7-2-106(a)(ii)).

(c) The Jackson Police Department Officer is in fresh pursuit of a person whom the officer has probable cause to believe has committed, within the Town of Jackson, a violation of a municipal ordinance and/or state statute, including traffic infractions, or for whom an arrest warrant is outstanding for any criminal or traffic offense. (Wyo. Stat. §7-2-106(a)(iii)).

(d) The Teton County Sheriff has requested from the Town of Jackson Police Chief, in writing, the assignment of a Jackson Police Department officer to assist the Teton County Sheriff's Department. Any written request under this section must specify (1) the length of the assignment, (2) the certified peace officers covered by the assignment, and (3) a general description of the geographic boundaries of the assignment. The responsibilities of each participating entity, as described in Wyo. Stat. 7-2-106(b)(iv), shall be governed by Paragraph 6 of this MOU for all written assignment requests. Any written assignment request in conformance with this section shall be considered a constituent part of this MOU.

6. **Responsibilities of the Teton County Sheriff's Office and Jackson Police Department:** All costs and expenses, including the cost of all wages, salaries, benefits, and damage to equipment belonging to an officer or deputy or his/her employer while acting under the provisions of Paragraph 5(b) or 5(c) of this MOU, shall be borne by that officer or deputy's law enforcement agency. All costs and expenses, except for damage to equipment belonging to an officer or deputy or his/her employer, while acting under the provisions of Paragraph 5(a) or 5(d) shall be borne by that officer or deputy's law enforcement agency. Damage to equipment belonging to an officer or deputy or his/her employer, while acting under the provisions of Paragraph 5(a) or 5(d) of this MOU shall be borne by the Teton County Sheriff's Department.

7. **Jackson Hole High School Assignment:** In accordance with Wyo. Stat. § 7-2-106(b), any School Resource Officer assigned to Jackson Hole High School shall also be assigned to the Teton County Sheriff's Department for the limited purpose of assisting with law enforcement at Jackson Hole High School. This assignment shall be limited in scope to the Jackson Hole High School property owned by Teton County School District #1, immediately south of High School Road. All costs and expenses, including the cost of all wages, salaries, benefits, shall be borne by that officer's law enforcement agency. Notwithstanding the foregoing provision, any damage to equipment belonging to a Jackson Police Department Officer or his/her employer shall be borne by the Teton County Sheriff's Department if that damage occurs while the officer is outside of the Town of Jackson boundaries and acting pursuant to this MOU.

8. **General Provisions:**

A. **Amendments:** Any party may request changes to this MOU. Any changes, modifications, revisions, or amendments to this MOU which are mutually agreed upon by and between the parties to this MOU shall be incorporated by written instrument, and effective when executed and signed by all parties to this MOU.

B. **Applicable Law:** The construction, interpretation, and enforcement of this MOU shall be governed by the laws of the State of Wyoming. The courts of the State of Wyoming shall have jurisdiction over any action arising out of this MOU and over the parties, and the venue shall be the 9th Judicial District, State of Wyoming.

C. **Authority Granted and Chain of Command:** Peace officers of the Jackson Police Department assigned and performing duties pursuant to this MOU are subject to the direction and control of the Teton County Sheriff. Nothing in this MOU shall be interpreted to authorize any assigned peace officer to exercise any power that the Jackson Police Department is not authorized to exercise.

D. **Entirety of Agreement:** This MOU, consisting of four (4) pages, represents the entire and integrated agreement between the parties and supersedes all prior negotiations, representations and agreements, whether written or oral.

E. **Liability:** Pursuant to Wyo. Stat. §7-2-106(c) any peace officer acting under this MOU shall be deemed to be acting within the scope of his/her duties for purposes of the Wyoming Governmental Claims Act, Wyo. Stat. 1-39-101 *et seq.*, and the state self-insurance program, Wyo. Stat. §1-41-101 through 1-41-111, or the local government self-insurance program, Wyo. Stat. § 1-42-101 through 1-42-207. All privileges and immunities from liability, and all pension, disability, worker's compensation and other benefits which normally apply to peace officers while in the performance of their duties in their own jurisdiction shall also apply to them when acting pursuant to this MOU. For purposes of Wyo. Stat. § 27-14-104, the requesting and assigning law enforcement agency shall be a joint employer as defined under Wyo. Stat § 27-14-102(a)(xix) and the designated peace officer shall be a joint employee as defined under Wyo. Stat. § 27-14-102(a)(xxi).

F. **Severability:** Should any portion of this MOU be judicially determined to be illegal or unenforceable, the remainder of the MOU shall continue in full force and effect, and the parties may renegotiate the terms affected by the severance.

G. **Governmental Limitations on Liability:** The Teton County Sheriff's Department and the Jackson Police Department and their respective governing bodies do not waive their rights under the Wyoming Governmental Claims Act by entering into this MOU, and each fully retains all immunities and defenses provided by law with respect to any action based on or occurring as a result of this MOU.

H. **Third Party Beneficiary Rights:** The parties do not intend to create in any other individual or entity the status of a third-party beneficiary, and this MOU shall not be constructed so as to create such status. The rights, duties, and obligations contained in this MOU shall operate only between the parties to this MOU, and shall inure solely to the benefit of the parties to this MOU. The provisions of this MOU are intended only to assist the parties in determining and performing their obligations under this MOU. The parties to this MOU intend and expressly agree that only parties signatory to this MOU shall have any legal or equitable right to seek to enforce this MOU, to seek any remedy arising out of a party's performance or failure to perform any term or condition of this MOU, or to bring an action for the breach of this MOU.

9. **Signatures:** In witness thereof, the parties to this MOU, through their duly authorized representatives, have executed this MOU on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this MOU as set forth herein.

The effective date of this MOU is the date of the signature last affixed to the following page of this agreement.

TETON COUNTY SHERIFF

_____ Date: _____
Matt Carr, Teton County Sheriff

TETON COUNTY, WYOMING

_____ Date: _____
Natalia Macker, Chair
Teton County Board of County Commissioners

Attest:

_____ Date: _____
Sherry L. Daigle, Teton County Clerk

TOWN OF JACKSON, WYOMING

_____ Date: _____
Pete Muldoon, Mayor
Town of Jackson

Attest:

_____ Date: _____
Sandra P. Birdyshaw, Town Clerk

_____ Date: _____
Todd Smith, Chief of Police
Jackson Police Department



JOINT INFORMATION MEETING TOWN OF JACKSON & TETON COUNTY AGENDA DOCUMENTATION

PREPARATION DATE: May 2, 2019
MEETING DATE: May 6, 2019

SUBMITTING DEPARTMENT: Long-Range Planning
DEPT DIRECTORS: Tyler Sinclair & Steve Westbay
PRESENTER: Tyler Sinclair

SUBJECT: 2019 Annual Indicator Report and Fiscal Year 2020 Implementation Work Plan
(MSC2019-0010/P19-020)

PURPOSE/REQUESTED ACTION

Review the Fiscal Year 2020 (FY 20) Work Plan, as presented by Staff and as recommended by the Town and County Planning Commissions and take action to set the FY 20 Work Plan, subject to any proposed changes or amendments, based upon priorities for Comprehensive Plan implementation. Discussion should focus on prioritizing specific LDR Updates and Comprehensive Plan Administration tasks for the coming fiscal year (July 2019-June 2020) and beyond.

APRIL 23, 2019 JIM MEETING

The Fiscal Year 2020 Work Plan, as recommended by staff and dated February 28, 2019, was presented by Tyler Sinclair at the April 23, 2019 Joint Meeting of the Jackson Town Council and Teton County Board of Commissioners. At that meeting, the Council and Board asked questions of staff and discussed priorities but did not take action to approve a final Work Plan for FY 20 and continued this item to the May 6, 2019 Joint Information Meeting. Planning Staff has prepared the following information, based on direction from the April 23rd meeting, to facilitate further discussion of priorities and meeting the objective of approving a FY 20 Work Plan at the May 6th meeting.

Joint Tasks: Planning Staff recommends that a single Joint Town/County task of reviewing the Growth Management Program (GMP) within the 2012 Comprehensive Plan be prioritized for the coming fiscal year. This is how the GMP task is currently represented in the proposed FY 20 Work Plan:

Joint Comprehensive Plan Review (GMP)

Goal: Evaluate the community's ability to meet the Comprehensive Plan targets for the location and type of growth. This review is outlined in the Comprehensive Plan as the Growth Management Program (GMP). Analyze why trends have continued or changed, then identify new strategies to better achieve Comp Plan targets. Evaluate

whether the appropriate indicators are being tracked. Discuss any changes to the Comp Plan principles and policies needed to address changes in circumstances or the community's Vision.

- **Comp Plan Strategies:** Principle 9.1

- **Status:** This task was originally identified in 2017 when the Growth Management Program was triggered. It was not begun in 2017 in order to allow for completion of the Engage 2017 projects prior to review of the Comprehensive Plan. This task will begin with the seating of the new Council and Board in 2019.

Progress	Initiated		
Timeframe	Jan. 2019 – Dec. 2019		
Task Lead	Long Range Planning		
Resources	FY19	FY20	Total
Tol Pro. Services	\$ 15,000	\$ 35,000	\$ 50,000
County Pro. Services	\$ 15,000	\$ 35,000	\$ 50,000
Long-Range Planning	500 hrs.	500 hrs.	1000 hrs.
County Planning Director	160 hrs.	160 hrs.	320 hrs.
County Planning	20 hrs.	20 hrs.	40 hrs.
Town Planning Director	160 hrs.	160 hrs.	320 hrs.
Town Planning	20 hrs.	20 hrs.	40 hrs.

It is expected that the GMP review, as proposed, will include an evaluation of how well current Town and County residential density allocation geographically is achieving Comp Plan goals including but not limited to housing 65% of our workforce locally and locating 60% of our residential units in complete neighborhoods. The GMP, as proposed, will also include an opportunity to explore widening the geographic potential for locating high density housing, specifically within Northern South Park.

Relevant options for amending this task before adoption of the FY 20 Work Plan include:

1. Add revisioning of the desired future character of Hog Island to the GMP; or
2. Add revisioning of the desired future character of all Complete Neighborhoods in Teton County to the GMP.

Staff notes that there has been some initial discussion with Logan Simpson Design, specifically Bruce Meighan (the consultant who assisted the Town and County with the development and adoption of the Comp Plan in 2012), to assist with the GMP update. Staff is recommending that Logan Simpson Design is best suited to assist in this effort based upon their familiarity with the Plan and the community, leading to savings in both time and money. If both elected bodies are comfortable with this approach, staff will present a proposed scope of work and budget for consideration at the June JIM. Staff also notes that the County and Town should consider whether they are comfortable proceeding with the GMP update primarily led by the Town Planning Director prior to obtaining a County Planning Director and other key County and Joint planning staff.

Town Tasks (County involvement): Planning Staff recommends that a single Town-only task of rezoning District 1: Town Square and adopting Historic Preservation LDRs be prioritized for the coming fiscal year. This would be in addition to the Joint GMP update discussed above. With the Town's Biannual LDR Cleanup complete and the Town Hillside LDRs task underway, this is the next Town-specific project to be launched. Staff notes that the County will be involved in the initial two phases of this project: looking at the role Historic Preservation plays in the community; and examining what planning tools may be appropriate for consideration by the County at a later date. As proposed, the County would be responsible for 10% of the total project cost with the remainder funded by the Town and the Teton County Historic Preservation Board.

A full project scope of work, timeline and budget will be considered by the Town at the evening Town Council meeting on May 6, 2019 (for more information on this see the staff report for this item on the Town agenda website).

As proposed, the remainder of the Town Work Plan tasks and associated start dates for the upcoming year looks as follows:

- Hillside Regulations – on-going
- Stormwater Regulations – July 2019
- Flat Creek Corridor – January 2020
- Business Park Zoning - TBD

At the April 23rd meeting, the Council discussed moving the Town Flat Creek Corridor task from its proposed January 2020 start date to sooner within the 2020 fiscal year. Consideration was made to delay or omit the Town Hillside LDRs task. Planning Staff has completed preliminary research for this task and a Request for Proposals from consultants has been issued with a May 31, 2019 due date for proposal submissions. The tentative schedule for this task has a completion date of January 2020. Staff notes that the Public Works department has requested funding in the FY20 budget to begin working on a Stormwater Master Plan and updated regulations for the Town. Public Works and Planning staff will work together to coordinate the zoning incentives and Stormwater Master Plan and associated regulations in a comprehensive effort to address the health of and access to Flat Creek. Staff recommends that work begin on the Flat Creek zoning incentives upon significant completion of the Hillside Regulations coordinated with the public engagement for the GMP review and District 1 rezone/historic preservation regulations.

County Tasks: Planning Staff recommends that a single County-only task of completing the Natural Resource LDR Update be prioritized for the coming fiscal year. Completion of this task was stalled near the end of 2018 and Planning Staff's most recent direction from the Board at their March 18, 2019 Goal Setting Workshop was that this task would resume when the Planning Department has regained staff capacity.

As proposed, the remainder of the County Work Plan tasks and associated start dates for the upcoming year looks as follows:

- LDR Amendments from BCC Goal Setting Workshop (cell facilities, Max scale of institutional buildings) – Ongoing
- Biannual LDR Cleanup – TBD
- Hog Island Zoning - TBD
- Aspens Zoning - TBD
- Stormwater Regulations - TBD
- Business Park Zoning - TBD
- Road/Utility LDRs - TBD

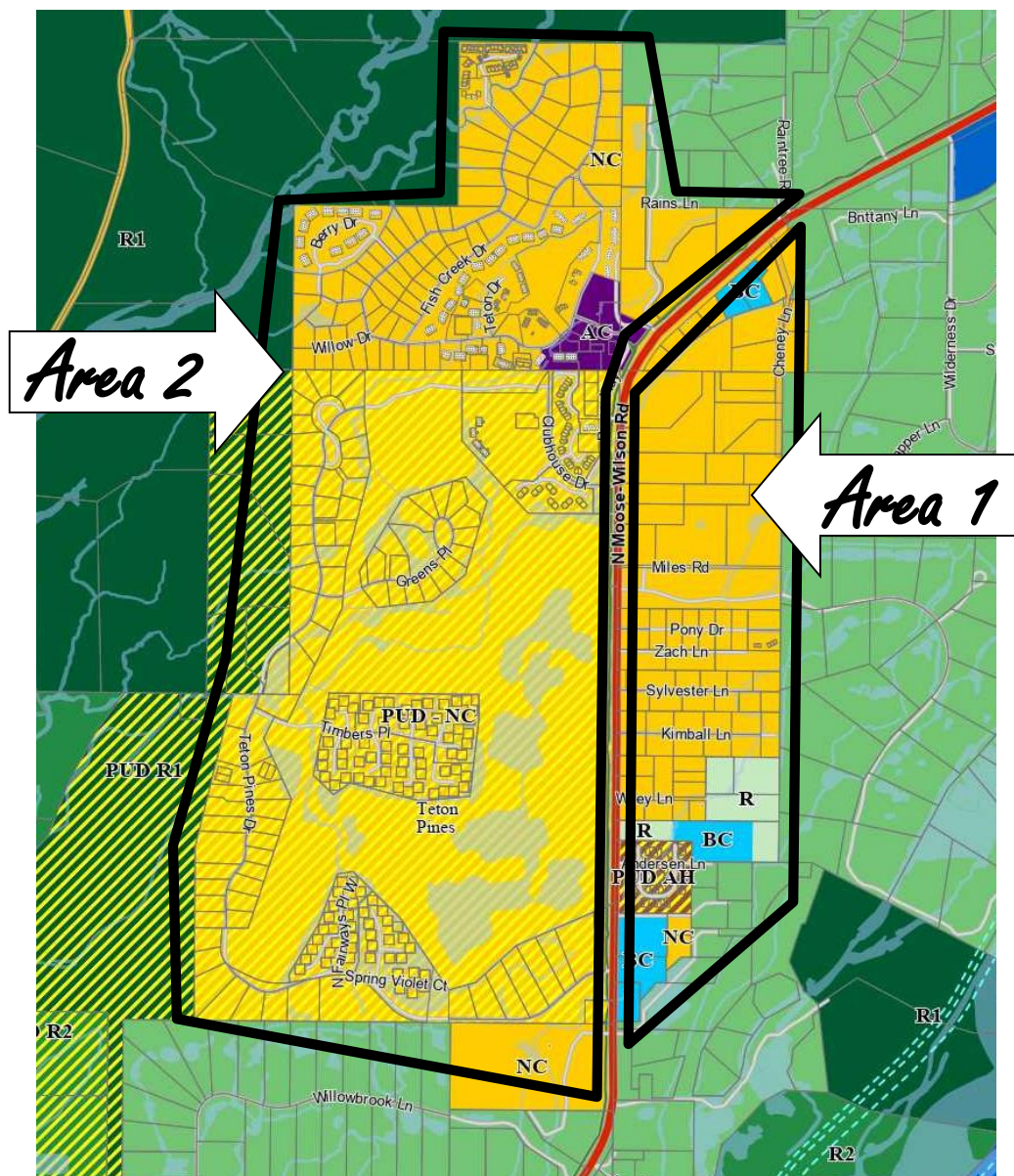
The BCC provided direction at their March 18, 2019 Goal Setting Workshop through for staff to proceed with specific LDR amendments as set forth in the March 18, 2019, LDR Goals document prepared by Interim County Planning Director Steve Westbay (attached). Progress on maximum building size for institutional uses and updating cellular facility standards has been made since. Staff is requesting BCC direction on how this list fits into the overall workplan for the department, specifically regarding the allocation of staff resources and timing.

In addition, Teton County Planning Staff has composed a list of minor amendments to be included in the scheduled Biannual LDR Cleanup and this task could proceed under current limited staffing levels.

Rezoning of the Complete Neighborhoods of The Aspens and Hog Island to reflect the desired future character envisioned in the 2012 Comprehensive Plan has also been identified as a priority by the BCC. Each of these areas would be examined separately and each process would include public outreach, drafting of new zoning standards, an LDR text amendment to incorporate the new zoning standards, then a Zoning Map Amendment specific to those properties being rezoned.

Alternative discussed approaches that could be included in the Work Plan are as follows:

1. Creating and adopting generic higher density Village, Residential, and Conservation Form zones for more efficient application to Complete Neighborhoods in the County; or
2. Phasing the rezone of District 12: Aspens/Pines into two areas: Area #1 (consisting of Subarea 12.2: 390 Residential) and Area #2 (Subareas 12.1: Aspens/Pines Commercial Core and 12.3: Aspens/Pines Residential) as indicated in the map below.



3. Revisiting County Rural Development Options (Complete Neighborhood - Planned Residential Development and Floor Area Option), specifically for the ability to achieve higher density development in exchange for the provision of deed restricted workforce or affordable housing.
4. Exploration of the impacts of HB 196 for exempt family subdivisions. Staff recommends that the scope of this task be clarified. Property and zoning data is available for further analysis, but length of ownership is recorded by deeds filed in the Clerk's Office and is not available in a comprehensive database for immediate analysis.

INTEGRATED TRANSPORTATION PLAN (ITP) WORK PLAN

On April 26, 2019, the Transportation Advisory Committee (TAC) held a special meeting to discuss the FY20 ITP workplan and the vacant Transportation Planner position. The goal of the meeting was to provide the elected officials some recommendations on how best to move forward in meeting our ITP goals and strategies as the current approach has not been successful. Currently the ITP workplans and tasks have been assigned to existing staff above and beyond their regular workload or are not be completed.

First, the committee identified the needs of the community in order to address the goals and strategies of the ITP divided into two groups: Planning and Project, as follows:

1. Regional Transportation Planning Organization (RTPO) discussion/evaluation (Planning Group)
 - Elected Officials have expressed interest in pursuing an RTPO in order to move forward with other transportation issues
 - A consultant could develop alternatives, recommendations, and develop a new structure, then a staff person could be hired to implement
2. Major Capital Project Groups in ITP (Project Group)
 - This chapter of the ITP is more focused on getting projects on the ground.
 - Current County Public Works staff have been able to move some of these projects forward. A consultant may be able to implement these projects once the planning portion is complete
3. Transportation Demand Management Plan/Program (Planning Group)
 - Like the RTPO, a consultant could develop a plan, then Town/County hire staff to implement
4. Town/County/Community - Capital Improvement Plans (Project Group)
 - Planning and budgeting for capital projects list
5. Transportation Advisory Committee administration (Planning Group)
 - Current staff can likely continue to complete these responsibilities

The committee discussed that, based upon the needs identified, there are likely at least two positions (or consultants), required as the needs (Planning versus Project) require different skill sets. Planning Group items (RTPO, TDM, TAC), are suited more to a planning position while Project Group (project implementation, CIP) is more an Engineering/Public Works position. The committee agreed that the two most important areas to move forward with at this time are as follows:

- Regional Transportation Planning Organization (RTPO) discussion/evaluation (Planning Group)
- Transportation Demand Management Plan/Program (Planning Group)
- ITP Update

Second, the committee discussed whether there are other ways to structure existing staff, positions, agencies and/or resources to address the identified needs. The committee discussed the following alternatives:

1. Long Range Planning approach
 - Hire a general long-range land use planner to prepare RFPs and manage consultants to develop RTPO and TDM plans. Planner could also work on land use planning.
2. Transportation Planner approach
 - Hire a transportation specialist, basically the position we have been trying to hire. Develops RTPO and TDM plans in house (with consultant help).
3. Transportation Department/Director approach
 - Create Director position to oversee START, Pathways, RTPO and TDM development and programs (with consultant help).
 - Would require reorganization of current Town/County departments.
4. Consultant approach
 - Hire consultants to develop RTPO/TDM plans.
 - Would require hiring a contract staff person/consultant since the current in-house staffing level is insufficient to handle additional consultant RFP process and project management.

Following discussion, the committee found option #4 the preferred recommendation at this time. The committee found that it may be more strategic to use current available resources to develop a strategy for the creation of an RTPO or similar organization and TDM plan then as a second step once a path forward has been identified the Town/County would be in a better position to hire permanent staff with the required skill set to implement these plans. It was also discussed that this position should also potentially be a shared liaison-type position between Town/County/WYDOT.

In conclusion, the TAC is recommending the following for inclusion into the FY20 ITP work plan:

- Discontinue efforts to hire a permanent full-time transportation planner for the time being.
- Hire contract staff (consultant(s)) to complete the development and oversight of three RFPs and plans for:
 - Regional Transportation Planning Organization (RTPO) framework for implementation
 - Transportation Demand Management Plan/Program
 - ITP Update

Should the elected officials choose this direction staff would recommend the following direction be provided in the suggested motion:

- Amend the ITP workplan to reflect the recommendation of the TAC

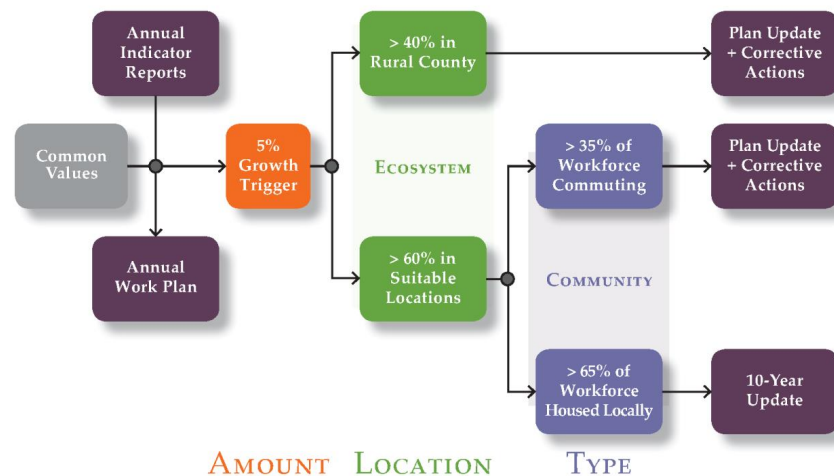
If this is the desired direction staff would present detailed scopes of work and estimated budgets for all necessary next steps at a future JIM.

[BACKGROUND](#)

The Annual Indicator Report and Work Plan operate in conjunction with the Growth Management Program to adaptively implement the Comprehensive Plan. The Annual Indicator Report facilitates evidence-based planning as our community seeks to achieve the Comprehensive Plan Vision. It informs the scope and prioritization of the projects in the Annual Work Plan. The Work Plan identifies and prioritizes the Comprehensive Plan implementation efforts to be undertaken in the next fiscal year. The Work Plan includes Teton County projects, Town of Jackson projects, and projects that will be carried out jointly by both jurisdictions.

The completed 2019 Indicator Report was provided at the Joint Town and County Retreat that took place on March 4, 2019. At that meeting, Town Planning Director Tyler Sinclair made a presentation of indicator data, summarized trends as they relate to the three Common Values represented in the Comprehensive Plan, and assessed how these trends indicate progress or decline in reaching community goals. Significant takeaways are that 62% of residential development is occurring in Complete Neighborhoods; trends in the workforce living locally is declining slightly; effective population, job growth and Vehicle Mile Traveled is outpacing physical growth; and the shoulder season effective population and vehicle travel trends are increasing. While review of the Indicator Report should be reflected in the context of setting the Work Plan for FY 20, the action requested to be taken at this meeting is limited to approval of a FY 20 Work Plan. The completed 2019 Indicator Report serves as a reference document to better inform prioritization of planning, housing and transportation tasks moving into the next fiscal year.

Growth Management Program



The Growth Management Program is a quantitative review structure that provides the measurability and accountability needed to ensure the community will achieve the Comprehensive Plan Vision. The Growth Management Program is made up of four parts: a trigger (amount of residential growth), two targets (location and type of growth), corrective actions, and a 10-year regular Plan update. The need for a Growth Management Program Update was triggered in 2016 upon hitting 5% growth in residential units since adoption of the Comprehensive Plan.

Annual Indicator Reports and Annual Work Plans are not directly a part of the Growth Management Program. Instead, they supplement the Program, helping us monitor progress towards meeting Growth Management Program targets and identifying annual efforts that will move us closer to those targets. The Growth Management Program and the role Indicator Reports and Work Plans play in informing the Growth Management Program are represented in the graphic above.

STAFF ANALYSIS

Purpose: The purpose of this item is to prioritize LDR Updates and Comprehensive Plan Administration projects for fiscal year FY 20 and beyond as direction for Town and County Staff and as an expectation for the community. Staff uses the approved Work Plan to allocate its fiscal and staff resources. This is the opportunity to discuss and recommend alternative priorities.

The Town of Jackson and Teton County have engaged in joint planning since 1994. While each jurisdiction has its own version of the LDRs, there is only one Joint Comprehensive Plan, one joint Annual Indicator

Report, and one joint Annual Work Plan. This means that the FY 20 Implementation Work Plan must be approved by both jurisdictions in order for it to be adopted.

Scope: The 2019 Annual Indicator Report compiles data available as of January 2019 to provide trend analysis of the 19 indicators related to the Three Common Values of Community Character outlined in the Comprehensive Plan.

The FY 20 Implementation Work Plan includes implementation projects from the Comprehensive Plan, the Integrated Transportation Plan (ITP), and the Housing Action Plan so that the Board, Council and advisory bodies can see the magnitude of all the community's planning workload in one place, knowing that there is plenty of other community business to attend to as well. Implementation of the ambitious policies and strategies in all these plans is an enormous work load for the staff and advisory boards responsible for each project; and even more so for the public, the Board of County Commissioners, and Town Council responsible for all projects.

Recommendation: Based on review of the data presented in the 2019 Indicator Report, staff has identified three Comprehensive Plan implementation projects as the top priorities for FY 20 (July 2019 – June 2020):

- **Joint Comprehensive Plan Review (Growth Management Program):** As discussed above, the Growth Management Program is a systematic review of the Comprehensive Plan principles, policies, strategies, and indicators to identify corrective actions that are needed before it is too late to make the corrections. The Growth Management Program was triggered in 2016 upon hitting 5% growth in residential units since adoption of the Comprehensive Plan. In 2017 the Board and Council chose to delay the Growth Management Program because the Engage 2017: Housing, Parking, and Natural Resource Updates needed to be complete, especially the Town District 3-6 Zoning Updates and Housing Mitigation Requirements Update, before the community could accurately reflect on and adapt the Comprehensive Plan principles, policies, and strategies.
- **Town Square Zoning Updates + Historic Preservation LDRs:** These updates are unlikely to be affected by the Growth Management Program and can occur concurrently with the Growth Management Program review. Town Square is a Character District composed of Stable subareas, where zoning updates are unlikely to include significant shifts from current allowances. Historic preservation LDRs are proposed to be included with the Town Square zoning because of the number of historic structures in the Town Square Character District but are actually standards that may be applied Townwide and Countywide as applicable.
- **County Natural Resource Protections Update:** Adoption of updated natural resource protection standards is the final component to complete Engage 2017 and would mark completion of almost all the marquee projects discussed in the Comprehensive Plan. Based upon recent direction from the Board of County Commissioners to the County Planning Director, work on this task should be postponed until Joint and County Planning Divisions are sufficiently staffed to ensure completion of the task. This change from the timeline proposed in the FY 20 Work Plan dated February 28, 2019 is represented in the suggested motion, below, amending the timeframe for the County Natural Resource LDRs task “to be determined based on staff capacity.”

Since adoption of the Comprehensive Plan in 2012, staff has found that there is a limit to the number of large policy projects that can be undertaken simultaneously while still leaving room for the unanticipated priorities that arise throughout the year. The reason Work Plan prioritization is important is because staff recommends the Board of County Commissioners and Town Council only undertake 3 policy projects for a two-year ‘session’ of the Board and Council (typically this is 1 Joint project, 1 Town project and 1 County project).

At this April 8, 2019 joint meeting you will also decide on an application for a Comprehensive Plan Amendment for Subarea 7.2 Hog Island Business Park. The amendment application was made by a member of the public and is required by the Comprehensive Plan to be considered concurrently with the Annual Indicator Report and Work Plan. Although the application is limited to a section of Subarea 7.2 centered around the Munger Mountain Elementary School site and the Work Plan proposed by Staff places the Hog Island Zoning project in FY 21, review of this application may prompt a comprehensive re-evaluation of the desired future character and zoning for Hog Island or reprioritization of when zoning for this area should be addressed.

The FY 20 Work Plan spans a single session of seated Council members and Commissioners which provides the advantage of consistency and flexibility for projects that span 2019 and 2020. However, the current lack of staff capacity is a disadvantage that should be carefully considered when prioritizing projects. The FY 20 Work Plan is structured assuming a fully functioning Joint and County Planning staff with the local knowledge and expertise to complete the list of complex community-oriented tasks. Two important positions that must be filled to achieve this Work Plan include the Joint Principal Long-Range Planner and the Joint Principal Transportation Planner. The County also has important positions to be filled including Senior Current Planner and Director of Planning and Building Services. Without these positions the tasks in this Work Plan will be delayed six to 12 months.

PLANNING COMMISSION ANALYSIS

The Town Planning Commission and County Planning Commission met jointly on March 7, 2019 to review the 2019 Indicator Report and to make recommendations on the LDR Update and Comprehensive Plan Administration portions of the FY 20 Work Plan. At that meeting the Town Planning Commission voted unanimously to recommend approval of the FY 20 Work Plan dated February 28, 2019 as presented by Staff and the County Planning Commission voted unanimously to continue the item.

At their March 20, 2019 meeting, the Town Planning Commission voted unanimously to amend their previous recommendation on the FY 20 Work Plan to include considering the future vision of the Hog Island area/District 7 as part of the Growth Management Program Update scheduled to occur in FY 20. At their March 25, 2019 meeting, the County Planning Commission voted unanimously to recommend approval of the FY 20 Work Plan dated February 28, 2019 as presented by Staff with amendments that the County Natural Resource LDRs task timeframe be listed as “to be determined based on staff capacity”, that consideration of the future vision of Hog Island area/ District 7 and Aspens/Pines/District 12 be included in the Growth Management Program Update scheduled to occur in FY 20, and that the County Planning Commission be updated quarterly on the Growth Management Program Update progress.

Key issues identified by Planning Commissioners focused on the lack of Planning Staff capacity to sufficiently complete tasks, significance of the recent State legislative session on local land use regulations, and the need to incorporate reconsideration of the future desired character of Complete Neighborhoods in the County in response to infrastructure improvements within the context of the Growth Management Program Update. Since this FY 20 Work Plan item was considered concurrently with a Comp Plan Amendment request for Hog Island (AMD2019-0001/P19-043), much discussion centered around the best way to comprehensively address infrastructure and service improvements, density allocation and community character. As evidenced by both Planning Commissions’ recommendations to deny the application for a Hog Island Comp Plan amendment but to specifically include potential revisioning of Hog Island as a component of the Growth Management Program Update in the FY 20 Work Plan, examining the impact of recent changes in Hog Island appears relevant and timely in a more comprehensive context. The County Planning Commission recommended to also include consideration of the future vision of the Aspens/Hwy 390 corridor as a Growth Management Program component. At the Planning Commission public hearings for this Work Plan item, Deputy County Attorney Keith Gingery expressed the importance of maintaining the Aspens

Zoning Update task as a priority especially considering the continued litigation against Teton County over minimum lot size/density standards from landowners in that area. Both the Hog Island and Aspens/Teton Pines/Hwy 390 corridor areas were excluded from the April 1, 2016 county-wide rezone of rural areas (to align zoning with the 2012 Comp Plan) and currently maintain the legacy zones established in 1994. In the FY 19 Work Plan, the Aspens Zoning Update task was to begin in January 2019 with a projected completion date of June 2020. With continuation of the County Natural Resource LDRs task beyond the projected completion date and the current lack of staff capacity, the Aspens Zoning Update has not begun and the timeframe is represented as “to be determined” in the FY 20 Work Plan as presented by Staff.

PUBLIC COMMENT

The entire Town of Jackson/Teton County Community is a stakeholder and staff invites feedback from any community member or organization. Written comment on this item is attached to this staff report. Two members of the public provided comment at the March 7, 2019 Joint Planning Commission meeting—Scott Pierson requested that the Hog Island rezone task be moved up as a priority and a representative of the JH Conservation Alliance requested that natural resource updates be prioritized.

FISCAL IMPACT

Fiscal impacts associated with each identified project has been provided in the proposed work plan. Actual financial commitment will be considered by the elected officials and as part of adoption of the Town and County budgets.

STAFF IMPACT

The FY 20 Implementation Work Program accounts for all the Joint Long-Range Planning Department’s time and about half of each Planning Director’s time. It also requires half of full-time employee Town Planning Staff time and a fourth of full-time employee County Planning Staff time. Current planning issues taking precedent over long-range planning efforts has been, and will remain, the biggest challenge in completing Implementation Work Plans.

LEGAL REVIEW

Gingery.

ATTACHMENTS

- FY 20 Implementation Work Plan (dated February 28, 2019)
- BCC LDR Strategic LDR Goals
- Public Comment
- 2019 Annual Indicator Report

RECOMMENDATIONS

The Town Planning Director, County Planning Director, and Housing Director recommend **approval** of the FY 20 Implementation Work Plan, dated February 28, 2019.

The Town Planning Commission recommends approval of the FY 20 Implementation Work Plan dated February 28, 2019 with an amendment to include consideration of the future vision of the Hog Island area/District 7 as part of the Growth Management Program Update scheduled to occur in FY 20.

The County Planning Commission recommends approval of the FY 20 Work Plan dated February 28, 2019 with amendments that the County Natural Resource LDRs task timeframe be listed as “to be determined

based on staff capacity,” that consideration of the future vision of Hog Island area/District 7 and Aspens/Pines/District 12 be included in the Growth Management Program Update scheduled to occur in FY 20, and that the County Planning Commission be updated quarterly on the Growth Management Program progress.

SUGGESTED MOTION

I move to approve the FY 20 Implementation Work Plan dated February 28, 2019, subject to the changes identified by the Council and Board.



FY 20 Implementation Work Plan

Comp Plan | ITP | Housing Action Plan

February 28, 2019

Since 2012, the Comprehensive Plan, Integrated Transportation Plan (ITP), and Housing Action Plan have been adopted; and staff structures have been created specifically to implement each plan. Implementation of the ambitious policies and strategies in the three plans is a fulltime workload for the individual departments and advisory boards responsible for each plan. The FY 20 Implementation Work Plan presents the projects from all three plans together to illustrate the workload on those responsible for them all – the public, the Board of County Commissioners, and Town Council.

FY 20 Work Plan Summary

Staff Capacity

The FY 20 Work Plan is structured assuming a fully functioning Joint and County Planning staff with the local knowledge and expertise to complete the list of complex community-oriented tasks. Two important positions that must be filled to achieve this Work Plan include the Joint Principal Long-Range Planner and the Joint Principal Transportation Planner. The County also has important positions to be filled including Senior Current Planner and Director of Planning and Building Services. Without these positions the tasks in this Work Plan will be delayed six to 12 months.

Priorities

1. **Joint Comprehensive Plan Review (Growth Management Program):** As discussed above, the Growth Management Program is a systematic review of the Comprehensive Plan principles, policies, strategies, and indicators to identify corrective actions that are needed before it is too late to make the corrections. The Growth Management Program was triggered in 2016 upon hitting 5% growth in residential units since adoption of the Comprehensive Plan. In 2017 the Board and Council chose to delay the Growth Management Program because the Engage 2017: Housing, Parking, and Natural Resource Updates needed to be complete, especially the Town District 3-6 Zoning Updates and Housing Mitigation Requirements Update, before the community could accurately reflect on and adapt the Comprehensive Plan principles, policies, and strategies.
2. **Town Square Zoning Updates + Historic Preservation LDRs:** These updates are unlikely to be affected by the Growth Management Program and can occur concurrently with the Growth Management Program review. Town Square is a Character District composed of Stable subareas, where zoning updates are unlikely to include significant shifts from current allowances. Historic

preservation LDRs are proposed to be included with the Town Square zoning because of the number of historic structures in the Town Square Character District but are actually standards that may be applied Townwide and Countywide as applicable.

3. **County Natural Resource Protections Update:** Adoption of updated natural resource protection standards is the final component to complete Engage 2017 and would mark completion of almost all the marquee projects discussed in the Comprehensive Plan.

Table 1: Tasks & Timeframes

Task	FY 19	FY 20		FY 21
	2019		2020	
LDR Updates and Studies				
County Natural Resource LDRs (Engage 2017)	<			
Town Hillside LDRs				
Joint Biannual LDR Cleanup				
Town Square Zoning/Historic Preservation LDRs				
Town Natural Resource LDRs				
Town Flat Creek Corridor				
Joint Stormwater Quality LDRs				
County Hog Island Zoning				
LDR & Zoning Map Amendments				
County Aspens Zoning			?	
Joint Business Park Zoning			?	
County Road/Utility LDRs			?	
Comprehensive Plan Administration				
Joint Standardized Data Collection	<			
Joint Comp Plan Review (GMP)				
Joint Annual Indicator Report				
Joint Annual Work Plan				
LDR and Comp Plan Education and Outreach				
Data Requests				
Other Comp Plan Coordination				
Integrated Transportation Plan Implementation				
Joint START Funding	<			
Joint Restructure of TAC into RTPO	<			
Town Managed Parking Plan				
County Capital Group 1 Charter/Concept Design				>
Joint Capital Group 4 Charter/Concept Design				
Wildlife Crossings Master Plan				>
Joint ITP Technical Update				
Joint Park 'n Ride Study and TDM Framework			?	
ITP Education and Outreach				
Other ITP Implementation				
Housing Action Plan Implementation				
Housing Nexus Study				
Grove Phase 3 Development	<			>
Town 174 N. King St. Development	<			
County Housing Supply at Jackson/Kelly				>
Town Karns Meadow Tract 4				
County Housing Supply on Mercill				>
Joint Annual Housing Supply Plan				
Housing Capital Programs				
Housing Data Collection and Maintenance				
Housing Compliance				
Housing Education and Outreach				
Housing Management				

■ Ecosystem Stewardship
 ■ Growth Management
 ■ Quality of Life
 ■ Achieving Our Vision

FY 20 Work Plan Introduction

The purpose of the FY 20 Implementation Work Plan is to present all the community's planning projects for land use, transportation, and housing in one place so that the Board of County Commissioners and Town Council can prioritize their efforts and public focus knowing there is plenty of other community business to attend to as well.

References to "LDRs" stands for Land Development Regulations.

The FY 20 Implementation Work Plan tasks are organized chronologically based on anticipated completion date and representative Comprehensive Plan Common Value rather than by priority.

Each project description is color coded by the Comprehensive Plan Common Value it implements.

	Ecosystem Stewardship		Growth Management		Quality of Life		Achieving Our Vision
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FY 20 Work Plan Tasks

2019 Anticipated Completion

The following tasks are anticipated to be completed by the end of 2019. Detailed descriptions of the projects are below.

County Natural Resource LDRs						
Goal: Utilize the vegetation mapping (completed in 2013) and focal habitat study (completed in 2017) to update the Natural Resources Overlay (NRO) and other natural resource protection standards by December 2019. Habitat protection will be updated to be a tiered system that is based on relative critical value. Standards and review requirements applicable in various areas will relate to the	Progress	80%				
	Timeframe	Feb. 2017 – Dec. 2019				
	Task Lead	County Planning				
	Resources	FY 17	FY 18	FY 19	FY 20	Total
	<i>ToJ Pro. Services</i>	\$ 3,000	\$7,000	\$0	\$0	\$ 10,000
	<i>Co. Pro. Services</i>	\$ 22,000	\$ 43,000	\$0	\$5000	\$ 65,000
	<i>Long-Range Planning</i>	100 hrs.	200 hrs.	200 hrs.	200 hrs.	700 hrs.
	<i>Planning Director</i>	20 hrs.	80 hrs.	80 hrs.	80 hrs.	260 hrs.
	<i>County Planning</i>	100 hrs.	400 hrs.	400 hrs.	200 hrs.	1100 hrs.

relative habitat value of the area so as to contribute to the short and long-term protection of the health of the habitat network. The County will take the lead on this effort as it has broader applicability in the County. The Town will ultimately adopt those portions relevant in Town but may do so through a later separate process once the County has refined the standards through its adoption process.

Comp Plan Strategies: 1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2

Status: A draft of the Natural Resource Protection amendments was presented for public review on September 28, 2018. The draft amendments were the product of a significant amount of work completed by the Natural Resources Stakeholder Group and five months public outreach. Additionally, the Focal Species Habitat Map model was completed in 2017. A significant amount of excellent work has been accomplished to move this project forward.

Town Hillside LDRs

Goal: Update Town hillside regulations to incorporate improved landside, rockfall, liquefaction, seismic, and avalanche hazard information and implement best practices for identifying, avoiding, and mitigating risks of development in hazardous areas.

Comp Plan Strategies: 3.4.S.1, 3.4.S.3

Progress	35%				
Timeframe	Jul. 2018 – Dec. 2019				
Task Lead	Long-Range Planning				
Resources	FY 17	FY18	FY 19	FY20	Total
<i>ToJ Pro. Services</i>	\$ 500	\$ 0	\$ 5,000	\$26,000	\$ 31,000
<i>Long-Range Planning</i>	20 hrs.	40 hrs.	110 hrs.	100 hrs.	270 hrs.
<i>Town Planning Director</i>	0 hrs.	0 hrs.	20 hrs.	20 hrs.	40 hrs.
<i>Town Planning</i>	0 hrs.	0 hrs.	20 hrs.	20 hrs.	40 hrs.

Status: This Task was

originally identified in the FY16 Work Plan as a subtask of a greater set of miscellaneous amendments. It was begun in June 2017 but put on hold because of the prioritization of the Engage 2017 projects. It was taken up again following the conclusion of the Engage 2017 projects. At the November 15, 2018 Town Council Meeting, Council directed staff to work with a consultant to draft the regulations and carry out geohazard mapping.

Joint Biannual LDR Cleanup

Goal: Revisit LDR updates that have been made in the recent past to cleanup errors and address unintended consequences. Ensure the LDRs are kept current, unlike the period from 1994-2015 when they were largely unattended and became

Progress	50%		
Timeframe	Jul. 2018 – Dec. 2019		
Task Lead	Long Range Planning		
Resources	FY 19	FY20	Total
<i>Long-Range Planning</i>	10 hrs.	90 hrs.	100 hrs.
<i>County Planning Director</i>	0 hrs.	20 hrs.	20 hrs.
<i>County Planning</i>	20 hrs.	20 hrs.	40 hrs.
<i>Town Planning Director</i>	10 hrs.	0 hrs.	10 hrs.
<i>Town Planning</i>	20 hrs.	0 hrs.	20 hrs.

unmanageable. Major unintended consequences that merit more specific review will be addressed as separate tasks. For example, in FY16 the Town and County revisited the nonconforming standards as a separate task from a larger revisit of the restructured LDRs.

Comp Plan Strategies: 3.3.S.2, 3.3.S.3

Status: The Town of Jackson Planning Department has completed their LDR cleanup. The County Planning Department will address their cleanup before Dec. 2019 depending on staffing levels.

Joint Comprehensive Plan Review (GMP)

Goal: Evaluate the community's ability to meet the Comprehensive Plan targets for the location and type of growth. This review is outlined in the Comprehensive Plan as the Growth Management Program (GMP). Analyze why trends have continued or changed, then identify new strategies to better achieve Comp Plan targets. Evaluate

Progress	Initiated		
Timeframe	Jan. 2019 – Dec. 2019		
Task Lead	Long Range Planning		
Resources	FY19	FY20	Total
<i>ToJ Pro. Services</i>	\$ 15,000	\$ 35,000	\$ 50,000
<i>County Pro. Services</i>	\$ 15,000	\$ 35,000	\$ 50,000
<i>Long-Range Planning</i>	500 hrs.	500 hrs.	1000 hrs.
<i>County Planning Director</i>	160 hrs.	160 hrs.	320 hrs.
<i>County Planning</i>	20 hrs.	20 hrs.	40 hrs.
<i>Town Planning Director</i>	160 hrs.	160 hrs.	320 hrs.
<i>Town Planning</i>	20 hrs.	20 hrs.	40 hrs.

whether the appropriate indicators are being tracked. Discuss any changes to the Comp Plan principles and policies needed to address changes in circumstances or the community's Vision.

- **Comp Plan Strategies:** Principle 9.1
- **Status:** This task was originally identified in 2017 when the Growth Management Program was triggered. It was not begun in 2017 in order to allow for completion of the Engage 2017 projects prior to review of the Comprehensive Plan. This task will begin with the seating of the new Council and Board in 2019.

2020+ Anticipated Completion

The following tasks are anticipated to be concluded in 2020 or later.

Town Square Zoning and Historic Preservation LDRs

Goal: Update the zoning in the Town Square Character District to implement the desired future character of the Comprehensive Plan. Town Square zoning may include specific design requirements not included in other zones. Because of the number of historic structures in this area, creation of allowances and incentives for the preservation of historically significant structures will be a part of this project. The historic preservation standards created may then be applied elsewhere in the Town and County. As a result, while the Town will take the lead on the project the County will contribute staff and fiscal resources.

Progress	5%		
Timeframe	Jan. 2019 – Jan. 2020		
Task Lead	Town Planning		
Resources	FY 19	FY 20	Total
<i>ToJ Pro. Services</i>	\$ 18,000	\$ 49,500	\$ 67,500
<i>County Pro. Services</i>	\$ 2,000	\$ 5,500	\$ 7,500
<i>Town Planning</i>	50 hrs.	450 hrs.	500 hrs.
<i>Long-Range Planning</i>	10 hrs.	40 hrs.	50 hrs.
<i>Town Planning Director</i>	50 hrs.	450 hrs.	500 hrs.

Comp Plan Strategies: 4.1.S.1, 4.2.S.1, 4.2.S.4, 4.4.S.3, 4.5.S.1

Status: This Task was started January 2019 and will be completed over the next 12 months.

Joint Standardized Indicator Data Collection

Goal: With methodologies established for calculation of annual indicators, coordinate the data collection system that will allow annual production of indicator reports to be more efficient. Update Town and County tracking databases to facilitate data collection and organize application processing based on amendments to the administrative LDRs.

Progress	50%		
Timeframe	Aug. 2012 – Dec. 2020		
Task Lead	Long Range Planning		
Resources	FY19	FY20	Total
<i>ToJ Pro. Services</i>	\$ 10,000	\$0	\$ 10,000
<i>County Pro. Services</i>	\$ 16,000	\$10,000	\$ 16,000
<i>Long-Range Planning</i>	55 hrs.	145 hrs.	200 hrs.
<i>County Planning Director</i>	10 hrs.	10 hrs.	20 hrs.
<i>County Planning</i>	40 hrs.	40 hrs.	80 hrs.
<i>Town Planning Director</i>	10 hrs.	0 hrs.	10 hrs.
<i>Town Planning</i>	40 hrs.	0 hrs.	40 hrs.

Comp Plan Strategies: Policy 9.2.a

Status: This task was identified in the original FY13 Work Plan. Efforts to establish and document indicator methodology have been completed. With upgrades to the County database software and expected upgrades to the Town database software, coordinating data collection for both jurisdictions will be more easily achieved and is expected to be complete by Dec. 2019.

County Road/Utility LDRs

Goal: Utilizing the Town Community Streets Plan for guidance, the County will work with road, pathway, and utility designers to update the County road, utility, and easement standards.

Comp Plan Strategies: 7.2.S.1, 7.2.S.5, 7.3.S.2

Progress	10%		
Timeframe	TBD		
Task Lead	Transportation Planning		
Resources	FY 19	FY20	Total
<i>Transport. Planning</i>	50 hrs.	50 hrs.	100 hrs.
<i>Long-Range Planning</i>	30 hrs.	30 hrs.	60 hrs.
<i>County Planning Director</i>	10 hrs.	10 hrs.	20 hrs.
<i>County Engineering</i>	0 hrs.	20 hrs.	20 hrs.

Status: This Task was identified as a priority task by the Transportation Advisory Committee upon the hiring of a Transportation Coordinator. Work will begin when the Joint Transportation Planner position is filled.

County Aspens Zoning Update

Goal: Update the zoning in the Aspens Character District to implement the desired future character for the area as described in the Comprehensive Plan. Use applicable Town zoning as a starting point to create new County zones that preserve the residential character of the Aspens character district and transition the commercial area to a more pedestrian oriented form, without increasing the commercial potential.

Comp Plan Strategies: 3.2.S.1, 3.2.S.2, 3.2.S.3, 3.2.S.5, 3.2.S.6

Progress	Not begun	
Timeframe	TBD	
Task Lead	Long-Range Planning	
Resources	FY 20	Total
County Pro. Services	\$ 20,000	\$ 20,000
Long-Range Planning	500 hrs.	500 hrs.
County Planning Director	50 hrs.	50 hrs.
County Planning	50 hrs.	50 hrs.

Status: This Task is predicated on completion of the GMP first.

County WY22 Capital Project Group 1 Charter/Concept Design

Goal: Concurrently plan for and design the following five projects to account for the impacts and overlapping design details within the groups and that part of the regional network:

- Reconstruction of the Y Intersection. **Status:** Complete.
- Tribal Trails Connector, New Roadway **Status:** 5% Complete. Initial design phase.
- WY22 Multilane, Multimodal Improvements, BRT/HOV, Jackson to WY390.

Status: Initiated and ongoing. WYDOT is project lead.

- WY22 Pathway, Wilson to Jackson.

Status: 75% complete with the Wilson to Hwy 22/Hwy 390 section remaining.

- WY22 Wildlife Permeability, Jackson to WY390.

Status: 10% Complete. Wildlife Crossings Master Plan has been completed. Implementation is in initial stages. See Wildlife Crossings Master Plan Implementation for more details.

ITP Action Items: Chapter 5- Major Capital Projects: Coordinate with WYDOT to initiate concept planning and design of the southern section of Capital Group 2.

Progress	10%		
Timeframe	Mar. 2018 – TBD		
Task Lead	Transportation Planning		
Resources	FY 19	FY20	Total
County Pro. Services	\$ 30,000	\$0	\$30,000
Transport Planning	100 hrs.	400 hrs.	500 hrs.
Long-Range Planning	40 hrs.	30 hrs.	70 hrs.
County Planning Director	40 hrs.	60 hrs.	100 hrs.
Town Planning Director	20 hrs.	30 hrs.	50 hrs.
County Engineering	60 hrs.	400 hrs.	460 hrs.

Joint Local East-West Connection Capital Project Group 4 Charter/Concept Design

Goal: These projects will be planned and designed to serve travel to, from and within Jackson Hole and to improve connectivity between local neighborhoods. Design measures will be applied to discourage use of these connections by the pass-through and regional bypass traffic that should remain on the state highway system.

ITP Action Items: Chapter 5- Major Capital Projects: Initiate concept planning and design for the Tribal Trails Connector and South Park Loop Road intersection

Status: This project has not started. The goal is to begin the process in the second half of 2019.

Progress	0%	
Timeframe	Jul. 2019 – Jun. 2020	
Task Lead	Transportation Planning	
Resources	FY 20	Total
County Pro. Services	\$ 20,000	\$ 20,000
ToJ Pro. Services	\$ 10,000	\$ 10,000
Transport Planning	300 hrs.	300 hrs.
Long-Range Planning	30 hrs.	30 hrs.
County Planning Director	40 hrs.	40 hrs.
Town Planning Director	20 hrs.	20 hrs.
County Engineering	300 hrs.	300 hrs.

Wildlife Crossings Master Plan Implementation

Goal: Developing safe wildlife crossings benefits wildlife and human safety and welfare. The Wildlife Crossings Master Plan was completed in May 2018. Implementing its recommendations will be an ongoing project over the next 5 years.

ITP Action Items: Chapter 5- Major Capital Projects: Wildlife Protection

Status: Wildlife Crossings Master Plan has been completed. Implementation is in initial stages.

Progress	10%	
Timeframe	Jan. 2019 – Jan. 2024	
Task Lead	Transportation Planning	
Resources	FY 20	Total
County Pro. Services	TBD	TBD
ToJ Pro. Services	TBD	TBD
Transport Planning	Ongoing	Ongoing
County Planning Director	Ongoing	Ongoing
Town Planning Director	Ongoing	Ongoing
County Engineering	Ongoing	Ongoing

Joint ITP Technical Update

Goal: Perform the 2019 technical update called for in the ITP to incorporate better data and recalibrate the baseline indicators, forecasts and other data components of the ITP, including recalibrating the model used to estimate countywide Vehicle Miles of Travel (VMT) and Person Miles of Travel (PMT). As part of this update the Town and County will explore the potential of using new and emerging data sources, including “big data,” which may provide more accurate and reliable inputs to the model than previously available.

Progress	0%		
Timeframe	Jul. 2019 – Jun. 2020		
Task Lead	Transportation Planning		
Resources	FY 19	FY 20	Total
County Pro. Services	\$ 25,000	\$ 0	\$ 25,000
ToJ Pro. Services	\$ 25,000	\$ 0	\$ 25,000
Transport Planning/Town Planning Director	20 hrs.	100 hrs.	120 hrs.
Long-Range Planning	0 hrs.	0 hrs.	0 hrs.

ITP Action Items: Chapter 6, Regional Transportation Planning Organization (RTPO), Prepare a technical update (data only) of the ITP

Status: Staff has contacted Charlier Associates to assist with this project.

Joint Park 'n Ride Study and TDM Framework

Goal: Complete the 2016 Parking Study Charter by studying regional park 'n ride needs. Develop and implement a Transportation Demand Management program to help achieve the community goal meeting future transportation demand with alternative modes. TDM strategies will complement START operations and will manage performance monitoring and reporting system.

Progress	5%		
Timeframe	TBD		
Task Lead	Transportation Planning		
Resources	FY 19	FY 20	Total
County Pro. Services	\$ 0	\$ 0	\$ 0
ToJ Pro. Services	\$ 0	\$ 0	\$ 0
Transport. Planning	50 hrs.	300 hrs.	350 hrs.
Long-Range Planning	0 hrs.	60 hrs.	60 hrs.
Town Planning Director	0 hrs.	60 hrs.	60 hrs.
START	50 hrs.	50 hrs.	100 hrs.

ITP Action Items: Chapter 4, Transportation Demand Management: Establish a TDM Program

Status: The managed parking program (above) is seen as the first phase of the TDM program. The next phase will develop TDM strategies tailored to commuters, new development, residents and visitors. START has an RFP drafted to solicit services to optimize the current START route to better suit rider needs.

Town Natural Resource LDRs

Goal: Update Town natural resource protection LDRs based on the update to the County natural resource protections update. Utilize a series of small projects, such as stormwater quality regulations, Flat Creek protections, etc. to update the Town's natural resource protections.

Comp Plan Strategies: 1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.2.S.1, 1.2.S.2, 4.4.S.5

Status: This task will begin when the County Natural Resource Regulations have been completed (Dec. 2019)

Progress	Not begun.		
Timeframe	Jul. 2020 – Jun. 2021		
Task Lead	Long-Range Planning		
Resources	FY 20	FY 21	Total
Long-Range Planning	150 hrs.	150 hrs.	300 hrs.
Town Planning Director	40 hrs.	40 hrs.	80 hrs.
Town Planning	40 hrs.	40 hrs.	80 hrs.

Town Flat Creek Corridor

Goal: Develop a Flat Creek Corridor Overlay to address the ecological, recreational, and aesthetic values of the corridor while respecting property rights and public access.

Comp Plan Strategies: 4.4.S.5.

Status: This task will begin in 2020.

Progress	Not begun.		
Timeframe	Jan. 2020 – Dec. 2020		
Task Lead	Long-Range Planning		
Resources	FY 20	FY 21	Total
Long-Range Planning	150 hrs.	150 hrs.	300 hrs.
Town Planning Director	40 hrs.	40 hrs.	80 hrs.
Town Planning	40 hrs.	40 hrs.	80 hrs.

Joint Stormwater Quality LDRs

Goal: Maintain water quality essential to both the ecosystem and human health. The Town and the County will strive to exceed state and federal standards for water quality.

Comp Plan Strategies: 1.2.S.1, 1.2.S.2,

Status: This task may be addressed by each jurisdiction separately, or it may be addressed through each jurisdiction's natural resource standards update.

Progress	Not begun.		
Timeframe	Jan. 2020 – Dec. 2020		
Task Lead	Long-Range Planning		
Resources	FY 20	FY 21	Total
Long-Range Planning	40 hrs.	0 hrs.	40 hrs.
County Public Works	200 hrs.	200 hrs.	400 hrs.
County Planning	40 hrs.	40 hrs.	80 hrs.
Town Public Works	200 hrs.	200 hrs.	400 hrs.
Town Planning	40 hrs.	40 hrs.	80 hrs.

Joint Business Park Zoning

Goal: Update zoning allowing light industrial uses. This area specifically includes South Park Business Park (Subarea 7.1).

Comp Plan Strategies: 3.2.S.1, 3.2.S.2, 3.2.S.3, 3.2.S.5, 3.2.S.6, 6.2.S.3, 6.3.S.2

Status: This Task will begin after the GMP, Aspens and Town zoning updates are completed.

Progress	Not begun	
Timeframe	TBD	
Task Lead	Long-Range Planning	
Resources	FY 20	Total
County Pro. Services	TBD	TBD
Long-Range Planning	500 hrs.	500 hrs.
County Planning Director	50 hrs.	50 hrs.
County Planning	50 hrs.	50 hrs.

Housing Study Nexus Update

Goal: Update the Housing Nexus Study to inform sliding scale mitigation requirements.

Comp. Plan Strategies: 5.3.a

Status: This project will begin in 2020.

Progress	Not begun.		
Timeframe	Jul. 2020 – Jun. 2021		
Task Lead	Long-Range Planning		
Resources	FY 20	FY 21	Total
County Pro. Services	TBD	TBD	TBD
ToJ Pro. Services	TBD	TBD	TBD
Long-Range Planning	100 hrs.	100 hrs.	200 hrs.
County Planning Director	10 hrs.	10 hrs.	20 hrs.
Town Planning Director	10 hrs.	10 hrs.	20 hrs.

County Hog Island Zoning

Goal: Update the zoning for the Hog Island Home Business (Subarea 7.2). If updates to the Comprehensive Plan character description occur these updates will be incorporated in updated zoning.

Comp Plan Strategies: 3.2.S.1, 3.2.S.2, 3.2.S.3, 3.2.S.5, 3.2.S.6, 6.2.S.3, 6.3.S.2

Status: This Task will begin following completion of the Growth Management Program and Aspens zoning update.

Progress	Not begun	
Timeframe	Jul. 2020 – Dec. 2020	
Task Lead	Long-Range Planning	
Resources	FY 20	Total
County Pro. Services	TBD	TBD
Long-Range Planning	200 hrs.	200 hrs.
County Planning Director	50 hrs.	50 hrs.
County Planning	50 hrs.	50 hrs.

County Housing Supply at Jackson/Kelly

Goal: Develop the County property at Jackson St. and Kelly Ave. for Teton County Government employee housing and community workforce housing.

HAP Strategies: 2A, 2B, 2E

Status: Negotiations with the adjacent landowner are ongoing.

Next steps: Execute letter of intent to partner.

Timeline	
LOI to Partner	2019 Q2
Release RFP	2020 Q1
Choose Partner	2020 Q2
Groundbreaking	2021 Q2
Cert. of Occupancy	2022 Q4

County Housing Supply on Mercill

Goal: Develop the east half of the Children's Learning Center site on Mercill Ave. for community workforce housing.

HAP Strategies: 2A, 2B

Status: Teton County owns this property, the current tenant on the east side of the property, the Jackson Hole Historical Society, has a signed lease that expires March 31, 2019.

Next steps: Develop RFP for site, release RFP, award project, build project.

Timeline	
Develop RFP	2018 Q4
Release RFP	2019 Q1
Choose Partner	2019 Q2
Groundbreaking	2020 Q2
Cert. of Occupancy	2021 Q3

Karns Meadow Tract 4

Goal: Develop the property for community workforce housing, including Town of Jackson employee housing.

HAP Strategy: 2B, 2E

Status: An environmental assessment for Karns Meadow is underway.

Next steps: Once the EA is complete, staff will work with the Council to determine the highest and best use for the property. Options that will likely be considered include a shared appreciation mortgage pilot program for Town employees, a historic ARU site, a 9 to 24-unit community housing development, and selling the property.

Timeline	
EA Released	2019 Q1
Analyze Options	2019 Q2
Choose Approach	2019 Q3
Release RFP / (Sell)	2019 Q4

Ongoing Tasks

The following tasks are the projects completed on an annual or ongoing basis.

Joint Annual Indicator Report

Goal: Compile and publish annual indicator data. Analyze indicator data and execution of the past year's Implementation Work Plan to inform an Implementation Work Plan for the following year. Constantly monitor community trends and understand how to best achieve the vision of the Comprehensive Plan.

<i>Progress</i>	Annual
<i>Timeframe</i>	Dec. 2019 – Mar. 2020
<i>Task Lead</i>	Long Range Planning
<i>Resources</i>	FY 20
<i>Long-Range Planning</i>	200 hrs.
<i>Planning Director</i>	10 hrs.

Comp Plan Strategies: Policy 9.2.a

Status: This Task is an annual task that is a part of every year's work plan.

Joint Annual Work Plan

Goal: Analyze indicator data and execution of the past year's Implementation Work Plan to establish an Implementation Work Plan for the following year.

Comp Plan Strategies: Policy 9.2.b

Status: This Task is an annual task that is a part of every year's work plan.

<i>Progress</i>	Annual
<i>Timeframe</i>	Dec. 2019 – Mar. 2020
<i>Task Lead</i>	Long Range Planning
<i>Resources</i>	FY 20
<i>Long-Range Planning</i>	60 hrs.
<i>Planning Director</i>	20 hrs.

LDR and Zoning Map Amendments

Goal: Acknowledge the time and resources required for the various LDR and zoning map amendments that are proposed by the public or other departments that are not otherwise a part of this work plan. In recent years, items such as appeals process, short-term rental, adult entertainment businesses, dark skies, reception sites, noncontiguous PRDs, PUD regulations, and rezones have required significant staff, public, and elected official resources. For this task, it should be noted that the time estimates provided in the chart represent the typical amount of time available to spend on miscellaneous amendments, *not the amount of time it will take to achieve these projects*. Projects under this task may be recategorized as separate projects in this work plan if they represent a priority.

Progress	Ongoing
Timeframe	As Requested
Task Lead	Various
Resources	FY 20
Long-Range Planning	220 hrs.
County Planning Director	20 hrs.
County Planning	40 hrs.
Town Planning Director	20 hrs.
Town Planning	40 hrs.

Comp Plan Strategies: variable depending on the amendment proposed by the public, other department, or elected officials.

Status: This is an annual Task that is a part of every year's work plan. Staff is aware that the public, other departments, or elected officials are interested in updating the following:

- Comprehensive Plan Amendment to Hog Island Character Description
- Town/County Cell Tower Standards
- Town of Jackson Sign standards (County sign standards will be completed in FY 23)
- Variance standards for maximum scale of development for Institutional buildings greater than 10,000 sf in County
- County Campground standards
- County levee standards

LDR and Comp Plan Education and Outreach

Goal: Ensure the public is engaged in the implementation of the Comp Plan. Coordinate the public engagement requirements of the tasks in this Work Plan. Communicate the community vision, where it came from, and how it is being achieved.

Comp Plan Strategies: 3.3.S.1 (this task represents the evolution of joint planning since 2012)

Status: This is an ongoing task that evolves with different projects. In general, the resources needed in an odd fiscal year are less than those in an even fiscal year because the bulk of the public engagement on large projects occurs mid-term, during even fiscal years.

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Long-Range Planning
Resources	FY 20
ToJ Pro. Services	\$ 20,000
Co. Pro. Services	\$ 20,000
Long-Range Planning	400 hrs.
County Planning Director	20 hrs.
County Planning	20 hrs.
Town Planning Director	20 hrs.
Town Planning	20 hrs.

Data Requests

Goal: As government and non-government organizations plan for service delivery, the long range planning department can provide consistent data and projections on the population and demographics of the community, limiting consultant fees and standardizing level of service planning across the community.

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As needed
<i>Task Lead</i>	Long Range Planning
<i>Resources</i>	FY 20
<i>Long-Range Planning</i>	100 hrs.

Comp Plan Strategies: Policy 8.1.a

Status: This Task is an annual task that is a part of every year's work plan.

Other Comp Plan Coordination

Goal: In addition to the specific tasks described above, Long Range Planning will provide assistance to other departments and agencies to coordinate consistency with the Comp Plan.

Comp Plan Strategies: various

Status: This Task is an annual task that is a part of every year's work plan.

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Annual
<i>Task Lead</i>	Long Range Planning
<i>Resources</i>	FY 20
<i>Long-Range Planning</i>	100 hrs.
<i>County Planning Director</i>	75 hrs
<i>Town Planning Director</i>	75 hrs.

ITP Education and Outreach

Goal: Ensure the public is engaged in the implementation of the ITP. Coordinate the public engagement requirements of the tasks in this Work Plan. Communicate the ITP goals, where they came from, and how they are being achieved.

Comp Plan Strategies: 3.3.S.1 (this task represents the evolution of joint planning since 2012)

Status: This is an ongoing task that evolves with different projects.

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Transportation Planning
<i>Resources</i>	FY 20
<i>County Pro. Services</i>	\$ 20,000
<i>ToJ Pro. Services</i>	\$ 20,000
<i>Transport Planning</i>	200 hrs.
<i>Long-Range Planning</i>	200 hrs.
<i>County Planning Director</i>	20 hrs.
<i>Town Planning Director</i>	20 hrs.

Joint Annual Housing Supply Plan

Goal: Annually update the 5-Year Housing Supply Plan to inform the public about trends related to workforce housing and the steps being taken to address workforce housing supply and preservation.

Timeline	
Draft 2019 Plan	2019 Q1
Adopt 2019 Plan	2019 Q3

HAP Strategies: 2

Status: 2017 Housing Supply Plan was approved 2017 Q3.

Next Steps: Draft the 2018 Plan and present to the Town Council and Teton County Board of Commissioners for approval.

Housing Capital Programs

Goal: Create assistance programs to catalyze private development of workforce housing.

Timeline	
Develop Program	Ongoing
Program Approval	TBD
Implementation	FY 19/20

HAP Strategies: 2C, 2D, 5B

Status: Developing programs with the Housing Supply Board.

Next Steps: Implement at least one new capital program in FY 19/20.

Housing Data Collection and Maintenance

Goal: Streamline the application process to decrease human error and collect annual demographic and housing demand data. Full on-line applicant "status" e.g. what categories an applicant qualifies for, what paperwork still needs to be uploaded, what data needs to be completed or updated.

Timeline	
On-line Interface	Ongoing
Data Reports	Annually

HAP Strategies: 2C, 2F, 3C, 4B

Status: This work is continuous.

Next Steps: See the Housing Department FY 20 Work Plan for details.

Housing Compliance

Goal: Verify compliance with existing deed-restrictions, including continued compliance with provisions that need to be verified on an annual basis. Objectively, competently and completely investigate any information, complaint, or report of a violation of a deed-restriction.

Timeline	
Compliance	Ongoing

HAP Strategies: 3A, 3C

Status: This work is continuous.

Next Steps: See the Housing Department FY 20 Work Plan for details.

Housing Education and Outreach

Goal: Provide the public with a comprehensive educational experience about the location and types of existing restricted housing stock, the process to purchase or rent a restricted home, data, and the reason the housing programs exist.

HAP Strategies: 2F

Status: Work was completed on five white board videos. Plans are in place to create aerial photos and videos of existing housing and potential locations of future housing with educational narratives. First quarterly newsletter was released 2018 Q4.

Timeline	
Aerial Photography	2018 Q3
Still Photos	Ongoing
Quarterly Newsletter	Ongoing
Update Website	2019 Q1
Develop Annual Report	2019 Q1 2020 Q1
Release Annual Report	2019 Q1 2020 Q1
Update Housing Portfolio	2019 Q1 2020 Q1

Next steps: Complete a plan for aerial drone videos and aerial photography. Continue producing quarterly newsletters.

Housing Management

Goal: Manage the Town and County's employee housing rental programs according to each organization's policy. Manage the Grove Phase 1 Rentals to ensure vacancies are kept to a minimum, tenants are qualified, the building is being properly maintained as a safe and enjoyable place for tenants, bills are being paid, and operations and maintenance is on budget. Ensure that HOAs at existing Housing Authority developments are financially healthy and understand their role, CC&Rs, and the Housing Department's Rules and Restrictions.

Timeline	
Employee Rentals	ongoing
Grove Requalification Notice	Annually Q2
Grove Requalify/Renew	Annually Q3
Grove Management	Ongoing
HOA Assistance	Ongoing

HAP Strategies: 3

Status: This work is continuous.

Next Steps: See the Housing Department FY 2020 Work Plan for details.

5-Year Work Plan

This table conveys a longer-term, conceptual plan to prioritize future efforts into years ahead.

	FY 18-19	F Y 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
County Natural Resource LDRs	<					
Town Hillside Regulations	<					
Joint Biannual LDR Cleanup						
Joint Standardized Data Collection	<					
Joint Comp Plan Review (GMP)						
Town Square/Historic Zoning						
County Aspens Zoning		?				
County Road/Utility LDRs		?				
Town Natural Resource LDRs						
Town Flat Creek Corridor						
Joint Business Park Zoning		?				
Housing Nexus Study Update						
Joint Stormwater Quality LDRs						
County Hog Island Zoning						
Town Rural Zoning and PUD Map						
County Historic Preservation LDRs						
Town Road/Utility LDRs (Lighting)						
County Wilson Zoning						
Other County Zoning						
TCSPT/Mitigation Bank Plan						
Joint Subdivision LDRs						
County Sign LDRs						
Evaluate Rural/Nat Res LDRs						>
Biannual Cleanup						
Public Engagement Coordination						
LDR & Zoning Map Amendments						
Communitywide CIP						
Economic Development Plan						
Town Gateway Plans						
Annual Indicators & Work Plan						
Joint Public Engagement						
Data Requests						
Other Coordination						

	FY 18-19	F Y 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Joint START Funding	<					
Restructure of TAC into RTPO						
Town Managed Parking Plan						
Joint ITP Capital Group 4 Charter						
County ITP Capital Group 1 Charter			?			
Wildlife Crossings Master Plan						
Joint ITP Technical Update						
Joint Regional Parking + TDM Study		?				
County ITP Capital Group 2 Charter						
Joint Public Engagement						
Other ITP Implementation						
Grove Phase 3 Development						
Town 174 N. King St. Development						
County Jackson/Kelly Development						
County Mercill Development						
Karns Meadow Tract 4						
Annual Housing Supply Plan						
Capital Programs						
Data Collection and Maintenance						
Compliance						
Education and Outreach						
Other HAP Implementation						

Completed Work Plan

This is the 7th Implementation Work Plan since adoption of the Comprehensive Plan in 2012. Below is a list of the implementation work completed or substantially completed to date.

Task	Date Complete	Strategies Implemented
Land Development Regulations Updates/Studies		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Joint Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
Snow King Master Plan Alternatives	July 2018	3.2.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Town Hillside LDRs	25% complete	3.4.S.1, 3.4.S.3
Other LDR & Zoning Amendments	Continuous	
Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	50% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	February 2019	Principle 9.2
2019 Growth Management Program	5%	Principle 9.1
Joint Public Engagement	Continuous	3.3.S.1
Provide Data to Others	Continuous	Policy 8.1.a
Other Coordination	Continuous	

Task	Date Complete	Strategies Implemented
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	
Wildlife Crossings Master Plan	May 2018	
Town Managed Parking Plan	75% complete	
Restructure of TAC into RTPO	75% complete	
START Funding	75% complete	
Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	Comp Plan: 5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules & Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2



BCC 2019-2020 LDR Goals

March 18, 2019

Introduction

On February 12, 2019, the Board of County Commissioners (BCC) conducted their annual retreat with a primary intent to establish strategic focus on projects, programs and organization direction for the upcoming year. The BCC agreed that four categories, to include Land Development Regulation (LDR) updates, would be the focus elements to be addressed during the next year. On March 4, 2019 the *FY2020 Implementation Work Plan* was presented to the Town/County elected officials. Completing the Natural Resource Protection Regulations is one of three primary focus sections of the draft *Implementation Work Plan*. In keeping with the BCC's strategic directives, this report identifies four goals associated with updating the LDRs, and it describes the objective strategies to fulfill the goals.

Land Development Regulations Update

During the retreat, the BCC identified the top three LDR amendments to focus on and other revisions were also discussed as necessary to accomplish.

1. Natural Resource Protections Regulations
2. Relief from the Maximum Scale of Development (Building Size) for Institutional facilities
3. Update Cell Tower Regulations
4. Other LDRs of significant importance
 - Large lot subdivisions
 - Exactions
 - Flood control
 - Levees & irrigation/vegetation limitations
 - Campgrounds and addressing deeds/fractional ownership
 - Family subdivisions

Goal 1. Building on the efforts of the Natural Resources Stakeholder Group (NRSG) over the past two years, complete the Natural Resource Protection Regulations no later than December 2019.

Natural Resource Protection. A draft of the Natural Resource Protection Regulations was presented for public review on September 28, 2018. The draft amendments were the product of five months of public outreach, and a significant amount of work completed by the NRSG and County staff. Efforts built upon the Focal Species Habitat Map Model to direct and understand the spatial/resource relationships affecting the LDR regulatory framework. Efforts moving forward will capitalize on the previous community process work. Specific actions that will occur to complete this project include the following:

1. Reinitiating work with the NRSG is the first task. The NRSG met March 6, 2019 on rather short notice. Members determined not to take any vote at the meeting. Discussion focused on defining the project status and setting a timeline goal to complete the draft by the end of July 2019. Members agreed to hold two meetings per month (2nd & 4th Wednesday). The County will hire a facilitator to ensure that all viewpoints are heard and help to direct a successful product outcome. County planning staff is working out the details and will select the facilitator.

2. County planning staff will assume responsibility for drafting the regulations. NRSG members will address unfinished topics and details at each meeting and determine direction that will be used to draft the LDR update.

Goal 2. Establish LDR standards that permit the building size of institutional uses to exceed 10,000 square feet no later than July 2019.

LDR Relief for Institutional Facilities. During the BCC retreat, the topic of LDR standards related to the Maximum Scale of Development (building size) for private schools was noted as a high priority topic. On February 25, 2019 the status of this amendment was discussed, with the BCC giving direction to move forward with a variance process to address this topic.

A variance approach is somewhat cumbersome and potentially detracts from the true purpose of variances. Amending the LDRs to apply use standards and identify appropriate zoning districts is an alternative approach. The alternative approach would likely use the Conditional Use Permit application process. Conditional uses can define specific criteria for development standards addressing transportation and accessibility, setting forth defined utility service levels, (water/sewer/stormwater), and site/architectural design standards that may be appropriate for institutional facilities. Staff proposes to provide both alternative approaches and allow the BCC to determine the option they feel is most appropriate.

Goal 3. Amend LDR Division 6.1 to update standards for Wireless Communication Facilities by December 2019.

Cell Towers. The LDRs have existing standards/guidelines for the placement, height/design and collocation of cell towers. It should be noted that the Federal Communication Commission (FCC) has established specific mandates limiting the local control of cell towers. These limitations are predicated on concerns about public health and exposure to high frequency energy generated by these facilities. This LDR amendment will be developed with the assistance of a private consultant.

Goal 4. Prioritize and process three to five LDR amendments that will address immediate community needs but, will not tax the department's capacity in a manner that affects current planning projects or projects identified in the *FY20 Implementation Work Plan*.

Other Amendments. Standards to protect levees has been identified as a necessary priority and is being pushed by the Army Corps of Engineers. Levee protections will include the prohibition of irrigating vegetation on levee structures. Another issue of concern relates to updating campground regulations and the fractional ownership of individual camp sites. Amendments will be established that align the LDRs to associated directives under Wyoming State Statutes.



March 1, 2019

Jackson Mayor and Town Council
Teton County Board of County Commissioners

Dear Mayor, Councilors, and Commissioners,

Thank you for the opportunity to provide comment as you review the FY20 Comprehensive Plan implementation workplan. We have three requests for your Joint Retreat discussion:

1. Please prioritize finishing the county natural resource protection updates, and please prioritize Town natural resource protections in 2020
2. Please bring back two staff positions: a natural resources/biology expert and a Teton County Scenic Preserve Trust coordinator
3. Please include time and money to for the county-wide cumulative impact study

1. Please prioritize natural resource protection LDRs

First, thank you for prioritizing the County natural resource LDRs update in recent years. We are glad to be a part of the natural resources stakeholder group (NRSG) and we appreciate your former planning staff's hard work. The stakeholder group has worked hard over two years to develop a new framework. Recognizing that the Planning Department likely won't have capacity in-house, please hire a consultant to both facilitate a few more NRSG meetings (confirm the map/regulations framework, then cover ground we have not yet gotten to: fencing, migrations, incentives, etc) and then draft the new code. The \$5,000 FY20 budget in the workplan seems inadequate for this scope of work. We would welcome the opportunity to help craft that scope, with our colleagues on the NRSG.

→ *Please include a substantive budget for consultants to help the NSRG get a new draft over the finish line in FY19-20.*

Improving the *Town* natural resource protections is also critical. Just two salient examples: bears get into unsecured garbage cans in Town and are killed, and polluted snow piles are pushed or melt into Flat Creek, degrading water quality. It doesn't have to be this way. We should prioritize updating the Town natural resource protections in quick succession to adopting the County LDRs. We are disappointed to see the Town natural resource LDRs scheduled for mid-2020. If we wait another year and a half to start this work, we could lose the momentum the natural resource stakeholder group has built up over the past years, and more bears could needlessly die.

→ *Please move this important effort up the priority list so that it begins as soon as County natural resource protections are updated and adopted.*

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2. Please hire additional natural resources staff

Many of NRSG colleagues have broad interest in the county hiring additional staff to implement the core of our Comprehensive Plan: “preserve and protect our area’s ecosystem.” We are grateful for the work that your staff already do on behalf of the ecosystem, and we know some planners have backgrounds in natural resource management / biology. However, there is no **position focused on natural resources** or conservation.

Additionally, there is no **staffing for the Teton County Scenic Preserve Trust** (TCSPT), which is an important public complement to the excellent private work of the Jackson Hole Land Trust. The 2018 and 2019 Indicator Reports identify TCSPT accepting new easements as a key “next step.” A new staff member would increase the County’s capacity to effectively administer and encourage new easements in locations of high wildlife habitat and scenic value.

The County had both of these positions until the Great Recession. We have been out of the recession for many years now, and our development market is very hot.

→ *Please bring back these positions and their capacity to protect our wildlife, their habitat, and the health of our ecosystem.*

3. Please initiate the cumulative impact study

The Comprehensive Plan outlines a strategy referred to as a “cumulative impact study” as defined in Policy 1.1.e and Strategy 1.1.S.3:

Policy 1.1.E: Understand the impacts of development on wildlife and natural resources - It is a goal of the community to better understand the impacts of development on wildlife. In complex situations, such as understanding impacts of individual developments on an entire ecosystem, science cannot provide precise answers in the timeframe of an individual project because baseline study and years of data are needed. Through the Natural Resource Technical Advisory Board, the Town and County will gather the baseline information needed to create and implement a system to monitor the impacts of growth and development on wildlife, wildlife habitat, and wildlife mobility over time. As we gain a greater understanding of our impact on wildlife, our protection measures should be updated to ensure we are maintaining healthy populations of all native species.

To quote the 2018 Indicator Report “Last year, this Report identified a need to conduct more research on the health of the Greater Yellowstone Ecosystem. This remains the case this year. A cumulative impacts study will help us better understand the impacts of

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development and population growth on our ecosystem, help us develop better indicators of ecosystem health, and indicate which natural resource protections have the most impact.” The 2019 Indicator Report agrees: “Our community continues to ask for further research into the status of our ecosystem health. Suggestions for research include a cumulative impacts study and a carry[ing] capacity study, both looking at how humans in our area impact the health of the Greater Yellowstone Ecosystem.”

For years, this study has stayed on the back burner, perhaps due to a lack of understanding of what it would actually entail. Therefore, **we recently worked with conservation partners to outline a methodology.** As a preliminary outline: first, update the county’s Vegetation Map in 2019-2020. Then, measure change in the map over time – perhaps every six years – looking at land cover, impermeable surface, biodiversity, etc. Additionally, measure wildlife permeability through a method such as CircuitScape for multiple key species.

→ Please add the “Cumulative Impact Study” to the FY20-21 workplan under “LDR Updates and Studies.” Please coordinate with the Teton Conservation District, as they could be an excellent project leader.

As is evident throughout the Comprehensive Plan, our community benefits from and deeply values our wildlife and open space. We believe prioritizing and funding County & Town natural resource LDRs, hiring additional natural resources staff, and creating a cumulative impact study will lead to even better protection of our area’s ecosystem.

Please be in touch with any questions and consider us ready to help.

Leah Zamesnik
Conservation Policy Manager
Jackson Hole Conservation Alliance



2019 Annual Indicator Report

February 28, 2019

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The Jackson/Teton County Comprehensive Plan, adopted in 2012, sets a community vision based on 3 Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. It also establishes an adaptive management program that requires the community regularly ask: are we living our values?

This report helps our community answer that question through the presentation and analysis of 19 indicators. The report begins with Planning Staff's perspective on whether we are living our values. Following that perspective are sections presenting the indicator data for each Common Value. Each of these sections begins with major takeaways from the indicator data, followed by the indicators themselves, and concludes with suggestions for next steps to improve our performance in each Common Value.

Are We Living Our Values?

The starting place for any evaluation into whether or not we are living our values is the Comprehensive Plan growth targets – 60/40 and 65%. Setting these targets was a 5-year process. Implementing them has been the focus of the past 6-years of work. The exciting indication is that our efforts are paying off.

The 60/40 target is that at least 60% of growth occurs in areas of existing development and services – areas the Comprehensive Plan refers to as Complete Neighborhoods. The 60/40 target provides Ecosystem Stewardship by directing development out of wildlife habitat, scenery and open space. It provides Growth Management by aspiring to shift the location of development instead of add development. And, it provides Quality of Life by locating people within walking distance of jobs, services, and other people.

The 65% target is that at least 65% of the workforce lives locally. The 65% target provides Ecosystem Stewardship by avoiding increased emissions and wildlife-vehicle conflict that comes with commuting. It provides Growth Management by truly balancing the demand and supply of housing rather than just displacing the supply to elsewhere in the ecosystem. And it provides Quality of Life by keeping local workers here to volunteer, spend money, raise families, respond to emergencies, and contribute to the community in a meaningful way.

In July 2018 we achieved a major milestone, as 62% of development potential is now assigned to Complete Neighborhoods. Additionally, almost half of that potential is tied to permanent conservation or workforce housing incentives. And the growth has not just been directed to the right location, it has been directed to the

The Community in 5 Trends

Since Comp Plan Adoption in 2012:

- 62% of potential residential development is in Complete Neighborhoods (35% in 2012)
- 59% of actual residential units have been built in Complete Neighborhoods (55% from 2002-2011)
- The percentage of the workforce living locally has fallen from 59% to 57% (from 2007 to 2012 it fell from 65% to 59%)
- Annual growth in jobs (3.6%), effective population (1.9%-3.3%) and Vehicle Miles Traveled (3.4%) has far outpaced physical growth (0.6%-1.2%)
- Effective Population and VMT are growing the fastest in winter and the shoulder seasons.

best location. Most of the redirected potential is in the Town of Jackson, the community's primary Complete Neighborhood with the most services.*

Indications are that the success is more than just theoretical. The policy decisions are having real impact. From 2012-2018 (since the Comprehensive Plan was adopted) 59% of new residential units have been built in Complete Neighborhoods, in the 7 years prior only 55% were. From 2012-2017, the percentage of the workforce living locally declined by only 2 percentage points (from 59% to 57%); in the 5 years prior it declined 7 points.

A significant amount of time and money has been invested in the marquee moves to ensure growth is in the right location and of the right type, and early results are favorable. The reality is that we need to be patient before we can judge the degree of success and determine whether more action or corrective action is needed. It can take years before land use policy is truly reflected in development decisions. Patience will require avoiding one-off "solutions" that do not fit into the comprehensive program just established. Such "opportunities" might provide short-term success, but will preempt and preclude the desired long term vision of the community.

In the meantime, the less emphasized goals in the Comprehensive Plan need attention. Vehicle Miles Traveled (VMT) in 2017 exceeded the community's goal for 2035. Job growth continues to occur faster than the community can accommodate, despite extensive land use control efforts. For years the focus has been the location and type of growth – for good reason. Now it is time to let those programs thrive, while we focus on implementing the other policies in the Comprehensive Plan that are needed to support them.

Common Value 1: Ecosystem Stewardship

Preserving and protecting the area's ecosystem is the core of our community character, and thus monitoring our impacts on the ecosystem annually is an important way to ensure our growth does not compromise the health of the ecosystem. The indicators are intended to help us monitor whether we are growing as a community in a way that still preserves the abundant wildlife, quality of natural resources and scenery, open space, and climate long into the future.

- Location of Growth
- Permanently Conserved Land
- Energy Load
- Wildlife Vehicle Collisions

2018 Ecosystem Stewardship Takeaways

- 66% of units built in 2018 were in Complete Neighborhoods, an all-time, single-year high. Since 2012, 59% of new units have been built in Complete Neighborhoods, bringing us closer to our Comprehensive Plan target of 60% of growth occurring in previously developed areas.
- Years with more growth tend to be the years with a higher percentage of growth in Complete Neighborhoods. This indicates that Complete Neighborhood projects tend to have more units, which shows community resolve in sticking to the Comprehensive Plan principles and avoiding large scale rural development. But it also illustrates that Rural units are easier to consistently develop year after year.
- This year, Residential Potential data shows that 62% of future residential growth can be expected in Complete Neighborhoods. The jump up to 62% from last year's 53% of future residential growth in

* In 2015 the County removed ~2,300 units of potential from Rural Areas as part of the updates to the rural zoning and conservation development incentives. That same update created the Complete Neighborhood Planned Residential Development tool (CN-PRD) that allows some of those units to be realized in a Complete Neighborhood in association with conservation. Through the Downtown zoning adopted in 2016 and residential zoning adopted in July 2018, the Town enabled use of those units in Town in association with the provision of restricted workforce housing.

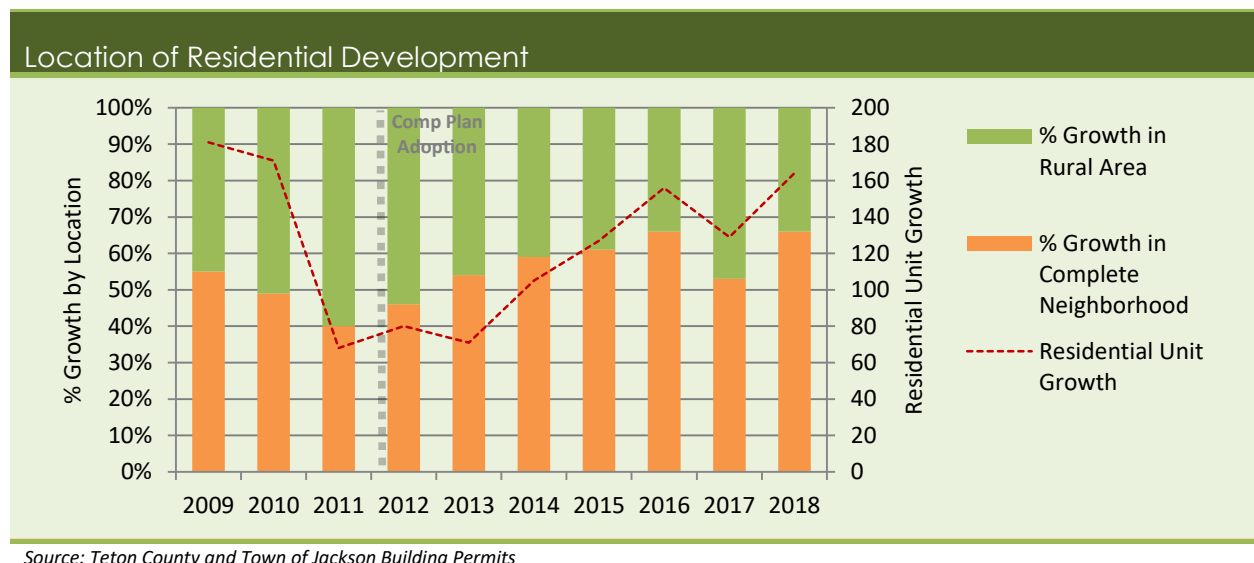
Complete Neighborhoods is a result of the adoption of the Engage 2017: Town Zoning & Parking – Districts 3-6 Updates in July, 2018. The Town Zoning & Parking Update was the second step in a two-step process to meet the Comprehensive Plan’s 60/40 goal. This is a significant accomplishment in the long-term success of the Comprehensive Plan.

- Acres of land in conservation is growing as fast (1.1% per year) as residential development (1.2% per year). As the amount of undeveloped, unconserved land diminishes, the ability of conservation efforts to keep up with development is a significant accomplishment.
- Electricity consumption data indicates conservation efforts are yielding success in the goal of maintaining 2011 energy loads. The significant drop in per capita energy use in winter, even as effective population has grown significantly is the reason for the success. A more thorough accounting of energy used, including air and ground transportation, would give us a better indication of success in meeting the community goal.
- Data for Wildlife Vehicle Collisions was also unavailable this year. Last year’s data shows that Wildlife Vehicle Collisions are visibly impacted by year to year variability in snowpack.

Ecosystem Stewardship Indicators

Location of Growth (Goal: $\geq 60\%$ in Complete Neighborhoods)

The location of growth in complete neighborhoods indicates the community’s ability to direct growth out of areas of habitat, scenery, and open space and into areas of infrastructure, amenities, and vitality. Location of Growth is the primary target established in the Comprehensive Plan to indicate Ecosystem Stewardship. The goal is for at least 60% of growth to occur in complete neighborhoods.

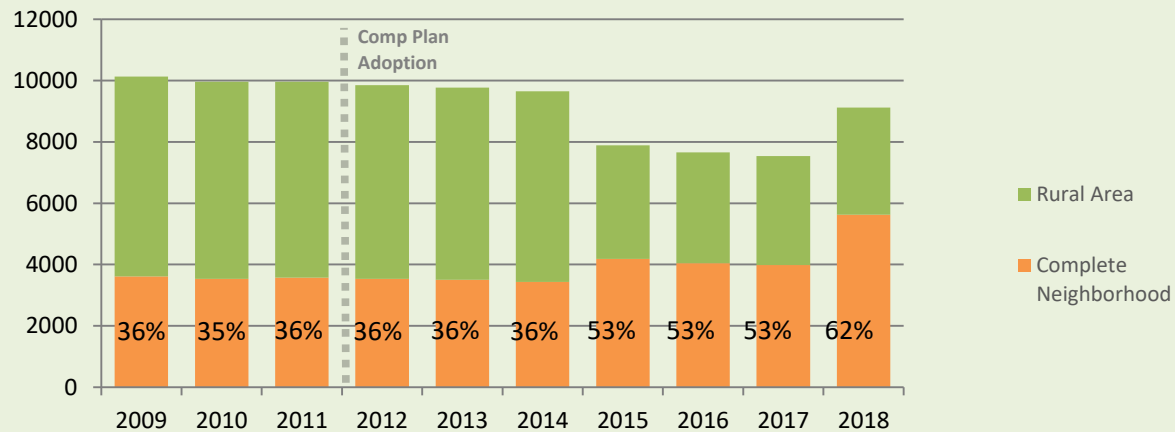


The location of growth *potential* (defined as buildout minus what is actually built on the ground) projects where future growth will occur, rather than past development patterns. Potential decreases as units are built. It is also impacted if buildout is increased or decreased. The way to shift the location of potential is reduce buildout in one area and increase it in another.

Definition of Potential

Potential	=	Buildout	-	Built
		(LDRs applied to all parcels as if vacant)		(What is actually on the ground)

Location of Residential Potential

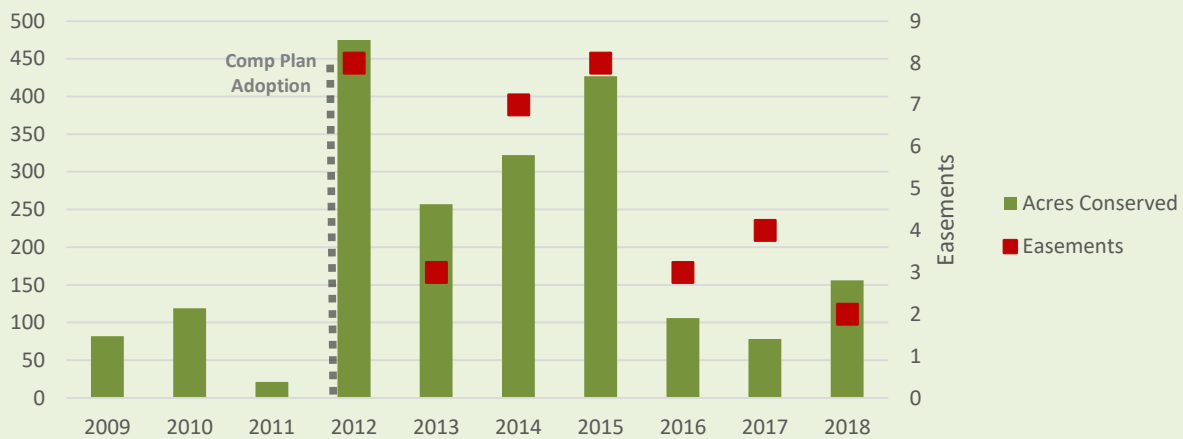


Source: Teton County and Town of Jackson

Permanently Conserved Land (Goal: Increase)

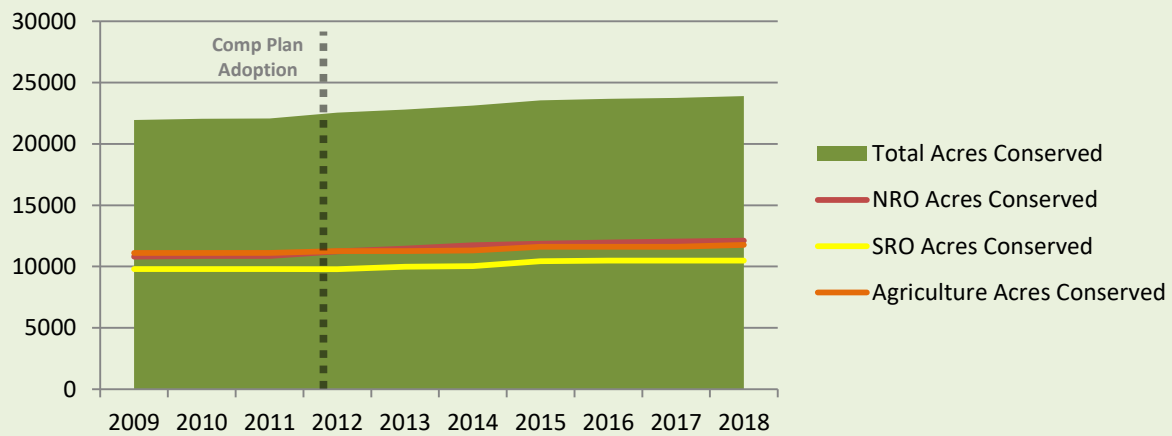
Monitoring permanently conserved land is an indicator of the community's progress in preserving areas of wildlife habitat, natural resources, scenic resources, and agricultural character. The goal of the Comprehensive Plan is to increase such conservation, although no specific conservation targets are identified.

Acres Conserved and Number of Easements by Year



Source: Teton County; Jackson Hole Land Trust; Teton Regional Land Trust

Total Acres Conserved by Conservation Value

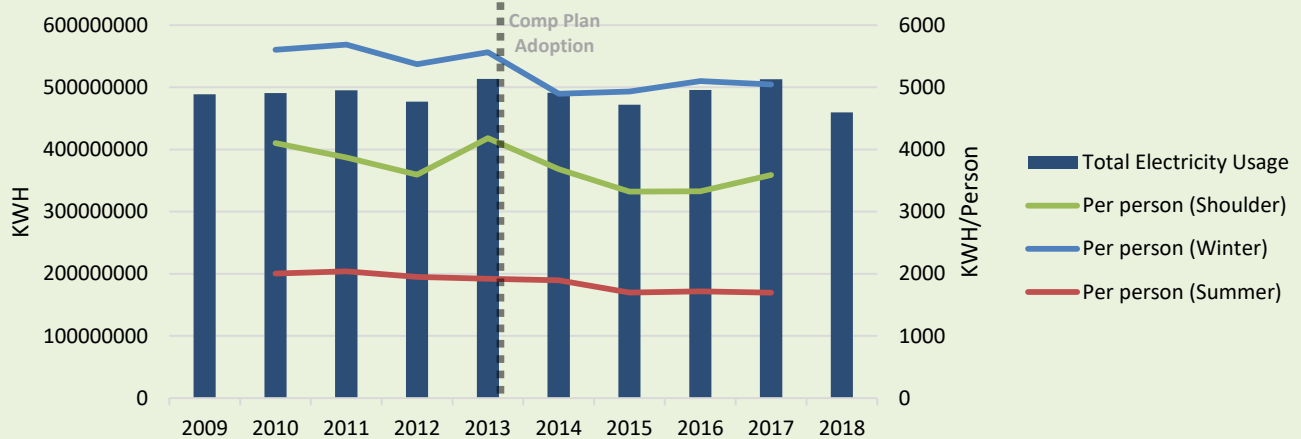


Source: Teton County; Jackson Hole Land Trust

Energy Load (Goal: Maintain)

Energy Load measures the electricity used annually in Teton County. The Comprehensive Plan establishes an objective to maintain the community's overall energy load at the 2011 level even as we grow in population.

Commercial/Residential Electricity Usage & Usage per Person (by season)



Source: Lower Valley Energy

Wildlife Vehicle Collisions (Goal: Decrease)

Wildlife vehicle collisions are an indicator measuring the impacts of physical development and transportation growth on wildlife movement. It is also a measurement of the community's ability to provide safe wildlife crossings. The WVC Indicator follows the biological year (May through April) rather than the calendar year. This better captures the effects of weather patterns on wildlife.



Ecosystem Stewardship Next Steps

- **Zoning Updates.** Completion of the Teton County Natural Resource Protections Update will represent a positive step forward for ecosystem stewardship.
- **Monitor.** The tools adopted to achieve the shift of development potential into complete neighborhoods need time to take hold. Early results are positive, but as the market adjusts to the new tools the community needs to remain patient as it evaluates what is working and what is not.
- **Research.** Our community continues to ask for further research into the status of our ecosystem health. Suggestions for research include a cumulative impacts study and a carry capacity study, both looking at how humans in our area impact the health of the Greater Yellowstone Ecosystem.
- **Easements.** This step has been carried forward from last year's Report: Acceptance of new easements by the Teton County Scenic Preserve Trust would provide another option for conservation and allow the public to encourage easements in strategic natural resource or scenic resource locations. The Town and the County should focus efforts on conserving the most valuable habitat first. This can be measured by the number of conservation easements occurring within the Natural Resource Overlay (expected to be updated with the Natural Resource Protections Update).
- **Wildlife Crossings.** In May, 2018, the Wildlife Crossings Master Plan was completed. The report can be viewed here: <http://jacksontetonplan.com/295/Wildlife-Crossings-Master-Plan>. It identifies appropriate locations for developing safe crossings for wildlife. Implementation will begin with development of a crossing at the intersection of Hwy 22 and 390.

Common Value 2: Growth Management

Responsible growth management means proactively planning for the community we want – with rural open spaces and high quality, Complete Neighborhoods that enhance walkability and vitality. It also means proactively adapting to population growth in a way that preserves our community vision. The following indicators monitor types of development, our day-to-day population, whether we are achieving goals to keep buildout levels below 1994 buildout levels, and what initiatives are being undertaken to address growth in our community.

- Growth by Use
- Effective Population
- Buildout
- Comp Plan Implementation
- Redevelopment

Growth Management Takeaways

- The Growth Management Program was triggered in 2016 when residential growth exceeded 5% since adoption of the Comprehensive Plan in 2012. As of 2019, residential development has grown 8.5% since 2012. The Growth Management Program (GMP) is a quantitative review program required by the Comprehensive Plan at 5% residential growth. It is intended to use data presented in the Annual Indicator Report and elsewhere to evaluate whether the community is meeting the goals outlined in the Comprehensive Plan. The GMP is also an opportunity to pause and evaluate whether our community vision, values, principles, or policies have changed; and then adjust our implementation strategies accordingly.
- The growth we are feeling in our community is not physical growth. Instead it is the growth in the number of *people* at any one time in this community. This concept was first introduced in last year's Indicator Report. Since 2012, the growth of the Indicators that describe the growth we experience personally has outpaced growth in physical development. Effective Summer Population grew an average of 1.9% per year, Effective Winter Population grew 3.3% per year, Effective Shoulder Season Populations grew 2.3% per year, jobs grew 3.6%, and Vehicle Miles Traveled grew 3.4%. By comparison, our community grew physically by only 1.2% in residential units, 0.6% in lodging units, and 0.8% in commercial floor area.
- As evident from the growth rates above, effective population is growing fastest in the winter and shoulder seasons. On a daily basis nonresidents now outnumber residents in the winter and almost equal the number of residents in the shoulder seasons. This trend is supported by traffic data that shows a significant annual Vehicle Miles Traveled (VMT) increase despite declines in summer peak traffic. It should be noted that growth in the shoulders and winter is an economic development goal of the Comprehensive Plan, and that while Summer Effective Population has experienced the slowest growth, Summer Effective Population is still much greater than the other seasons.
- There is a pool of 2,190 units to be used for the Workforce Housing Bonus (Town) and Complete Neighborhood – Planned Residential Development (County). Workforce housing and conservation incentives are enabled with plenty of potential, without any increase to community buildout. This is a major community achievement that weaves Ecosystem Stewardship, Growth Management, and Quality of Life values together.
- The Town and County have dedicated significant resources to directing growth into Town and ensuring it will be workforce housing. Those tools need time to work. And while they do other policies and strategies of the Comprehensive Plan need attention.

Residents & Non-Residents in
Teton County at any one time in
summer (2017)

21,777 
Permanent Residents

46,933 
Non-residents

Growth Management Indicators

Amount of Growth by Use (Goal: Monitor | GMP Trigger: 5% Residential)

Growth by Use measures the different types of development occurring in Teton County. It illustrates, for example, whether the development that has occurred in the last several years has primarily consisted of residential unit growth, lodging unit growth, or non-residential floor area growth. Residential unit growth is of particular importance in the Comprehensive Plan. 5% growth in residential units from adoption of the Comprehensive Plan triggers the Growth Management Program.

Growth by Use					
	2018	Growth Since 1/1/12		10-Year Growth	
Use	Growth	Amount	%	Amount	%
Non-Residential Floor Area					
Agriculture	0	5,538	0.5%	7,810	1%
Outdoor Recreation	183	30,368	9%	91,452	35%
Restaurant/Bar	12,553	37,694	9.2%	52,410	13%
Office	8,840	47,082	3.7%	142,115	12%
Retail	-15,375	79,269	5%	98,589	6%
Industrial	9,097	109,471	7.7%	146,755	11%
Institutional	89,454	170,679	8.8%	270,836	15%
Non-Residential Floor Area	102,756	480,101	6%	809,967	11%
Residential Units					
Agriculture	0	2	0.9%	3	1%
Detached Single Family Dwelling	105	551	9.3%	783	14%
Attached Single Family Dwelling	23	132	7.1%	269	16%
Apartment	45	153	9.9%	203	14%
Mobile Home	0	0	0.0%	0	0%
Residential Units	173	838	6.7%	1,258	14%
Guesthouse	24	131	17.3%	199	29%
Lodging Units					
Conventional Lodging Units	106	319	5.4%	382	7%
Lodging Units	106	319	5.4%	382	7%

Source: Teton County and Town of Jackson

Effective Population (Goal: Monitor)

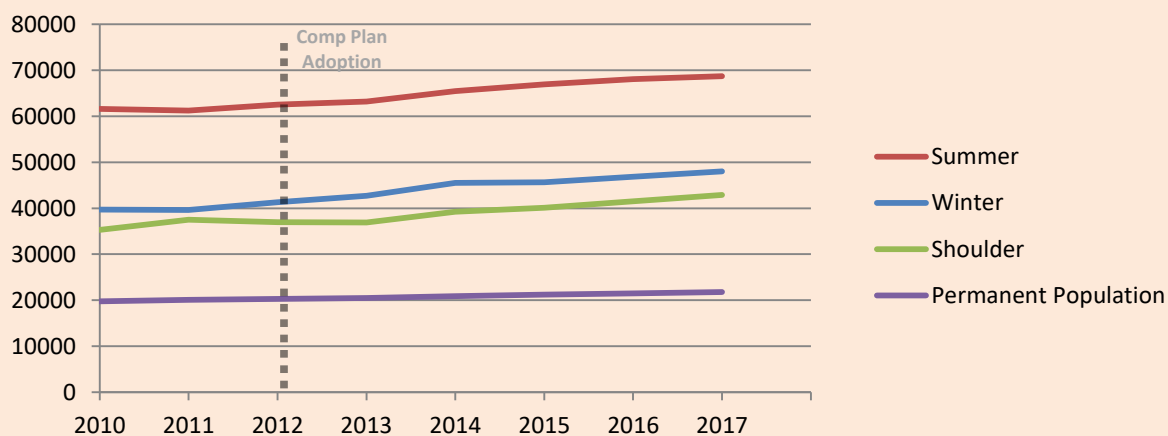
Effective population indicates the true, day-to-day number of people in Teton County, considering not only permanent residents, but also commuters, seasonal residents, seasonal workers, and visitors. Effective population is an important indicator to monitor because it more accurately represents the number of people who are impacting community facilities and resources in Teton County.

2017 Effective Population

	Summer	Winter	Shoulder
Permanent Residents	21,777	21,777	21,777
Daily Commuters	7,636	7,636	7,636
Seasonal Residents	4,267	2,958	1,730
Seasonal Workers	12,067	6,497	5,710
Visitors	22,963	9,146	6,036
Effective Population	68,709	48,014	42,889

Source: American Community Survey, Bureau of Labor Statistics, Chamber of Commerce, USFS, GTNP, YNP

Effective Population by Season



Source: American Community Survey, Bureau of Labor Statistics, Chamber of Commerce, USFS, GTNP, YNP

Buildout (Goal: <1994 Levels)

Buildout measures the maximum amount of development permitted on a property. Buildout is determined by changes to Jackson/Teton County zoning regulations, conservation easements and other deed restrictions on the development of a property, and transfers of property ownership from a private party to federal ownership and vice versa.

The table below represents changes to base zoning. The decrease in buildout since 2012 on the last row of the table is the number of units that are available using the Complete Neighborhood incentives in the Town (Workforce Housing Bonus) and County (Complete Neighborhood – Planned Residential Development). In order to maximize use of the incentives they only get counted against buildout on a project-by-project basis once a project is approved. As base zoning changes and projects are approved using the incentives this “pool” of incentive units will shrink.

Changes in Buildout			
Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
2012	-31	0	0
2013	-12	0	0
2014	-14	0	0
2015	-2,201	0	0
2016	-76	89	94,379
2017	15	0	-30,651
2018	129	0	30,098
2012-2018	-2190	89	93,827

Source: Teton County and Town of Jackson

Annual Comprehensive Plan Monitoring and Implementation (Goal: Complete)

Annual monitoring and implementation of the Comprehensive Plan is included as an indicator to ensure that adequate time and resources are being dedicated to Comprehensive Plan implementation. It also ensures the community is taking the time to monitor these indicators. Each year the Town and County adopt a Work Plan to allocate resources toward implementation of the Comprehensive Plan. Below is a review of all the tasks undertaken to implement the Comprehensive Plan since it was adopted in 2012.

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Town Hillside LDRs	25% complete	3.4.S.1, 3.4.S.3
Snow King Master Plan Alternatives	July 2018	3.2.S.4
Other LDR & Zoning Amendments	Continuous	

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	50% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	April 2019	Principle 9.2
2019 Growth Management Program	5%	Principle 9.1
Joint Public Engagement	Continuous	3.3.S.1
Provide Data to Others	Continuous	Policy 8.1.a
Other Coordination	Continuous	
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Town Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	
Wildlife Crossings Master Plan	May 2018	
Town Managed Parking Plan	75% complete	
START Funding	75% complete	
Restructure of TAC into RTP	75% complete	
Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2

Redevelopment vs. New Construction (Goal: Monitor)

Redevelopment vs. New Construction is an indicator that measures the balance between redevelopment of existing, developed sites and new construction on vacant sites. This indicator is an important measure of whether redevelopment in Town and other Complete Neighborhoods is being achieved and for what purpose. It will also be an indicator of the workforce housing implications from additions and remodels.

Staff is still working on the best way to measure this indicator. Future reports will include analysis of development of previously vacant sites versus already developed sites. However, minor remodels and other construction activities that do not require a building permit will always be difficult to include in any analysis.

A related analysis is the change in value from reinvestment in areas of the community, which may be available from the Assessor.

Growth Management Next Steps

- **Growth Management Program.** We triggered the Growth Management Program in 2016. The review of community vision, values, principles and policies mandated by the Growth Management Plan will be carried out this spring. Staff recommends that the Growth Management Program review include a review of whether the indicators in this document are the right indicators for measuring Comprehensive Plan success. An important part of measuring success is setting realistic goals. Not all the indicators in this document are associated with specific goals. Such goals could be established in the Growth Management Program.
- **Manage the Growth We Feel.** If we are not growing physically, then why are we growing in terms of the number of people in our community? And is it the growth in the number of people in our community that is driving the growth in jobs, or are the jobs bringing the people to our community? Or is it a feedback loop where more people beget more jobs which begets more people? Lastly, if we are growing in terms of the number of people but not in terms of physical growth, how do we effectively manage population growth using tools that are limited to control of physical development? Do we need a new suite of tools for managing our growth?
- **Research.** Continue to refine estimates of seasonal residents, employees, and commuters. Information on characteristics of visitors such as length of stay and mode of arrival would better inform planning for visitor impacts. Continue to analyze the buildout impacts of zoning updates.

Common Value 3: Quality of Life

The first two Common Values of the Comprehensive Plan – Ecosystem Stewardship and Growth Management – work to protect the natural character and the physical character of the community. The third Common Value – Quality of Life – works to protect the emotional aspect of our character. We identify as a diverse community with many different lifestyles and employment opportunities. We value the ability for all residents to have access to a spectrum of employment opportunities, affordable housing, and safe, efficient transportation. The indicators below evaluate our progress towards achieving the Quality of Life vision outlined in the Comprehensive Plan.

- Local Workforce
- Housing Affordability
- Workforce Housing Stock
- Jobs, Housing Balance
- Lodging Occupancy
- Employment by Sector
- Vehicle Miles Traveled
- START Ridership
- Trips by Walk/Bike
- Level of Service

Quality of Life Takeaways

- The percentage of the workforce living locally is at 57%. While the trend shows a continuing decline, the decline since 2012 (59% to 57%) has been much more gradual than the previous 5 years (65% to 59%). This trend highlights the importance of zoning updates like the Affordable Workforce Housing Mitigation rates and the Town Zoning & Parking Updates, which provide balance between demand and supply for workforce housing.
- Housing affordability of improved for a second year, when looking at all homes – though the median home still cost nearly 3 times what the median family could afford. This improvement in relative affordability was largely due to a significant increase in median income after years of relatively little change to income. Meanwhile, detached single-family homes got less affordable, emphasizing the importance of smaller, multi-family units to the workforce housing supply.
- Like the last three years, only 38% of the community's housing stock is occupied by occupied by second homeowners, retirees, or left vacant. This percentage has decreased since 2010, a positive trend

reflecting the construction of more than 200 deed restricted homes since 2010 as well as a growing supply of market ownership and rental units that are occupied by that workforce. 55 units restricted for the workforce were added last year.

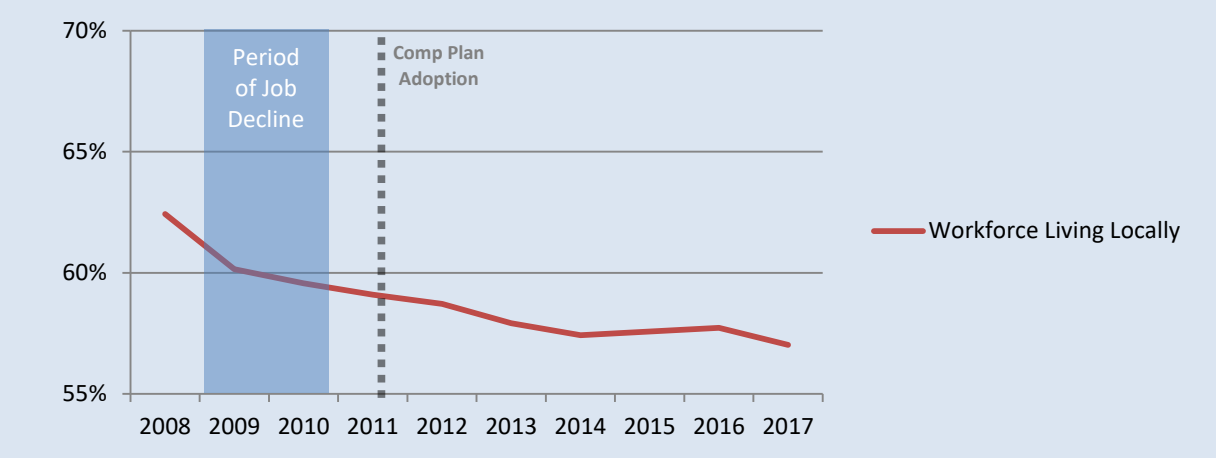
- Economic growth in the community continues to be some of the strongest in the nation. Average annual job growth since 2012 is 3.6%, compared to a national annual average since 2012 of 2% (Bureau of Economic Analysis, 2017). Local Employment has grown 2.9% per year; Effective Summer Population, 1.9%; Effective Winter Population 3.3%; Effective Shoulder Population, 2.3%; Vehicle Miles Traveled 3.4%; and Median Market Home Price, 8.7%. While this growth certainly provides service that contribute to our Quality of Life, it is also the source of many of the challenges that detract from our Quality of Life.
- The indicators that measure the health of community character are not as strong as those of our economy. The average annual growth rate since 2012 for housing is 1.2%, Permanent Population is 1.4% and Median Income is .6%.
- As noted in the Growth Management section above, the economic growth is most pronounced in the shoulder and winter seasons an indication of success with regard to the Comprehensive Plan economic development principle of growing the economy without growing physically.
- Annual Vehicle Miles Traveled (VMT) grew by 24% in 2017 to over 590,000,000 miles. This is especially shocking because the Integrated Transportation Plan (ITP) goal for VMT in 2035 is only 560,000,000 miles. It is even more shocking when coupled with a decline in summer traffic on Highway 22 and Highway 390. Over half of the VMT increase in 2017 was on S. Highway 89. Another quarter was on Highways 22 and 390 in the shoulder seasons and winter. The ITP lays out a transportation vision, but also lays actions that must be taken to implement that vision.
- START Ridership continues to climb, but the climb is only at the rate of effective population growth. More people are riding because more people are here, not because we have taken any of the actions in the ITP. Ridership will continue to grow with effective population, but so will VMT unless something changes in regard to the community's approach to travel.
- The Difference between winter and summer per capita START ridership illustrates the potential for a Transportation Demand Management program to incentivize use of public transportation.

Quality of Life Indicators

Local Workforce Percentage (Goal: $\geq 65\%$)

The Comprehensive Plan establishes a goal of ensuring at least 65% of the workforce lives locally to maintain the “community first, resort second” character of the valley. When the community first identified loss of a local workforce as an issue in the early 90s, over 85% of the workforce lived locally. The percentage of the workforce living locally is the primary target for achieving the Quality of Life envisioned in the Comprehensive Plan.

Percentage of the Workforce Living Locally

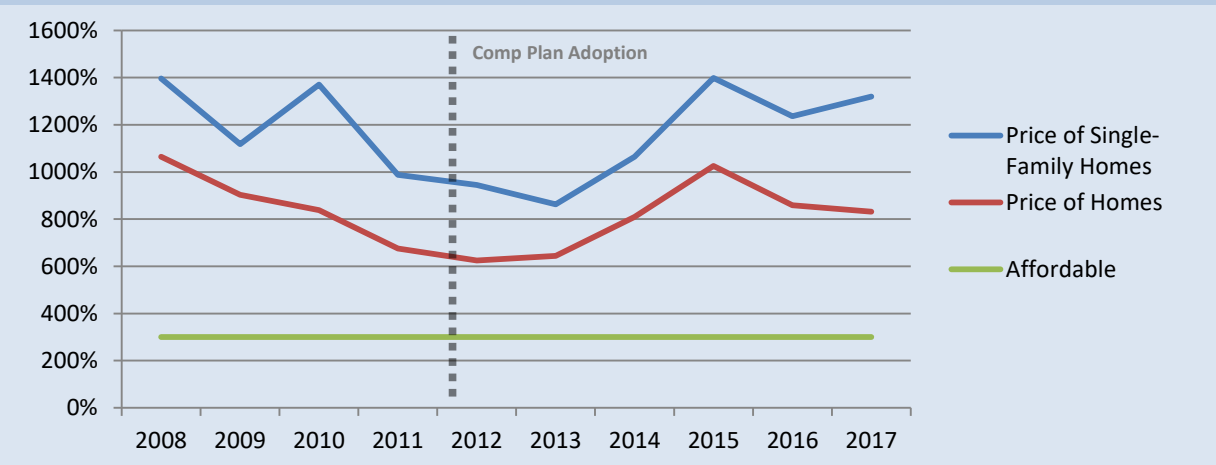


Source: US Bureau of Labor Statistics, US Bureau of Economic Analysis

Affordability of Housing (Goal: Monitor)

Housing affordability has long been considered a primary reason for the loss of the local workforce. The community monitors this indicator to understand the relationship. A home sale that is 300% of income is considered affordable. In 2015, for example, that the median home sold was only affordable to a family making more than three times the median income.

Median Home Sale as a Percentage of Median Income



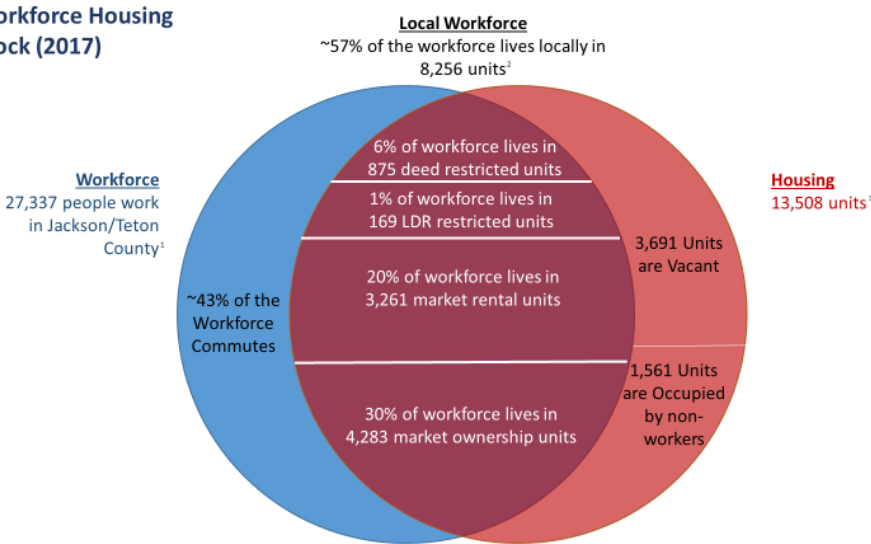
Sources: HUD, Teton County Assessor, David Viehman

Workforce Housing Stock (Goal: Monitor)

Workforce Housing Stock measures the percentage of housing stock that is occupied by the workforce. Given that housing affordability is one of the primary causes for loss of local workforce, it is important to understand the type of residential units that are occupied by the workforce in relation to the type of development that is being allowed and built.

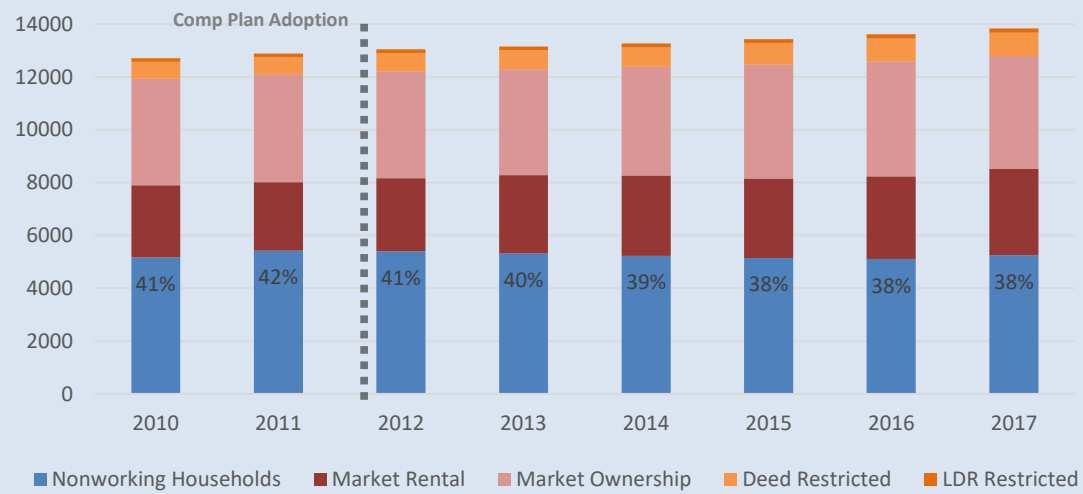
Workforce Housing Stock 2017

Workforce Housing Stock (2017)



Sources: Bureau of Economic Analysis, assuming 1.2 jobs per person; 2015 5-Year American Community Survey, data adjusted to fit 2010 Decennial Census; Bureau of Economic Analysis, Bureau of Labor Statistics, 5-Year American Community Survey Selected Economic Characteristics

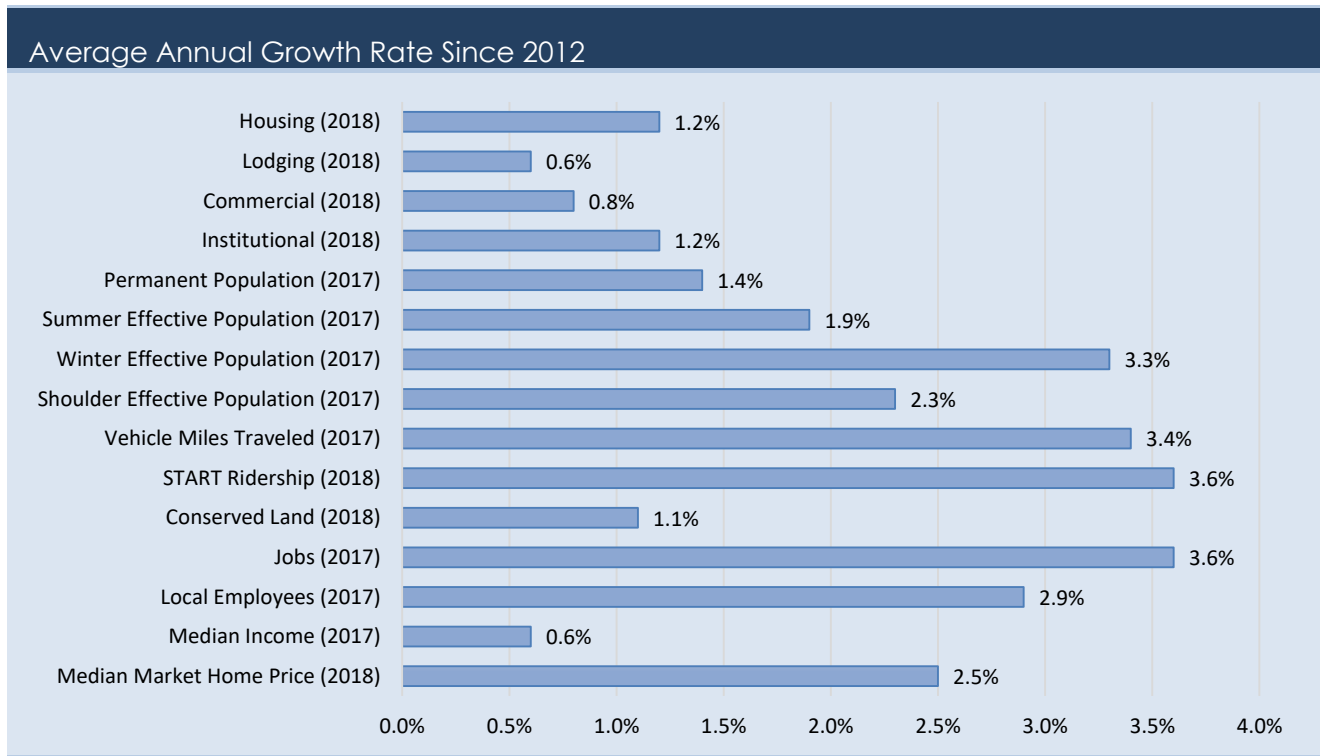
Workforce Housing Stock vs. Non-workforce Housing Stock



Sources: Teton County Housing Department, Teton Community Housing Trust, Habitat for Humanity, Bureau of Economic Analysis, 5-Year American Community Survey Selected Economic Characteristics

Jobs, Housing Balance (Goal: Monitor)

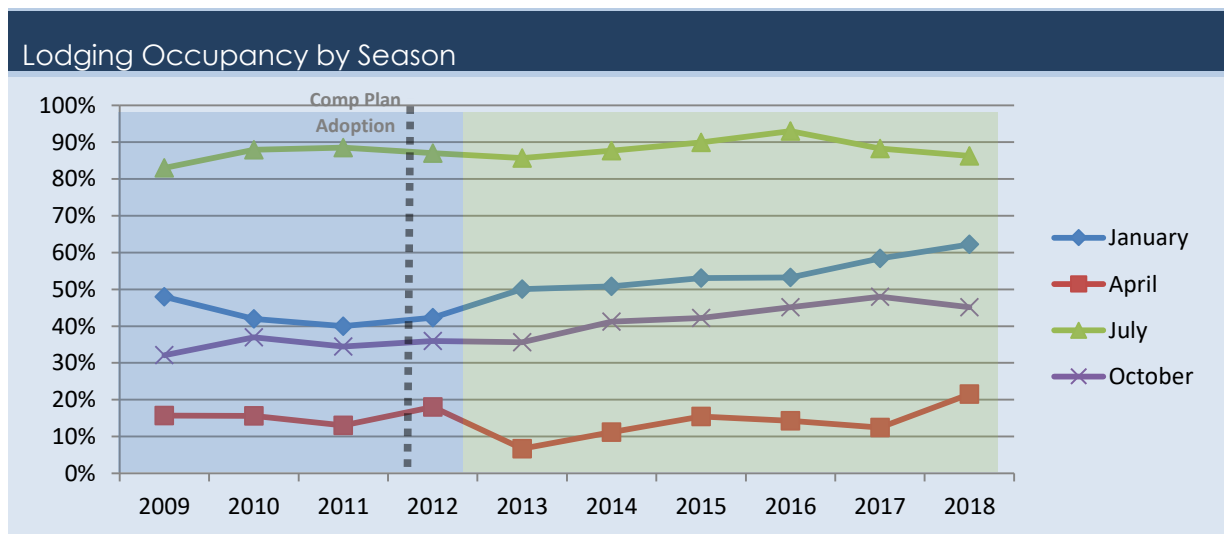
The Jobs, Housing Balance Indicator measures the relationship between various indicators. It is used to gain insight into how indicators are correlated with one another.



Source: Town of Jackson, Teton County, American Community Survey, US Bureau of Economic Analysis, US Bureau of Labor Statistics

Lodging Occupancy by Season (Goal: Increase)

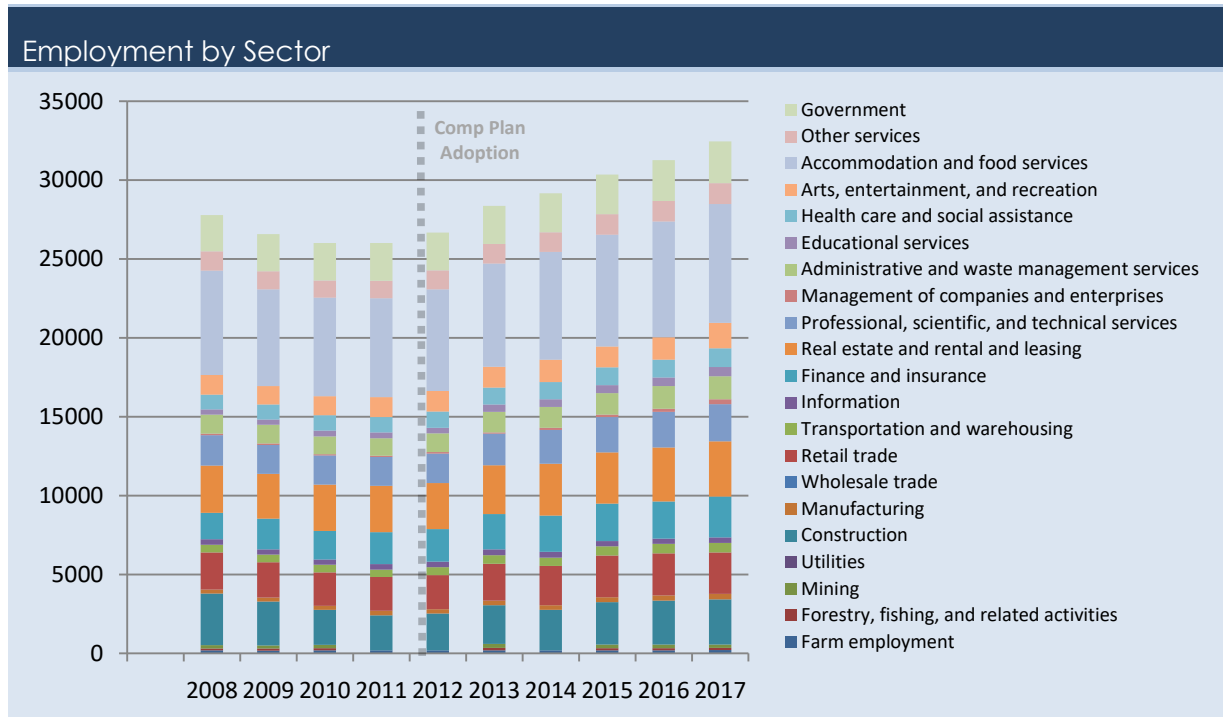
Lodging Occupancy by Season measures the percentage of available lodging units that are occupied in Teton County. The Comprehensive Plan identifies a goal of improving shoulder season occupancy to utilize existing lodging capacity and increase economic activity.



Source: 2007-2012 Data from Rocky Mountain Lodging Report. 2013-2015 Data from the Jackson Hole Chamber of Commerce using improved methodological procedures.

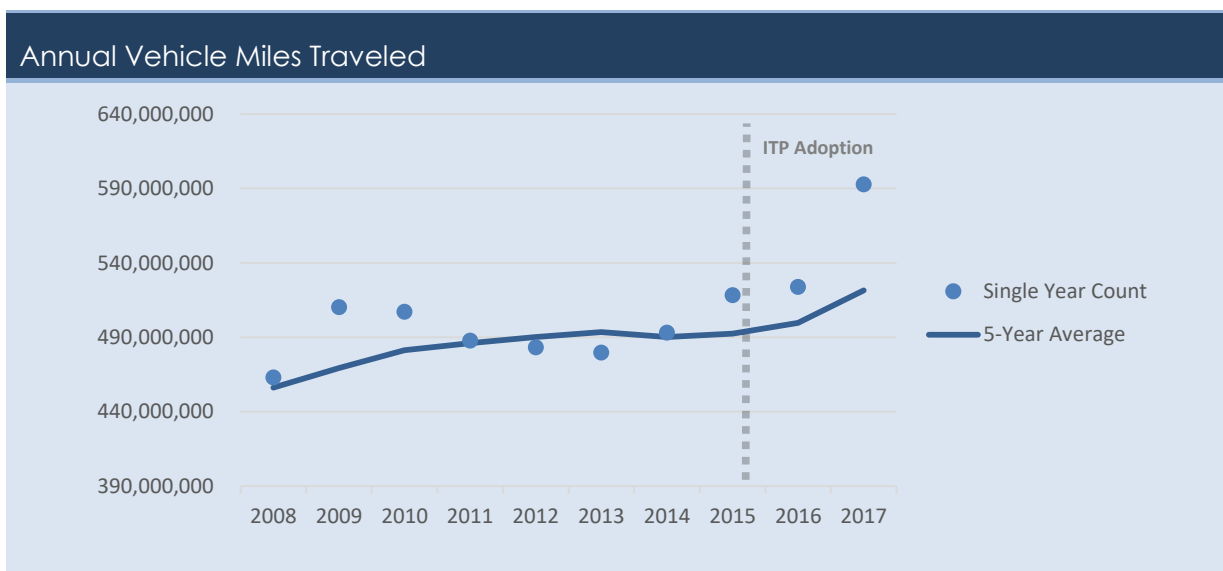
Employment by Sector (Goal: Monitor)

Employment by Sector measures the diversity of employment opportunities in the community. It shows not only when there were declines in employment opportunities (see years 2009-2010 in the chart below), but it also shows variability in different employment sectors.



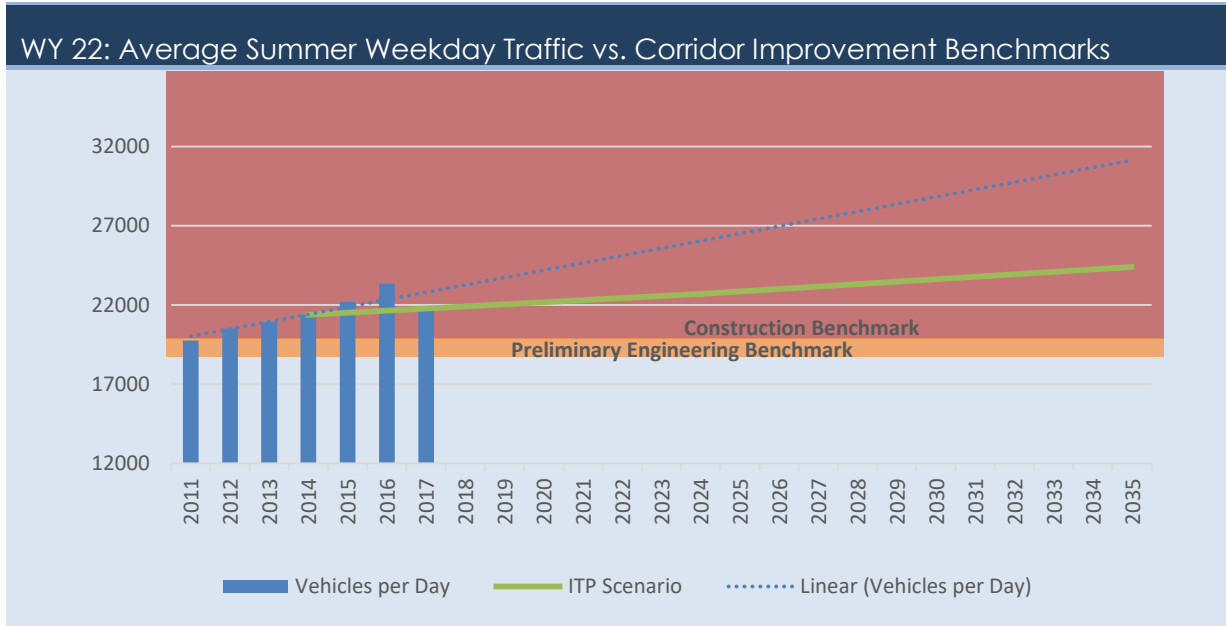
Vehicle Miles Traveled (Goal: $\leq 525,000,000$ in 2024 & $\leq 560,000,000$ in 2035)

Vehicle miles traveled is a measurement of how many miles are driven within Teton County on an annual basis. It helps us understand if we are achieving Comprehensive Plan goals of meeting transportation demands through alternative transportation modes such as transit, cycling, and walking.

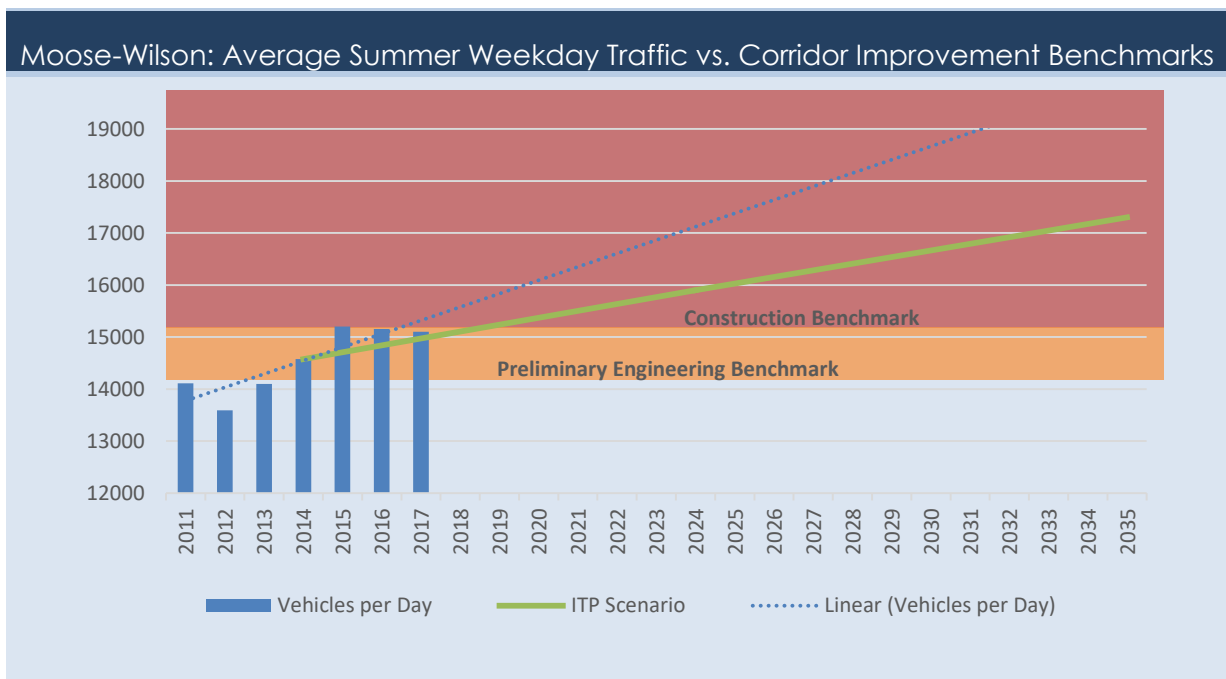


Corridor Improvement Benchmarks

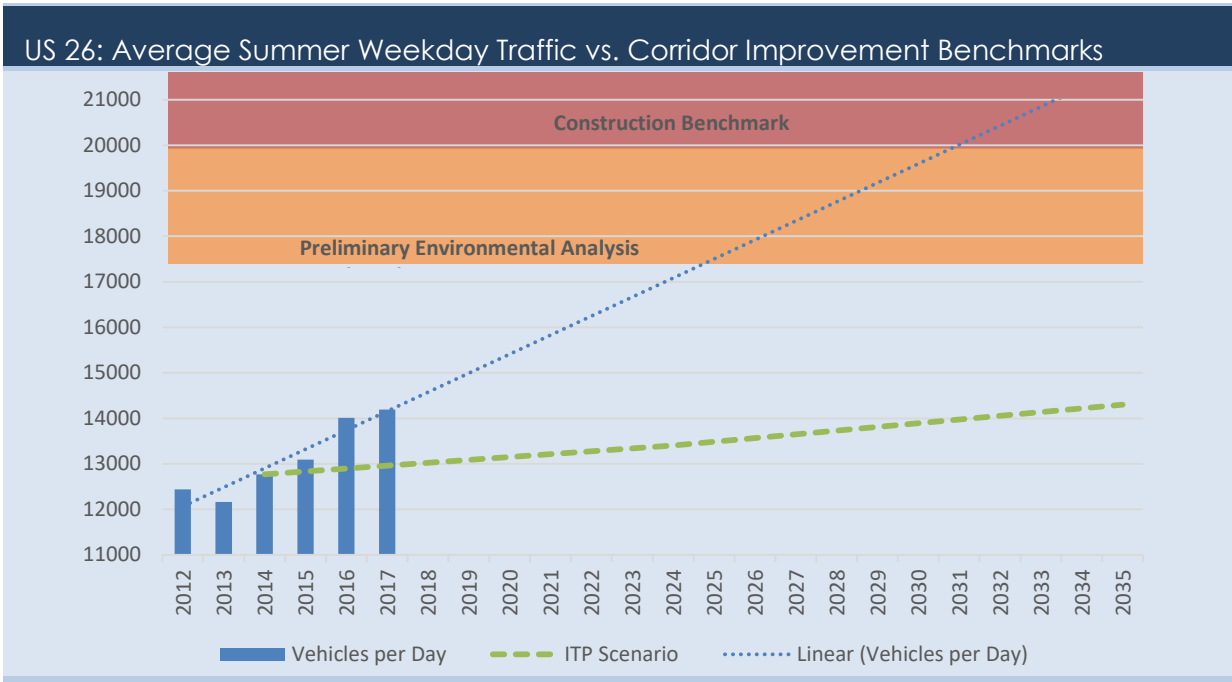
The Corridor Improvement Benchmarks are a series of 3 indicators that monitor the number of vehicles per day on Highway 22, the Moose-Wilson Road, and US 26 against corridor improvement benchmarks identified in the Integrated Transportation Plan (ITP). Once these benchmarks are reached, a suite of capital improvement projects in the respective road corridor is triggered.



Source: WYDOT



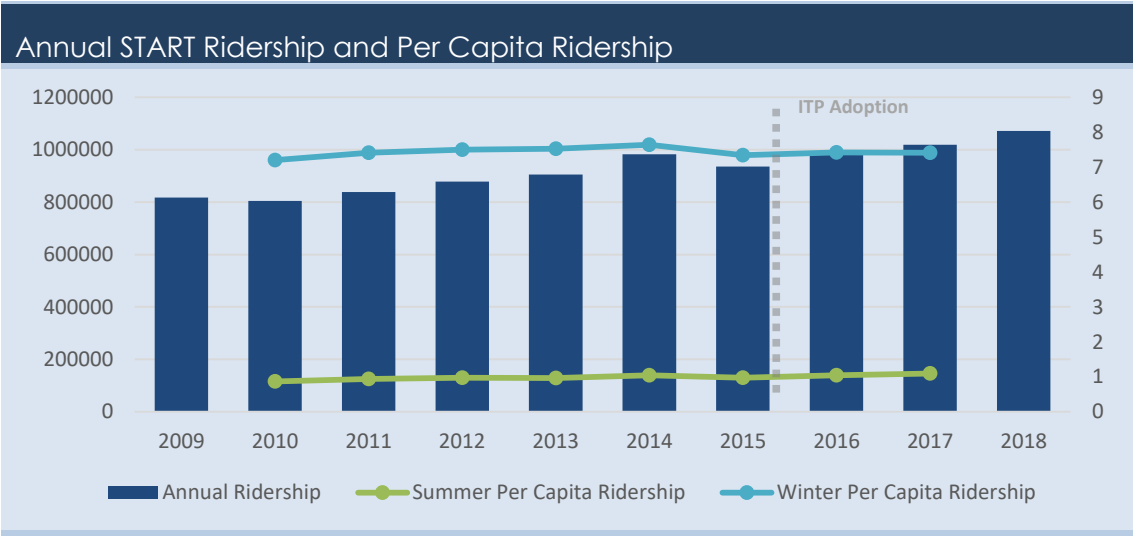
Source: WYDOT



Source: WYDOT

START Annual Ridership (Goal: $\geq 1,800,000$ by 2024 & $\geq 3,600,000$ by 2035)

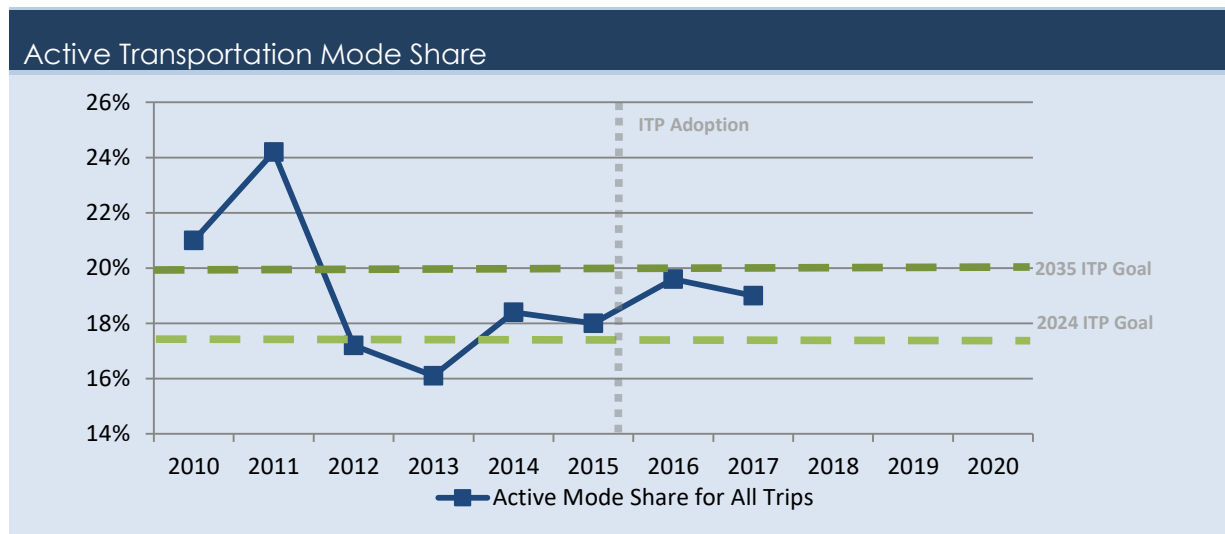
START Annual Ridership measures the annual number of trips made on public transit. The Integrated Transportation Plan establishes objectives of achieving 1.8 million riders in 2024 and 3.6 million in 2035.



Source: START

Active Transportation Mode Share (Goal: $\geq 18\%$ by 2024 & $\geq 20\%$ by 2035)

Active Transportation Mode Share measures the percentage of trips made by walking or cycling. The Integrated Transportation Plan identified active transportation mode share goals of 18% by 2024 and 20% by 2035.



Source: ITP Dashboard, American Community Survey

Level of Service (Goal: Monitor)

While the Town and County continue to transition toward budgeting that is based on maintaining level of service, standard definitions and metrics for each community service have not yet been developed.

Quality of Life Next Steps

- **Discuss.** Our community continues to have conversations about the ‘growing pains’ we are experiencing. These conversations will continue to be important throughout the Growth Management Program process as they will define whether we want to continue being the community described in the Comprehensive Plan or whether we want to change direction. These conversations will need to focus on the difficult tradeoffs we must make as a community including: How do we balance the need for building new affordable workforce housing with community character and ecosystem stewardship values? How do we promote the right kind of growth for our community rather than the resort type that continues to create low-paying service industry jobs? And how do we protect the values of our community while not exporting our problems to other, neighboring communities?
- **Implement and Monitor.** Last summer, the community adopted three significant updates that will have an impact on quality of life in our community: Affordable Workforce Housing Mitigation Updates, the Housing Department’s Rules and Regulations, and the Town Zoning & Parking Update. These three projects will impact workforce housing in our community. Their policies and regulations should continue to be implemented and their effect should be monitored.
- **Charters.** This step has been carried over from last year’s Report: The first step in the process of designing Capital Group 1 and Capital Group 4 to address the vehicle volume on WY-22 and east-west through Town is to complete the project charter process outlined in the Integrated Transportation Plan.
- **Add Capacity.** This step has been carried over from last year’s Report: Increase capacity for transit, bike, and walk trips. Seek funding for expanded transit service to increase the number of rides per person. Continue to carry out sidewalk improvements and winter maintenance in Town. Embrace new

paradigms in transportation related to sharing cars, rides, etc. as the community has already done with the bike-share program. Hiring a Transportation Planner will help with these initiatives.

- **Research.** This step has been carried over from last year's Report: Refine data collection processes through Town and County building permits to develop a more accurate inventory of existing housing stock. Develop a methodology for understanding how additions and remodels impact the affordability of existing housing stock. Develop a methodology for understanding how median rent compares to median income. Include a measure of median home price, including restricted product, to reflect the volume of restricted home sales and their impact on the market.



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: May 2, 2019

MEETING DATE: May 6, 2019

SUBMITTING DEPARTMENT: Affordable Housing

DEPARTMENT DIRECTOR: April Norton

PRESENTER: April Norton

SUBJECT: 440 West Kelly Avenue – Development Partner Selection

STATEMENT/PURPOSE

The Council and Board have the opportunity today to choose a partner to develop housing in town that is close to jobs, schools, transit, and recreational opportunities and is another step in implementing the Comprehensive Plan.

The Comprehensive Plan directs the Town and County to create Town as Heart; emphasize a variety of housing types; develop Transitional Subareas; house at least 65% of the workforce locally; focus housing subsidies on full-time, year-round workers; provide housing that is consistent with Character Districts; and create workforce housing to address shortages. The Housing Action Plan directs the Town and County to strategically provide land as public subsidy and build development partnerships to get more housing for our local community built.

The 440 West Kelly Avenue project represents an incremental approach to housing development that will serve our middle- and higher-income earning working households and takes advantage of new town zoning. It is part of the spectrum of housing the Town and County are building that includes the 174 North King Street Rentals (30 low-income rental units), Grove Phase 3 (24 low-income ownership units), 400 West Snow King Avenue (26 Town and County employee rental units), and 105 Mercill Avenue (at least 22 middle- and higher-income ownership units) and that we must build to achieve and maintain our goal of being a community first and resort second.

Once a development partner has been chosen, the next step will be to draft a Ground Lease and Development Agreement that staff will bring back to the Council and Board for consideration no later than September 2, 2019.

BACKGROUND

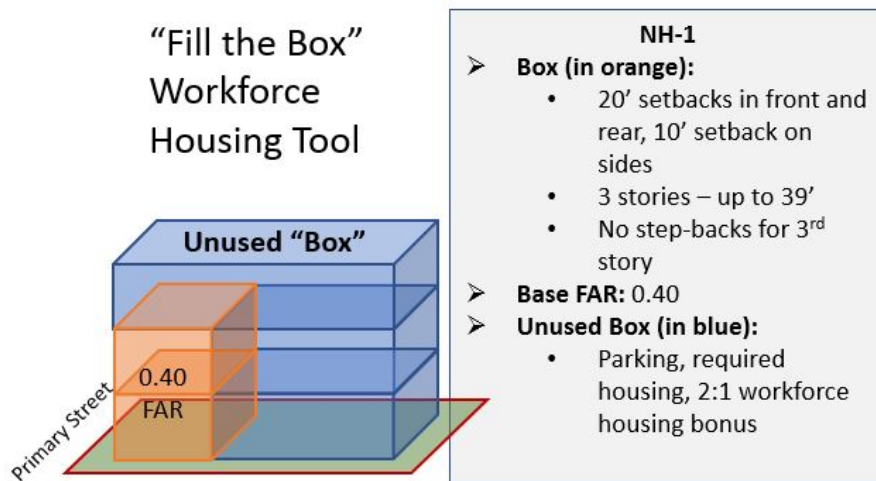
From 2007 to 2012 the community worked to develop the Comprehensive Plan. This work included over 2,000 public comments and resulted in the adoption of the Jackson/Teton County Comprehensive Plan in 2012. The plan sets a goal of housing 65% of our workforce locally. *Comp Plan Policy 5.1.a*. The plan also identified Transitional Subareas that are appropriate for increased density and directs the community to develop a Workforce Housing Action Plan. *Comp Plan Policy 5.4.a*.

The 2015 Workforce Housing Action Plan (HAP) was informed by eight housing studies and is the result of the 2015 Housing Summit, which convened elected officials, stakeholders, and the public to examine workforce housing in Teton County and the Town of Jackson. The plan ties together the Comprehensive Plan policy directives and Character Districts and directs staff to purchase appropriately zoned land for the purpose of partnering with private developers to develop housing for our working families. *HAP Initiative 2B*. The HAP also provides a map showing which neighborhoods in the community are appropriate for updated zoning in an effort to find locations to create workforce housing through increased density. *HAP Initiative 5A*.

In 2016 and 2018 density was added to the Transitional Subareas through updated town zoning. *Comp Plan Policy 4.3.b. HAP Initiative 5A, 5B*. These Transitional Subareas have long been identified as places that are appropriate for more density because increasing the density from single-family homes that are no longer affordable to families earning median income to multifamily homes that are more likely to be affordable to local working families, gives the community a better chance to build housing for our local workforce. Essentially, by increasing the density we are allowing workforce neighborhoods to retain their working family character instead of preserving the existing density and losing that working family character.

For example, in the 440 W. Kelly Ave neighborhood a single-family home that was built in 1962 was recently purchased for around \$700,000, which is approximately twice what a family of four earning 100% of median income can afford. That same home was then remodeled over a 9-month timeframe and sold for \$1.2875M after only one showing. That purchase price is almost four times what a family of four earning 100% of median income can afford. To make redevelopment both attractive to developers and priced at rates that are affordable to working families, either denser housing must be built, or higher public subsidy must be provided. In some cases, both may be necessary.

In July 2018, the W. Kelly Ave neighborhood was rezoned to NH-1. This zoning no longer allows single-family home development (although remodels are ok – see above) and provides opportunities for developers to build more residential floor area if they are willing to permanently deed restrict a portion of it. We call this the “fill the box” tool (see graphic below). The HAP tells us that we should prioritize areas that are zoned to allow for greater density for housing, which is exactly what the NH-1 zoning provides.



So, in December 2018 staff brought the 440 W. Kelly property to the Council and Commission to consider purchasing for the purpose of redeveloping the existing single-family home into multifamily homes by utilizing the new NH-1 zoning allowances and incentives. The property consists of two contiguous NH-1 lots that are located in the Town Residential Core in an area identified by both the Comprehensive Plan and HAP as a desired location for redeveloping workforce housing. The County purchased the property in January 2019, the Town reimbursed them 45% of sales price, and the property was transferred to the Jackson/Teton County Housing Authority.

In February 2019 a Request for Proposals (RFP) to develop housing at 440 W. Kelly Avenue was unanimously approved for release by the Council and Board. Key issues for the RFP that were discussed during the January 29 Joint Workshop included: number of units, parking, affordability, and streetscape. The JIM directed staff to:

- Keep the 15 unit minimum in the RFP. Based on the Intake Form data that tells us 67% of the households looking for housing are one or two people and looking at the existing restricted housing stock that shows only 11% of our ownership units are one-bedroom, the JIM chose to prioritize smaller units and to keep the minimum at 15. A lower minimum number would likely result in the same size development, but with fewer units that have more bedrooms each because larger units will garner a higher sales price. By forcing a developer to build at least 15 units and meet the parking requirements, the JIM forced respondents to build smaller units and limited the public subsidy required to develop the property to only the cost of the land.
- Require that respondents meet the parking requirements set forth in the recently updated LDRs because without a larger plan for transportation and parking, lowering the minimum requirement could be detrimental for the neighborhood.
- Allow developers to choose between the Affordable restriction (income and employment restricted) and Workforce restriction (employment restricted only).
- Incorporate streetscape standards that were above what is currently in the LDRs to help with the integration into the existing neighborhood.

On February 5 the RFP was released based on the direction from the Board and Council. Three responses to the RFP were received and reviewed by the Housing Supply Board (HSB). On April 9 the HSB chose two finalists and sent each team a set of supplemental questions that they were asked to answer by April 19 along with a request for enhanced renderings. These supplemental questions and enhanced renderings are attached to this staff report along with the original submissions. The HSB then interviewed the two teams in person on April 22. On April 26 the HSB met again and recommended a development partner for the project. A third option was received from the UDS team on April 26, but that was not considered and is not included in the analysis below.

ALTERNATIVES

The two finalists chosen were: United Development Solutions (UDS) and Roller Development and Tack Development (Roller/Tack).

Proposal Summary	
UDS	Roller/Tack
Ten 1-beds, Six 2-beds = 16 units	Twelve 1-beds, Four 3-beds = 16 units
Total Project SF: 10,025 Livable SF: 8,828	Total Project SF: 12,216 Livable SF: 10,180
Project Height: 27'	Project Height: 25' on sides, 35' at third story
24 Parking Spaces	18 Parking Spaces

Both finalists provide quality proposals and the development partner you choose will be based on your preferences with regard to the following key issues.

Key Issue One: Affordability

The RFP required that all units come with a deed restriction, but respondents could choose which restriction they used: Affordable Ownership (set price based on median family income data) or Workforce Ownership (no set price). Both finalists chose to utilize the Workforce Ownership restriction. For the Workforce Ownership restricted units, households are required to work full-time locally and earn 75% of their income locally. They may never own residential real estate within 150 miles of Teton County while they own their Workforce home and once the unit is sold initially, it appreciates based on CPI capped at 3%.

Pricing. Both teams provided estimated sales pricing for their units. The pricing is affordable for households earning more than 120% of median family income, which is the target group for the Workforce Program. Pricing will ultimately depend on project cost and market demand unless otherwise dictated in the Development Agreement. For context, the table below shows the proposed pricing for the UDS and Roller/Tack proposals, recent comparable sales data, and information on what is affordable for households earning 120-200% of median family income. None of the market units listed below are new. Deed restricted housing, like the units proposed at 440 W. Kelly Ave., allows buyers to put a minimum of 3.5% down while still avoiding paying mortgage insurance. The recent comp sales listed below are not deed restricted.

Proposal	1-bed	2-bed	3-bed
UDS	2 @ \$279k, \$617.26/SF 8 @ \$279k, \$554.56/SF	4 @ \$329k, \$548.33/SF 2 @ \$329k, \$438.67/SF	None
Roller/Tack	12 @ \$300k, \$600/SF	None	4 @ \$625k, \$568.18/SF
Recent Comp Sales	1-bed	2-bed	3-bed
Virginian Apartments	\$306k, \$663.77/SF	\$420k, \$551.18/SF	
Aspen Drive		\$595k, \$732.76/SF	\$555k, \$342.59/SF
Meadowbrook		\$383k, \$526.10/SF	\$515k, \$606.60/SF
Hansen Meadows	\$346k, \$582.49/SF		\$515k, \$489.54/SF
Ponderosa Village		\$350k, \$543.48/SF	
Affordability	1 person	2 people	4 people
120% MFI	\$82,740 annual income \$273,000 sales price	\$94,560 annual income \$314,000 sale price	\$118,200 annual income \$393,000 sales price
150% MFI	\$103,425 annual income \$344,000 sales price	\$118,200 annual income \$393,000 sales price	\$147,750 annual income \$492,000 sales price
200% MFI	\$137,900 annual income \$459,000 sales price	\$157,600 annual income \$524,000 sales price	\$197,000 annual income \$656,000 sales price

HOA Fees and Long-Term Maintenance. Another factor related to long-term affordability relates to the homeowners' association fees and potential long-term maintenance needs of the project. Both teams provided estimated annual HOA fees and assumptions for both. Neither team proposes a budget that includes a maintenance reserve.

The UDS project anticipates annual monthly fees starting at \$233. These include security alarm monitoring; snow removal; general insurance; lawn, parking, and common interior maintenance; and annual inspections. A maintenance reserve is not contemplated in this number. The ramp down to the parking could pose some challenges with drainage and winter conditions, the narrow common area proposed raised questions about winter maintenance and functionality, and the green roof is also an unknown at the time.

The Roller/Tack project anticipates monthly fees starting at \$100 based on a \$25,000 annual HOA budget. No other explanation was provided. They did state they would select a local manager to develop the HOA budget and the rules and regulations that govern the HOA. The roof top decks could pose maintenance challenges in winter conditions.

For context, the Grove charges \$289/month in HOA fees for two-bedroom units, which includes \$114/month for a maintenance reserve. For 32 ownership units, the annual Grove budget including reserves is \$73,116 (the total amount will increase once the final two phases of Grove 3 are built). The Grove is a larger site and the buildings have complex systems; both considerations increase the HOA fees necessary to maintain the site, manage the systems, and reserve funds for future capital needs.

Staff has placed as a condition of approval, the requirement that the developer work with housing department staff and a local property management firm to develop an HOA budget that includes a capital reserve and HOA rules and regulations.

Summary: The UDS proposal provides more affordable pricing, but the affordability comes at a higher risk due to the proposed construction and long-term maintenance concerns. The Roller/Tack proposal provides less affordable pricing, but the affordability is more certain because cost estimates are provided by a local contractor with a proven track record of accuracy and based on a known product type. Maintenance is less of a concern with the Roller/Tack proposal.

Key Issue Two: Streetscape

"Streetscape" is the natural and built fabric of the street, including how buildings are designed to interact with the street, recognizing that a street – in this case Kelly Ave. – is a public place where people should be able to engage in various activities. The RFP sought to increase design requirements to enhance the streetscape of the project. Both responses provide ground floor units with front entries and porches.

On the whole, the Housing Supply Board finds that the UDS proposal provides a superior streetscape and believes that opportunities exist to enhance the streetscape with front porches/stoops and more entryways. The board liked the lower profile building as a way to integrate with the neighborhood.



The Housing Supply Board and staff find that the Roller/Tack proposal provides a streetscape that is currently less activated but believe that with some enhancements it could be completely acceptable. It also preserves the current vegetation (two tall trees in the front yard) that will provide screening immediately instead of waiting for new plantings to grow.



Staff has placed, as a condition of approval, the requirement that the developer work with housing and planning staff to refine the design so that the streetscape is upgraded by providing eyes on the street and enhancing the interaction between private space and public space, resulting in a more integrated, vibrant neighborhood. The Council and Board will review and approve the streetscape design before considering the Development Agreement and Ground Lease.

Summary: Both projects need to enhance their streetscape design. The UDS proposal is the stronger of the two, but the Roller/Tack proposal does have the opportunity to refine the design so that its streetscape is acceptable.

Key Issue Three: Feasibility

Each developer has a team that includes a general contractor and architect. The team contributes to the pricing estimates, timeline estimates, and financing for the project. Having a strong team with a proven track record is an important factor when analyzing a project's feasibility.

Team. The UDS team includes United Development Solutions, located in Sartell, MN; Design Associates, an architecture firm located in Jackson, WY; New West Builders, a general contractor located in Jackson, WY; Dynamic Homes, a modular manufacturer located in Minnesota; and Pro-Set Modular, a contracting firm from Colorado who will knit the modular pods together on site. UDS, Dynamic Homes, and Pro-Set have not worked locally. Design Associates has local experience with both residential and commercial design. New West Builders has worked on several regional projects that are comparable to this one and they have worked extensively in the local market.

The Roller/Tack team includes Roller Development, located in Philadelphia, PA; Tack Development, located in Jackson, WY and Brooklyn, NY; JKRP Architects, an architecture firm located in Philadelphia, PA; and Shaw Construction, a general contractor located in Jackson, WY. The team will hire a local architect of record if awarded the project. Roller/Tack has worked locally on the Anvil Motel and Glorietta. Shaw Construction has worked on several local multifamily housing projects including Hidden Hollow, Redmond Street Rentals, and 810 West. JKRP has not worked locally.

Construction Approach, Cost Estimates. The UDS proposal includes modular construction, which is key to keeping their construction costs down. They propose to have Dynamic Homes construct the wood manufactured building pods at their factory in Minnesota. The project will be stamped by a State of Minnesota building official who will be on site during construction and who will ensure compliance with building codes. Once constructed, Dynamic will transport the pods to Jackson where Pro-Set will set the pods together. The setting process is estimated to take three days. Once the pods are set, New West Builders will take over construction. The roof will be put on at the site. The process with the Town of Jackson building official and inspections will need to be figured out.

The pricing for this project is based on Dynamic's estimates for construction and New West's estimates to finish construction at the site. Dynamic recently completed a similar project in Telluride, CO for \$275/square foot. That project had higher end finishes than what is proposed for this development. Dynamic estimates it can complete this project for \$100/square foot, which includes manufacturing the units. It will cost an additional \$150/square foot to transport and finish the units. The final revised budget estimates a price to develop at \$3.8M. Because UDS cost estimates are based on Dynamic Homes' past projects, none of which have been developed locally, a higher risk exists that the pricing is not accurate.

Roller/Tack proposes a stick built on site project, built by Shaw Construction. Pricing estimates were provided by Shaw and are based on recent pricing from Hidden Hollow, Redmond Street Rentals, and Millward Street Rentals. Shaw states that they have been able to stay within 5% of their baseline estimates and will be able to provide a final guaranteed maximum price (GMP) based on design drawings, which should be finished this summer. It will take 4-6 weeks after design drawings are complete to finalize the GMP (mid-August). The budget estimates a final price to develop at \$5.011M. Because Roller/Tack is deriving its cost estimates from Shaw who has a local track record of accuracy, the risk that the estimate is significantly inaccurate is low.

Project Financing. UDS project financing is a mix of private equity provided by Dynamic Homes, developer equity, and debt. The team provided letters of interest from two Minnesota banks. UDS is a one-person firm, with Mr. Hoekstra as its sole employee and owner, and there is an inherent risk when partnering with an individual (i.e.: death).

Roller/Tack project financing is a mix of private equity – a limited partner or investor, developer investment, and debt. The team provided letters of interest from two local banks, Bank of Jackson Hole and First Interstate Bank.

Staff has placed as conditions of approval, the requirement that the developer provide a Guaranteed Maximum Price agreement. If UDS is chosen, staff recommends a "key man" life insurance policy for Mr. Hoekstra.

Summary: UDS is proposing a project that will be built in Minnesota, trucked to Jackson, stitched together by a firm from Colorado, and then finished by a local contractor. Their pricing is based on all of that going as planned and this will be their first project in Jackson. Roller/Tack is proposing a project that is a known product type that will be built by a local builder that has a proven track record of quality and accuracy.

EXISTING POLICY DIRECTION – COMPREHENSIVE PLAN, HOUSING ACTION PLAN

Comprehensive Plan Policy:

- Emphasize a variety of housing types. 3.2.d
- Emphasize a variety of housing types, including deed-restricted housing. 4.1.b
- Create and develop Transitional Subareas. 4.3.b
- House at least 65% of the workforce locally. 5.1.a
- Focus housing subsidies on full-time, year-round workers. 5.1.b
- Provide a variety of housing options. 5.2.a
- Housing will be consistent with Character Districts. 5.2.b
- Create workforce housing to address remaining shortages. 5.3.c

Housing Action Plan Initiative:

- Provide land as a public subsidy and build development partnerships. 2B
- Allow for supply of workforce housing by removing barriers. 5A

ATTACHMENTS

- United Development Solutions Response Package
- United Development Solutions Revised Rendering + Supplemental Questions
- Roller Development, Tack Development Response Package
- Roller Development, Tack Development Revised Renderings + Supplemental Questions

FISCAL IMPACT

Teton County purchased 440 W. Kelly Avenue for \$1,703,416.03 and transferred the property to the Jackson/Teton County Housing Authority. The Town of Jackson reimbursed Teton County 45% of the purchase price, or \$766,537.21. The Jackson/Teton County Housing Authority insured the property for \$940.00 and has been receiving \$2,700.00 per month in rent from the tenants. These funds are being placed back in the Housing Supply Program account at the Housing Authority.

STAFF IMPACT

This project requires significant time from the Housing Director. The Town planning and building staff will spend time on the review, permits, etc. Town and County legal departments will spend time drafting the Development Agreement, Ground Lease, and any other necessary documents. The Housing Manager will spend time ensuring the units meet the livability standards in the Housing Rules and Regulations. The Housing Compliance Specialist will ensure enforcement of the restrictions on the units. The Housing Sales Specialist will ensure all households purchasing the units meet the minimum requirements of the Workforce Ownership restriction.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families, business owners, and neighbors.

LEGAL REVIEW

Reviewed by Audrey Cohen-Davis and John Graham.

RECOMMENDATION

Housing Supply Board Recommendation

The Housing Supply Board met April 26, 2019 to discuss their recommendation for the project. Overall, the board believes this is a strong project that adheres to the vision put forward in the Comprehensive Plan of housing for working families in the Town of Jackson.

The board's decision for this project came down to risk. The board, while intrigued by the modular construction and the better streetscape design of the UDS project, ultimately chose the Roller/Tack project because they believe it poses a lower overall risk and provides a quality project. The board also discussed this project in the context of the other project in our "RFP portfolio" – 174 N. King Street. The Council knowingly took a risk on the 174 N. King Street project because the opportunity to construct 30 low-income rental units at such a low local subsidy was too great to pass. That project is currently awaiting the WCDA's decision on whether to award tax credits, HOME funds, and NHTF for the project; the decision will come in July 2019. In that case, the risk was worth the reward of low-income rental units. For this project, the board feels it is more important to get a quality project built, even if that means it may cost more.

The board also believes it is important as the design is refined, that the streetscape continues to be a focal point of importance and recommends that staff work closely with the developer to enhance the design.

Housing Director Recommendation

The Housing Director recommends partnering with Roller/Tack because of Shaw Construction's strong track record of accurate cost estimates and quality construction. There is an opportunity to improve the streetscape of the project and that will be very important for the success of the project. Engaging the neighbors and other community members in this process will be necessary.

If Council and Board choose to partner with UDS instead of Roller/Tack, staff will look forward to working with them to refine their design and cost estimates. No matter who is chosen the conditions of approval listed below address the opportunities for improvement and potential risks for both projects.

SUGGESTED MOTION

I move to direct and authorize the Jackson/Teton County Housing Authority Board to select United Development Systems / Roller Development and Tack Development to develop housing at 440 W. Kelly Avenue. I direct staff to work with United Development Systems / Roller Development and Tack Development to draft a Development Agreement and Ground Lease that will be provided to the Town Council and Board of County Commissioners for review and approval by September 2, 2019.

The Development Agreement and Ground Lease shall include:

1. HOA budget and rules and regulations. Developer must work with housing department staff and a local property management firm to develop HOA rules and regulations and a budget that includes a capital reserve.
2. Revised streetscape and design drawings. Developer must work with housing and planning department staff and Design Review Committee to enhance the streetscape. Design drawings must be provided to housing department staff by August 15, 2019.
3. Guaranteed Maximum Price agreement.
4. Deed restriction(s) for the units. The Workforce Ownership deed restriction template must be used.
5. Developer must receive approval from the Town of Jackson Design Review Committee and Town Planning Department before applying for a building permit.



440 W KELLY AVENUE

4-5-19

440 W KELLY AVE
Jackson, Wyoming

PROJECT DESCRIPTION

Development Plan

Our development plan is for 16 units total including 10 one bedroom units and 6 two bedroom units that will be built a half story above grade over the parking area which will be a half story below grade. The units are to be in a range of 452 sf to 750 sf each. At least one if not two of the units will be ADA accessible with a ramp that will lead up to the entrance. The overall development is approximately 8,800 sf. We are proposing 24 parking spots, 14 storage closets and area for bikes.

The concept of our plan is to provide plenty of common area including some gathering space, raise the neighborhood slightly above grade and thus allow the parking below not be completely buried below grade. We are also trying to bring the scale of this development down to be more in line with the surrounding single-family homes. All units have access to the common area, large glass doors that open to private balconies, laundry and storage. Construction to meet or exceed LEED Silver qualification.

PROJECT TEAM

Project Team & Qualifications

Developer/Builder United Development Solutions LLC - Sartell, MN
 www.udsmn.com
 Troy Hoekstra

1. I've been in construction and development since 2001 as a partner in a major general contracting firm and for the past 9 years as the sole owner of United Development Solutions.
2. I have an MBA with a concentration on Finance
3. Client: St. Cloud State University
 Location: St.Cloud Minnesota
 Number of Rooms: 450
 Year Completed: 2010
 Value: \$40 Million. As part of the 5th Avenue Live project we participated as part of a development team and played important roles in city approvals, neighborhood focus group meetings, land acquisition and purchase price negotiation of the required land, as well as many other necessary components. 5th Avenue Live is a multiple city block project in excess of \$40 million located in St.Cloud, Minnesota. The photo depicts part of the project which includes 32,000 sq. ft. of retail/office space and housing for over 450 St.Cloud State University students.
4. Developed Platteville, WI project. Total project cost of \$17 million. Funded with New Market Tax credits and involved a 22,000 sq. ft. public library, 7,000 sq. ft. low income woman's health clinic and 72 room Holiday Inn Express.
5. Preferred developer with Marriott and IHG.
6. In 2015 was the Developer of the Year in the United States with IHG.
7. Won several state of WI development awards with Platteville. (#4)
8. Owner of North Campus and Bridgeport 67 and 76 Unit housing (apartments) properties.
9. In the past four (4) years have developed over \$120 million in real estate.
10. I specialize in owning, investing, and completing mixed-use and complex financing projects.



440 W KELLY AVENUE

Architect Design Associates Architects - Jackson, WY & Driggs, ID
www.dajh.co
Chris Lee AIA, Mike Ralph, Chris Mientjes, Kevin Salys, Diana Gherlac, Jessica Ibarguen

The firm began in the mid 60's and Principal Chris Lee has operated the business here in Jackson since 2001 with the retiring of Vince Lee. Since then, Chris, who grew up in Jackson has grown the firm to include six employees to handle the growing demand of numerous projects spread over the valley and beyond. Our projects, while almost entirely residential, represent a range of styles as diverse as our clientele. DA uses a technology-based approach to produce better designs and drawings, as well as enhance the client experience through the use of 3D and virtual reality. Photographs showing an assortment of these buildings are available online at our website: www.dajh.co.

Education B Arch, Montana State University, Bozeman, MT, 1996

Professional Assoc American Institute of Architects (AIA), 2000-Present
National Council of Architectural Registration Boards (NCARB), 2000-Present
Winner of HGTV faces of design award, 2018
Town of Jackson Design Review Board, 2004-2006
Leadership in Energy and Environmental Design Accredited Professional (LEED AP), 2009-2015
Mountain Living Magazine top designers, 2017-Present

Professional Licenses Wyoming Architect (B-0228)
Utah Architect (10589953-0301)
Idaho Architect (AR-986367)
New York Architect (041244-1)

Experience 200+ Projects
Residential - 36sf treehouses to a 90,000 sf family estate - approx 95% of projects
Commercial - office buildings, housing developments and apartments - approx 5% of projects



440 W KELLY AVENUE

PROJECT FINANCIAL INFORMATION

Financing Narrative

United Development Solutions, the developer, will provide investor equity and private financing for construction and permanent financing of this project.

16 Unit Apartment Complex					
Investor Equity	\$ 1,000,000.00				
Total Equity	\$ 1,000,000.00				
Finance Amount	\$ 2,364,501.00				
Total Project Costs	\$ 3,364,501.00				
					Budget
Land					\$ 1.00
Building and Improvements					\$ 2,020,000.00
Parking structure/soils					\$ 550,000.00
Site Prep/Soil Improvements					\$ 58,000.00
Permits and Fees					\$ 52,000.00
Furniture, Fixtures and Equipment					\$ 45,000.00
Financing, Other Amortizable Costs					\$ 45,000.00
Architect/Engineering					\$ 155,000.00
Bank/Appraisal					\$ 4,500.00
Title Insurance/Recording/Legal/Closing					\$ 45,000.00
Signage					\$ 15,000.00
Preopening Expense (Marketing)					\$ 10,000.00
Market Analysis					\$ 5,000.00
Project Mgmt Labor					\$ 125,000.00
Contingency					\$ 50,000.00
Working Capital					\$ 40,000.00
Development Fees					\$ 145,000.00
Total Estimated Costs					\$ 3,364,501.00

440 W KELLY AVENUE

SUSTAINABLE DEVELOPMENT

Project Info

Construction to meet or exceed LEED Silver qualification including but not limited to: over insulating exterior walls, floors, roofs, low U-value glazing on doors and windows, LED lighting throughout, water conserving plumbing fixtures, green roof, smaller footprint of structures to allow for more green space, etc.





440 W KELLY AVENUE

DEVELOPMENT STANDARDS

Lot Info

Area:	0.31 acres (13,504 s.f.)
Zoning:	NH-1
Overlays:	n/a

Scale of Development

FAR:	.4 (5,401 s.f.)
Bonus:	2:1
Individual Building (max gross):	10,000 s.f.
Habitable (max excluding basement):	8,000 s.f.
Min Units:	15

Landscape Ratio

Min:	.21 (2,836 s.f.)
Plant Units (min):	3

Building Height

Max height:	39' (roof pitch $\geq$ 6/12) 37' (roof pitch 4/12-5/12) 35' (roof pitch $\leq$ 3/12)
Stories:	3

Drive/Parking Setbacks

Driveway width (max):	20'
Primary Street:	20'
Side Interior:	1'
Rear:	5'

Building Setbacks

Primary Street:	20'
Side Interior:	10'
Rear:	20'

Parking

Minimum:	1/DU < 500 s.f., otherwise 1.5/DU
----------	-----------------------------------

440 W KELLY AVENUE



PROPOSED DEVELOPMENT

Scale of Development

Site Development:	9,637 s.f.
Landscape Ratio:	.29 (3,863 s.f.)
Plant Units;	3+
Floor Area:	8,828 s.f.
Dwelling Units:	2 2BR (750 s.f.)
	4 2BR (600 s.f.)
	8 1BR (503 s.f.)
	<u>2 1BR (452 s.f.)</u>
	16 Units Total (22 BR Total)

Height

Approx:	27'
Stories:	2.5

Parking

Spots:	24
Required:	23

Christopher Tobin Lee, AIA, NCARB

Owner - Design Associates Architects

50 South King Street, Suite 201

Jackson, WY 83001

307 733 3600 - chris@dajh.co



HISTORY

Born in Jackson and raised in Wilson, Christopher picked up his love for design from his architect father and artist mother. It was working for his father Vince Lee one summer that he realized his natural talents for the creative problem solving of architecture.

After graduating with a degree in Architecture, Chris came to work with his father. Vince retired in 2000 leaving Christopher in charge. Since taking the lead role in the company, Christopher has pursued a technology based approach to the industry to produce better designs and drawings and enhance his clients experience through 3D and Virtual Reality.

Christopher runs the company much as his father did with a team building approach with his contractors, consultants, community and a relentless attention to his clients needs. His process leads to great teams doing great work and happy clients.

EDUCATION

Attended - University of Wyoming - Commercial Art and Business Administration (1987 - 1988)

Attended - Seattle University - Business Administration (1989 - 1990)

Attended - Montana State University - Architecture (1991 - 1996)

Degree - B ARCH, Montana State University, Bozeman MT (1996)

PROFESSIONAL ASSOCIATIONS AND RECOGNITION

American Institute of Architects (AIA) (2000 - present)

National Council of Architectural Registration Boards (NCARB) (2000 - present)

Winner of HGTV faces of design award (2018)

Town of Jackson Design Review Board (2004 - 2006)

Leadership in Energy and Environmental Design Accredited Professional (LEED AP) (2009 - 2015)

Mountain Living Magazine top designers (2017 - present)

PROFESSIONAL LICENSES

Wyoming Architect (B-0228)

Utah Architect (10589953-0301)

Idaho Architect (AR-986367)

New York Architect (041244-1)

EXPERIENCE

200+ Projects

Residential - 36 SF treehouses to a 90,000 SF family estate. Apx. 95% of projects.

Commercial - Office Buildings, Housing Developments, and Apartments. Apx. 5% of projects.

REFERENCES

Mr. Edwin Artzt; Proctor and Gamble Company, P.O. Box 599, Cincinnati, OH 45201 – two homes: a 5500 square foot stone and timber home and subsequent 2000 square foot addition, in Teton Pines, and a 10,000 square foot mortar-chinked lodgepole pine log and stone lodge on the east bank of the Snake River in Solitude West, Jackson Hole, Wyoming.

Dr. and Mrs. L. N. Hopkins; 49 Cleveland Avenue, Buffalo NY 14222 – an 8500 square foot, extensive addition & remodel to their ski home under the tram at the Jackson Hole Ski Resort, Teton Village, Wyoming.

Mr. and Mrs. (Liz Claiborne) Art Ortenberg; 650 5th Avenue, New York, NY 10019 - a 1500 square foot mortar chinked caretaker's cabin, 1200 square foot master bedroom suite addition and 100 square foot office remodel at their northern ranch near Condon in Montana's Swan River Valley.

Mr. and Mrs. Alex Muromcew; P.O. Box 11897, Jackson, WY – a 3400 square foot wood and stone, traditional bungalow, ski house getaway in Skyline Ranch, Jackson Hole Wyoming.

Senator and Mrs. J. D. Rockefeller; U.S. Senate Washington DC, 20010 – three additions and/or remodels to their residence north of town, Jackson Hole, Wyoming.

Mrs. Debbie Petersen; 9706 Carmel Ct, Bethesda, MD 20817 – a just over 5600 square foot composition of 4 "distressed" structures tied together w/ contemporary links in Indian Springs Ranch, Jackson Hole.

Mr. Jim Schmitz and Ms. Carole Nakai; 35 South Deep Lake Road, North Oaks, MN 55127 – a detailed 5700 square foot western inspired craftsman in HHR Ranches Subdivision, Wilson Wyoming.

Mr. and Mrs. Bruce Downer; 17655 CR G, Cortez, CO 81321 - a just under 4000 sf traditional western ranch house set against the cliffs of McElmo Canyon on a bench overlooking the Sleeping Ute Mountain, outside of Cortez, Colorado.

TROY J. HOEKSTRA

3576 Riviera Road, Sartell, MN 56377 • (320) 493-6272

hoekstratroy@gmail.com • <https://www.linkedin.com/in/troyhoekstra>

*"I invested in Troy because he is a finisher,
which is very rare."*

~ Mike Hursh, MD, Chisago Lakes Hotel Partners LLC

REAL ESTATE DEVELOPMENT EXECUTIVE – 20+ YEARS' SUCCESSES

Interested in City Consulting and MNSCU Higher Education Teaching Opportunities- Ph.D. in Progress; MBA

Areas of Expertise

Full-Lifecycle Zoning, Presentation & Finance Development Projects

Minnesota Corporations | Cities | Large Contractors | Real Estate Development Business Units

LAND | RESIDENTIAL | COMMERCIAL | HOSPITALITY | MEDICAL | MIXED- USE

Perpetual catalyst for profits; slash and control costs, maximize revenue, and avert risk. Reputation for unwavering integrity and a penchant for working hard and smart; and always extracting value out of spend. **Rare experience-honed financing/sales blend** expertise. **Unique global / U.S. network** of small, medium, and large banks, nationwide hedge funds, insurance companies and complex financial relationships. Love the art of financing: **selling the deal and delivering on promises.**

- **Frequent, high-impact public speaking** to cities, companies and diverse entities in settings of small groups to 100+. **Presented to St. Cloud State University Real Estate Association** on dynamic, real-world real estate topics. Able to make "learning come alive" on subjects ranging from project development communications and nuances, to complex financial vehicle investments.
- **Orchestrated intricate financing portfolios / projects** with New Market Tax Credits, USDA Business & Industry loans, SBA loan programs, commercial mortgage-backed security financing, TIF financing ("pay-as-you-go" and bonded), and government subordinate debt loan programs. **Governmental / non-governmental leases expertise.**
- **Captured a close ratio of near 90%** with prospective investors on all projects spanning 15-year tenure.
- **Connector and collaborator** with FAA; MNDOT, MPCA, and DNR; HRAs; cities; and state / federal agencies. Repeatedly gain consensus from \$200M+ client investors and boards – CEOs to front lines; architect the process; lead the teams.

Public speaking/presentations
Creative instruction
Audience engagement
Curriculum development
Data analytics & assessment
Financial analysis
Deal structuring
Acquisitions
Cash flow
Stakeholder relations
Portfolio asset management
Debt/equity
Compliance & negotiations

REAL ESTATE SUCCESS EXAMPLES

- As President/Development Consultant with United Development Solutions, **won competitive bid with City of Platteville, WI Library Block Project, an innovative \$16M partnership between the City of Platteville, United Development Solutions, and Southwest Wisconsin Community Action Program. Project received 2017 Community and Economic Development Award (CEDA) by the Wisconsin Economic Development Association (WEDA), for development projects that significantly enhance community revitalization.**
 - Project replaced blighted area with 72-room Holiday Inn and 22,000 square foot remodeled library, also housing new Neighborhood Health Partners Clinic, serving low-income populations.
- United Development Solutions, helmed large-scale development of \$90 million (zero employees; only vendors) in projects for largest hotel brands worldwide, including Hilton, Marriott, and IHG (Intercontinental Hotels Group, global parent company for Holiday Inn, Holiday Inn Express, Crown Plaza, and 9 hotel brands in 100 countries). **Zero projects went back to banks, changed brands, or failed financially.**
- **Named Developer of the Year (out of 1,000+ globally), 2015 by IHG.** Researched, shaped and directed **five key 2015 projects for IHG. Two examples:**
 - Won RFP (dozens applied) development of first \$13M Staybridge Suites extended hotel across from Lambeau Field aligned with Bret Favre Steakhouse.
 - Managed \$17.3M, 72-unit Holiday Inn Express (Platteville, WI), unique in attachment to new public library and clinic (conference / media space) on purchased city block. Secured public and private funding, navigating state-of-the-art components of new market tax credits, bonded TIF from city, and USDA money. Created unprecedented template.

"After years of planning and working closely with United Development Solutions Managing Partner, Troy Hoekstra, the Main Street District will enjoy direct benefits for all of its other businesses by having the hotel, library, and clinic located downtown. It is a catalyst for two other major projects already on the drawing board." ~ Jack Luedtke, Platteville Main Street Program Executive Director

PROFESSIONAL EXPERIENCE

United Development Solutions, LLC – www.udsmn.com, St. Cloud, MN, 2001 to Present

Hotel and mixed-use real estate Development Company

PRESIDENT / DEVELOPMENT CONSULTANT

\$8M-\$17M (Individual projects) | \$134M+ Listings | \$100+M in Overall Projects | \$40M+ Personally Raised

Direct large volume of business, including 5 purchased franchises over 12 months. Negotiate and drive commercial medical, hospitality, and various land and real estate development functions. Developed hotels/mixed use projects in multiple markets, including Aberdeen, SD; Green Bay, WI; Platteville, WI, Minneapolis Metro; Madison, WI and others in 5-state area. Own North Campus/Bridgeport Apartments (138 units; SCSU housing).

- As Partner with Cornerstone Construction, helped develop \$30M redevelopment *5th Avenue Live* project. Delivered **housing** for 450 St. Cloud State University students and 22,000 square feet of **commercial space**. Obtained a **26-year TIF** on the project and turned the **land value from \$700,000 to over \$3 million** for the Coborn Family.

EARLY EXPERIENCE

Area Director of Operations, Western Region, LABOR READY, INC., Tacoma, WA, 1995-2001

Promoted from District Manager to head 90 branches in 17 states for global provider of temporary industrial labor force. Managed 12 District Managers and 300 indirect reports. Negotiated real estate leases on new office openings and lease renewals for all 90 locations. Oversaw market expansion, office-build-out and contractors for all 90 sites.

- Catapulted operations **from bottom (9 of 9) to 3rd in profitability**. Concurrently halved internal turnover.
- **Area rose from last to first place** in sales versus budget, gross margins, accounts receivable, and employee retention.
- **Within 6 months, improved profitability from losses of \$134K per month to profits surpassing \$1M per month.**
- **In first 4 months, slashed budget shortfalls** from \$800K weekly to **exceeding weekly budgets** by \$30K.
- **Improved revenue 44%** in 6 months (#1 of 9 Areas) and **profit by 37.7%** (compared to YTD).
- **Developed marketing partnerships** with NASCAR, NFL, MLB, NHL, NCAA, NBA, and major casinos.

Marketing and Community Relations Manager, GRAND CASINO'S, INC., Hinkley, MN, 1992-1995

Managed \$2-3M budget. Cemented relationships between employer and Minnesota communities. Designed and administered programs and promotions. Prepared department business plans and fiscal-year budgets.

- **Ranked #2 out of 1,200 employees (revenue and management)**; consistently received 90-100% "Excellence" reviews.
- Initiated, steered, and managed initiatives with the Chicago Bulls, Indy 500, Domino's Pizza, and other organizations that **boosted profitability**. Designed multi-media presentation given to Chamber of Commerce groups throughout Minnesota.

EDUCATION

Ph.D. – Organizational Leadership, CONCORDIA UNIVERSITY, Chicago, IL; expected Summer 2019

- **Thesis: Analyzing the Information Gaps and Lack of Efficiency in Construction and Development Projects.**
 - Apply technology and qualitative research to structured data collection, analysis, and documentation on communication and interaction with diverse partners and stakeholders in construction and real estate development.

MBA – Finance Concentration, AMERICAN MILITARY UNIVERSITY, Charlestown, WV, 2009

BA in Marketing Management, with honors, CONCORDIA UNIVERSITY, St. Paul, MN, 1995

PROFESSIONAL DEVELOPMENT

SPIN Sales Training and Advanced SPIN Sales Training, Huthwaite Research Group | Hopkins Sales Certification

St. Cloud Area Chamber of Commerce Leadership Program | Ongoing National Finance Seminars

Minnesota Real Estate Broker's License, 2005-2011 – held for Minnesota and neighboring cooperating states

Certified IHG Owner (Staybridge), Holiday Inn Express, and Holiday Inn.

PERSONAL SNAPSHOT

Juvenile Diabetes Research Foundation Volunteer | Retired Firefighter (Sartell, MN) | PADI Certified Advanced Open Water Diver | Licensed Private Pilot | Former USCG Master Captain, Duluth Coast Guard Auxiliary Flotilla

Sartell Youth Basketball Coach

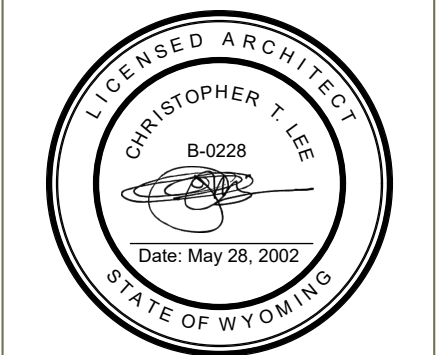


440 W KELLY

440 W KELLY AVE - JACKSON, WY
CONCEPTUAL
4-5-19



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A000

COVER



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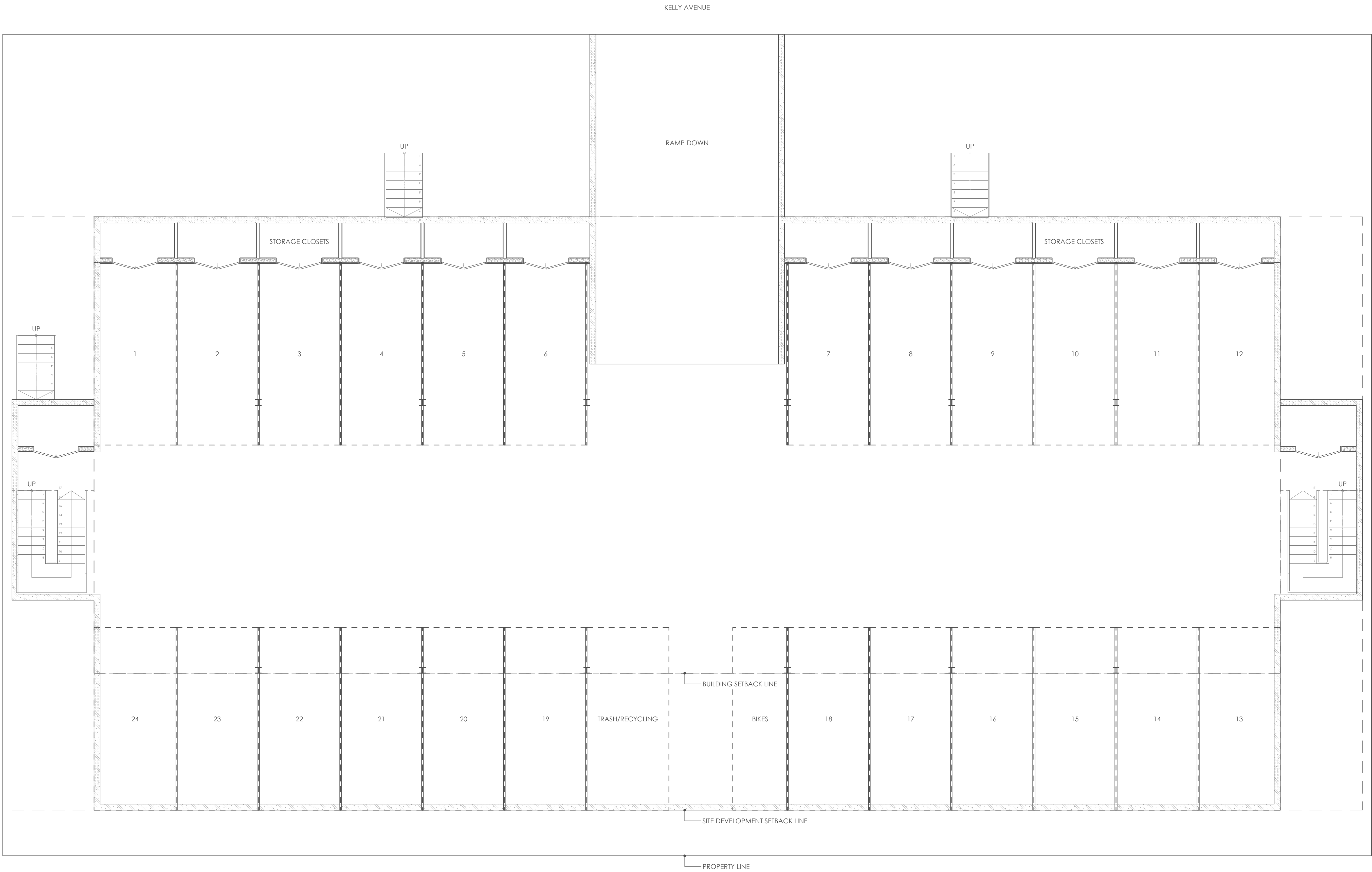


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A200

PLAN

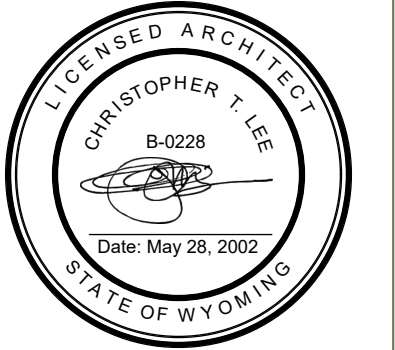


BASEMENT PLAN
SCALE: 3/16" = 1'-0"



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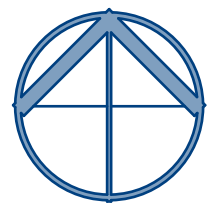
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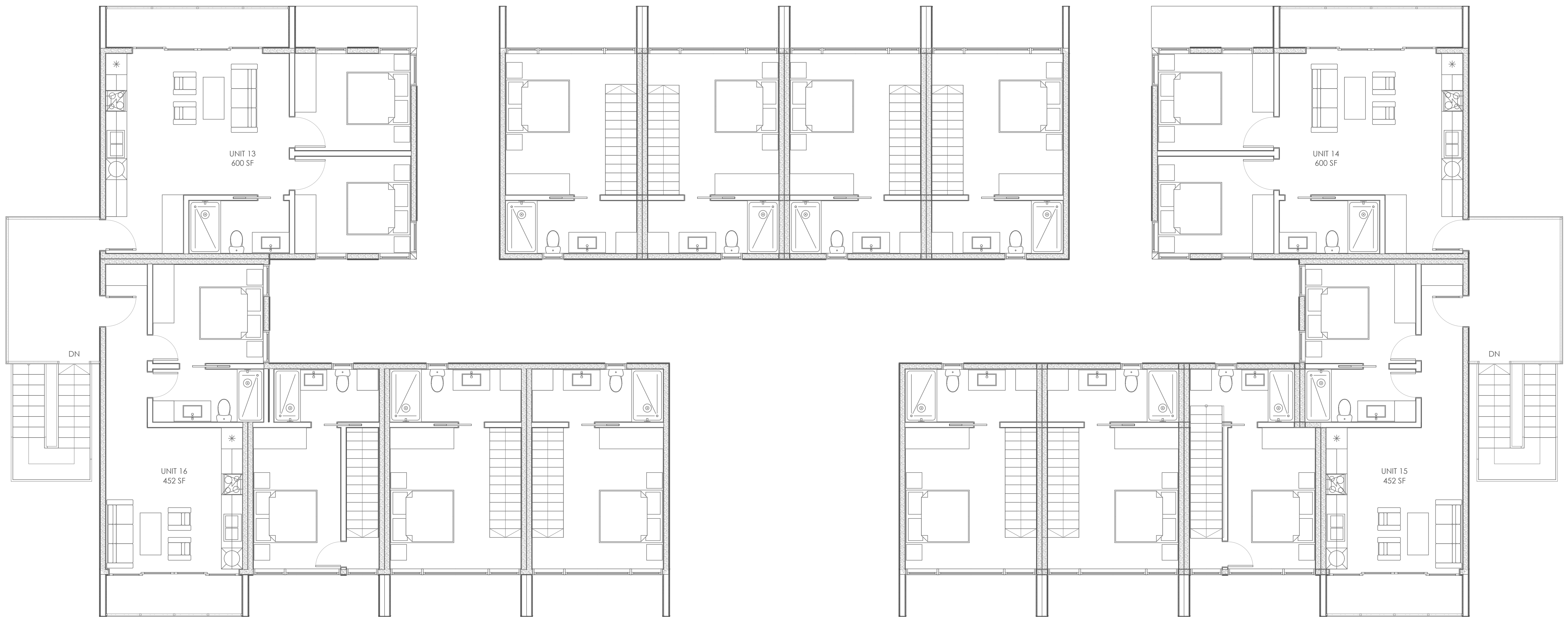
A201

PLAN



FIRST FLOOR PLAN

SCALE: 3/16" = 1'-0"



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A202

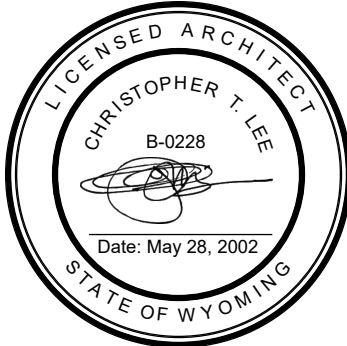
PLAN

SECOND FLOOR PLAN
SCALE: 3/16" = 1'-0"



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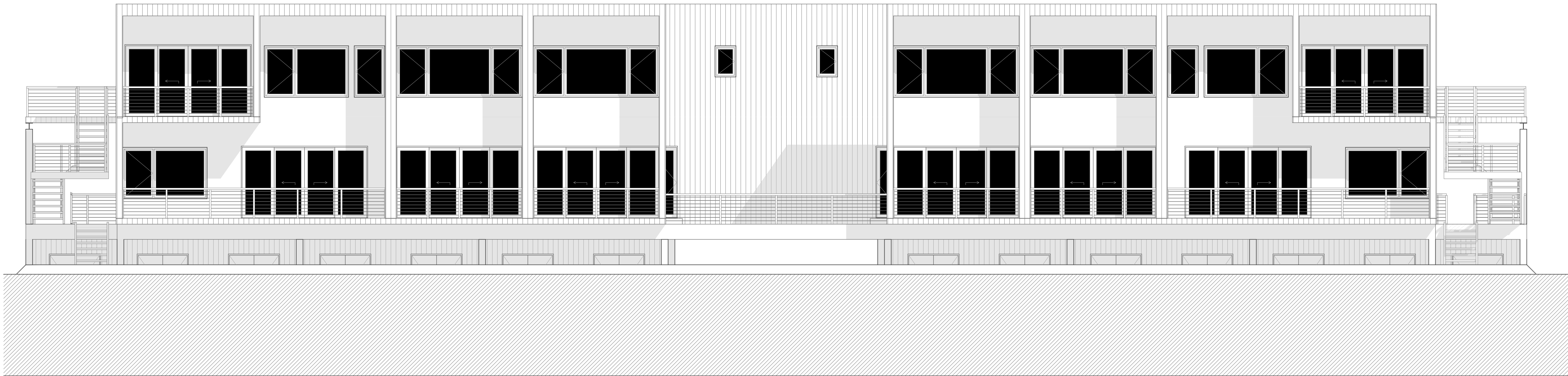
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NORTH ELEVATION
SCALE: 3/16" = 1'-0"



SOUTH ELEVATION
SCALE: 3/16" = 1'-0"

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A400

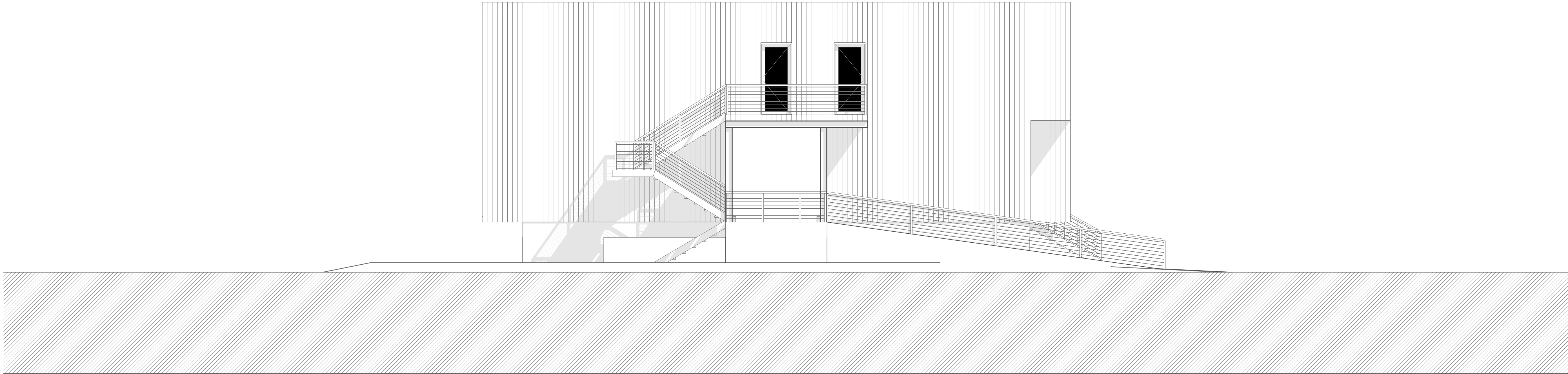
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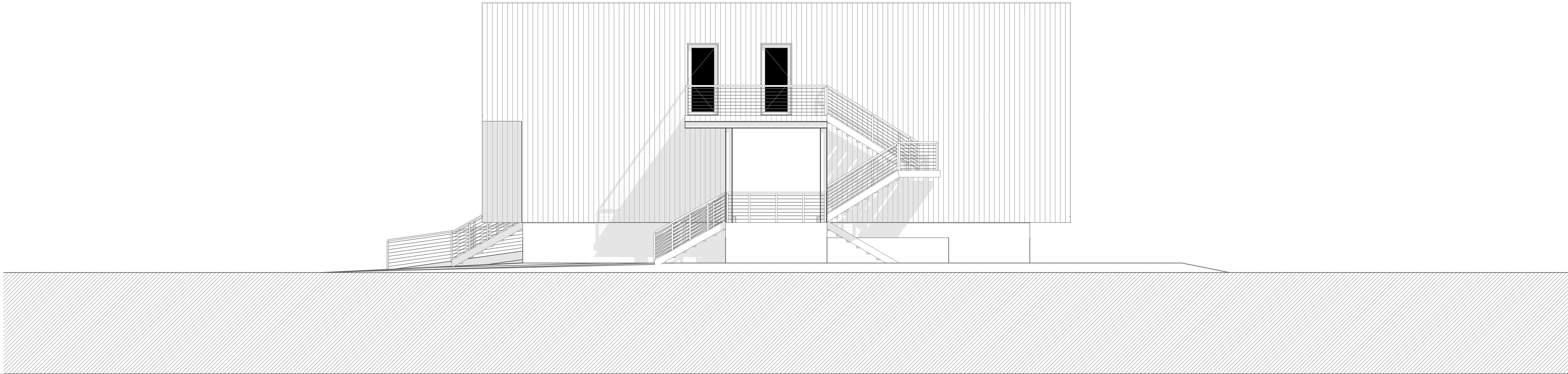
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EAST ELEVATION
SCALE: 3/16" = 1'-0"



WEST ELEVATION
SCALE: 3/16" = 1'-0"

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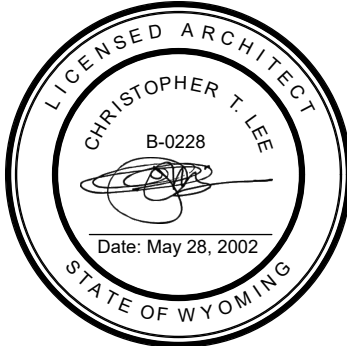
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ELEVATION



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RENDERINGS



VIEW 1



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RENDERINGS

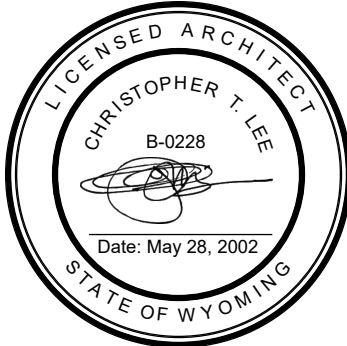


VIEW 2



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VIEW 3

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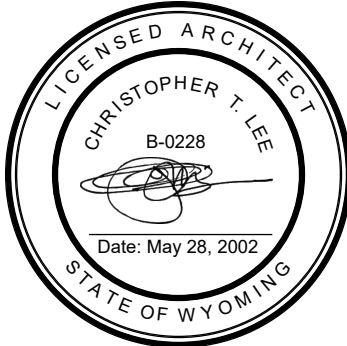
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RENDERINGS



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A903

RENDERINGS



VIEW 4

440 W. Kelly Avenue: Project Criteria Worksheet

Total Number of Units:	16		
Total Number of Bedrooms	22		

Unit Summary

	# Units	Bedrooms	Unit Sq. Ft.	Restriction	Sales Price
Unit Type A	4	2	600		\$329,000
Unit Type B	8	1	503		\$279,000
Unit Type C	2	2	750		\$329,000
Unit Type D	2	1	452		\$279,000
Unit Type E					
Total	16	22	8828		\$4,764,000

Funding

Public Funds			Comments
General Fund	\$		
Supply Program - Land	\$1,703,416.03		Purchased January 2019
Total Public Funds Per Square Foot	\$1,703,416.03		
Partner Funds			Comments
Debt	\$ 2,364,501.00		
Equity	\$1,000,000.00	\$	3,364,501.00
Sales Proceeds	\$4,754,000.00		

Project Cost			Comments
Land Cost	\$1,703,416.03		Purchased by Town of Jackson & Teton County
Permitting and Design	\$207,000.00		
Developer Fee	\$145,000.00		
Construction including infrastructure	\$2,962,501.00		
Contingency	\$50,000.00		\$5,067,917.03
Total Cost Per			Comments
Square Foot - Gross	\$574.07		
Square Foot - Livable	\$574.07		
Unit	\$316,744.81		
Bedroom	\$230,359.87		

Construction Only Cost Per			Comments
Square Foot - Gross	\$335.58		
Square Foot - Livable	\$335.58		
Unit	\$185,156.31		
Bedroom	\$134,659.14		

Timing (duration - # calendar days)			Comments
Design and Approvals	120		
Construction to Cert. of Occupancy	180		If using modular construction

Parking Consideration			Comments
Onsite parking spaces	24		

Rental and/or Sales Price			Comments
Restricted sales price per square foot	\$539.65		

Email sent to Troy Hoekstra, Chris Lee, and Mike Ralph on April 9

Mr. Lee and Mr. Hoekstra,

Congratulations; your response has been chosen as a finalist for the 440 W. Kelly Avenue RFP. The Housing Supply Board would like to interview you. Are you available April 22 from 12 to 5pm and/or April 23 from 12 to 5pm? Your interview will take one hour. The Board also has a few follow up questions for you that I have listed below. Please provide me with your answers to these questions via email by 4pm on April 19th.

Best,
April

Questions

1. Will you please provide side and rear elevations for your project?
2. Based on the site plan, the board has some concerns about how the HOA will maintain the exterior walkways, parking area, and the green roof. Will you please explain how the property will be maintained, particularly during the winter months? What is the estimated annual cost for maintenance?
3. How will these units be heated? Do you have examples of similar design in other colder climates? Please provide.
4. Please specify the interior and exterior materials that will be used as part of this project.
5. Who will be the general contractor for the project? Do they have experience knitting modular units together? Please provide a list of past projects and contacts for each.
6. Do you have a factory to build the modular units identified? If so, who? Please provide contact information if available.
7. Please provide more complete financial information for the project. Your response reflected lower costs than the other responses and we are curious to better understand how those were derived.
8. Please provide a letter of interest from at least one financial institution.
9. Please provide evidence of the investor equity in the project.
10. Please provide 5 references for your developer, United Development Solutions.

Email received from Troy Hoekstra on April 19 re: answers to supplemental questions

Good morning April:

I am following up on your earlier e-mail with various question and requests for information to move our application forward on the 16 unit workforce housing project. Attached for your review are:

- 1.) LOI's or term sheets regarding the financing of the project. Please understand that my banks, likely no bank, will write a firm commitment until an appraisal has been completed and they know all necessary approvals have been obtained. Barring those items there is no doubt that we can get this done.
- 2.) References- I have included a mixture of City Officials that know me well and have worked with me on major projects in their communities in excess of \$13 million to \$18 million. On that list as well are several banking references, all of which, can confirm my ability to provide the necessary financial resources to complete this project.
- 3.) A more detailed resume outlining my career which I think will be more helpful than the brief information provided in our proposal.

Costing: In your reply there were questions about our pricing on the project. Please consider:

- 1.) We work very closely with Dynamic Homes and Paul Okeson the President of the company as well as owner. Having done modular projects with them in the past, and having consulted with them on this project, we believe produced we can build these "out of the factory" for \$100 per sq. ft. Delivered to the site, and finished, we believe an additional cost for transportation and finishing will add an additional \$150 per sq. ft.
- 2.) Along with Dynamic, we also work closely with Pro-Set Modular <http://www.prosetmodular.com/>, a company whose sole focus is the placement and finish construction of modular units in most states west of the Mississippi. Recently Pro-Set finished a project in Telluride Colorado. This project is very similar to what we are proposing and had a high end finish. The costs to produce, set, and finish this project came in at \$275 per sq. ft. Our project will have slightly less expensive finishes like granite counter tops and real hard wood floors, and therefore, we are confident in our \$250 per sq. ft. pricing having the Telluride project as a very recent comparable.

Having outlined our costing, I would add that there may be some items to consider that could move our pricing up slightly. Shoring could be an impact that we can't know until we get deeper into the project. In addition, we continue to explore green roof systems which Mike Ralph will outline, that could also move our pricing upward slightly. We DO NOT anticipate a major change in pricing and estimate any changes to be 10% to our existing total or less. I am excited about this opportunity and intend to make this project my sole new construction focus for the next several months if awarded. As always I am happy to respond to any more requests for information or any added clarity. Thank you.



440 W KELLY

440 W KELLY AVE - JACKSON, WY
CONCEPTUAL
4-22-19



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1	PRELIMINARY	4-5-19

440 W KELLY
440 W KELLY AVE
JACKSON, WY

CONCEPTUAL
4-22-19

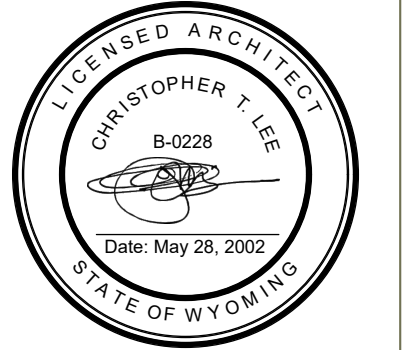
A000

COVER



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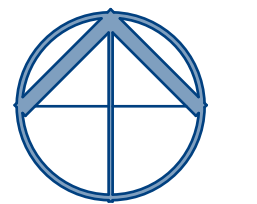
REVISION HISTORY		
SYMB	CHANGE	DATE
1	PRELIMINARY	4-5-19

440 W KELLY
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CONCEPTUAL
4-22-19

A100

SITE PLAN

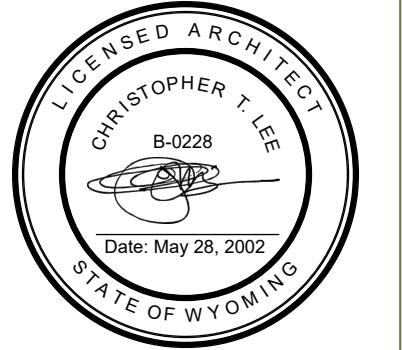


SITE PLAN
SCALE: 1" = 20'



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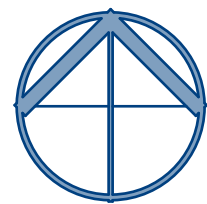


440 W KELLY
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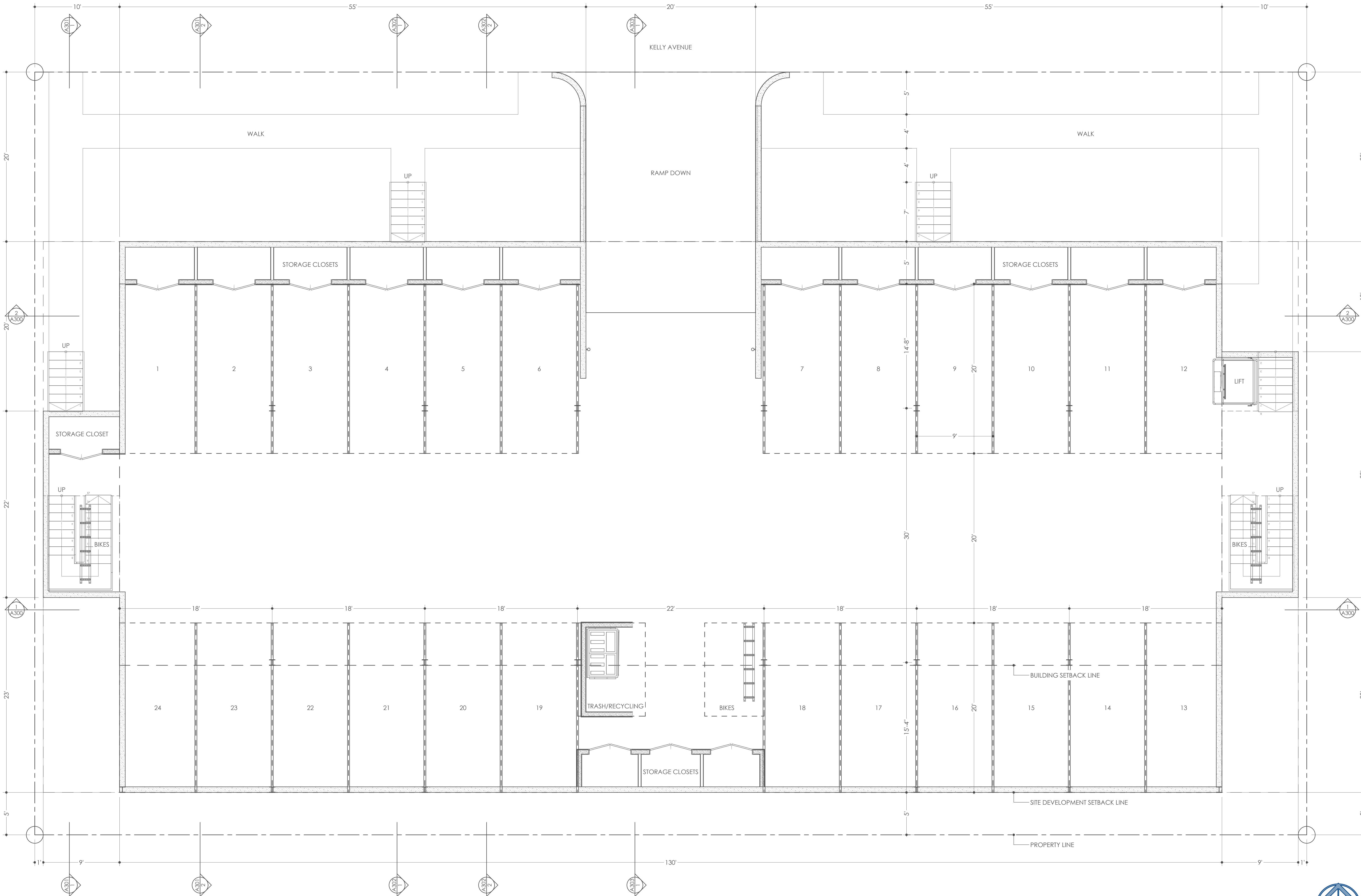
CONCEPTUAL
4-22-19

A200

PLAN



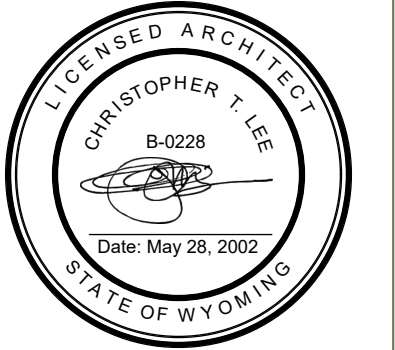
BASEMENT PLAN
SCALE: 3/16" = 1'-0"





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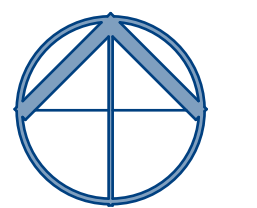
SYMB	CHANGE	DATE
1	PRELIMINARY	4-5-19

440 W KELLY
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JACKSON, WY

CONCEPTUAL
4-22-19

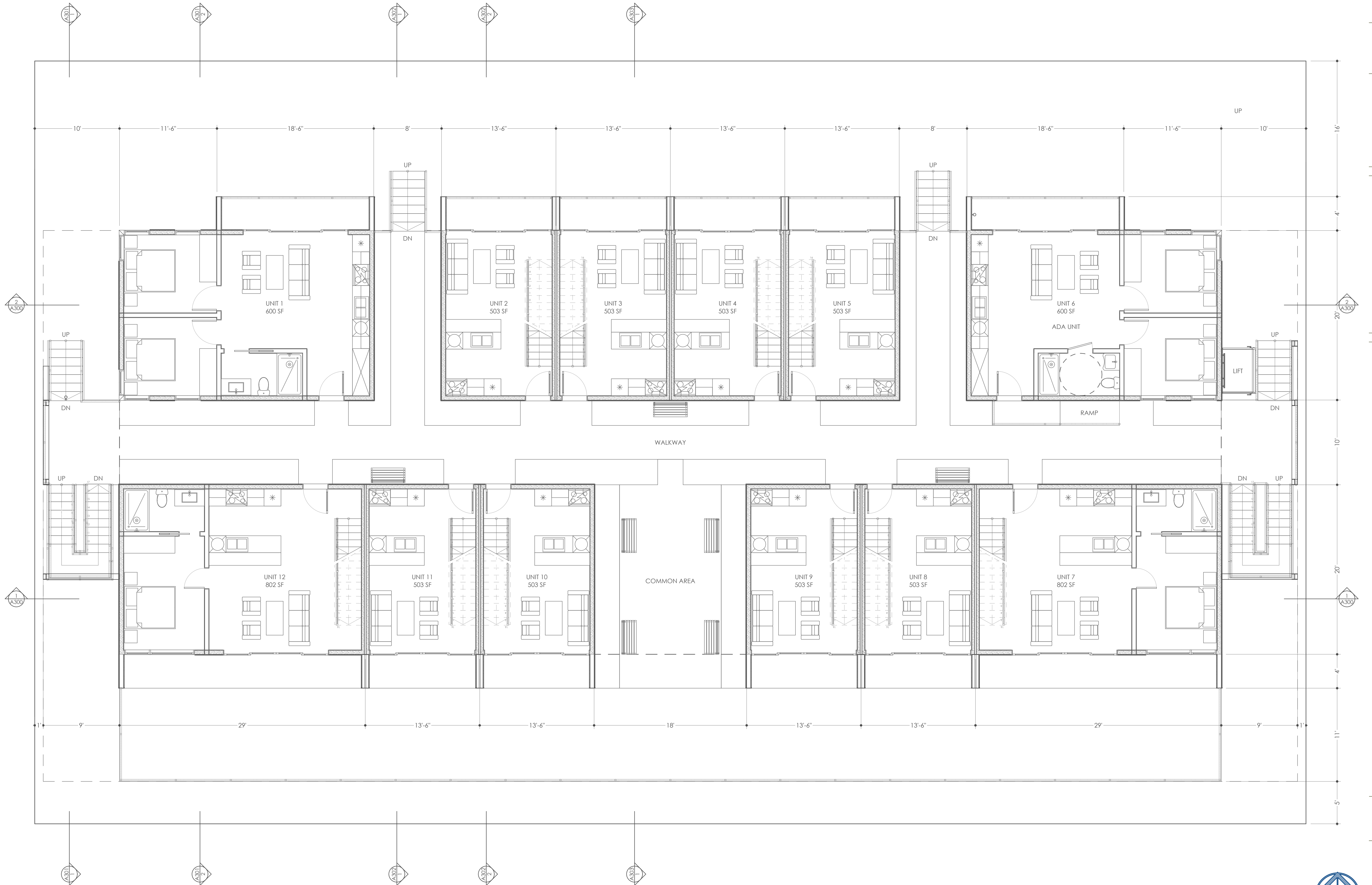
A201

PLAN



FIRST FLOOR PLAN

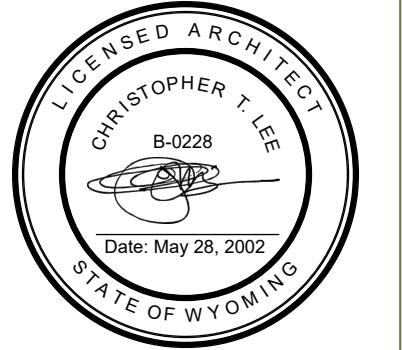
SCALE: 3/16" = 1'-0"





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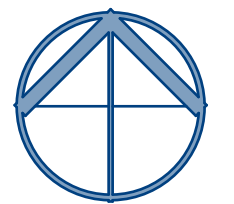
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1	PRELIMINARY	4-5-19

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CONCEPTUAL
4-22-19

A202

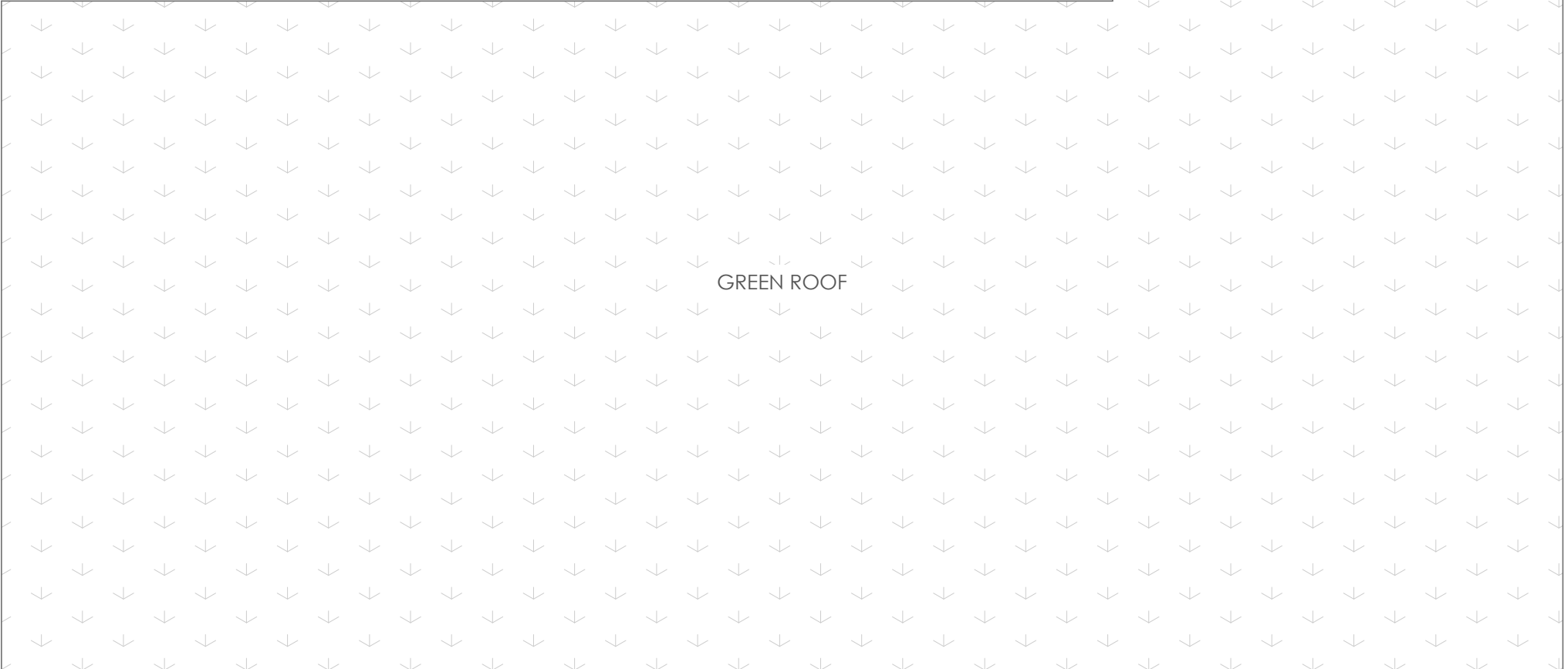
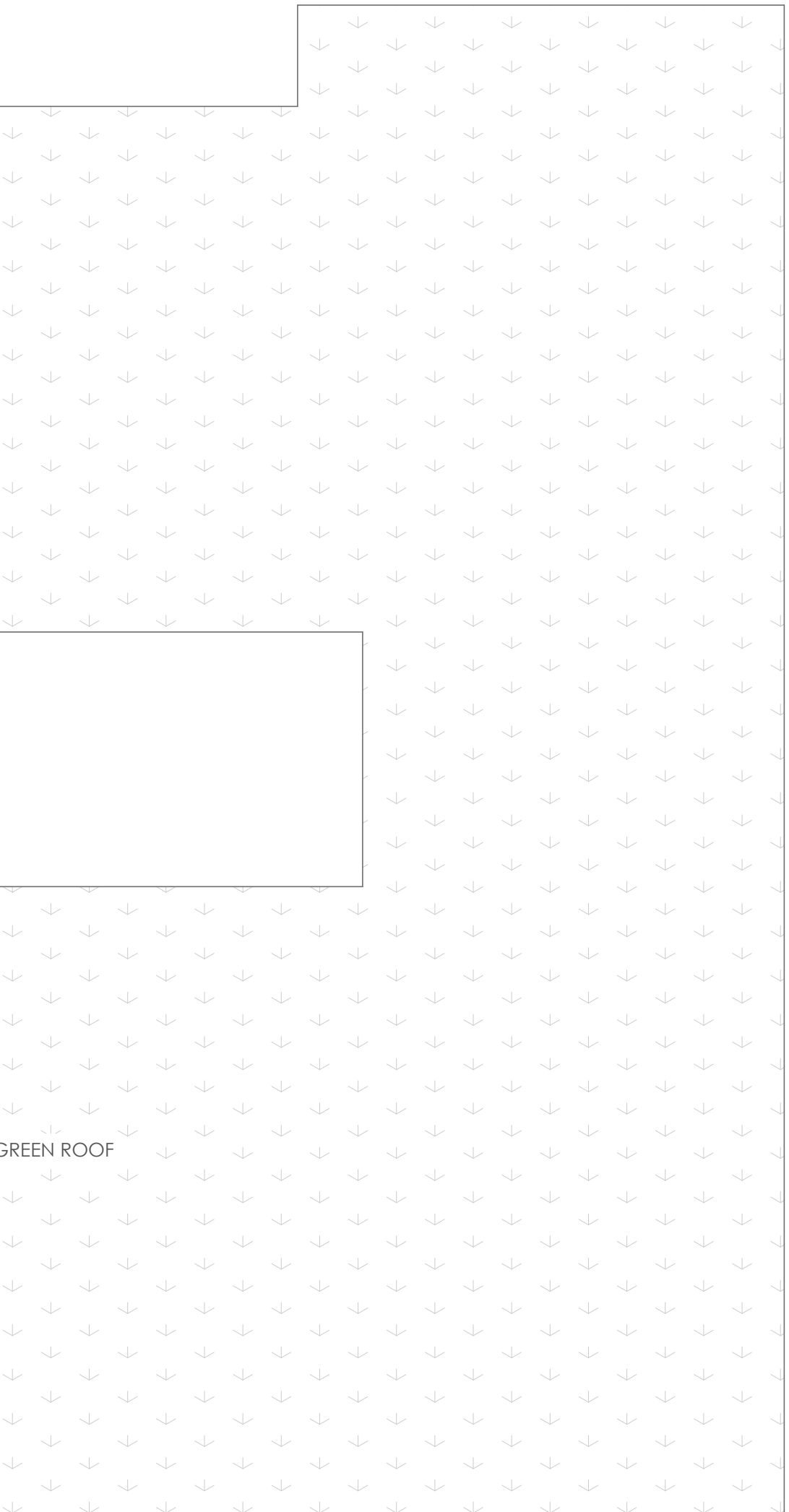
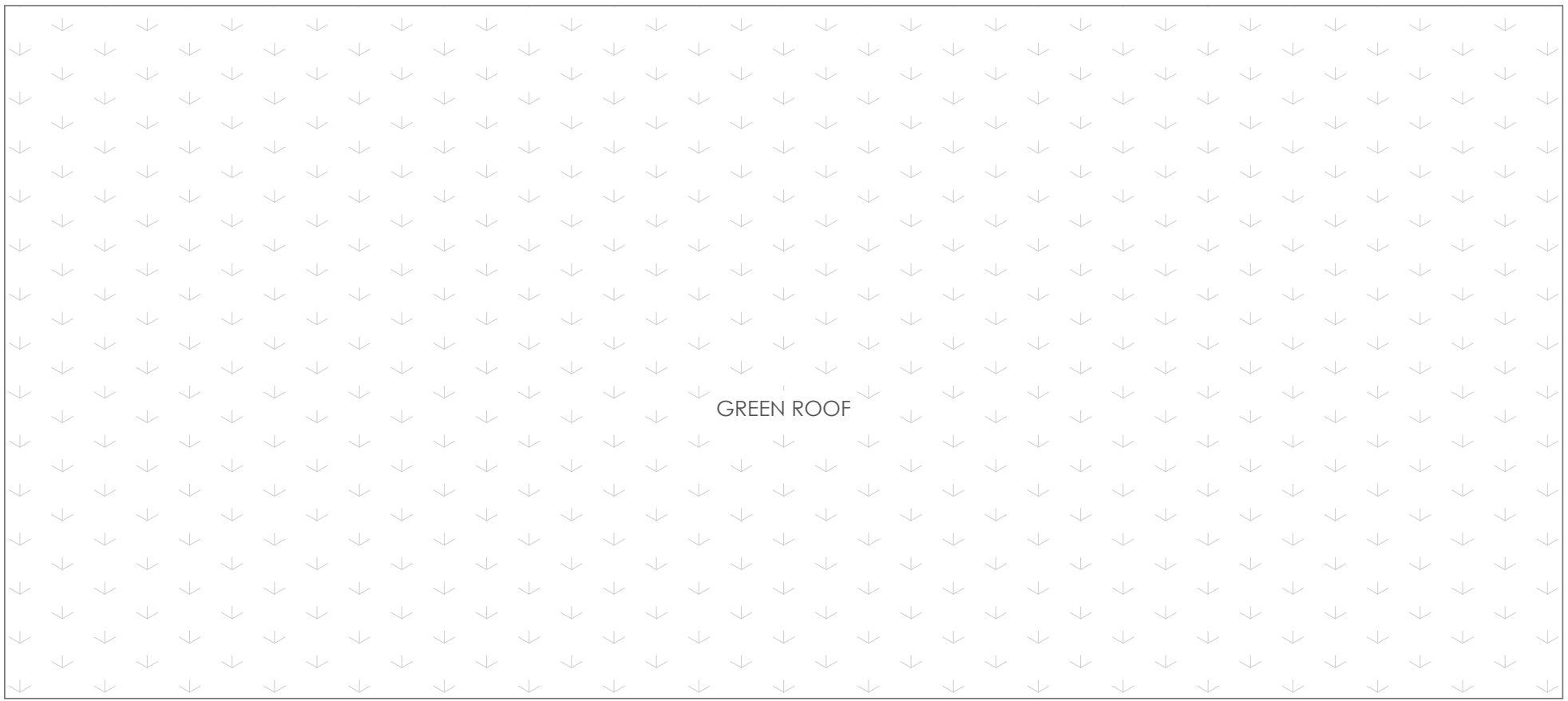
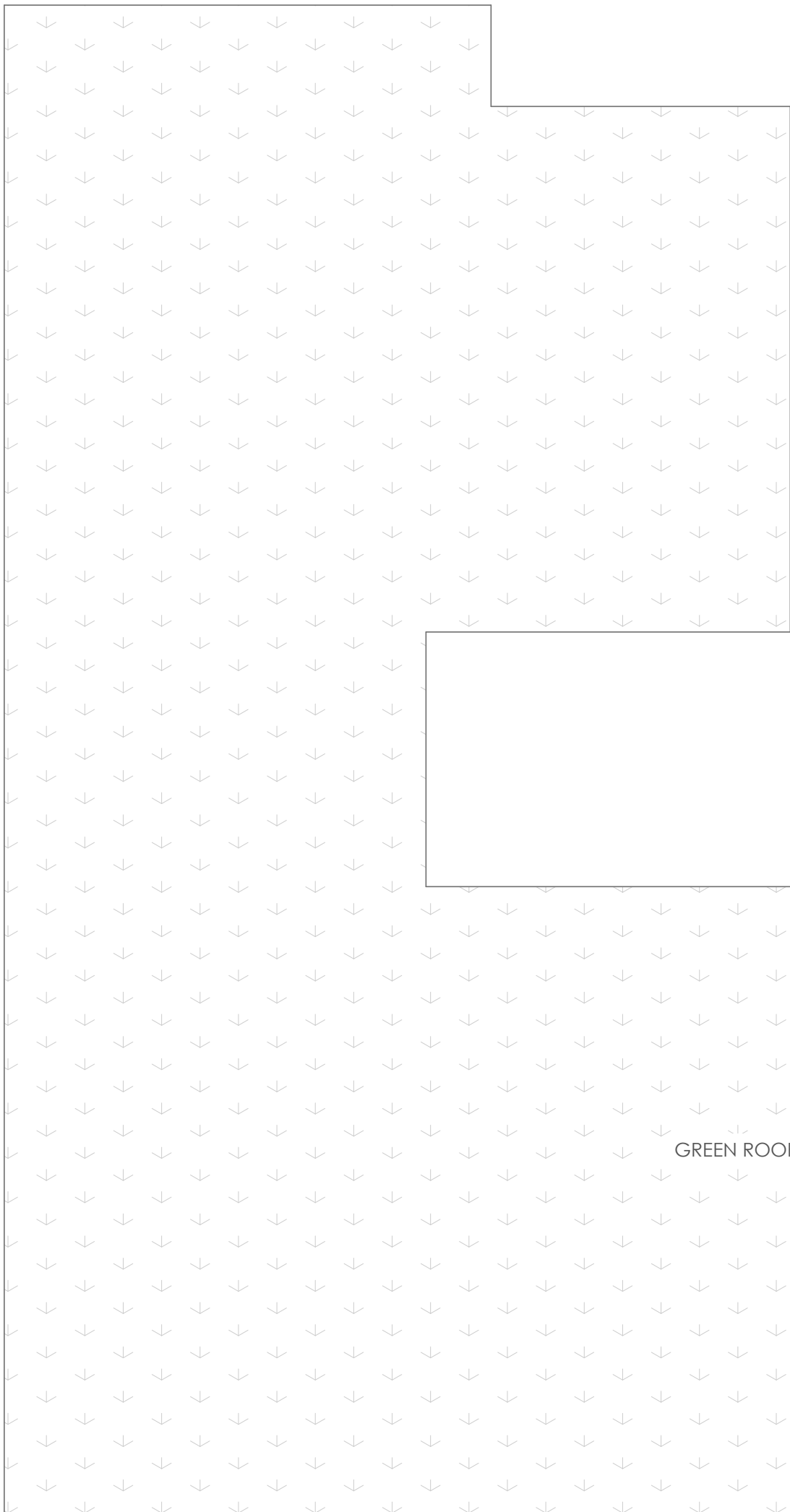
PLAN



SECOND FLOOR PLAN

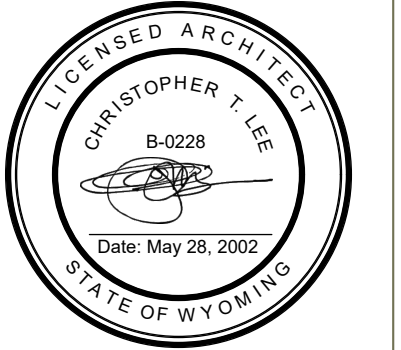
SCALE: 3/16" = 1'-0"





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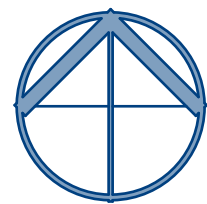


440 W KELLY
440 W KELLY AVE
JACKSON, WY

CONCEPTUAL
4-22-19

A203

ROOF PLAN



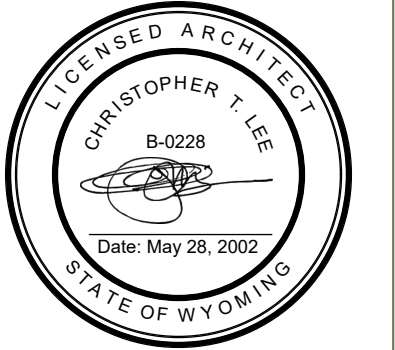
ROOF PLAN

SCALE: 3/16" = 1'-0"



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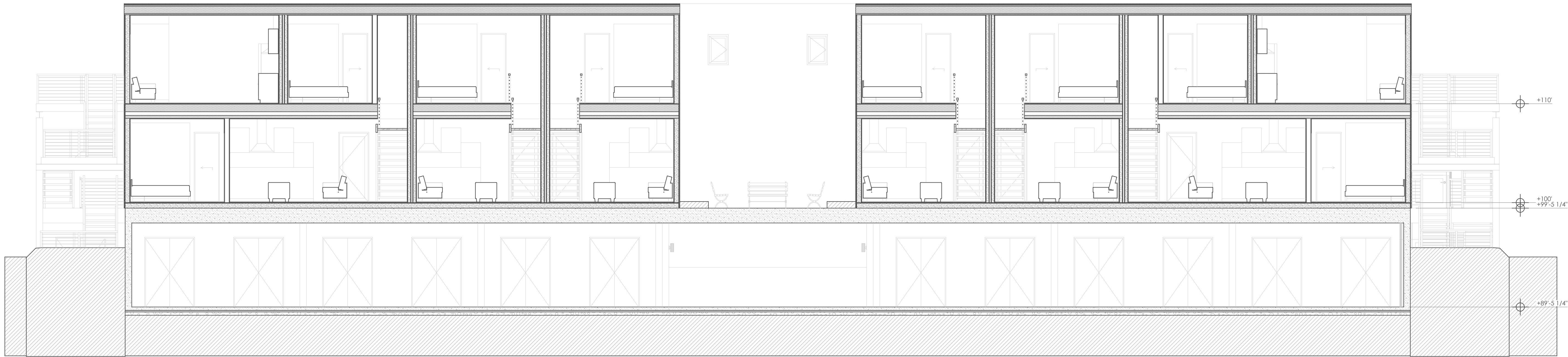
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1	PRELIMINARY	4-5-19

440 W KELLY
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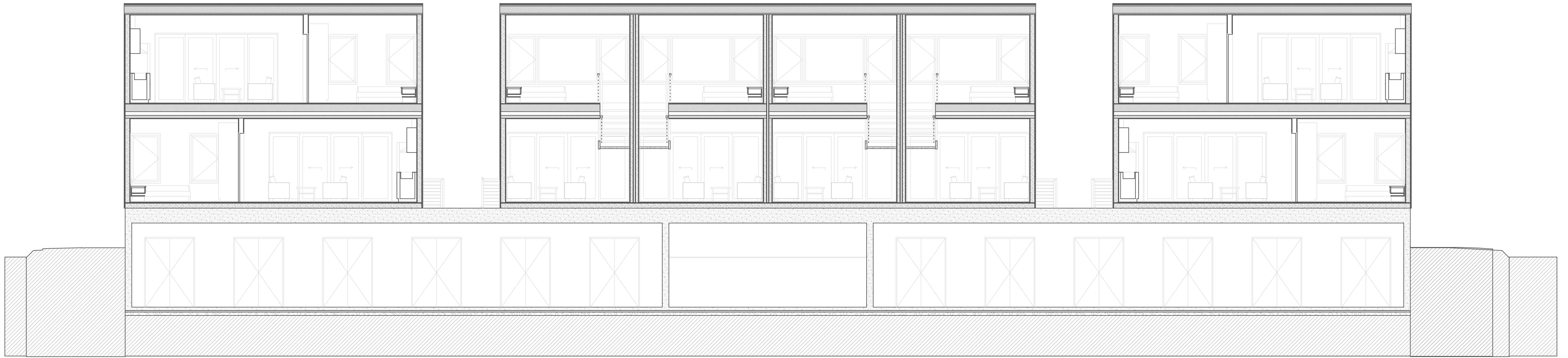
CONCEPTUAL
4-22-19

A300

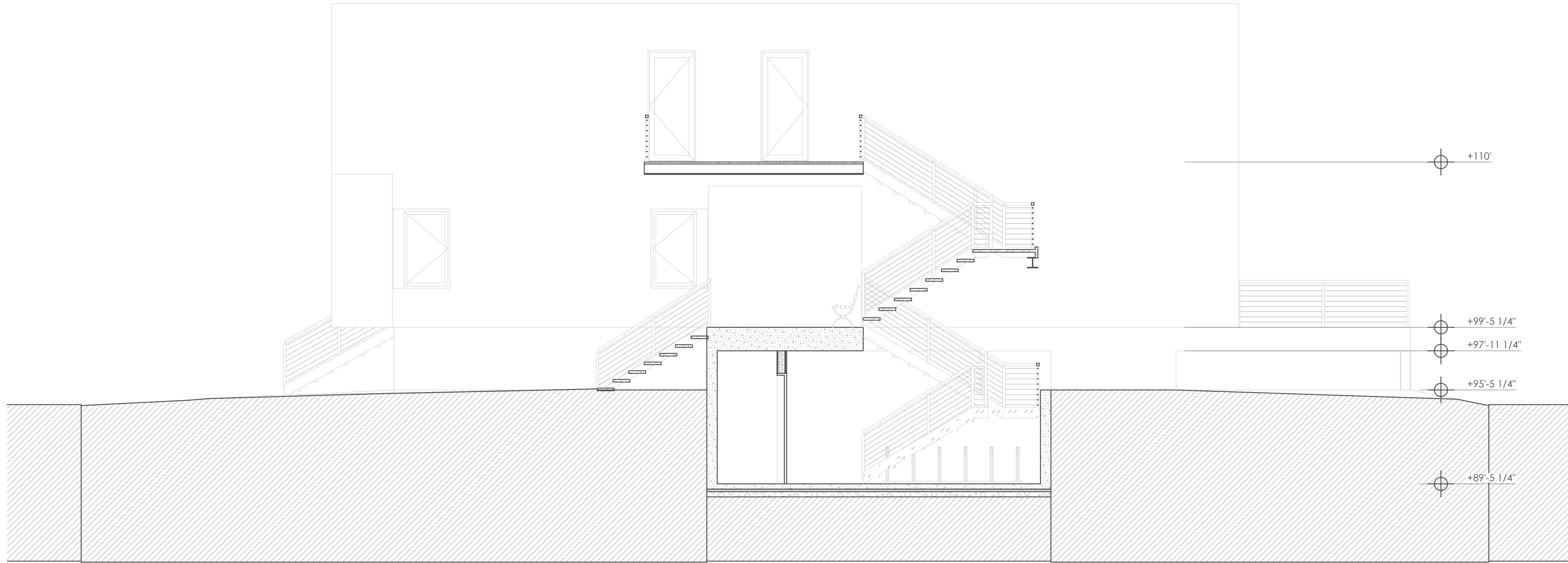
SECTION



1 SECTION
SCALE: 3/16" = 1'-0"



2 SECTION
SCALE: 3/16" = 1'-0"



1
A301

SECTION

SCALE: 3/16" = 1'-0"



2
A301

SECTION

SCALE: 3/16" = 1'-0"



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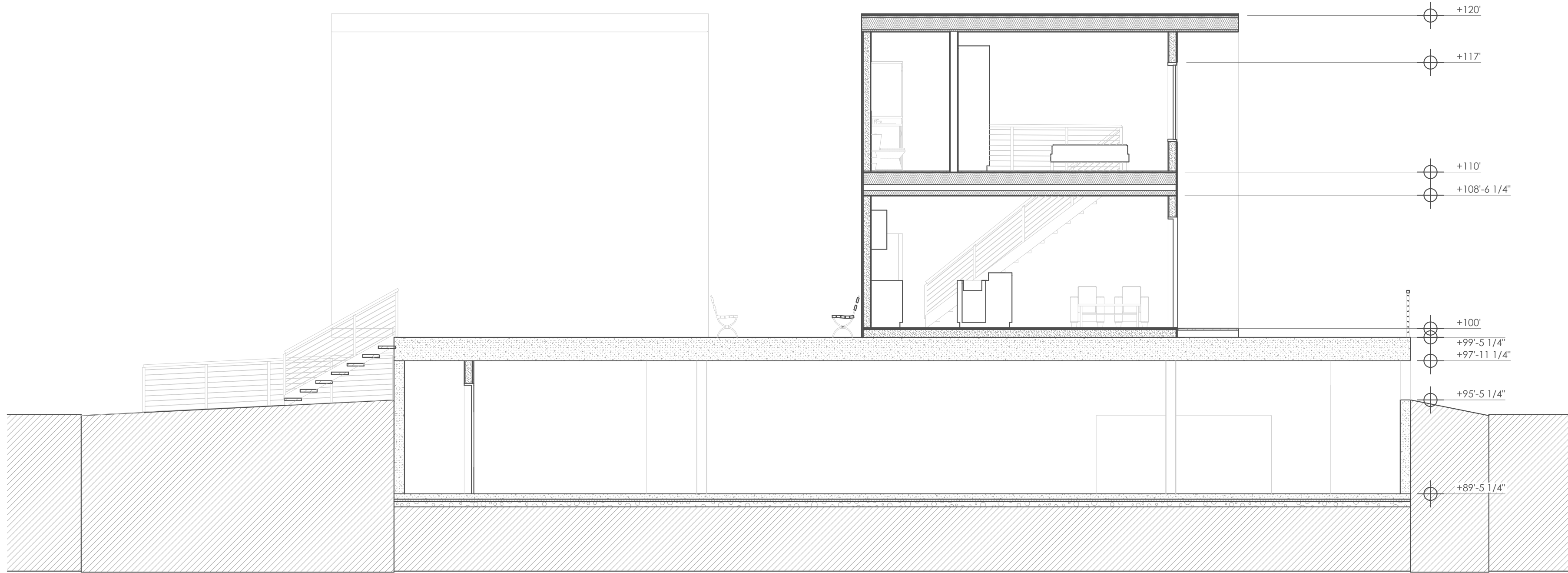
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1	PRELIMINARY	4-5-19

440 W KELLY
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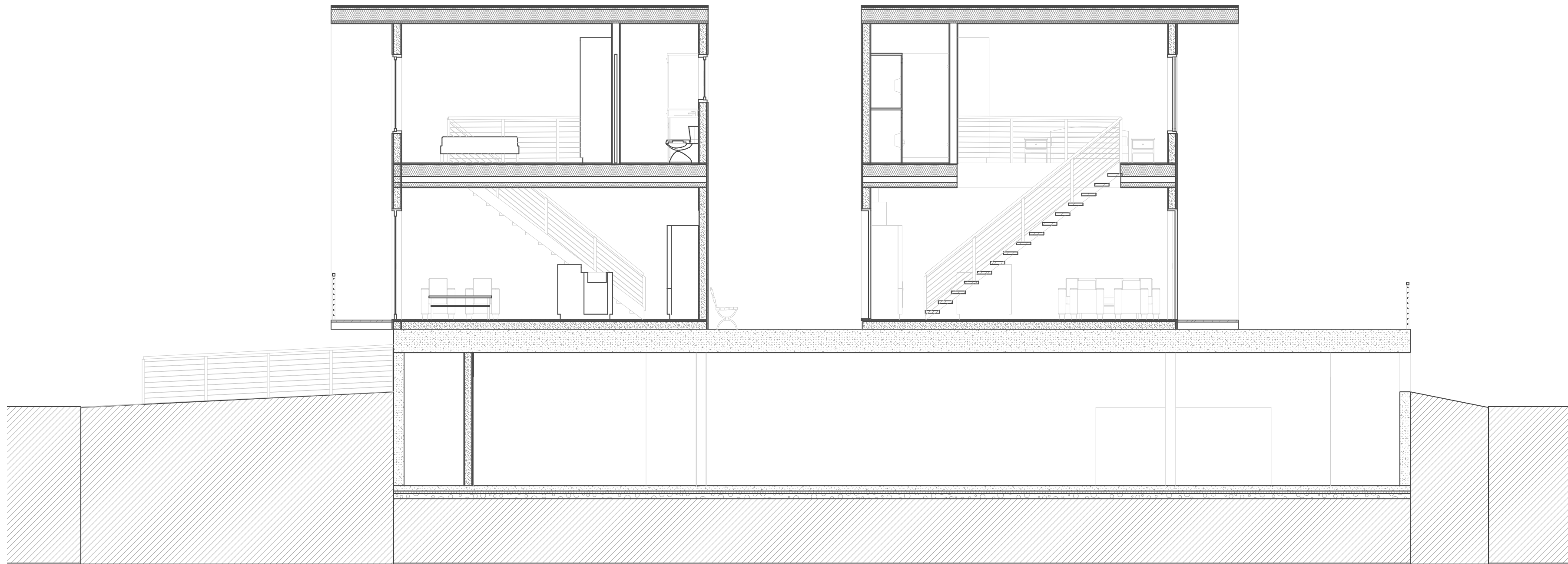
CONCEPTUAL
4-22-19

A301

SECTION



1 SECTION
A302 SCALE: 3/16" = 1'-0"



2 SECTION
A302 SCALE: 3/16" = 1'-0"



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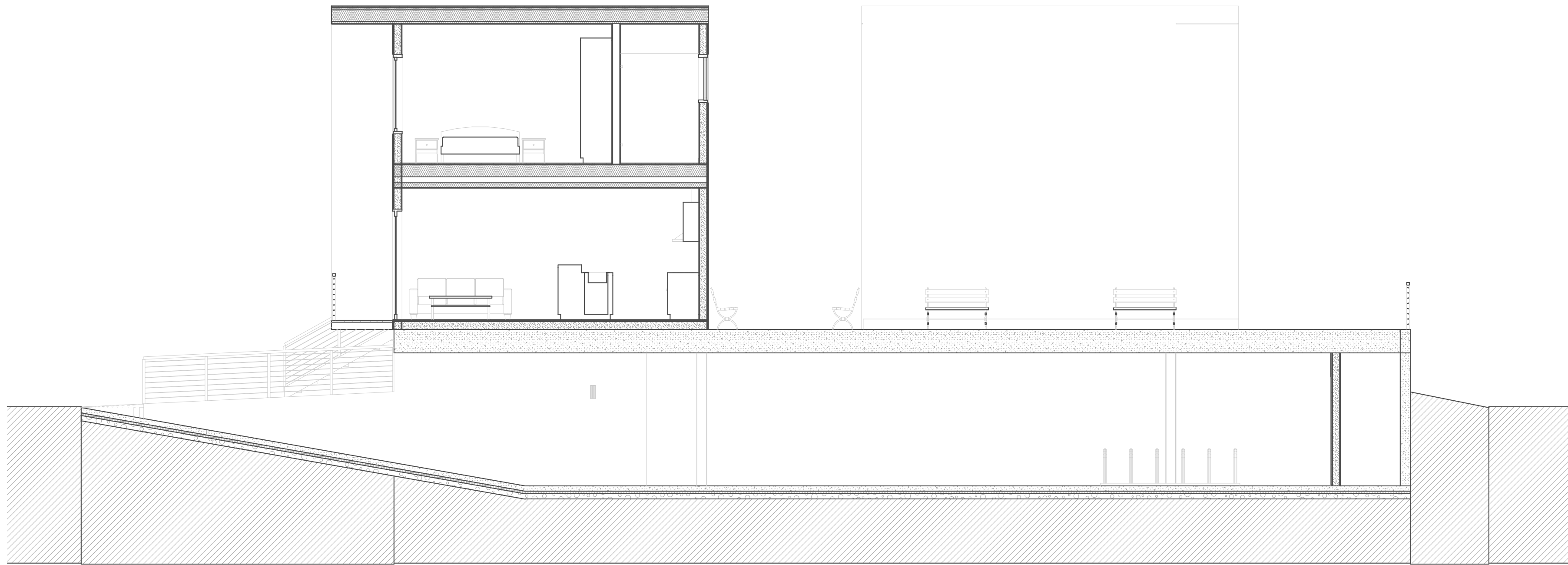
REVISION HISTORY		
SYMB	CHANGE	DATE
1	PRELIMINARY	4-5-19

440 W KELLY
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CONCEPTUAL
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A302

SECTION



1
A303

SECTION

SCALE: 3/16" = 1'-0"



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1	PRELIMINARY	4-5-19

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CONCEPTUAL
4-22-19

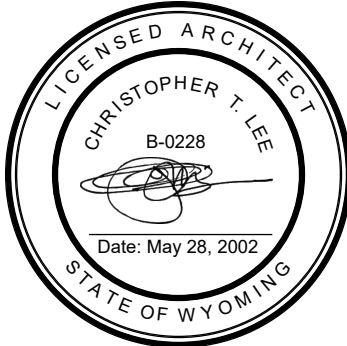
A303

SECTION

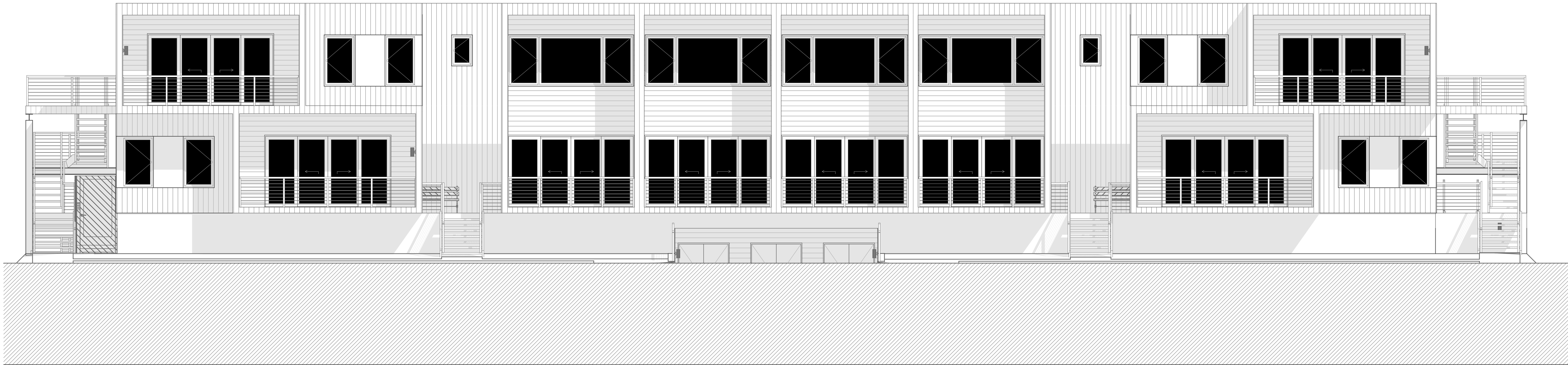


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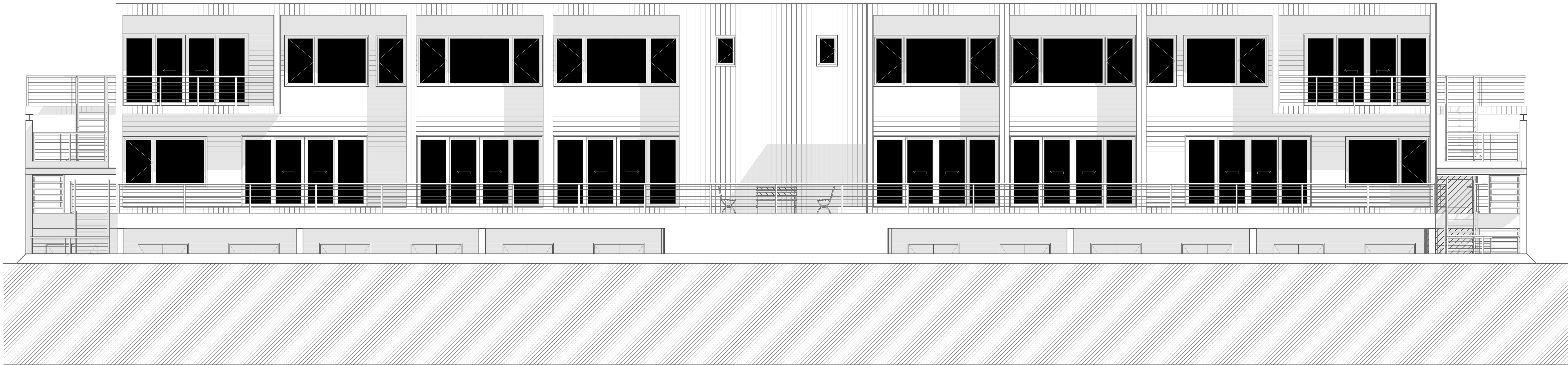
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NORTH ELEVATION
SCALE: 3/16" = 1'-0"



SOUTH ELEVATION
SCALE: 3/16" = 1'-0"

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JACKSON, WY

CONCEPTUAL
4-22-19

A400

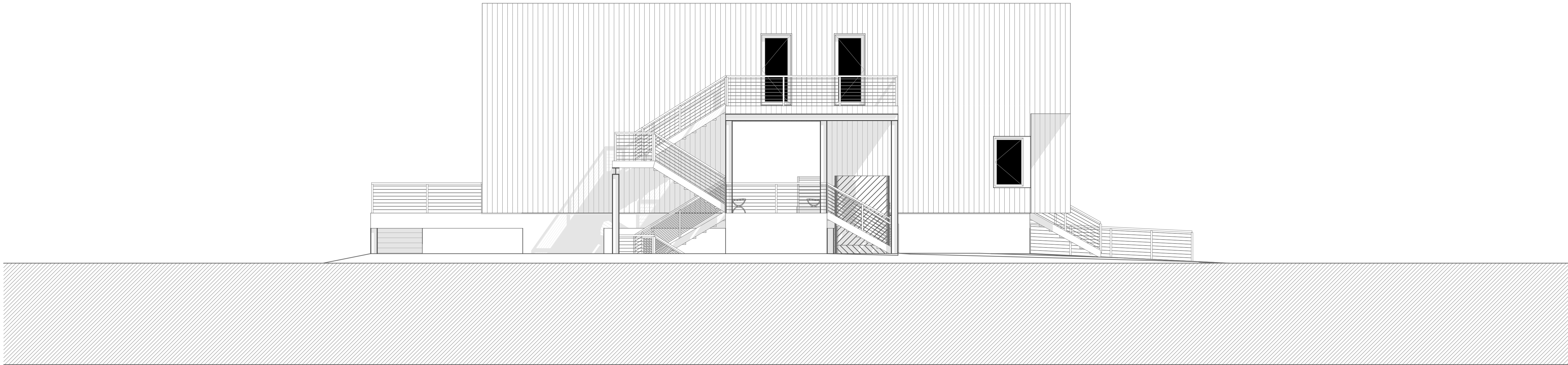
ELEVATION



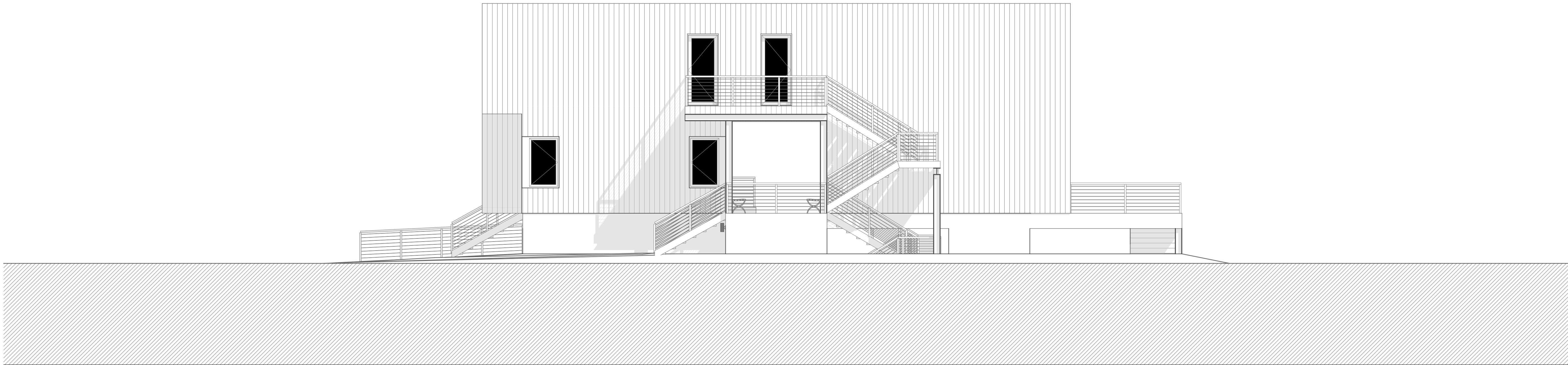
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EAST ELEVATION
SCALE: 3/16" = 1'-0"



WEST ELEVATION
SCALE: 3/16" = 1'-0"

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440 W KELLY AVE
JACKSON, WY

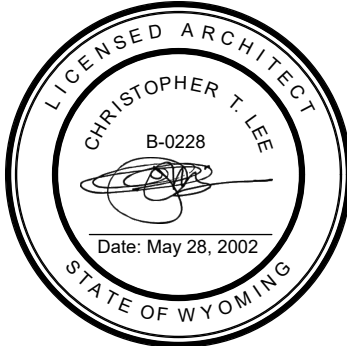
CONCEPTUAL
4-22-19

A401

ELEVATION



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CONCEPTUAL
4-22-19

A900

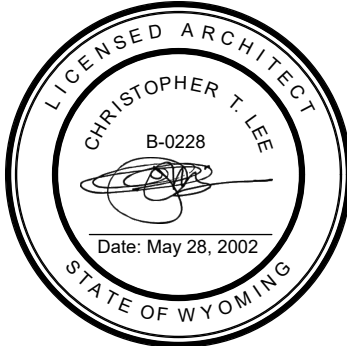
RENDERINGS



VIEW 1



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CONCEPTUAL
4-22-19

A901

RENDERINGS

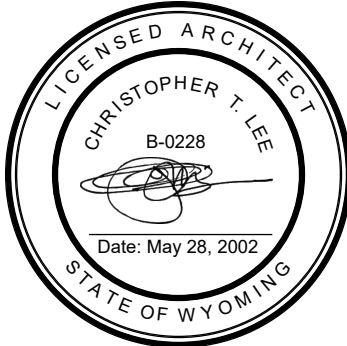


VIEW 2



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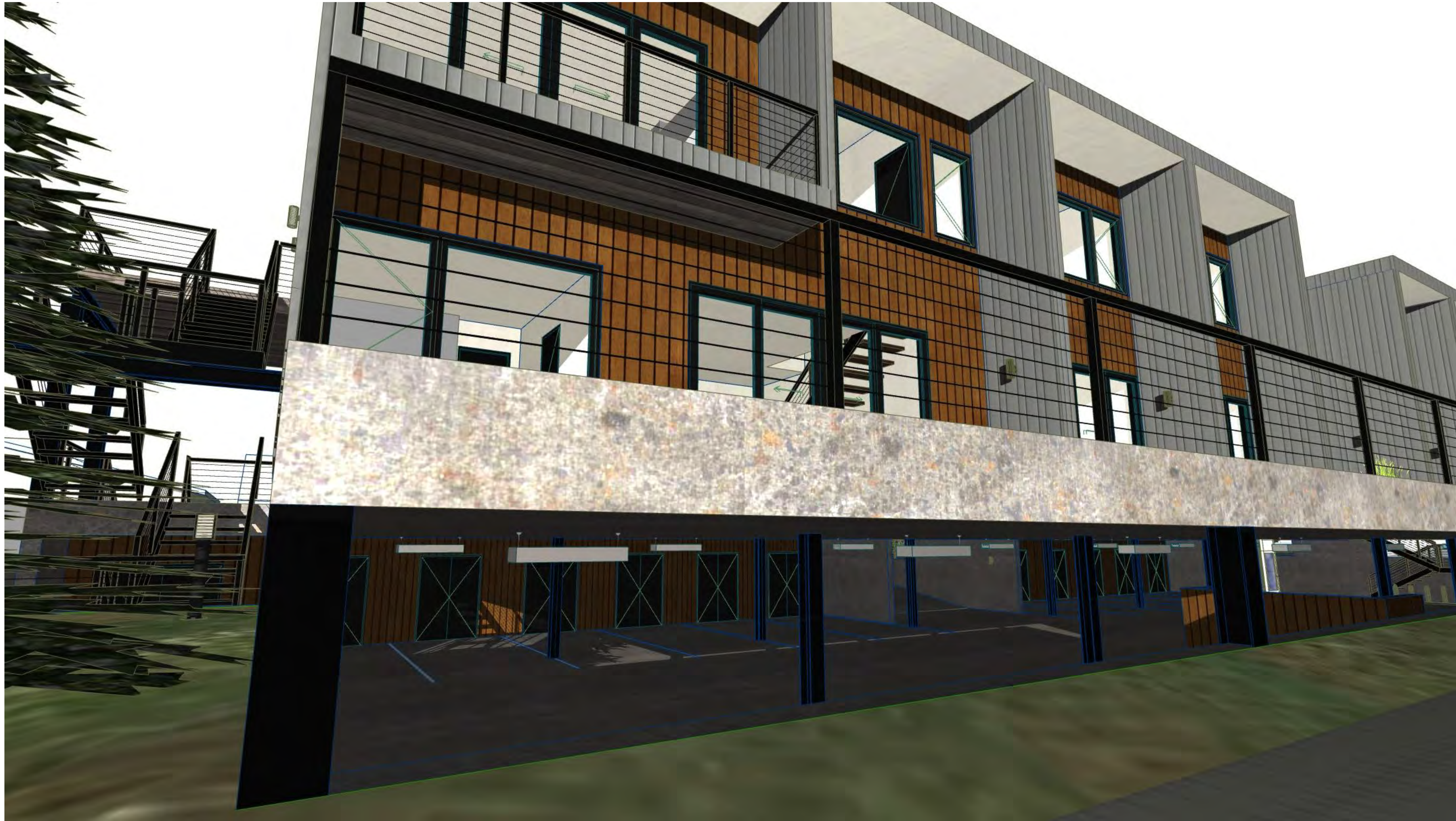
VIEW 3

440 W KELLY
440 W KELLY AVE
JACKSON, WY

CONCEPTUAL
4-22-19

A902

RENDERINGS



VIEW 4



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CONCEPTUAL
4-22-19

A903

RENDERINGS



440 W KELLY AVENUE

4-22-19

440 W KELLY AVE
Jackson, Wyoming

PROJECT DESCRIPTION

Development Plan

Our development plan is for 16 units total including 10 one bedroom units and 6 two bedroom units that will be built a half story above grade over the parking area which will be a half story below grade. The units are to be in a range of 480 sf to 802 sf each. At least one if not two of the units will be ADA accessible with a lift that will provide access to the parking level and the entrance. The overall development is approximately 9,000 sf. We are proposing 24 parking spots, 16 storage closets and area for bikes.

The concept of our plan is to provide plenty of common area including some gathering space, raise the neighborhood slightly above grade and thus allow the parking below not be completely buried below grade. We are also trying to bring the scale of this development down to be more in line with the surrounding single-family homes. All units have access to the common area, large glass doors that open to private balconies, laundry and storage. Construction to meet or exceed LEED Silver qualification.

PROJECT TEAM

Project Team & Qualifications

Developer/Builder United Development Solutions LLC - Sartell, MN
 www.udsmn.com
 Troy Hoekstra

1. I've been in construction and development since 2001 as a partner in a major general contracting firm and for the past 9 years as the sole owner of United Development Solutions.
2. I have an MBA with a concentration on Finance
3. Client: St. Cloud State University
 Location: St.Cloud Minnesota
 Number of Rooms: 450
 Year Completed: 2010
 Value: \$40 Million. As part of the 5th Avenue Live project we participated as part of a development team and played important roles in city approvals, neighborhood focus group meetings, land acquisition and purchase price negotiation of the required land, as well as many other necessary components. 5th Avenue Live is a multiple city block project in excess of \$40 million located in St.Cloud, Minnesota. The photo depicts part of the project which includes 32,000 sq. ft. of retail/office space and housing for over 450 St.Cloud State University students.
4. Developed Platteville, WI project. Total project cost of \$17 million. Funded with New Market Tax credits and involved a 22,000 sq. ft. public library, 7,000 sq. ft. low income woman's health clinic and 72 room Holiday Inn Express.
5. Preferred developer with Marriott and IHG.
6. In 2015 was the Developer of the Year in the United States with IHG.
7. Won several state of WI development awards with Platteville. (#4)
8. Owner of North Campus and Bridgeport 67 and 76 Unit housing (apartments) properties.
9. In the past four (4) years have developed over \$120 million in real estate.
10. I specialize in owning, investing, and completing mixed-use and complex financing projects.



440 W KELLY AVENUE

Architect Design Associates Architects - Jackson, WY & Driggs, ID
www.dajh.co
Chris Lee AIA, Mike Ralph, Chris Mientjes, Kevin Salys, Diana Gherlac, Jessica Ibarguen, Dennis Lubwama

The firm began in the mid 60's and Principal Chris Lee has operated the business here in Jackson since 2001 with the retiring of Vince Lee. Since then, Chris, who grew up in Jackson has grown the firm to include six employees to handle the growing demand of numerous projects spread over the valley and beyond. Our projects, while almost entirely residential, represent a range of styles as diverse as our clientele. DA uses a technology-based approach to produce better designs and drawings, as well as enhance the client experience through the use of 3D and virtual reality. Photographs showing an assortment of these buildings are available online at our website: www.dajh.co.

Education B Arch, Montana State University, Bozeman, MT, 1996

Professional Assoc American Institute of Architects (AIA), 2000-Present
National Council of Architectural Registration Boards (NCARB), 2000-Present
Winner of HGTV faces of design award, 2018
Town of Jackson Design Review Board, 2004-2006
Leadership in Energy and Environmental Design Accredited Professional (LEED AP), 2009-2015
Mountain Living Magazine top designers, 2017-Present

Professional Licenses Wyoming Architect (B-0228)
Utah Architect (10589953-0301)
Idaho Architect (AR-986367)
New York Architect (041244-1)

Experience 200+ Projects
Residential - 36sf treehouses to a 90,000 sf family estate - approx 95% of projects
Commercial - office buildings, housing developments and apartments - approx 5% of projects



440 W KELLY AVENUE

PROJECT FINANCIAL INFORMATION

Financing Narrative

United Development Solutions, the developer, will provide investor equity and private financing for construction and permanent financing of this project.

16 Unit Apartment Complex					
Investor Equity	\$ 1,000,000.00				
Total Equity	\$ 1,000,000.00				
Finance Amount	\$ 2,364,501.00				
Total Project Costs	\$ 3,364,501.00				
					Budget
Land					\$ 1.00
Building and Improvements					\$ 2,020,000.00
Parking structure/soils					\$ 550,000.00
Site Prep/Soil Improvements					\$ 58,000.00
Permits and Fees					\$ 52,000.00
Furniture, Fixtures and Equipment					\$ 45,000.00
Financing, Other Amortizable Costs					\$ 45,000.00
Architect/Engineering					\$ 155,000.00
Bank/Appraisal					\$ 4,500.00
Title Insurance/Recording/Legal/Closing					\$ 45,000.00
Signage					\$ 15,000.00
Preopening Expense (Marketing)					\$ 10,000.00
Market Analysis					\$ 5,000.00
Project Mgmt Labor					\$ 125,000.00
Contingency					\$ 50,000.00
Working Capital					\$ 40,000.00
Development Fees					\$ 145,000.00
Total Estimated Costs					\$ 3,364,501.00

440 W KELLY AVENUE

SUSTAINABLE DEVELOPMENT

Project Info

Construction to meet or exceed LEED Silver qualification including but not limited to: over insulating exterior walls, floors, roofs, low U-value glazing on doors and windows, LED lighting throughout, water conserving plumbing fixtures, green roof, smaller footprint of structures to allow for more green space, etc.





440 W KELLY AVENUE

DEVELOPMENT STANDARDS

Lot Info

Area:	0.31 acres (13,504 s.f.)
Zoning:	NH-1
Overlays:	n/a

Scale of Development

FAR:	.4 (5,401 s.f.)
Bonus:	2:1
Individual Building (max gross):	10,000 s.f.
Habitable (max excluding basement):	8,000 s.f.
Min Units:	15

Landscape Ratio

Min:	.21 (2,836 s.f.)
Plant Units (min):	3

Building Height

Max height:	39' (roof pitch $\geq$ 6/12) 37' (roof pitch 4/12-5/12) 35' (roof pitch $\leq$ 3/12)
Stories:	3

Drive/Parking Setbacks

Driveway width (max):	20'
Primary Street:	20'
Side Interior:	1'
Rear:	5'

Building Setbacks

Primary Street:	20'
Side Interior:	10'
Rear:	20'

Parking

Minimum:	1/DU < 500 s.f., otherwise 1.5/DU
----------	-----------------------------------

440 W KELLY AVENUE



PROPOSED DEVELOPMENT

Scale of Development

Site Development:	9,637 s.f.
Landscape Ratio:	.29 (3,863 s.f.)
Plant Units;	3+
Floor Area:	8,988 s.f.
Dwelling Units:	2 2BR (802 s.f.)
	4 2BR (600 s.f.)
	8 1BR (503 s.f.)
	<u>2 1BR (480 s.f.)</u>
	16 Units Total (22 BR Total)

Height

Approx:	27'
Stories:	2.5

Parking

Spots:	24
Required:	23

4-22-19

To whom it may concern,

Dynamic Homes, LLC is a premiere system-builder of custom homes, commercial buildings, assisted living centers, apartment/condos and motel/resorts. Dynamic homes, LLC is located in Detroit Lakes, MN and was established in 1970. We are committed to developing the quality and value of site built projects in a controlled factory setting. The dedication of the last 49 years has led to the construction of over 12,000 homes throughout the Midwest. All of the Dynamic Homes, LLC units are built to exacting specifications and codes. Each unit is inspected by in house quality control personnel, crew leaders, and by the State of MN. to assure a quality product.

We welcome you or any of the people that you will be working with on your project to visit our factory in Detroit Lakes, MN. We are sure you will find the experience both informative and exciting.

Thank you for your interest in Dynamic Homes, LLC and we look forward to working with you on your project.

Respectfully,

Leon Schiltz
Commercial/Multifamily Product Manager
Dynamic Homes, LLC
525 Roosevelt Ave.
Detroit Lakes, MN 56502
1-800-492-4833
1-218-846-3139

Comparison:

Dynamic Homes vs. Site Built Homes

Dynamic Homes:

- Constructed in a state of the art climate controlled production facility. Weather delays and material damage is eliminated.
- All materials are stored indoors until transferred to the factory for construction.
- Better materials in general, selected from specific mills based on consistent quality, not price alone. Volume purchasing locks in pricing for an entire year—impossible to do at a lumber yard.
- Most materials purchased mill or manufacturer direct—volume purchasing power.
- Our building system provides better overall quality and workmanship than what can be achieved on site. Buildings are built more rigid for transportation.
- A veteran and very seasoned work force that provides consistency in quality and workmanship—eliminates the labor shortage issue----get projects done on time.
- Our building system provides accuracy in bringing projects in on time and on budget.
- Our buildings are inspected at 17 different phases during the construction in our plant. A State representative inspects every unit here. A site built home is only inspected 1-4 times.
- Our building system and inspection process is fully approved by the State of Minnesota Building Codes division. All building components are engineered approved and stamped. No guess work like on site built.
- Our homes are more energy efficient than a site built home. Energy Star certification means heating/cooling is up to 60% more efficient over site built.
- Waste products recycled for a cleaner/healthier environment for everyone.

Site Building:

- Materials consistently subject to the environment.
- Costly weather delays
- Material cost fluctuations—costly overruns.
- Use of multiple sub-contractors leads to inconsistent quality.
- Laborers—reliable or not—costly delays resulting in budget overruns.

- Inspections are minimum on site.
- Antiquated methods that won't produce the quality of a state of the art building system.

Dynamic Homes, LLC

Past Performances

Project Name:	14th Street Apartments	Contract Date:	March 25, 2009
Description:	3 Story 18 Unit Apartment Building	Contract Amount:	\$ 1,065,168.00 Bonded
Owner:	Dave Chmielewski 14th Street Apartments, LLC 2008 County Road 4 Carlton, MN 55718 218-384-9727	Architect:	Wayne Dahlberg Blessner Dahlberg LTD 1411 London Road Duluth, MN 55802 218-728-4293
Project Name:	Leech Lake Home Ownership	Contract Date:	December 18, 2009
Description:	15 Single Family Modular Homes	Contract Amount:	\$ 697,690.00 Bonded
Owner:	Leech Lake Band of Ojibwe PO Box 938 Cass Lake, MN 56633 218-335-8354	Architect:	Jim Lucachick Luchachick Architecture, Inc 481 Mag Seven Court SW, Ste #9 Bemidji, MN 56601 218-759-2305
Project Name:	Leech Lake Tax Credit #6	Contract Date:	February 1, 2010
Description:	25 Single Family Modular Homes	Contract Amount:	\$ 1,209,954.00 Bonded
Owner:	Leech Lake Band of Ojibwe PO Box 938 Cass Lake, MN 56633 218-335-8354	Architect:	Jim Lucachick Luchachick Architecture, Inc 481 Mag Seven Court SW, Ste #9 Bemidji, MN 56601 218-759-2305
Project Name:	Leech Lake Tac Credit #7	Contract Date:	September 26, 2011
Description:	25 Single Family Modular Homes	Contract Amount:	\$ 1,369,388.00 Bonded
Owner:	Leech Lake Band of Ojibwe PO Box 938 Cass Lake, MN 56633 218-335-8354	Architect:	Jim Lucachick Luchachick Architecture, Inc 481 Mag Seven Court SW, Ste #9 Bemidji, MN 56601 218-759-2305
Project Name:	Williams County Multi -Use Building	Contract Date:	May 22, 2012
Description:	20,310 Square foot 3 story 18 unit building	Contract Amount:	\$ 1,493,863.00
Owner:	Williams County 205 E Broadway Williston, ND 58801	Architect:	Jeff Morrau Artekt Architects 406 N Broadway Fargo, ND 58102 701-526-3693
			No Bonding

Project Name:	Arikara 24 Unit Housing Project	Contract Date:	June 13, 2011
Description:	24 Single Family Modular Homes	Contract Amount:	\$ 1,824,162.00 Bonded
Owner:	Fort Berthold Housing Authority PO Box 310 New Town, ND 58763 701-627-4731	Architect:	Mark Schneider Lightowler Johnson Associates Inc PO Box 2464 Fargo, ND 58108 701-293-1350
Project Name:	Cedar Grove Modular Homes	Contract Date:	February 10, 2010 Bonded
Description:	8 Duplex Buildings, 16 Living Units	Contract Amount:	\$ 1,071,723.00
Owner:	Bois Forte Band of Chippewa 1430 Bois Forte Road Tower, MN 55790 218-757-3253	Architect:	Nancy Schlutz Short Elliott Hendrickson Inc 619 9th Street North Virginia, MN 55792 218-741-4284
Project Name:	New Moon Supportive Housing	Contract Date:	August 16, 2011
Description:	6 Duplex Buildings, 12 Living Units	Contract Amount:	\$ 827,954.00 No Bonding
Owner:	Bois Forte Band of Chippewa 1430 Bois Forte Road Tower, MN 55790 218-757-3253	Architect:	Nancy Schlutz Short Elliott Hendrickson Inc 619 9th Street North Virginia, MN 55792 218-741-4284
Project Name:	Killdeer ND Hotel	Contract Date:	August 31, 2012 No Bonding
Description:	2 Story 24 Unit Hotel - 11,148 Square Feet	Contract Amount:	\$ 792,269.00
Owner:	Todd Morse Trinity Investments, LLC PO Box 1133 Moorhead, MN 56561 701-361-7201	Architect:	Wayne Dahlberg Blessner Dahlberg LTD 1411 London Road Duluth, MN 55802 218-728-4293
Project Name:	Turtle Mountain Homes #7	Contract Date:	March 22, 2013 Bonded
Description:	28 Single Family 3 bedroom homes	Contract Amount:	\$ 1,916,656.66
Owner:	Turtle Mountain Housing Authority Dennis Decoteau PO Box 620 Belcourt, ND 58316-0620 701-477-5673	Architect:	Mark Bohlman EAPC 3100 Demers Avenue Grand Forks, ND 58201 701-775-3000
Elbowoods Housing Development Phase 1		Contract Date:	4/30/2013 Bonded through General
Description:	40 Single Family Homes	Contract Amount:	\$ 3,451,400.00
Owner:	Three Affiliated Tribes James Foote 404 Frontage Road New Town, ND 58763	Architect:	Scott Lange Short Elliot Hendrickson, Inc 1200 25th Avenue South St Cloud, MN 56302 320-229-4300

Project Name: Dakota Dunes Apartments

Contract Date: 1/26/2016

Description: 47 Unit Apartment Building

Contract Amount: \$ 3,653,376.00

Owner: Ho Chunk Real Estate
801 G Street
South Sioux City, NE 68776Architect: Paul Martin
Plan Architecture
255 5th Street
Sioux City, IA 51101
712-224-3700**Project Name: Isanti, MN Best Western Hotel**

Contract Date: 5/22/2018

Description: 27,000 square foot Hotel

Contract Amount: \$ 1,703,040.00

Isanti Hotel Partners LLC
415 3rd Street N, Ste 100
Waite Park, MN 56387Architect: Ken Koense
DJR Architecture, Inc
333 N Washington Ave, #210
Minneapolis, MN 55401
612-676-2700

ROBERT HUGGINS

Construction Executive

Chief Executive Officer | New West Building Company



Mr. Huggins has been in the construction industry for 30+ years and helped found New West Building Company in 2014. During that time, Mr. Huggins has managed the construction of over 2,500 multi-family units. With that experience he has been able to refine the processes required to succeed at increasing revenue flows, minimizing costs, boosting productivity, and meeting delivery goals.

With over 50 years of collective, in-depth experience in the Jackson area, the team at New West Building Company works together to deliver cost effective, on-schedule, single and multi-family projects. New West Building Company is a fully integrated company that provides design-build, general contracting services, and construction management.

From meeting objectives, leading a cohesive team of professionals, satisfying clients and developing some of the most outstanding communities imaginable, Mr. Huggins enjoys every aspect of the business and constantly strives to exceed expectations.

EDUCATION

- B.S. Business, Fort Lewis College – Durango, Colorado

RELEVANT PROJECT EXPERIENCE

- Stage1075 – San Francisco, CA (90 multifamily units, type 1 construction)
- Broderick Place – San Francisco, CA (91 multifamily units, type 5 construction)
- Broadway Grand – Oakland, CA (103 multifamily units, type 3 construction)

PROFESSIONAL ASSOCIATIONS

- SF Board of Realtors
- Urban Land Institute
- Jackson Hole Working

MICHAEL ADAMS, P.E.

Project Manager

Director of Project Management | New West Building Company



Mr. Adams is a licensed civil engineer in the State of Wyoming and has over a decade of experience in land development. He worked for 8 years as a civil engineer in California, Oklahoma, Idaho, and Wyoming. This background allows him to understand the technical needs for a wide variety of projects, including projects of this nature. Mr. Adams also has a Master of Business Administration degree which helps him understand the financial implications of a project's technical needs.

Mr. Adams brings organizational skills that ensure projects are completed on schedule and within budget. He works closely with his team to obtain bids, award contracts, formulate schedules, and ensure proper billing. He loves being able to combine all his abilities to build beautiful projects in such a beautiful part of the world.

EDUCATION

- MBA, University of Notre Dame - South bend, Indiana
- B.S. in Civil Engineering, Brigham Young University - Provo, Utah

RELEVANT PROJECT EXPERIENCE

- The Falls - Idaho Falls, ID (228 Unit Apartment Community)
- Home2 Suites by Hilton – Idaho Falls, ID (91 Room Hotel)
- Sandcreek Commons – Ammon, ID (300,000 square feet of retail/mixed use)

PROFESSIONAL ASSOCIATIONS

- Licensed Civil Engineer in Oklahoma and Wyoming
- American Society of Civil Engineers
- Jackson Hole Working

BENJAMIN GOLDBERG

General Counsel

General Counsel | New West Companies



Mr. Goldberg grew up in Marblehead, Massachusetts. He earned his BA from Union College and his JD from Northeastern University School of Law. He has clerked for the Hon. Judith Cutler of the Massachusetts Land Court and worked as an associate at KP Law, PC, Massachusetts' premier municipal law firm, where he advised municipalities on land use, real estate, and general municipal matters. Since moving to Jackson, Wyoming in 2017, Mr. Goldberg has advised local landowners and developers on a wide range of real estate development matters, including representing Habitat for Humanity of the Greater Teton Area in

their development of the Grove Phase III. As General Counsel to New West Companies, Mr. Goldberg handles the legal matters that arise in the Companies' day to day operations, including navigating Town and County zoning regulations and related permitting.

EDUCATION

- Union College, BA
- Northeastern University School of Law, JD

PROFESSIONAL ASSOCIATIONS

- Wyoming Bar Association, Member
- Massachusetts Bar Association, Member

COMMUNITY ACTIVITIES

- Board Member, Jackson Hole Jewish Community

TYSON SLATER

Superintendent

Director of Field Operations | New West Companies



Mr. Slater was born and raised in Colorado, where he honed his talents managing multiple successful projects in remote locations with abnormal weather and site conditions. Tyson's construction experience is vast and varied – he has worked as a steel erector in Southern Colorado and also as a high-end trim carpenter in Steamboat Springs. He is particularly proficient at organizing construction teams to maximize productivity and project quality. Tyson is in charge of all of New West Building Company's project supervisors

and is intimately involved with all of the company's construction projects. After residing in Colorado for the majority of his life, Tyson and his wife Megan decided to move to Jackson, in order to build the best houses in the best mountains in the country.

EDUCATION

- Colorado State University

RELEVANT PROJECT EXPERIENCE

- Amangani Hotel

44 W. Kelly Avenue

Civil Engineering Narrative

This narrative has been prepared to address the Civil engineering portion of the proposed new housing project.

Utilities:

The development will be served by existing water, sewer, storm water, power and communications lines within the area.

The building will be fire sprinkled. There will be exterior hose connections provided for the fire department.

Waste water will be collected and gravity conveyed to the Town of Jackson sewer main.

Storm Water:

The roof will have rain gutters that will bring water to on site retention basins at the street level finished grade.

Parking will be below grade and predominately covered. Rain and snow melt in the parking structure will be collected and conveyed to subsurface infiltrators or pumped to street level retention basins.

Snow Storage:

Snow storage requirements will be minimized by the predominately covered below grade parking.

ADA:

ADA parking will be provided below grade. There will be a wheel chair lift from the parking area to the residential area.

Construction:

A traffic control plan will be submitted to the Town of Jackson for approval.

A stabilized construction entrance will be installed and maintained per the Town of Jackson standards to minimize mud on the town roads.

Materials and stockpiles will be stored off site at a suitable location.

Soil Analysis:

A geotechnical soil investigation will be performed to determine the existing conditions.

April 18, 2019

**Design Associates Architects
50 S King St #201
Jackson Wy 83001**

440 Kelly Apartments, Jackson Wyoming

Mike,

Per your request, Frost Structural Engineering (FSE) has looked at the structural feasibility of the proposed apartment complex located at 440 Kelly in Jackson Wyoming. FSE reviewed your plans dated 4-11-19 for the project. The proposed project are 2-story apartments on a suspended slab over a parking structure.

It is our understanding that the apartments will be premanufactured modular units that will bear on either approximately a 12" post-tensioned concrete slab or approximately a 12" precast hollow core concrete slab with a 3" topping slab. The precast hollow core concrete slab is generally the more economical option if the framing above is aligned properly. The slab will be supported by steel columns and either steel or concrete beams in the parking area.

It is FSE's opinion that the current layout and design of the building is structurally feasible and cost effective using the design parameter listed above. Thank you for considering us for the project. Feel free to reach out to us if you have further questions or would like additional information.

Respectfully,



Cody Wageman



Markell Bateman

440 W Kelly

440 W Kelly Avenue
Jackson, WY

Workforce Housing Project MEP Considerations

Cove heaters would certainly be cheaper but comparing them to VRF (or even ductless split units in general) is apples to oranges because of the cooling factor. If cooling is not needed then you will be much cheaper going with the cove heaters. If you were to look at going with a ductless split system you can go with connecting 4 indoor units to one condenser outside to save on equipment costs. All four indoor units would need to be in the same mode (heating or cooling) at the same time but there is a 12 degree spread available across the 4 spaces. But again, if they don't need cooling this is a moot point. A cove heater will run about \$500 installed where a ductless split unit is around \$1200 if you share the condenser across 4 rooms. But again, you get cooling there.

On demand water heating is certainly more efficient as you don't have to maintain a tank of hot water. The heaters are about twice the cost of a tank heater though – about \$1000.

As far as similar projects go I can't say that we have ever done actual workforce housing units. We have done some projects with a similar concept though.

- MEP design for Rocky Mountain Eco Homes – referred to as the “tiny house” design. This company builds homes in steel con-ex containers. They use cove heaters and small electric water heaters.
- Currently designing MEP for the Holiday Inn Express in Burley, ID.
- Many examples of residential MEP designs as needed.

If you need anything else for this let me know.

Thanks,

John Godak, P.E.

XL Engineering
c. 208-339-4907



525 Barker Rd
Readyville TN 37149
615-907-7460

Quote

Order# : 837

Date: 04/15/2019

Quoted To: D A Architecture
50 S King Street
Ste 201
Jackson WY 83001

Project:
440 W Kelly
Jackson WY

This quote is valid until:06/01/2019

Order#:

Assembly#	Part#	Description	Unit	Quantity	Price	Ext Price	Sales Tax
	1106	GRO-Root Barrier	Sq. Ft	5,000.0000	0.480000	2,400.00	N
	6116	PreGrown GROWVista-2	Sq. Ft	5,000.0000	9.500000	47,500.00	N
	4009	4.5" GR Edging	Ln. Ft	640.0000	6.850000	4,384.00	N
		Freight	EA	4.0000	2,600.000000	10,400.00	

Notes

Modules priced as 1'x2'x4" Extensive blend growing media. Includes pre-vegetated sedum tiles.

Freight quoted at current market rates, valid 10 days.

Non-Taxable Amount:	64,684.00
Taxable Amount:	0.00
Sales Tax:	0.00
Quote Total	64,684.00

Anticipated Year Budgets	2020	2021	2022	2023	2024
Security Alarm Monitoring	\$ 2,200.00	\$ 2,300.00	\$ 2,400.00	\$ 2,500.00	\$ 2,600.00
Century Link	\$ 1,320.00	\$ 1,320.00	\$ 1,320.00	\$ 1,320.00	\$ 1,320.00
Garbage Services	\$ 4,100.00	\$ 4,200.00	\$ 4,300.00	\$ 4,400.00	\$ 4,500.00
Snow Removal	\$ 8,500.00	\$ 8,700.00	\$ 8,800.00	\$ 8,900.00	\$ 9,000.00
Lights/Sign Repair	\$ 750.00	\$ 750.00	\$ 750.00	\$ 800.00	\$ 850.00
General Insurance	\$ 6,800.00	\$ 6,800.00	\$ 6,900.00	\$ 6,900.00	\$ 6,900.00
Common Utility	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Lawn Mowing/Maint	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Parking Maintenance	\$ 450.00	\$ 500.00	\$ 525.00	\$ 600.00	\$ 650.00
Common Interior Maintenance	\$ 1,000.00	\$ 1,200.00	\$ 1,400.00	\$ 1,500.00	\$ 1,600.00
Common Lobby Cleaning	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00
Annual Inspections/Fire	\$ 1,000.00	\$ 1,100.00	\$ 1,200.00	\$ 1,300.00	\$ 1,400.00
Totals	\$ 29,820.00	\$ 30,570.00	\$ 31,295.00	\$ 31,920.00	\$ 32,520.00
Cost Per Unit/Annual	\$ 3,727.50	\$ 3,821.25	\$ 3,911.88	\$ 3,990.00	\$ 4,065.00
Anticipated Monthly	\$ 232.97	\$ 238.83	\$ 244.49	\$ 249.38	\$ 254.06

*This budget was prepared for informational purposes and is being furnished as a guide only and in no way is a representation of

if guaranteed expenses by anyone affiliated with its preparation.



Ultima Bank Minnesota

www.ultimabank.com

April 16, 2019

Troy J. Hoekstra
United Development Solutions LLC
5 Riverside Avenue South
PO Box 372
Sartell, MN 56377

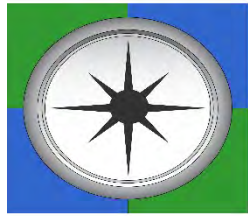
RE: Workforce Housing Project

Mr. Hoekstra,

Thank you for thinking of UBM as a potential partner in your workforce housing project in Jackson Hole, WY. We look forward to working with you to put together an acceptable financing package and appreciate you allowing us to be part of your project. This is not a firm commitment to lend; final approval is subject to acceptable internal underwriting, along with completion of an acceptable appraisal and environmental review. Should you have any questions please feel free to contact me at 218 333-0996.

Sincerely,

Ben McNamara
Sr. Vice President
Ultima Bank Minnesota



United
Development
Solutions

4/18/2019

REFERENCES BANKING

Mason Pender
Business Banker
Direct: 218-846-0372
Bremer Bank
115 Holmes St. E,
Detroit Lakes, MN, 56501

Jordan Anderson
Business Banking
(218) 333-0996 ext. 302
Ultima Bank Minnesota
101 Shevlin Ave SW
Bemidji, MN 56601

Jim Caldwell
President
(262) 473-2112
First Citizens State Bank
207 West Main St.
Whitewater WI 53190

Nate Hunter
Vice President
(701) 866-4159
Midwest Bank
613 US Highway 10
Detroit Lakes, MN 56501

REFERENCES GOVERNMENT

Eileen Nickels
Council President
City of Platteville WI
(608) 778-2959

Barb Daus
Council Member/Regional Development Authority
City of Platteville WI
(608) 348-3365

Larry Remmen
City of Detroit Lakes
Planning Department
(218) 846-7126

Farshad Maltes
Executive Director
Wisconsin Housing and Economic Development Authority
(608) 266-2027



MIDWEST BANK

Banking your way.

April 16, 2019

United Development Solutions, LLC

Attn: Troy Hoekstra

50 14th Ave E, Suite #110

Sartell, MN 56377

Troy,

Midwest Bank ("Bank") is pleased to provide the Discussion Proposal to United Development Solutions and/or assigns ("Borrower") for financing improvements to property located at 440 W. Kelly Ave in Jackson, WY. Please note that this is not a binding agreement between Midwest Bank and United Development Solutions, but rather provides the basis for future discussion. If terms of this proposal are not satisfactory, please notify us so that we can come to mutually agreeable terms.

Borrower: United Development Solutions and/or assigns

Amount: \$2,365,000. Loan not to exceed 75% of cost or appraised value, whichever is less.

Purpose: Fund the construction costs associated with a 16-unit condominium complex in Jackson, WY located at 440 W. Kelly Ave.

Term: Up to 24 months

Amortization: N/A

Payment: Interest only payments required monthly during construction. Upon sale of each condominium unit, bank will partially release its mortgage upon payment of up to 75% of the net sale proceeds.

Rate: The note will carry a variable rate of interest equal to prime plus .25% or 5.75% today.

Collateral: First real estate mortgage on property located at 440 W. Kelly Ave in Jackson, WY.

Fees: .50% origination fee. All out of pocket expenses will be the responsibility of the borrower including, but not limited to, appraisal, title work, recording fees, etc.

Prepayment: No prepayment penalty

Guarantees: The bank will require an unlimited and unsecured guarantee from Troy Hoekstra

BARNESVILLE
215 Front St. S. • P.O. Box 737
Barnesville, MN 56514-0737
Phone: 218-354-2704

CALLAWAY
421 Main Ave. • P.O. Box 68
Callaway, MN 56521-0068
Phone: 218-375-4501

DALTON
108 W. Main • P.O. Box 278
Dalton, MN 56324-0278
Phone: 218-589-8701

DETROIT LAKES
613 Highway 10 E. • P.O. Box 703
Detroit Lakes, MN 56502-0703
Phone: 218-847-4771

DETROIT LAKES (WAL-MART)
1583 Highway 10 W. • P.O. Box 1665
Detroit Lakes, MN 56502-1665
Phone: 218-847-9700

PARKERS PRAIRIE
105 Soo Street E. • P.O. Box 40
Parkers Prairie, MN 56361-0040
Phone: 218-338-6054

WAUBUN
1211 First St. • P.O. Box 68
Waubun, MN 56589-0068
Phone: 218-473-2191

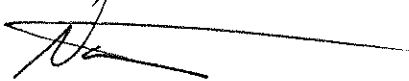
www.midwestbank.net

Conditions of Approval

- Annual business tax returns of borrowing entity
- Annual updated personal financial statements of guarantors
- Annual personal tax returns (Including K-1 schedules) of guarantors
- Midwest Bank to be in 1st lien position on subject property
- All construction draws to be handled by a title company in Jackson, WY
- Independent 3 party construction inspections will be required prior to each draw being funded

We appreciate the opportunity to provide the financing proposal and look forward to earning your business. If any areas of the above proposal need to be revised or refined, please let us know so that we can come to mutually agreeable terms. This proposal will remain in effect for 60 days from the date of this letter. If you have any questions, or if I can be of immediate assistance, please feel free to contact me at 218-844-2977 or nate.hunter@midwestbank.net.

Sincerely,

A handwritten signature in black ink, appearing to be 'Nate Hunter', with a long horizontal stroke extending to the right.

Nate Hunter

VP/Commercial Lender

Midwest Bank

TROY J. HOEKSTRA

3576 Riviera Road, Sartell, MN 56377 • (320) 493-6272

hoekstratroy@gmail.com • <https://www.linkedin.com/in/troyhoekstra>

*"I invested in Troy because he is a finisher,
which is very rare."*

~ Mike Hursh, MD, Chisago Lakes Hotel Partners LLC

REAL ESTATE DEVELOPMENT EXECUTIVE – 20+ YEARS' SUCCESSES

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Perpetual catalyst for profits; slash and control costs, maximize revenue, and avert risk. Reputation for unwavering integrity and a penchant for working hard and smart; and always extracting value out of spend. **Rare experience-honed financing/sales blend** expertise. **Unique global / U.S. network** of small, medium, and large banks, nationwide hedge funds, insurance companies and complex financial relationships. Love the art of financing: ***selling the deal and delivering on promises.***

- **Frequent, high-impact public speaking** to cities, companies and diverse entities in settings of small groups to 100+. **Presented to St. Cloud State University Real Estate Association** on dynamic, real-world real estate topics. Able to make "learning come alive" on subjects ranging from project development communications and nuances, to complex financial vehicle investments.
- **Orchestrated intricate financing portfolios / projects** with New Market Tax Credits, USDA Business & Industry loans, SBA loan programs, commercial mortgage-backed security financing, TIF financing ("pay-as-you-go" and bonded), and government subordinate debt loan programs. **Governmental / non-governmental leases expertise.**
- **Captured a close ratio of near 90%** with prospective investors on all projects spanning 15-year tenure.
- **Connector and collaborator** with FAA; MNDOT, MPCA, and DNR; HRAs; cities; and state / federal agencies. Repeatedly gain consensus from \$200M+ client investors and boards – CEOs to front lines; architect the process; lead the teams.

Public speaking/presentations
Creative instruction
Audience engagement
Curriculum development
Data analytics & assessment
Financial analysis
Deal structuring
Acquisitions
Cash flow
Stakeholder relations
Portfolio asset management
Debt/equity
Compliance & negotiations

REAL ESTATE SUCCESS EXAMPLES

- As President/Development Consultant with United Development Solutions, **won competitive bid with City of Platteville, WI Library Block Project, an innovative \$16M partnership between the City of Platteville, United Development Solutions, and Southwest Wisconsin Community Action Program. Project received 2017 Community and Economic Development Award (CEDA)** by the Wisconsin Economic Development Association (WEDA), for development projects that significantly enhance community revitalization.
 - Project replaced blighted area with 72-room Holiday Inn and 22,000 square foot remodeled library, also housing new Neighborhood Health Partners Clinic, serving low-income populations.
- United Development Solutions, helmed large-scale development of \$90 million (zero employees; only vendors) in projects for largest hotel brands worldwide, including Hilton, Marriott, and IHG (Intercontinental Hotels Group, global parent company for Holiday Inn, Holiday Inn Express, Crown Plaza, and 9 hotel brands in 100 countries). **Zero projects went back to banks, changed brands, or failed financially.**
- **Named Developer of the Year (out of 1,000+ globally), 2015 by IHG.** Researched, shaped and directed **five key 2015 projects for IHG. Two examples:**
 - Won RFP (dozens applied) development of first \$13M Staybridge Suites extended hotel across from Lambeau Field aligned with Bret Favre Steakhouse.
 - Managed \$17.3M, 72-unit Holiday Inn Express (Platteville, WI), unique in attachment to new public library and clinic (conference / media space) on purchased city block. Secured public and private funding, navigating state-of-the-art components of new market tax credits, bonded TIF from city, and USDA money. Created unprecedented template.

"After years of planning and working closely with United Development Solutions Managing Partner, Troy Hoekstra, the Main Street District will enjoy direct benefits for all of its other businesses by having the hotel, library, and clinic located downtown. It is a catalyst for two other major projects already on the drawing board." ~ Jack Luedtke, Platteville Main Street Program Executive Director

PROFESSIONAL EXPERIENCE

United Development Solutions, LLC – www.udsmn.com, St. Cloud, MN, 2001 to Present
Hotel and mixed-use real estate Development Company

PRESIDENT / DEVELOPMENT CONSULTANT

\$8M-\$17M (Individual projects) | \$134M+ Listings | \$100+M in Overall Projects | \$40M+ Personally Raised

Direct large volume of business, including 5 purchased franchises over 12 months. Negotiate and drive commercial medical, hospitality, and various land and real estate development functions. Developed hotels/mixed use projects in multiple markets, including Aberdeen, SD; Green Bay, WI; Platteville, WI; Minneapolis Metro; Madison, WI and others in 5-state area. Own North Campus/Bridgeport Apartments (138 units; SCSU housing).

- As Partner with Cornerstone Construction, helped develop \$30M redevelopment *5th Avenue Live* project. Delivered **housing** for 450 St. Cloud State University students and 22,000 square feet of **commercial space**. Obtained a **26-year TIF** on the project and turned the **land value from \$700,000 to over \$3 million** for the Coborn Family.

EARLY EXPERIENCE

Area Director of Operations, Western Region, LABOR READY, INC., Tacoma, WA, 1995-2001

Promoted from District Manager to head 90 branches in 17 states for global provider of temporary industrial labor force. Managed 12 District Managers and 300 indirect reports. Negotiated real estate leases on new office openings and lease renewals for all 90 locations. Oversaw market expansion, office-build-out and contractors for all 90 sites.

- Catapulted operations **from bottom (9 of 9) to 3rd in profitability**. Concurrently halved internal turnover.
- Area rose from last to first place** in sales versus budget, gross margins, accounts receivable, and employee retention.
- Within 6 months, improved profitability from losses of \$134K per month to profits surpassing \$1M per month**.
- In first 4 months, slashed budget shortfalls** from \$800K weekly to **exceeding weekly budgets** by \$30K.
- Improved revenue 44%** in 6 months (#1 of 9 Areas) and **profit by 37.7%** (compared to YTD).
- Developed marketing partnerships** with NASCAR, NFL, MLB, NHL, NCAA, NBA, and major casinos.

Marketing and Community Relations Manager, GRAND CASINO'S, INC., Hinkley, MN, 1992-1995

Managed \$2-3M budget. Cemented relationships between employer and Minnesota communities. Designed and administered programs and promotions. Prepared department business plans and fiscal-year budgets.

- Ranked #2 out of 1,200 employees (revenue and management)**; consistently received 90-100% "Excellence" reviews.
- Initiated, steered, and managed initiatives with the Chicago Bulls, Indy 500, Domino's Pizza, and other organizations that **boosted profitability**. Designed multi-media presentation given to Chamber of Commerce groups throughout Minnesota.

EDUCATION

Ph.D. – Organizational Leadership, CONCORDIA UNIVERSITY, Chicago, IL; expected Summer 2019

- Thesis: Analyzing the Information Gaps and Lack of Efficiency in Construction and Development Projects.**
 - Apply technology and qualitative research to structured data collection, analysis, and documentation on communication and interaction with diverse partners and stakeholders in construction and real estate development.

MBA – Finance Concentration, AMERICAN MILITARY UNIVERSITY, Charlestown, WV, 2009

BA in Marketing Management, with honors, CONCORDIA UNIVERSITY, St. Paul, MN, 1995

PROFESSIONAL DEVELOPMENT

SPIN Sales Training and Advanced SPIN Sales Training, Huthwaite Research Group | Hopkins Sales Certification

St. Cloud Area Chamber of Commerce Leadership Program | Ongoing National Finance Seminars

Minnesota Real Estate Broker's License, 2005-2011 – held for Minnesota and neighboring cooperating states

Certified IHG Owner (Staybridge), Holiday Inn Express, and Holiday Inn.

PERSONAL SNAPSHOT

Juvenile Diabetes Research Foundation Volunteer | Retired Firefighter (Sartell, MN) | PADI Certified Advanced Open Water Diver | Licensed Private Pilot | Former USCG Master Captain, Duluth Coast Guard Auxiliary Flotilla
 Sartell Youth Basketball Coach

440 W. KELLY RFP RESPONSE
J. ROLLER DEVELOPMENT
+
TACK DEVELOPMENT



Inspiration

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PROJECT SUMMARY

Kelly Place will be a hyper-functional 16 unit complex, consisting of 12 one-bedroom and 4 three-bedroom two-bathroom residencies, 18 parking spaces, 9' and 10' ceiling heights and large windows to maximize light/ air and livability. Each unit will feature private balconies and porches. Net livable SF is about 10k, and gross SF is about 12k.

The building's massing, siting, landscaping, and façade materials selections will all be attuned to the human scale. The natural vitality and utility of a properly scaled urban built environment was perhaps best captured by Jane Jacobs. Among her truisms was that density, eyes on the street and a pedestrian oriented conversation between public and private spaces lead to the best and most valuable neighborhoods.

Respecting the street means that building features such as balconies and porches must be integral to the design, rather than tacked on to check a box. Additionally, although Kelly Place will accommodate cars, it will take pains and added expense to both cover the parking and shield it from both the street and the immediate neighbors.

Kelly Place will be designed like a boat, using every inch of space for storage in order to allow the residential areas to be hyper-functional despite their relatively small size. Accessory storage units will be designed and dedicated to accommodate bulky and seasonal items such as skis, camping, fishing gear, etc. Other quality of life amenities such as common bike racks, in-unit washer/ dryer, dishwasher, built-in microwave and garbage disposal will all be standard.

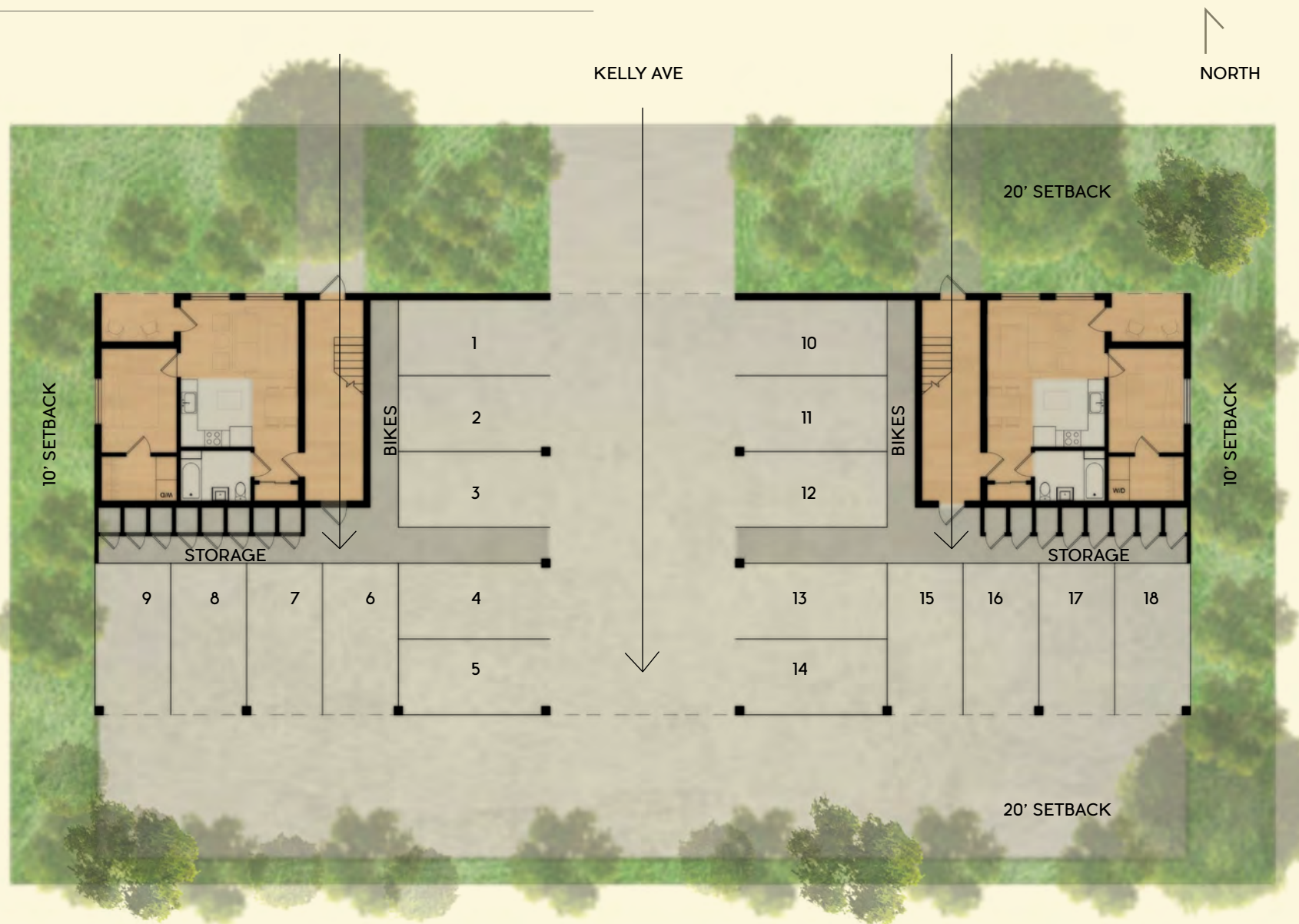
Kelly Place will sold using the deed restricted Workforce Housing standard in which Buyers must earn at least 75% of their income in Teton County. Despite the Workforce Housing standard not having a pricing cap, our units will be priced below comparable market rate units.

Furthermore, a rent vs. own comparison shows that the annual cost is several thousand dollars less to own at Kelly Place than to rent at a comparable multifamily building.

The typical one-bedroom unit will be priced to be affordable for a single person household earning around 100% AMI, and might even be below 80% AMI for a household of two earners. The three-bedroom units will be affordable to households making 120% AMI and over.

These standards will encourage and enable young members of the Jackson workforce to secure sustainable long-term housing security and wealth creation for themselves and their families. A typical one-bedroom unit Owner, who makes a 3.5% down payment (about \$10k) and owns for 5 years at the max 3% appreciation allowed per deed restrictions, would receive back around \$85k as sales proceeds; and a 3bedroom Owner who makes the same 3.5% down payment would receive about \$177k after a 5 years ownership period.

SITE PLAN



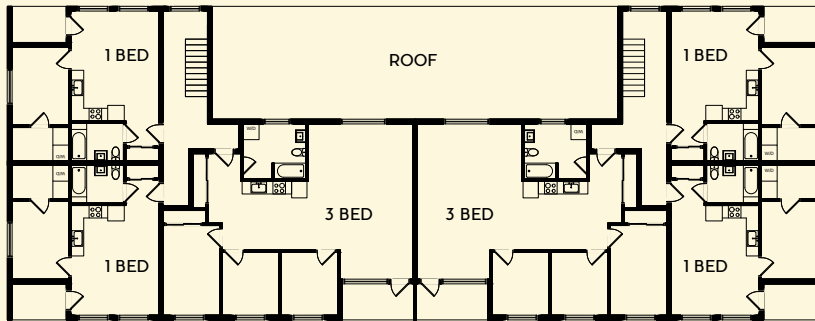
HIGHLIGHTS

Covered Parking
Hanging Bike Storage
Individual Ground Floor Storage Units

Landscaping to obscure parking
Two ground floor units with porches
Retain existing trees where possible

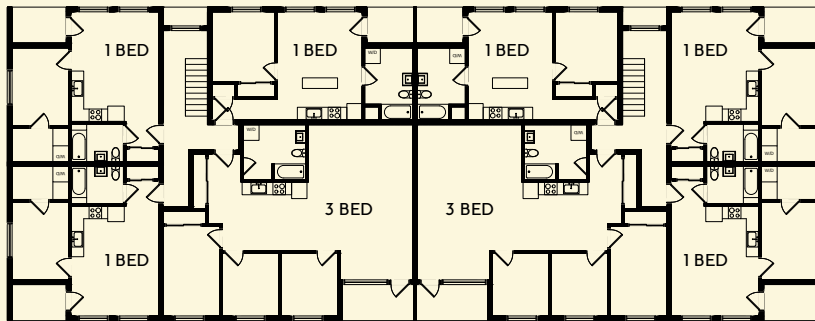
PLANS

CONCEPT



THIRD FLOOR

- (4) 500 SF 1 Bedroom Units
- (2) 1100 SF 3 Bedroom Units



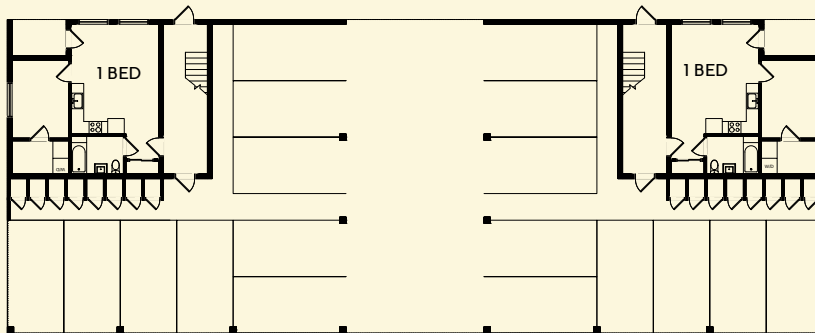
SECOND FLOOR

- (6) 500 SF 1 Bedroom Units
- (2) 1100 SF 3 Bedroom Units

TOTAL

- (12) 500 SF 1 Bedroom Units
- (4) 1100 SF 3 Bedroom Units
- (18) Parking Spaces

Note: All units include inset balconies



GROUND FLOOR

- (2) 500 SF 1 Bedroom Units
- 18 Parking Spaces
- 16 Storage Units
- Hanging Bike Racks

EXTERIOR

CONCEPT



INSPIRATION



EXTERIOR INSPIRATION



Inspiration



Inspiration

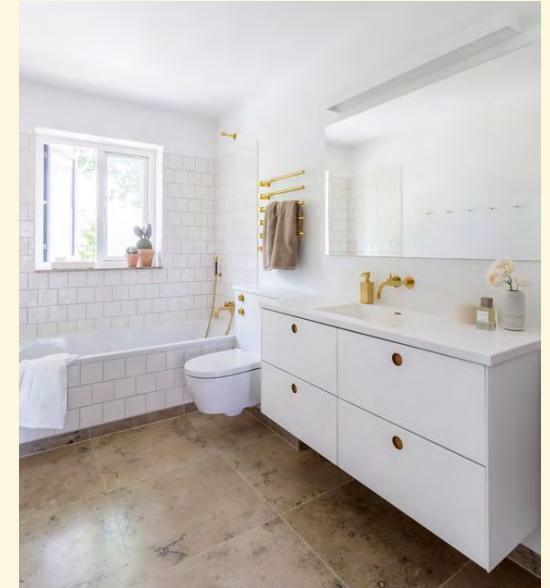
INTERIOR INSPIRATION



Built in Storage



Efficient Dining



Thoughtful Bathroom Design



Simple Modern Living



Kitchen Storage



Use of Found Space



Layouts That Allow Personal Style

SUSTAINABILITY

While sustainable design is nearly a given at this point, the development team will work in conjunction with Shaw to create a building that is both sustainability constructed and is energy efficient for the end user. Members of all organizations involved in the project are LEED accredited professionals and we will pursue LEED accreditation for the project while balancing affordability.

Shaw's track record on sustainable design includes the following:

Shaw was the recipient of the first LEED Pilot Program awards in 2000 for our innovative work at the Sundeck facility on top of Aspen Mountain. This facility has won several national awards.

Shaw has collaborated as major contributors on numerous green projects including Burlingame Affordable Housing, which is currently undergoing a 10-year study by the National Renewable Energy Lab for its cold climate techniques.

Shaw constructed the Jackson Hole Golf and Tennis Club's 12,000 sf, year-round clubhouse according to the U.S. Green Building Council's Gold-level LEED for New Construction criteria. This project embodies state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

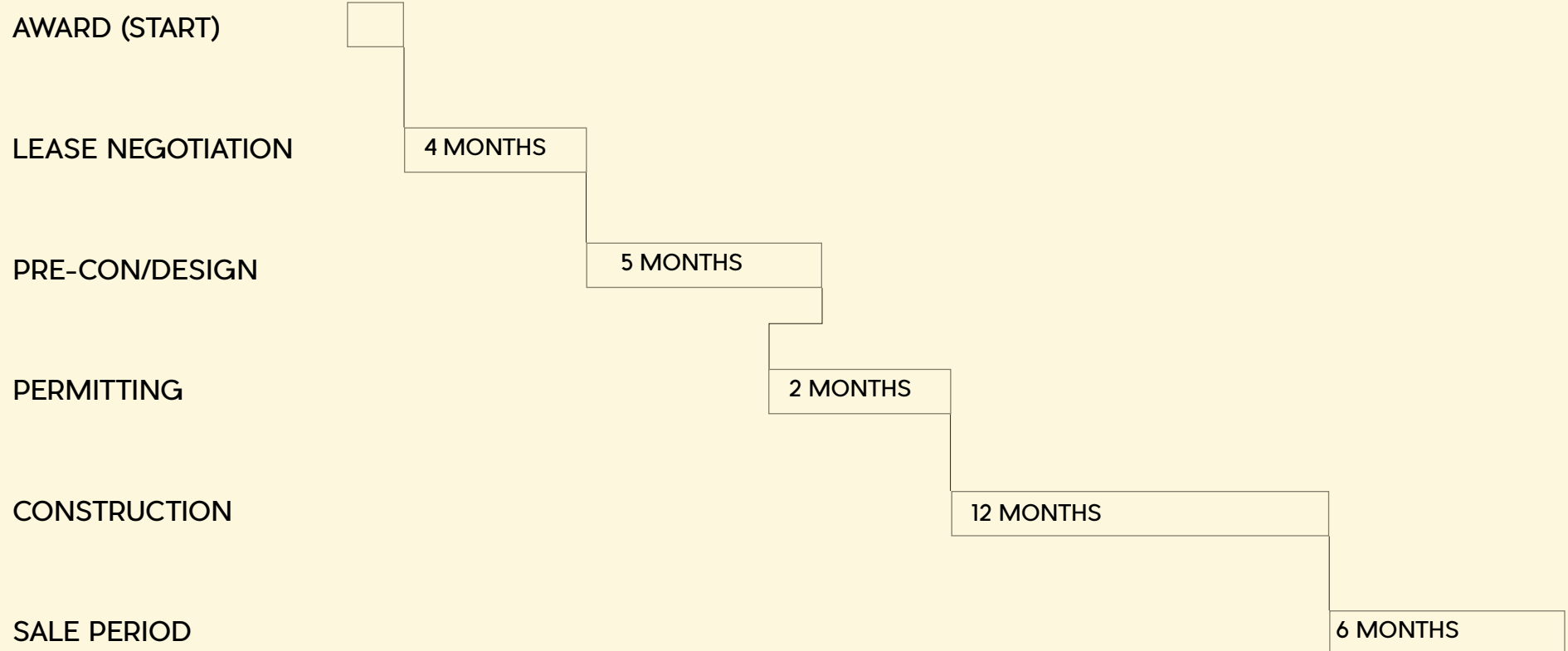
Shaw received the Gold Hard Hat Award for completion of the Silver-level LEED project, Traer Creek Plaza the Village in Avon, Colorado. This was the first LEED project for Eagle County.

Shaw currently has 25 LEED Accredited Professionals on staff.



Inspiration

PROJECT SCHEDULE



PROJECT FINANCIALS

SOURCES AND USES

Sources of Funds

First Mortgage	\$3,757,889
Equity	\$1,252,630
Total Sources of Funds	\$5,010,519

Uses of Funds Total

Land	\$-
Soft Costs	\$737,363
Hard Costs (including contingency)	\$4,273,157
Total Uses of Funds	\$5,010,519



PROJECT FINANCIALS

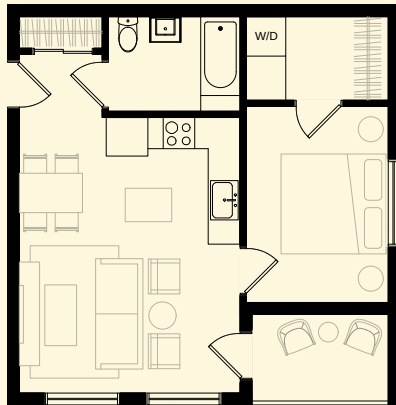
BUDGET

		TOTAL	PER UNIT	PER BUILDABLE SF	PERCENTAGE TOTAL
ACQUISITION		\$-	0	\$-	0.0%
SOFT COSTS					
Transfer Tax	0%	\$-	\$-	\$-	0.0%
Legal		\$25,000	\$1,563	\$2.0	0.5%
Title Insurance (based on loan amount)		\$-	\$-	\$-	0.0%
Insurance (2 years)		\$20,000	\$1,250	\$1.6	0.4%
Dev Fee		\$250,000	\$15,625	\$20.5	5.2%
Appraisal		\$3,000	\$188	\$0.2	0.1%
A&E		\$100,000	\$6,250	\$8.2	2.1%
Marketing		\$15,000	\$938	\$1.2	0.3%
Environmental Reports		\$-	\$-	\$-	0.0%
Bank Inspections		\$2,500	\$156	\$0.2	0.1%
Real Estate Taxes (2 years)		\$2,000	\$125	\$0.2	0.0%
Project Overhead		\$25,000	\$1,563	\$2.0	0.5%
Leasing commissions		\$-			
Carrying Costs from Completion to Occ.		\$10,000		0.2%	
Financing Fee's (1/2 point)		\$18,500	\$1,156	\$1.5	0.4%
Interest Reserve - construction period		\$231,250	\$14,453	\$18.9	4.8%
Soft Costs Contingency		\$35,113	\$2,195	\$2.9	0.7%
SUB TOTAL		\$737,363	\$46,085	\$60.4	15.5%
Total Land Value/Soft Costs		\$737,363	\$46,085	\$60.4	15.5%
HARD COSTS					
Hard Costs	\$318 SF	\$3,884,688	\$242,793	\$318.0	77.5%
Hard Cost Contingency	10%	\$388,469	\$24,279	\$31.8	7.8%
SUB TOTAL		\$5,010,519	\$313,157	\$410.2	100%

PROJECT FINANCIALS

UNIT SALES

UNIT TYPE	AVERAGE SF	AVERAGE SALES PRICE	NUMBER OF UNITS	GROSS SALES
1 Bed	500	\$300,000	12	\$3,510,000
3 Bed 2 Bath	1100	\$625,000	4	\$2,361,700
TOTALS			16	\$6,100,000



POTENTIAL 1 BED LAYOUT (500 SF)



POTENTIAL 3 BED LAYOUT (1100 SF)

PROJECT FINANCIALS

SALE VS RENTAL COMPARISON

ONE BED

	Kelly Place	Notes
Annual Mortgage principal and interest	\$19,008	Assumes 3.5% down payment, 4.5% interest rate and 0.5% PMI Estimated based on \$25k annual HOA budget
Insurance	\$800	
HOA fees	\$100	
Annual Expense	\$19,908	
Annual Rent	Hidden Hollow \$25,800	
Annual Savings By Owning	\$5,892	

THREE BED

	Kelly Place	
Annual Mortgage Principal and Interest	\$36,672	Assumes 3.5% down payment, 4.25% interest rate and 0.5% PMI Estimated based on \$25k annual HOA budget
Insurance	\$1,600	
HOA Fees	\$225	
Annual Expense	\$41,497	
Annual Rent	Hidden Hollow \$42,600	
Annual Savings By Owning	\$1,103	

CRITERIA WORKSHEET

440 W. Kelly Avenue: Project Criteria Worksheet					
Total Number of Units:		16			
Total Number of Bedrooms		24			
Unit Summary					
	# Units	Bedrooms	Unit Sq. Ft.	Restriction	Sales Price
Unit Type A	12	1	500	Workforce Housing	\$292,500
Unit Type B	4	3	1045	Workforce Housing	
Unit Type C					
Unit Type D					
Unit Type E					
Total	16	24	10180		
Funding					
Public Funds			Comments		
General Fund		\$0.00			
Supply Program - Land		\$1,703,416.03	Purchased January 2019		
Total Public Funds Per Square Foot		\$1,703,416.03			
Partner Funds			Comments		
Debt		\$ 3,757,889			
Equity		\$ 1,252,630			
Sales Proceeds		\$ 5,010,519			
Project Cost			Comments		
Land Cost		\$1,703,416.03	Purchased by Town of Jackson & Teton County		
Permitting and Design		\$ 487,363	Includes, legal, bank fees and interest, insurance and other soft costs		
Developer Fee		\$250,000.00			
Construction including infrastructure		\$ 3,884,688			
Contingency		\$ 388,469			
Total Cost Per			Comments		
Square Foot - Gross		\$410.00			
Square Foot - Livable		\$492.00			
Unit		\$313,157.00			
Bedroom		\$198,693.40			
Construction Only Cost Per			Comments		
Square Foot - Gross		\$350.00	Including contingency		
Square Foot - Livable		\$396.00			
Unit		\$251,955.00			
Bedroom		\$208,771.00			
Timing (duration - # calendar days)			Comments		
Design and Approvals		183			
Construction to Cert. of Occupancy		365			
Parking Consideration			Comments		
Onsite parking spaces		18	Covered spaces		
Rental and/or Sales Price			Comments		
Restricted sales price per square foot		\$600.00			

TEAM OVERVIEW

The project team consists of a broad range of design and construction professionals, all of whom have ties to Jackson Hole. Jacob Roller has been visiting the area for years, Ruben Caldwell from Tack Development lives in Wilson, and Shaw has been operating in the valley for nearly 20 years.

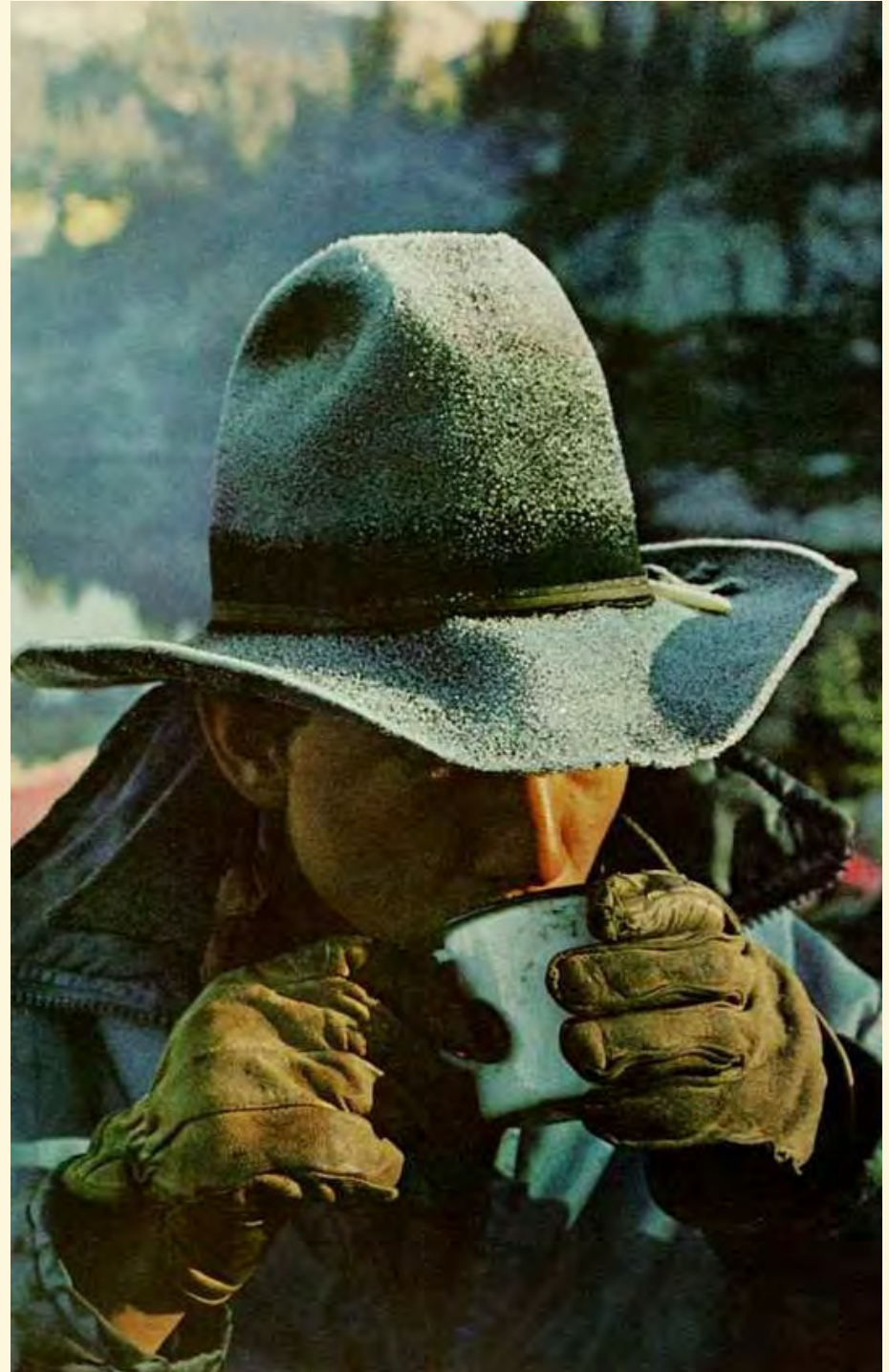
Shaw and Tack have successfully collaborated in the past on the renovation of Glorietta and the Anvil Hotel and are currently working together on the construction of a hostel at the Anvil.

Jacob has collaborated extensively with JKRP Architects on many multifamily projects in the Philadelphia area. JKRP will serve as the design architect, a local AOR will be engaged.

Together we feel that we have assembled a great team representing best-in-class from design, architecture, development and construction backgrounds. With strong local ties and nation-wide experience we are confident that we can deliver a design-led new housing concept, focused on affordability, to the Jackson market.

Team Websites:

jrollerdevelopment.com
tackdevelopment.com
studiotack.com
jkrparchitects.com
shawwyoming.com



J. ROLLER DEVELOPMENT

STORY

J.Roller Development was formed in 2016 to pursue challenging urban real estate development opportunities. Seeing the value beyond the “problems” of revitalizing neighborhoods, historic renovations, environmental issues and more is our specialty. We create unique design oriented real estate developments built with heart and soul.

J.Roller Development is a boutique real estate development firm. We work on only a select amount of projects at a time to allow ourselves to focus intensely on building the best possible buildings and communities.

BIO

JACOB ROLLER

Jacob Roller was born and raised in Philadelphia and has been a real estate entrepreneur for over 16 years with expertise in urban redevelopment, multifamily and mixed use developments, as well as intimate knowledge of how to source and structure alternative capital stacks using grants, tax credits and more. He has developed, leased and managed over 300 units, 400k SF and \$70mm of total investment.

Previously, Mr. Roller co-founded MMPartners, LLC in 2008 with the goal of comprehensively redeveloping the Brewerytown neighborhood of Philadelphia through a combination of residential, multi-family, mixed use and commercial real estate.

Prior to forming MMPartners, Mr. Roller developed infill real estate opportunities under the name Addison Development, concentrating on the Poplar to Girard corridor in the Fairmount, Brewerytown, and Francisville neighborhoods, as well as projects in Center City Philadelphia. Mr. Roller first entered the development field while working for Tower Investments, Inc., where he worked on all aspects of Tower’s large-scale commercial and residential redevelopment plan for the Northern Liberties neighborhood of Philadelphia. In addition, Mr. Roller was involved with the property management and leasing of Tower Investments’ commercial developments on Columbus Boulevard. Mr. Roller left Tower Investments for Prague, Czech Republic, where he provided real estate brokerage services to Prague’s lucrative foreign market.

J. ROLLER DEVELOPMENT

SELECTED PROJECTS

LIV, Philadelphia PA

Portico Place, Philadelphia PA

Braverman Building, Philadelphia PA

A.F. Bornot Dyeworks, Philadelphia PA

North 28, Philadelphia PA

30 Baltz, Philadelphia PA

Cambrige Row, Philadelphia PA

Historic West Girard Avenue, Philadelphia PA



LIV, Philadelphia PA

ROLLER DEVELOPMENT

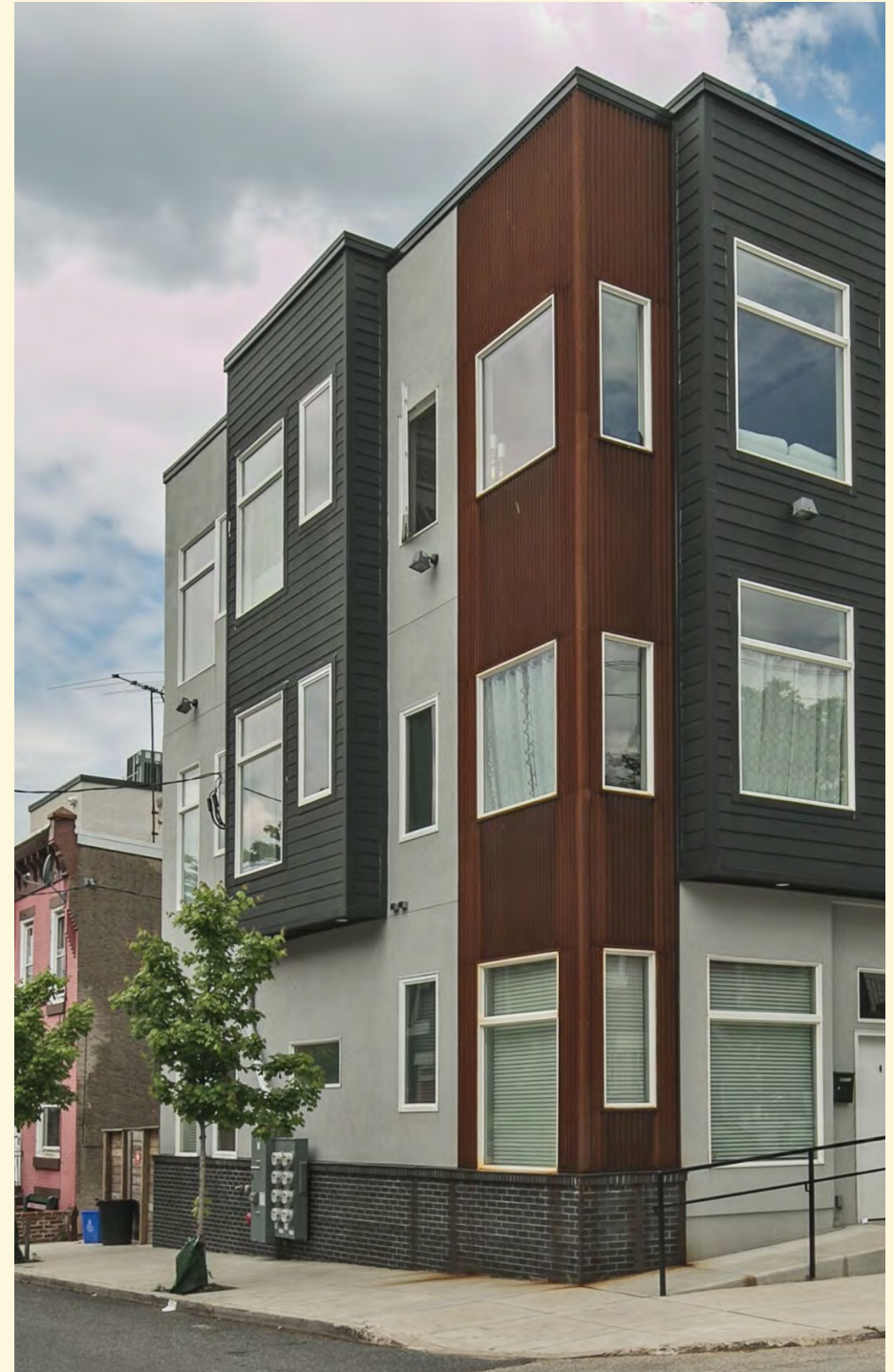
SELECTED PROJECTS



A.F. Bornot Dyeworks, Philadelphia PA



Braverman Building, Philadelphia PA



30 Baltz, Philadelphia PA

TACK DEVELOPMENT

STORY

As a design-first developer Tack Development fully integrates the design and delivery process. We aim to create memorable experiences through unique design narratives, creative problem solving and memorable interior design.

In addition to strategic development through astute sourcing, acquisition, and operations, we believe in the power of design to create compelling and lasting experiences. Studio Tack's award-winning brand and design team will create and execute a vision for each property that fits the market, asset, and concept narrative.

Founded in 2012, Tack Development's design arm, Studio Tack is a design group based in New York City specializing in hospitality, and pursuing unique opportunities to create uncommon and lasting experiences. With an emphasis on collaborative design, Studio Tack strategically partners with dynamic designers and artists from across the country to ensure every property speaks to its locale and culture.

TEAM BIOS

RUBEN CALDWELL - JACKSON BASED

Ruben leads architectural development and construction, utilizing 15+ years in the field to drive projects from concept through execution. Ruben has extensive experience in architectural documentation, contracting, carpentry, and the building trades. He has been an Adjunct Assistant Professor at Columbia University and Visiting Professor at the University of Arizona, where he ran the school's design-build studio. Ruben received his Master of Architecture from Columbia University and holds a degree in history from Colgate University.

JOU-YIE CHOU- NY BASED

Jou-Yie leads creative direction, marketing strategy, and ongoing partnerships. Prior to, he served as the Brand Director of Ace Hotel Group. Jou-Yie cut his teeth at Neverstop, a niche marketing agency specializing in brand activations, with clients ranging from Nike to Uniqlo. He is currently on the Board of Advisors for Dogfish Head Brewery and Taylor Stitch and serves as the Managing Member to a consumer focused boutique early stage investment company called Tusk Partners. Jou-Yie received his BA in International Political Economy at Colorado College.

TEAM BIOS CONT'D

AARON MARCUS- NY BASED

Aaron focuses on acquisitions and development, identifying off-market opportunities and creatively aligning stakeholders. He began his career at Prudential Mortgage Capital Company before joining the founding team at onefinestay and growing the business to a global hospitality brand with 500+ employees. In 2016, onefinestay was acquired by Accor Hotels. In addition, Aaron has helped build numerous other real estate and hospitality businesses including Airbnb. He received a Bachelor's in Business Administration at Emory University, with a concentration in real estate and finance.

LEIGH SALEM- NY BASED

Leigh leads branding and development, ensuring site selection and positioning aligns with concept and design. Leigh received his MBA from NYU Stern School of Business specializing in real estate and entrepreneurship. He has worked for internationally renowned firms including Renzo Piano and SB Architects, on numerous hospitality projects including Ritz-Carlton flagship resorts and boutique properties. Leigh received his Masters of Architecture with honors from Columbia University and his undergraduate degree at Dartmouth College. He is a LEED AP.

WILLIAM BRIAN SMITH- NY BASED

Brian leads and manages design and interiors, developing experiential narratives. Brian has served as an Adjunct Assistant Professor at Columbia University and as a Visiting Professor at the University of Florida. Before his career in architecture, he worked in book publicity for Jackie Collins, Alec Baldwin, and Andrew Morton at St. Martin's Press. He received his Master of Architecture with Honors from Columbia University. Brian holds a Bachelor of Arts in Media and Journalism from the University of North Carolina at Chapel Hill.

TACK DEVELOPMENT

SELECTED PROJECTS WITH STUDIO TACK

Anvil Hotel, Jackson WY (Design/Developed with Eagle Point Group)

Glorietta, Jackson WY (Design/Developed with Eagle Point Group)

Coachman Hotel, South Lake Tahoe CA (Design)

Tilden Hotel, San Francisco CA (Design)

Sandman Hotel, Santa Rosa CA (Design)

Casa Bonay, Barcelona, Spain (Design)

Brentwood Hotel, Saratoga Springs NY (Design/Owner/Operator)

Scribners Catskill Lodge, Hunter NY (Design)

Soundview Inn, Greenport NY (Design)

Bolton Landing Historical Museum, Bolton NY (Design)

Dogfish Inn, Lewes DE (Design)



Glorietta Trattoria, Jackson WY

TACK DEVELOPMENT

SELECTED PROJECTS



Brentwood Hotel, Saratoga Springs NY



Coachman Hotel, South Lake Tahoe CA



Scribners Catskill Lodge, Hunter NY

JKRP ARCHITECTS

STORY

Founded in 1984, JKRP Architects is a full-service architecture firm built on relationships. Based in Philadelphia and serving clients nationwide, we become a part of the community. We explore your neighborhood, meet your neighbors, and stay up-to-date on the latest trends in development to make your project a success.

We believe that the process is as important as the finished project, so we're committed to providing high-caliber work and open communication every step of the way. Taking care of all of the details, from planning and designing to organizing construction and post-construction services, we listen to your ideas and create a place that doesn't just meet your needs, but that also gives you an exceptional experience. By working with you throughout the entire project and beyond, we create continuing partnerships to connect people across the country. JKRP Architects is registered in the state of Wyoming.

BIO

JERRY ROLLER

Jerry is the founder of the firm. Starting out as a sole practitioner, he has guided the growth of the firm through the creation of JK Roller Architects LLC and finally to JKRP Architects. His guiding principle, providing clients with quality design and responsive service, has fueled continued firm growth and success. A key to that success has been Jerry's promotion of a team practice in which all projects benefit from the collaboration of partners, project managers, and staff architects. He and the partners look forward to leading the firm into its next decades of service to clients.

In addition, Jerry has become well known for high-profile retail projects and prominent multi-family residential projects. Jerry is very active in the American Institute of Architects, having served as President of AIA-PA and having held the posts of Regional Director and Vice President on the National AIA Board. He is also an active board member of the BIA of Philadelphia.

JKRP ARCHITECTS

SELECTED PROJECTS

22nd & Lombard, Philadelphia PA

The Residences at H3, Philadelphia PA

507 South 8th Street, Philadelphia PA

Schoolhouse Square, Neptune NJ

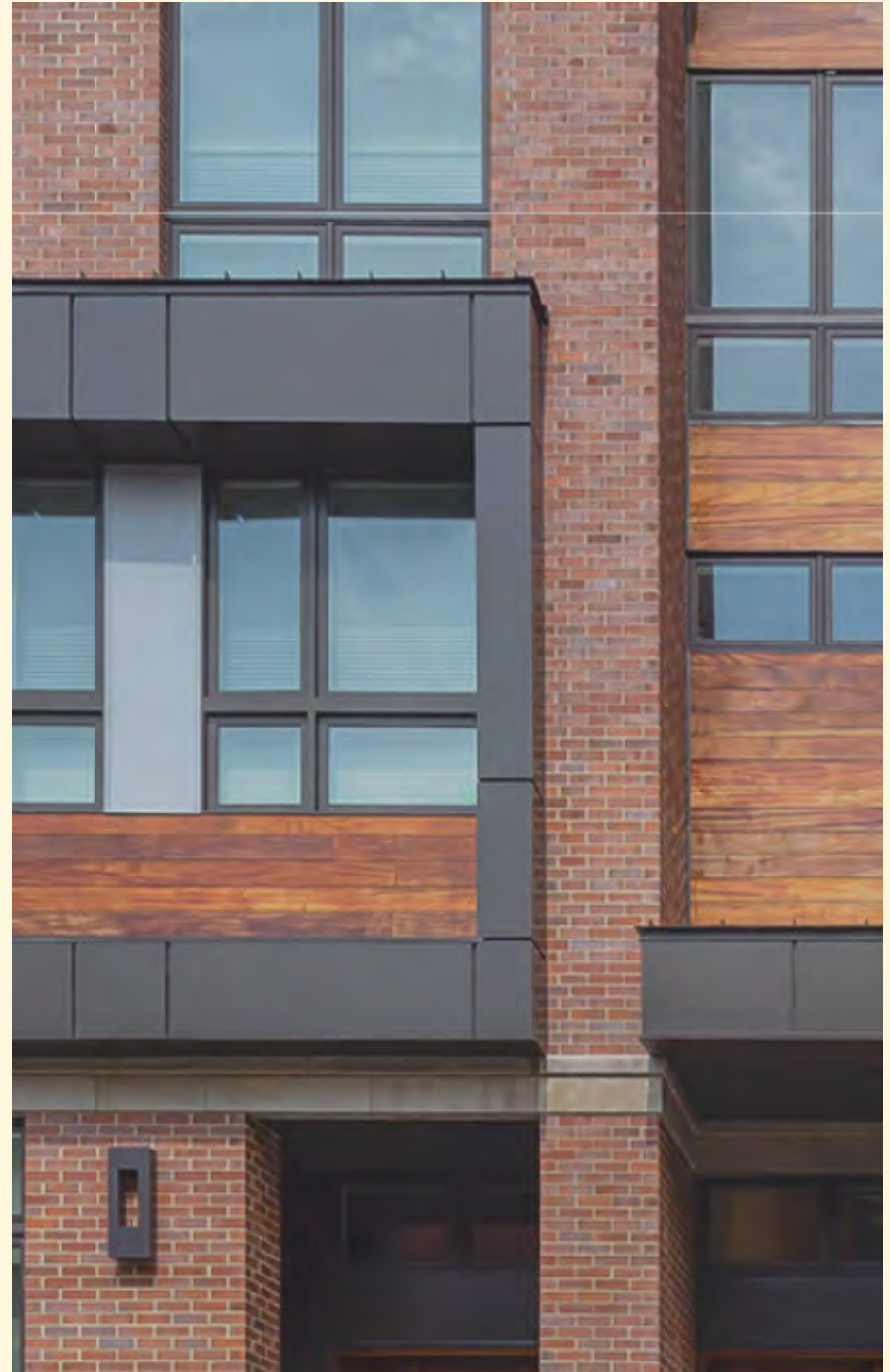
Market Square, Philadelphia PA

Terrace Court, Philadelphia PA

North 28th, Philadelphia PA

412 Luxe, Philadelphia PA

915 Bond, Newark NJ



22nd & Lombard, Philadelphia PA

JKRP ARCHITECTS

SELECTED PROJECTS



915 Broad, Newark NJ



507 South 8th Street, Philadelphia PA



Market Square, Philadelphia PA

SHAW CONSTRUCTION

STORY

Shaw Construction of Wyoming is celebrating almost 20 years of providing construction management services in Jackson and the surrounding area. We continue to grow our operation throughout the greater Yellowstone region and have recently opened our new office located at 460 South Cache. We build for a variety of owners and developers and manage a diverse array of project types, including multifamily, hospitality, municipal, commercial, mixed-use, affordable housing and custom residences, to name a few.

Our clients appreciate our team approach to the construction management process and our mantra of understanding to deliver buildings that meet the vision and goals within the desired budget. We've enjoyed adding value to our community for the last 20 years and look forward to many years to come.

TEAM BIOS

CHASE BENINGA- MANAGING PARTNER

Chase Beninga is the Managing Partner of Shaw Construction of Wyoming and is approaching 20 years of experience with the SHAW team. After graduating from the University of Colorado at Boulder in 1998, he joined SHAW Construction's Colorado operation gaining valuable experience in both Vail and Denver. In 2002 he relocated to Jackson, Wyoming, where alongside George Shaw, the two opened and established the Jackson office. SHAW's expansion into Wyoming has created a long history of notable projects. From mixed use to resort development to multifamily housing and custom homes, Jackson's mountain town resort economy requires the agility and expertise to execute projects of many types. Chase has spent the last 16 years leading SHAW Wyoming and has dedicated his career to creating a legacy operation that will serve the community for generations to come. Chase holds a BS in business administration and real estate finance from the University of Colorado.

JOEL AHLUM- CONSTRUCTION MANAGER

Joel started in the construction industry at 16 and has more than four years with SHAW Construction. He has been involved with a variety of projects in a variety of ways from pre-construction through closeout. During construction, Joel will provide oversight on all construction activities including contract preparation, project manuals, permitting, scheduling updates, progress meetings, pre-installation meetings, processing pay requests, change order management, shop drawing and sample logs, quality control, project files, document control, verifying testing, reports, submittals, lien releases, as-builts, O&M manuals, warranties and guarantees and final close out.

SHAW CONSTRUCTION

SELECTED PROJECTS

199 East Pearl, Jackson WY

Pearl at Jackson, Jackson WY

810 West Housing, Jackson WY

Daisy Bush Housing, Jackson WY

Redmond Rentals, Jackson WY

Millward Apartments, Jackson WY

Hidden Hollow, Jackson WY



Daisy Bush Housing, Jackson WY

SHAW CONSTRUCTION

SELECTED PROJECTS



810 West Housing, Jackson WY



Millward Apartments, Jackson WY



Pearl at Jackson, Jackson WY

ORG CHART

ARCHITECT

(LOCAL AOR TO BE SELECTED)



GENERAL CONTRACTOR



DEVELOPER, MANAGER (50/50)

TACK DEVELOPMENT

J.ROLLER DEVELOPMENT

THANK YOU!

Email sent to Jacob Roller and Ruben Caldwell on April 9.

Mr. Roller and Mr. Caldwell,

Congratulations; your response has been chosen as a finalist for the 440 W. Kelly Avenue RFP. The Housing Supply Board would like to interview you. Are you available April 22 from 12 to 5pm and/or April 23 from 12 to 5pm? Your interview will take one hour. The Board also has a few follow up questions for you that I have listed below. Please provide me with your answers to these questions via email by 4pm on April 19th.

Best,
April

Questions

1. Will you please provide side and rear elevations for your project? A 3-D model would be very helpful.
2. The Board loved the first paragraph of your project summary, but did not see that reflected in your drawings. Can you please explain and/or clarify for us and provide a more detailed drawing?
3. The timeline proposed feels leisurely. Please explain why the timeline is laid out the way you proposed. Please remember that the ground lease will be for \$1/year for 50 years with an option to renew for another 50 years.
4. Please specify the interior and exterior materials that will be used as part of this project.
5. Please provide a letter of interest from at least one financial institution.
6. Please provide evidence of the investor equity in the project.
7. Please provide 5 references for your developer, J. Roller Development.

440 W. KELLY RFP RESPONSE TO BOARD QUESTIONS

J. ROLLER DEVELOPMENT
+
TACK DEVELOPMENT

QUESTIONS FROM THE BOARD

- 1. Will you please provide side and rear elevations for your project? A 3-D model would be very helpful.
- 2. The Board loved the first paragraph of your project summary, but did not see that reflected in your drawings. Can you please explain and/or clarify for us and provide a more detailed drawing?
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- 5. Please provide a letter of interest from at least one financial institution.
- 6. Please provide evidence of the investor equity in the project.
- 7. Please provide 5 references for your developer, J. Roller Development.

RENDERED VIEW

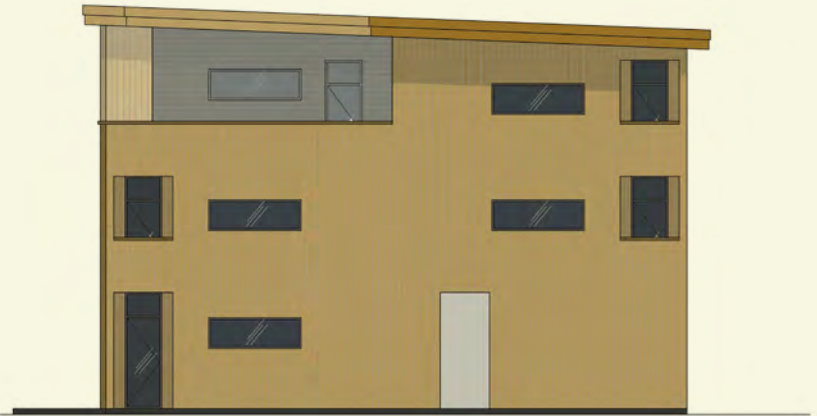


- Ample and generous landscaping is vital to integrating the building into the neighborhood
- Oversized windows bring the outside in, as well as allowing the building to participate in the life on the street
- Screened and covered parking shields the parking area from neighbors and pedestrians
- Wood clad facade allows the building to blend into the forested mountain background, as well as the site landscaping
- Building stair towers are set back, differentiating various zones of the building
- Street level entrance and common areas are pedestrian friendly, allowing for spontaneous meetings with neighbors
- Ground floor patios create moments of interaction between the building and pedestrians, as well as “eyes on the street”
- 3rd floor set backs create shared rooftop common spaces
- Parapet balcony walls will hide the occasional set of skis and provide privacy

ELEVATIONS



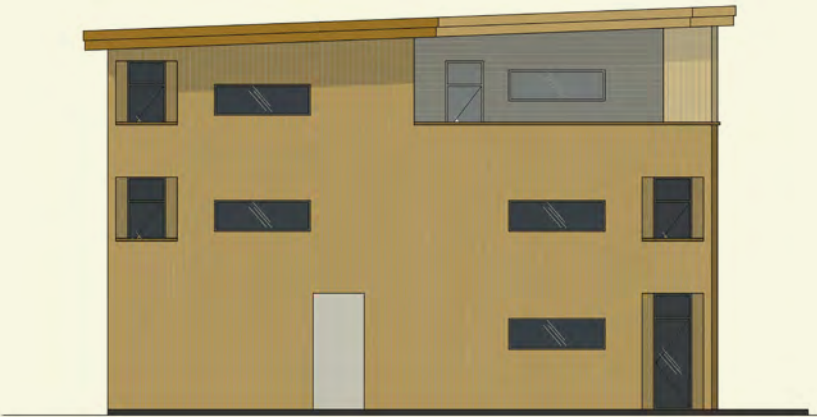
NORTH ELEVATION



WEST ELEVATION



SOUTH ELEVATION



EAST ELEVATION

PROJECT TIMELINE

Awarding of the RFP: Completed May 6th, 2019

Negotiation and execution of the land lease: Completed August 6th, 2019

Design Development: Completed July 6th, 2019

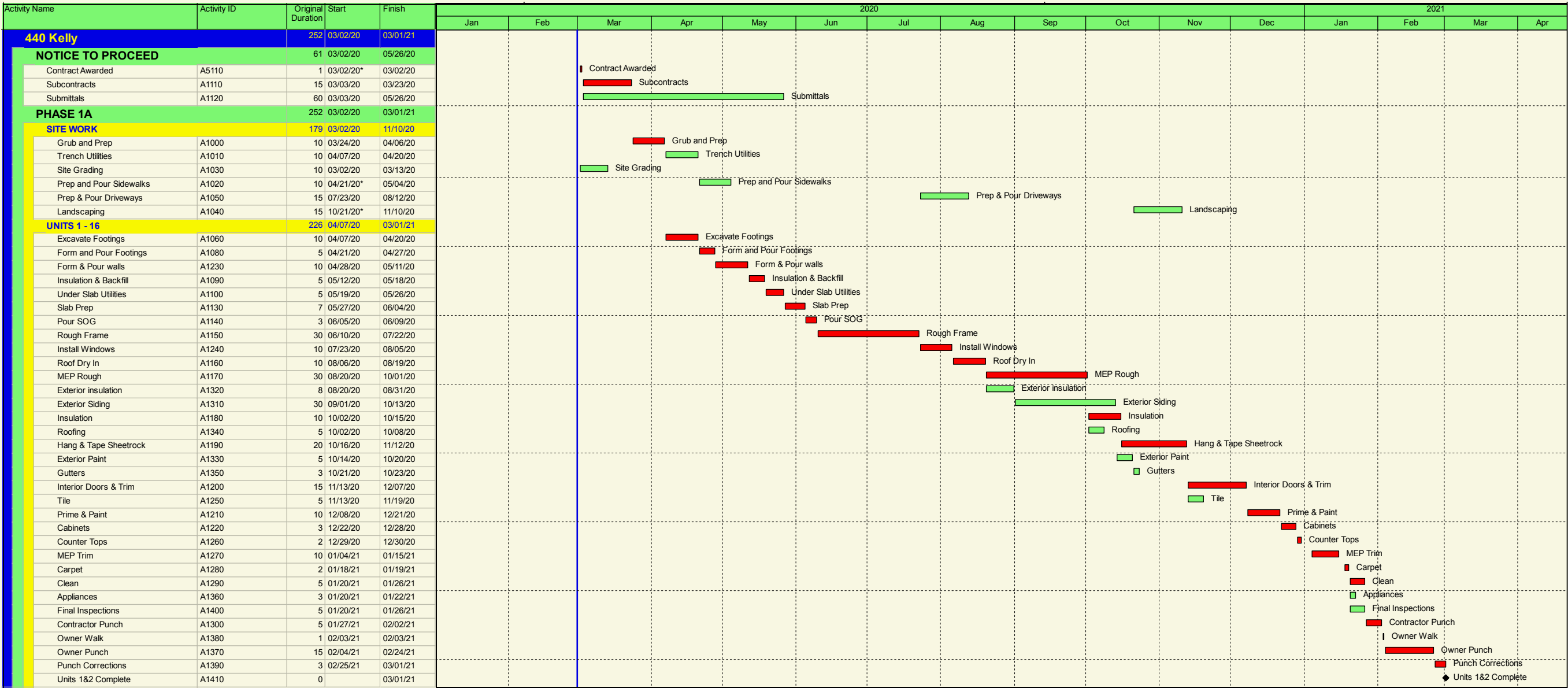
Construction documentation: Completed August 6th, 2019

Permitting: Completed November 1st, 2019

Ground Breaking: Due to there not being a winter conditions line item our construction budget - March, 2020

Construction: Completed March 2021

Sell Out: Completed October 2021

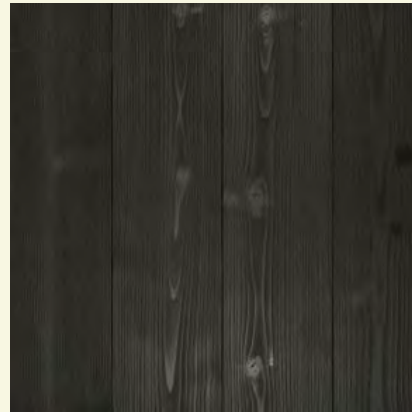


MATERIALS

EXTERIOR



NATURAL CEDAR SIDING



STAINED CEDAR SIDING



CONCRETE TILE PATIO PAVER

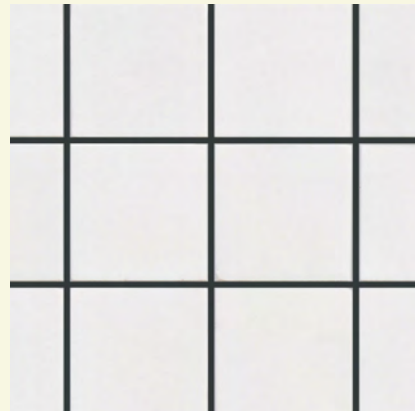


SIERRA H3 WINDOWS

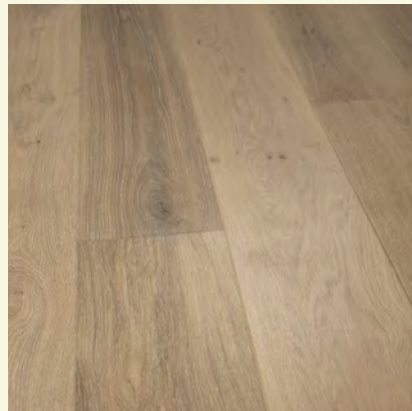


CEDAR DECKING

INTERIOR



CERAMIC TILE



ENGINEERED OAK FLOORING



NATURAL WOOD BUILT-INS



NEUTRAL PAINT PALETTE



QUARTZ COUNTER TOPS

FINANCING

Kelly Place will be financed through a combination of bank debt and investor equity sourced from the Developer's long-cultivated investment networks of Family Offices and high net worth individuals. The development team has successfully borrowed, and invested and returned several hundred million dollars over the course of their respective careers.

While it is not typical to get financial commitments at such a tentative phase of a project, the developer's intent to leverage their extensive network of national lenders as well as Jackson and Philadelphia based institutions to source the debt. To date two local banks have expressed formal interest in the project.

FIRST INTERSTATE BANK LOI



April 17, 2019

Ruben Caldwell
J. Roller Development, LLC
Tack Development, LLC
197 Plymouth St.
Brooklyn, NY 11201

RE: 440 W. KELLY DEVELOPMENT PLAN

Dear Ruben,

Thank you for meeting with me and Joel Ahlum from Shaw Construction. I have reviewed your initial RFP response with timelines and proforma numbers for the project as well as the team you have put together. It appears to me that your J. Roller and Tack Development companies have the requisite experience to obtain financing from First Interstate Bank. That coupled with our extensive experience with Shaw Construction Wyoming leads me to believe that you can be very successful in this venture.

First Interest Bank is very interested in pursuing financing of this project with you should be chosen as the developer for this project. We look forward to working with you.

Sincerely,

Frank P. Lyons
Vice President

First Interstate Bank
Albertson's Office
105 Buffalo Way
P.O. Box 11095
Jackson, WY 83002-1095
307-732-7932

First Interstate Bank
Main Office - 842 W Broadway
Office Building - 802 W Broadway
P.O. Box 11095
Jackson, WY 83002-1095
307-734-7373
www.firstinterstatebank.com

First Interstate Bank
Town Square Office
120 E Broadway
P.O. Box 11095
Jackson, WY 83002-1095
307-732-7883

BANK OF JACKSON HOLE LOI



April 17, 2019

J. Roller Development LLC
Tack Development LLC
Attn: Ruben Caldwell
197 Plymouth St
Brooklyn, NY. 11201

Via E-mail

Dear Ruben:

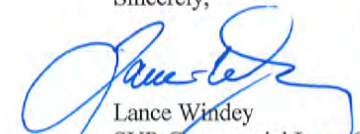
On behalf of Bank of Jackson Hole, I am pleased to express our letter of interest in providing the financing for the affordable housing project to be located at 440 W. Kelly, Jackson, WY. This proposal letter should not be deemed as a commitment, but as an outline of possible terms and conditions that we will consider. Final approval will be subject to receipt of a full financial package, satisfactory appraisal, and our Bank's Loan Committee approval. We appreciate the opportunity to consider this lending opportunity. The proposal is as follows:

- Amount:** The actual loan amount shall not exceed the lesser of 75% of the total cost or appraised value of the development to be located at 440 W Kelly, Jackson, WY.
- Purpose:** Subject loan proceeds shall be used to fund the construction of a workforce housing development at 440 W Kelly, Jackson, WY.
- Term:** Not to exceed 24 months. A 6-month extension will be considered if at least 50% of the units within the subject development have sold and the proceeds applied against the Loan.
- Repayment:** Interest monthly with all principal and remaining interest due at maturity. Further, 100% of the net sale proceeds from the sale of each unit will be required and applied as a principal reduction against the loan.
- Rate/Fee:** TBD.
- Collateral:** 1st position Leasehold Mortgage on lot located at 440 W Kelly. Further, Collateral will include a first position Deed of Trust on improvements to be located thereon.

J Roller Development/Tack Development
4/17/2019

We greatly appreciate the opportunity to consider this financing opportunity. As outlined above, all terms and conditions are subject to receipt and review of a full financial package, satisfactory appraisal, and our Bank Loan Committee's approval. This proposal is not binding and can be rescinded at any time.

Sincerely,



Lance Windey
SVP-Commercial Loan Officer
NMLS# 769177
Bank of Jackson Hole
990 W Broadway Ave
PO Box 7000
Jackson, WY 83002
Direct Line: 307-732-3052
e-mail: lwindey@bojh.com

J. ROLLER LETTERS OF RECOMMENDATION



April 17, 2019

RE: 440 W. Kelly RFP Response

To Whom it May Concern:

I am writing to express my strong recommendation for Jacob Roller of J.Roller Development LLC. Jacob is an experienced real estate developer who also understands and values the importance and role of community residents in the development process.

I had the pleasure of working with Jacob during my tenure as Executive Director of the Fairmount CDC, where we collaborated on several real estate development projects in our neighborhood. Jacob was always genuinely interested in identifying projects that moved the neighborhood strategic plans forward and he participated in the community engagement and outreach around our projects. He is honest and candid with community members about the project and would answer as many questions as they had. He never underestimated the importance of the community process because he understands that the social impact of the project is inextricably linked to the success of the real estate development project.

I've spent the past 13 years working with real estate developers in various capacities and I can enthusiastically endorse Jacob as a developer with integrity, vision, and capacity.

I hope you will consider him for the 440 W. Kelly project.

Sincerely,

Rebecca Johnson
Executive Director

The American Institute of Architects

AIA Philadelphia
1218 Arch St
Philadelphia, PA 19107-2816

T (215) 569 3186
F (215) 569 9226

www.aiaphiladelphia.org



40 MORRIS AVENUE, SUITE 230
BRYN MAWR, PA 19010
TELEPHONE: 610-525-7525

April 16, 2019

Ms. April Norton
Director
Jackson/Teton County Affordable Housing Department
320 S. King Street
Jackson, WY 83001

Dear Ms. Norton:

I am writing to provide a reference for Mr. Jacob Roller.

I have known Jacob since 2016 when we were introduced via a mutual contact in the Philadelphia real estate community. My firm subsequently invested in a condominium redevelopment project in Center City Philadelphia that Jacob sourced, planned, designed, managed, and executed.

My experience working with Jacob has been very positive. He brought a keen aesthetic to the project which he balanced with disciplined decision-making regarding costs and budgets. Whenever issues arose Jacob was reasonable, transparent, and thoughtful. I look forward to finding additional opportunities to work with Jacob in the future.

Please feel free to reach out if I can be helpful.

Sincerely,

Jamie Barrett
Managing Director

610-525-7525
jwb@acrewoodholdings.com

J. ROLLER LETTERS OF RECOMMENDATION

KEVIN WILLIAM MORAN

879 N Pennock Street, Philadelphia, PA 19130 | 610.909.6020 | kmoran08@gmail.com

April 18, 2019

To Whom it May Concern:

I am writing to lend my enthusiastic support for Jacob Roller’s RFP response for Workforce Housing in Jackson, WY. As the former Executive Director of the Fairmount Community Development Corporation in Philadelphia, PA I have seen firsthand Jacob’s impressive ability to develop projects that integrate with the existing built environment while advancing the social and human capital of the local community.

It was a pleasure to partner with Jacob on multiple projects, often complex in nature, to deliver diverse housing options in the Fairmount and Brewery town communities of Philadelphia, PA.

Please do not hesitate to contact me to provide further support for Mr. Roller’s submission.

Best,



Kevin Moran



April 18, 2019

To Whom it May Concern:

We have worked with Jacob Roller over the past year as part of a unique project exploring how to pursue racially equitable outcomes in real estate development processes and projects in our neighborhood. Jacob is not only incredibly knowledgeable about the nuts and bolts of real estate development, but is skilled at meaningfully engaging with and listening to community voices. His insight into community and equity have been invaluable and have helped add value to our organization and community. We wouldn’t hesitate to work with Jacob again and he is the type of real estate developer we’d welcome working with on a project in the future.

Regards,



Jeff Epstein
Executive Director

5000 Euclid Avenue Suite 100 | Cleveland, Ohio 44103

216.391.5080 | 216.391.6285 | midtowncleveland.org



April 22, 2019

To Whom It May Concern

RE: Jacob Roller

Attention:

This letter confirms the history of our banking relationship with Jacob Roller at Meridian Bank. We have previously financed the acquisition and either the construction or renovation of several residential and mixed-use projects in Philadelphia. Jacob has had significant ownership stake and project management responsibilities within these projects and entities.

Our experience with Jacob and his projects has been satisfactory to date we will look to continue the relationship going forward.

If you have any further questions, please do not hesitate to call me at 484-586-3179.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jason Sheehan", with a large, stylized loop at the end.

Jason Sheehan
Regional Vice President
Commercial Real Estate



BOARD OF COUNTY
COMMISSIONERS



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Larry Pardee & Alyssa Watkins

MEETING DATE: May 6, 2019

SUBJECT: Specific Purpose Excise Tax (SPET) Process and Discussion

STATEMENT/PURPOSE

The Town Council and County Commission jointly decide on SPET initiatives to be placed on the ballot.

BACKGROUND/ALTERNATIVES

At the March 4, 2019 retreat, staff was directed to bring back a recommendation on a 'stop gap' or 'carry-over' SPET initiative(s) for a special election on November 5, 2019. In order to accomplish this, the ballot resolution language would need to be provided to the Teton County Clerk no later than Wednesday, July 17, 2019.

Staff heard that the Council and Commission were interested in proposing initiatives that would extend the current 1% SPET for a period of two years and that they were interested in Town and County internal projects. The Town Council and County Commission can certainly discuss whether that is still the intent or whether they would like to discuss other options. As noted at the JIM retreat, a 1% SPET brings in approximately \$15M/year.

Staff has gathered information on internal projects from Teton County and the Town of Jackson and those are listed below:

Teton County Sponsored Potential SPET Projects - 2019 Ballot		
Priority	Project Name	Amount
1	Rec Center Expansion Phases 2 & 3	\$17,604,843 - \$21,038,943
2	Recycling Infrastructure Improvements	\$2,500,000
3	JH Fire/EMS Apparatus	\$1,600,000
4	Teton County Courthouse Improvements - Design	\$950,000
5	Wildlife Crossings Master Plan Implementation- Design & Right of Way Acquisition	\$2,500,000
6	Highways 22/390 Community Priorities Improvements (transit/bike/ped improvements)	\$7,500,000
7	Fairgrounds - Land Purchase	\$4,500,000
Total All Projects - \$37,154,843 - \$40,588,943		
Town of Jackson Sponsored Potential SPET Projects - 2019 Ballot		
Priority	Project Name	Amount
1	Community Housing Opportunity Funds	5,500,000
2	Core Services Vehicle Maintenance Facility	15,975,550
3	Gregory Lane - Safe Routes to School and Related Infrastructure	10,593,460
4	Winter Street Mobility and Snow Storage	7,500,000
5	Downtown Water Quality Improvement Infrastructure	3,450,000
6	Community Park and Ride	3,750,000
7	Community Restrooms	3,875,000
Total		50,644,010

Decision Points for Consideration

- Discussion of a more predictable election cycle for future SPET initiatives once this current slate of projects has been determined and acted on.
- Bundle some, all, or none of the individual initiatives.
- Placing a project(s) totaling \$30M on the ballot or totaling more than \$30M.
- Confirm whether there is interest in approximately 2 years of collections or more years of collections.

- Propose a 1% SPET or increase to a 2% SPET
- Which projects to put forward to the voters for consideration.

The Council and Commission have many options available to them.

1. Discuss the initiatives proposed by staff and direct staff to bring forward the specific ongoing fiscal and staff impacts related to operation and maintenance expenses for each project once completed as well as during construction/acquisition and continue the discussion to the June JIM with the intention of giving direction at the June JIM to develop ballot language for consideration at the July JIM.
2. Direct staff to do further research and bring forward additional/different internal initiatives for consideration.
3. Direct staff to bring forward more detailed information on each of the initiatives on the list.
4. Take no action.
5. Continue the discussion to a special meeting.
6. Other.

COMPREHENSIVE PLAN ALIGNMENT

Section 8 of the Comprehensive Plan discusses the need for timely, efficient, safe delivery of quality services and facilities in a fiscally responsible and coordinated manner. Many of the initiatives listed in the staff report directly improve or maintain the current core services provided by the Town and County. Working together to discuss needs between the Town and County is important to maintain coordinated service delivery. Some individual initiatives also address transportation, housing, renewable energy, and environmental protection – all of which are key components in the Comprehensive Plan.

STAKEHOLDER ANALYSIS

The stakeholders involved in this issue include the Town and County organizations that would construct and own these projects, Town and County employees involved in the departments associated with these projects, the residents and guests of the community that would pay this excise tax and would also benefit from the improvements and amenities provided with the tax, and everyone that would benefit from environmental protections in our unique area.

FISCAL IMPACT

The fiscal impact of each SPET capital initiative is listed above. However, with each successful SPET capital initiative, awareness is needed regarding the significant ongoing operation and maintenance expenses that will accompany each project that may also include increased staffing costs.

STAFF IMPACT

The staff impact of each individual initiative varies. Some will have significant ongoing staff impacts related to operation and maintenance and may involve increased staffing.

LEGAL REVIEW

Not applicable at this time. The Town and County Attorneys will be asked to provide legal advice on ballot language as needed.

ATTACHMENTS

None.

RECOMMENDATION

Staff recommends the Council and Commission discuss the decision points and direct staff to bring forward the specific ongoing fiscal and staff impacts related to operation and maintenance expenses for each project once completed as well as during construction/acquisition and continue the discussion to the June JIM with the intention of giving direction at the June JIM to develop ballot language for consideration at the July JIM.

SUGGESTED MOTION

Should the Council and Commission be ready to take action, one possible motion would be:

I move to direct staff to bring forward the specific ongoing fiscal and staff impacts related to operation and maintenance expenses for each project once completed as well as during construction/acquisition and continue the discussion to the June JIM with the intention of giving direction at the June JIM to develop ballot language for consideration at the July JIM.

PATHWAYS TASKFORCE (continued)

7 members / 3 yr terms

Current Board Members:

Term expires

Lisa Carpenter 1/31/20 Andi Gordon 1/31/22
Mac Dukart 1/31/21 Kendall Nelson 1/31/22
Anna Valsing 1/31/21

2 unexpired terms ending 1/31/20

Applicants:

1	8:30-8:40	Tom Crowell	510-508-0714	CONFIRMED
2	8:40 - 8:50	John Wright	690-4626	CONFIRMED
3	8:50 - 9:00	Miranda Adams	208-585-1034	CONFIRMED
4				

START BOARD

7 members / 3 yr terms

Current Board Members:

Term expires

Susan Mick 12/31/19 Seadar Dodson 12/31/20
Herb Brooks 12/31/20 Wes Gardner 12/31/21
James Hunt 12/31/20 Cathy Kehr 12/31/21

1 unexpired term ending 12/31/19

Applicants:

2	9:00 - 9:10	Brett Simic	699-1904	CONFIRMED
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Executive Session / Appointments if ready

Suggested Motion: I move to appoint ____ to the **START Board** to fulfill an expired term ending 12/31/2019.

Suggested Motion: I move to appoint ____ and ____ to the **Pathways Taskforce** to fulfill unexpired terms ending 1/31/20.