Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

June 1, 2020
3:00 PM
Town Council Chambers
Chair: Pete Muldoon

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES.
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I. WEBEX LINK FOR PUBLIC PARTICIPATION

To join, click on the link or copy it to your browser:
https://townofjacksonwy.webex.com/townofjacksonwy/onstage/g.php?MTID=e517300e836efa455f3336fdb770d3be3
If the link does not work, join at webex.com with Meeting ID **964 073 327** Password: **toj**

II. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

III. PUBLIC COMMENT

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

IV. CONSENT CALENDAR

All matters listed in this section are considered to be of routine nature by the governing body and will be enacted in one motion, unless it is removed from the consent calendar and considered separately by Council. Public comment may be given on any item.

A. Meeting Minutes
   1. May 4, 2020 regular JIM
   2. May 7, 2020 special JIM
   3. May 18, 2020 special JIM
   4. May 26, 2020 special JIM

B. Reallocation of SLIB Grant Funds for Cache Creek Tube Phase 1B & 2D and Fire Station One

C. Amendment to FAA Grant for Airport Access Road Rehabilitation (Phase III)

D. Refinance of 250 Scott Lane (The Grove Phase 1)

E. Request for Qualifications for Pathways Master Plan Update

V. DISCUSSION/ACTION ITEMS

A. Fiscal Year 2021 Budget for Jackson Hole Travel & Tourism Board (15 Minutes)

B. Fiscal Year 2021 Budget for Energy Conservation Works (10 Minutes)

C. Additional Penny of Sales Tax (30 Minutes)

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.

D. Consideration of START Route Plan for 2020-2025 (Darren Brugmann, 30 Minutes)

E. Structure of Pathways Task Force (Brian Schilling, 15 Minutes)

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

A. *tbd* RFQ Award for Employee Generation by Land Use Study (Housing Nexus)
B. *tbd* Human Services Plan
C. *tbd* Mitigation Rates
D. Jul 6 Integrated Transportation Plan

VIII. ADJOURN

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

MAY 4, 2020 **JACKSON, WYOMING**

The Jackson Town Council met in conjunction with the Teton County Commission in a regular joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 1:09 P.M. Upon roll call the following were present:

TOWN COUNCIL: *In-person*: Mayor Pete Muldoon. *via Webex*: Vice-Mayor Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter

COUNTY COMMISSIONERS: *In-person* Chair Natalia Macker. *via Webex:* Luther Propst, Mark Barron, and Mark Newcomb. Greg Epstein joined at 1:20 p.m.

STAFF: Larry Pardee, Tyler Sinclair, Lea Colasuonno, Paul Anthony, Zolo, Alyssa Watkins, Keith Gingery, John Graham, Kristi Malone, Stacy Stoker, Paul Anthony, and Sandy Birdyshaw.

Growth Management Plan (GMP) - 2012 Comprehensive Plan Update. **Growth Management Plan (GMP) - Comprehensive Plan Work Plan.** Tyler Sinclair made introductory remarks and staff comment on proposed updates to the Comprehensive Plan. Discussion was held on changes related to Northern South Park and specifying the area is identified for development to move forward, decoupling Northern South Park and the Fairgrounds, leaving Stilson alone for now, revising landowner involvement requirement, satellite locations, striking language regarding landowner partnership and rezoning in Section 3.2.S.5., and emphasizing water quality.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to continue 2012 Comprehensive Plan Update and Comprehensive Plan Work Plan to a future date to be determined by the Chair and Mayor in consultation with respective bodies. Mayor Muldoon called for the vote. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to continue 2012 Comprehensive Plan Update and Comprehensive Plan Work Plan to a future date to be determined by the Chair and Mayor in consultation with respective bodies. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

The meeting recessed at 3:06 p.m. and reconvened at 3:15 p.m.

Public Comment. None.

Consent Calendar. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to approve the consent calendar including Item A and B as presented with the following motion. On behalf of the County, a motion was made by Greg Epstein and seconded by Mark Barron to approve the consent calendar including Item A and B as presented with the following motion. There was no public comment on the Consent Calendar.

A. **Meeting Minutes**. To approve the April 6, 2020 regular JIM meeting minutes as presented.

B. **Housing Restriction Templates for Banked Units**. To approve the Special Restriction Templates for Workforce Ownership Housing (Banked Units), Workforce Rental Housing (Banked Units), and Workforce Condominium Rental Housing (Banked Units) as presented.

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

Reallocation of SLIB Grant Funds for Cache Creek Tube Phase 1B and 2D. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to continue this item to the June JIM. The vote showed all in favor and the motion carried for the Town. On behalf of the County, a motion was made by Greg Epstein and seconded by Luther Propst to continue this item to the June JIM. The vote showed all in favor and the motion carried for the County.

Additional Penny of Sales Tax Discussion. Tyler Sinclair and Keith Gingery made staff comment. The Council and Commission held discussion. Public comment was given by Karen Daubert.

On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Hailey Morton Levinson to continue this to the June JIM. Mayor Muldoon called for the vote. The vote showed all 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 this to the June JIM. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

Acceptance of CARES Federal Assistance for Jackson Hole Airport. Airport Director Jim Elwood made comment.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to adopt the joint resolution authorizing the Jackson Hole Airport Board to accept Federal Assistance Funding under the Coronavirus Aid, Relief, and Economic Security (CARES) Act in the amount of $16,494,770, and further authorize the appropriate Town and County Officers to sign associated grant documents subject to review and approval of the Town and County Attorney offices. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jonathan Schechter to adopt the joint resolution authorizing the Jackson Hole Airport Board to accept Federal Assistance Funding under the Coronavirus Aid, Relief, and Economic Security (CARES) Act in the amount of $16,494,770, and further authorize the appropriate Town and County Officers to sign associated grant documents subject to review and approval of the Town and County Attorney offices. The vote showed all in favor and the motion carried for the Town.

Fiscal Year 2021 Budget for Jackson Hole Airport Board. Airport Director Jim Elwood made comment.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to approve the proposed budget for the Airport as presented. Public comment was given by John Eastman. The vote showed 3-2 in favor, with Newcomb and Probst opposed. The motion carried for the County.

On behalf of the Town, a motion was made by Jim Stanford and seconded by Arne Jorgensen to continue the Airport Budget to the May 18 regular council meeting or the June JIM, as determined by the Mayor and Chair. The vote showed all in favor and the motion carried for the Town.

Fiscal Year 2021 Budget for Jackson Hole Travel & Tourism Board.
Fiscal Year 2021 Budget for Energy Conservation Works.
RFQ Award for Employee Generation by Land Use Study (Housing Nexus).
On behalf of the Town, a motion was made by Jim Stanford and seconded by Arne Jorgensen to continue Fiscal Year 2021 Budget for Jackson Hole Travel & Tourism Board, Fiscal Year 2021 Budget for Energy Conservation Works, and RFQ Award for Employee Generation by Land Use Study (Housing Nexus) to the next available joint meeting of the Town and the County. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Luther Probst to continue Fiscal Year 2021 Budget for Jackson Hole Travel & Tourism Board, Fiscal Year 2021 Budget for Energy Conservation Works, and RFQ Award for Employee Generation by Land Use Study (Housing Nexus) to the next available joint meeting of the Town and the County. 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 Hailey Morton Levinson to adjourn. The vote showed all in favor and the motion carried for the Town. On behalf of the County, a motion was made by Mark Barron and seconded by Luther Propst to adjourn. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 5:00 p.m. minutes:spb

TOWN OF JACKSON

_____
Pete Muldoon, Mayor

ATTEST:

_____
Sandra P. Birdyshaw, Town Clerk
Publish JH News & Guide: May 13, 2020

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

MAY 7, 2020 **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 9:10am. The purpose of this meeting was 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, Hailey Morton-Levinson, Arne Jorgensen, Jonathan Schechter, and Jim Stanford.

Joint Department Budget Review and Discussion.

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

START Program: Darren Brugmann - START Director and Susan Mick – Board Member

The meeting was recessed at 10:44 a.m. and reconvened at 10:59 a.m.

Victim Services: Tracy Trefren - Victim Services, Jackson Police Lt. Roger Schultz, and Jackson Police Chief Todd Smith

Animal Shelter: Jackson Police Sergeant Michelle Weber, Jackson Police Lt. Roger Schultz, and Jackson Police Chief Todd Smith

Dispatch (Emergency Communications): Sheriff Matt Carr, Lt. Chett Hooper, and Riclyn Betsinger - Communications Supervisor

The meeting recessed at 11:30 a.m. for lunch and reconvened at 1:30 p.m. Upon roll call the following were found to be present:

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

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

Budget discussions were continued.

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

Jackson Hole Fire/EMS: Fire Chief Brady Hansen and Battalion Chief Mike Moyer

The meeting was recessed at 2:21 p.m. and reconvened at 2:35 p.m.

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

The County Commissioners and the Town Council held discussion regarding the budget.

Adjourn. On behalf of the County, a motion was made by Commissioner Newcomb and seconded by Commissioner Barron to adjourn the meeting. Vice-Chair Epstein 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 Stanford and seconded by Councilwoman Morton Levinson to adjourn the meeting. Mayor Muldoon called for a vote. The vote showed all in favor and the motion passed.

The meeting adjourned at 3:15 p.m. Respectfully submitted: sdf

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

MAY 18, 2020 **JACKSON, WYOMING**

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 1:07 P.M. Upon roll call the following were present:

TOWN COUNCIL: *In-person*: Mayor Pete Muldoon. *via Webex*: Vice-Mayor Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

COUNTY COMMISSIONERS: *In-person* Chair Natalia Macker. *via Webex:* Luther Propst, Mark Barron, Mark Newcomb, and Greg Epstein.

STAFF: Larry Pardee, Tyler Sinclair, Lea Colasuonno, Paul Anthony, Zolo, Alyssa Watkins, Keith Gingery, John Graham, Kristi Malone, Paul Anthony, and Sandy Birdyshaw.

Growth Management Plan (GMP) - 2012 Comprehensive Plan Update. Tyler Sinclair made staff comment on the update process and facilitated discussion. Bruce Meighen of Logan Simpson Consultants made comment. Chris Neubecker and Kristi Malone made staff comment. Council and Commission discussion included Northern South Park, delinking the fairgrounds, 5.6 language - whether to add language of considering the context of land adjacent to 5.6, and whether to remove language restricting density in adjacent land.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to continue this item to the June JIM or a meeting as determined by the Mayor and Chair. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Mark Newcomb to continue this item to the June JIM or a meeting as determined by the Mayor and Chair. The vote showed all in favor and the motion carried for the County.

Growth Management Plan (GMP) - Comprehensive Plan Work Plan.
RFQ Award for Employee Generation by Land Use Study (Housing Nexus).

On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Hailey Morton Levinson to continue these items to a future date as decided by the Chair and Mayor. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to continue these items to a future date as decided by the Chair and Mayor. 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 Hailey Morton Levinson to adjourn. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to adjourn. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 2:46 p.m. minutes:spb

TOWN OF JACKSON

_____
Pete Muldoon, Mayor

ATTEST:

_____
Sandra P. Birdyshaw, Town Clerk
Publish JH News & Guide: May 27, 2020

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

MAY 26, 2020 **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 9:32am. The purpose of this meeting was 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, Hailey Morton-Levinson, Arne Jorgensen, Jonathan Schechter, and Jim Stanford.

Joint Department Budget Review and Discussion.

A. Parks & Recreation
B. Victim Services / Animal Shelter
C. Dispatch
D. Pathways
E. Fire/EMS
F. Housing

The meeting was recessed at 11:24am and reconvened at 11:31am.

G. START

The meeting recessed at 12:00pm for lunch and reconvened at 1:30pm.

Discussion continued on the START budget.

Growth Management Plan (GMP) - 2012 Comprehensive Plan Update. **Growth Management Plan (GMP) - Comprehensive Plan Work Plan.** Tyler Sinclair made introductory remarks and staff comment on proposed updates to the Comprehensive Plan. The requested action for this meeting is to set dates for the public comment period, the joint Planning Commission public hearing, and the joint Council and Board public hearing to consider adoption of the amendments to the 2012 Jackson/Teton County Comprehensive Plan, as presented by Staff with the edits made by Council and Board at today's meeting.

At the May 4, 2020 JIM, Staff presented an overview of the update process to date for the 2012 Jackson/Teton County Comprehensive Plan, including:

- The Plan's Vision, three Common Values, and foundational growth management concepts of limited ***amount***, directed ***location***, and incentivized ***type*** of growth remain unchanged in the draft Comp Plan Update
- How growth in the community over the past seven years and review of our Growth Management Program prompted us to update the 2012 Comprehensive Plan with a focus on corrective actions and enhancements that better align the Plan's Principles, Policies, and Strategies with the community's Vision and Common Values.
- The Growth Management Program Review and Comp Plan Update process that has taken place over the last year to inform the draft Comp Plan Update
- Review by chapter of primary Plan enhancements and corrective actions that are proposed in the draft Comp Plan Update

At the May 4, 2020 JIM, the Board and Council also engaged in joint discussion on potential edits necessary to the draft before beginning the public comment period and before consideration of adoption. As a result of this discussion, Board and Council directed Staff to prepare and present additional information on the following components of the draft Comp Plan Update:

1. Subarea 5.6 Northern South Park Revised Enhancements for Consideration
2. Cap on Maximum Commercial Floor Area
3. Workforce Housing Tools in the County
4. Water Quality Enhancements
5. Subarea 7.2 Hog Island Home Business Proposed Enhancements

Bruce Meighen, Logan Simpson, addressed the Board and Council to identify necessary edits to the draft before public release.

1. Subarea 5.6 Northern South Park Revised Enhancements for Consideration. Discussion started by looking at the updated language focused on that area. A straw poll was taken and showed the majority in favor on the removal of "An exception to ~~this~~ the neighborhood plan requirement ~~would be~~is the allowance for development when associated with ~~an opportunity to provide~~provision of meaningful permanent open space by clustering development into the subarea from a Conservation or Preservation Subarea." There were no other changes to the language in this section.

2. Cap on Maximum Commercial Floor Area. There was brief summary on this item given by Tyler Sinclair.

3. Workforce Housing Tools in the County. Discussion on three options:
   a. Stay the Course: Existing Plan directs workforce and affordable housing into Town while County focus is permanent open space.

b. Directed Change: Identify specific Subareas of the County where higher density housing may be appropriate if permanently deed restricted for workforce or affordable housing.
c. Broad Change: Create a floating workforce housing incentive tool for use in the County.

Next Steps. Balancing continued momentum of the process conducted so far and the unforeseen limitations imposed by the COVID-19 pandemic, Board and Council should consider and set a revised review schedule for completion of this project. Staff proposes the following dates for consideration:

- June 3, 2020: Public comment period begins; legal notice placed in the Jackson Hole News & Guide weekly newspaper
- July 13, 2020: Joint Planning Commission meeting to make recommendation on adoption of proposed updates to the 2012 Comprehensive Plan
- August 3, 2020: Board of County Commissioners and Town Council Joint Information Meeting to consider adoption of proposed updates to the 2012 Comprehensive Plan

Staff notes that when considering the schedule, the Boards may want to consider what meeting formats and public gathering allowances should be in place during the review period. For example, should the Planning Commissions and Elected Officials have returned to in-person meetings? Should recommendations/restrictions limiting gatherings of more than 10 people be lifted to allow for in person public comment? Etc.

Public comment was given by Abigail Karin.

A motion on behalf of the Town was made by Councilwoman Morton Levinson and seconded by Councilman Jorgensen to begin the public comment period of the Proposed Amendments to the 2012 Jackson/Teton County Comprehensive Plan on June 3, 2020, to direct staff to advertise in the official newspaper of the town our intent to adopt amendments to the 2012 Jackson/Teton County Comprehensive Plan, to set a July 13, 2020 hearing date before the Jackson Planning Commission and an August 3, 2020 hearing date before the Town Council with the following changes to the proposed amendments to the 2012 Jackson/Teton County Comprehensive Plan directed at this meeting:

1. Edit the draft to replace Subarea 5.6 with the text provided in the redline included in the May 18, 2020 Staff Report with the following sentence removed: “An exception to the neighborhood plan requirement is the allowance for development when associated with provision of meaningful permanent open space by clustering development into the subarea from a Conservation or Preservation Subarea.”
2. Edit the draft to split Strategy 3.3.s.5 into two separate Strategies with one on Northern South Park and on the Fairgrounds site.
3. Add a Strategy to identify locations in the County that may be appropriate for higher residential density to meet community-wide workforce housing goals.

Mayor Muldoon called for the vote. The vote showed 4-0 in favor with Councilman Schechter opposed and the motion carried on behalf of the Town.

A motion on behalf of the County was made by Commissioner Newcomb and seconded by Commissioner Macker to begin the public comment period pursuant to Wyoming Statute §16-3-103 of the Proposed Amendments to the 2012 Jackson/Teton County Comprehensive Plan on June 3, 2020, to direct staff to advertise in the official newspaper of the county our intent to adopt amendments to the 2012 Jackson/Teton County Comprehensive Plan, to set a July 13, 2020 hearing date before the Teton County Planning Commission and an August 3, 2020 hearing date before the Board of County Commissioners with notice as required by Wyoming Statute §18-5-202 with the following changes to the proposed amendments to the 2012 Jackson/Teton County Comprehensive Plan directed at this meeting:

1. Edit the draft to replace Subarea 5.6 with the text provided in the redline included in the May 18, 2020 Staff Report with the following sentence removed: “An exception to the neighborhood plan requirement is the allowance for development when associated with provision of meaningful permanent open space by clustering development into the subarea from a Conservation or Preservation Subarea.”
2. Edit the draft to split Strategy 3.3.s.5 into two separate Strategies with one on Northern South Park and on the Fairgrounds site.
3. Add a Strategy to identify locations in the County that may be appropriate for higher residential density to meet community-wide workforce housing goals.

Chair Macker called for the vote. The vote showed 2-3 in favor with Commissioners Propst, Epstein, and Barron opposed, and the motion failed on behalf of the County.

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

On behalf of the Town, a motion was made by Councilwoman Morton Levinson 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 3:37pm. Respectfully submitted: sdf

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Town of Jackson Public Works **PRESENTER**: Floren Poliseo, Town PW Director; Brady Hansen, Fire Chief

MEETING DATE: June 1, 2020

SUBJECT: **Office of State Lands Investment Board County Wide Consensus Grant Reallocation**

STATEMENT/PURPOSE

The purpose of this item is to apply for reallocation of Consensus Office of State Lands Investment Board (SLIB) County Wide Consensus (CWC) Grant funds. The County and Town must jointly approve CWC project funds.

BACKGROUND/ALTERNATIVES

On June 2, 2016, SLIB increased CWC-15250 TE grant funding for Budge Drive Landslide to $882,229. Due to subsequent 2016 SPET approval, $846,420 remains open under the grant. Per SLIB rules, these funds are eligible for reallocation to another infrastructure project. Town has budgeted for and requests reallocation to the Cache Creek Tube Improvement Project and the Rancher Street complete street project.

An additional $161,621 was previously unallocated, of which the Town requests allocation to the Fire Station 1 capital improvements project.

This request amends Joint Resolution Teton County #19-022 and Town of Jackson #19-22. The Cache Creek Tube and Fire Station 1 projects have already begun, and the Rancher Street project is slated for design in FY21 and construction in FY22. The remaining budget for the current four-year Cache Creek Tube project is $2,804,787. The total budget for the Rancher Street project is $1,338,400. The remaining budget for the current Fire Station project is $3,400,000. SLIB prefers to fund infrastructure projects for which this qualifies.

COMPREHENSIVE PLAN ALIGNMENT

This project supports the Town Comprehensive Plan under Common Value #1- Ecosystem Stewardship.

- Principle 1.2: Preserve and Enhance Water and Air Quality
  - Policy 1.2.a: Buffer waterbodies, wetlands, and riparian areas from development
  - Policy 1.2.b: Require filtration of runoff
  - Policy 1.2.c: Monitor and maintain water quality
  - Strategy 1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

This project supports the Town Comprehensive Plan under Common Value #2- Growth Management.

- Principle 3.3: Manage growth predictably and cooperatively
- Principle 3.5: Manage local growth with a regional perspective
- Principle 4.4: Enhance civic spaces, social functions, and environmental amenities to make Town a more desirable Complete Neighborhood [negative impact – channelizing the creek takes an environmental amenity away from the public because it is no longer seen or experienced in the Town setting.]

This project supports the Town Comprehensive Plan under Common Value #3- Quality of Life.

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

STAKEHOLDER ANALYSIS

Stakeholders for the Cache Creek Tube include property owners and businesses along the creek, the community served by the storm sewer, the ecosystem, downstream Flat Creek communities and ecosystem, and Public Works Staff who maintain and clean the storm sewer system. Ultimately, the completed project will improve the storm sewer collection system, will incorporate stormwater pollution treatment structures and will remove the storm sewer collection main from private property.

Stakeholders for Rancher Street upgrades include property owners on Rancher and the community and visitors who use Rancher Street by vehicle, pedestrian, and bicycle access. The completed project will improve access and mobility along Rancher and provide a complete street corridor consistent with its designation in the Community Streets Plan.

Stakeholders for Fire Station 1 include community property owners, residents, and businesses that this station serves for fire and emergency response.

FISCAL IMPACT

The total remaining 4-year Cache Creek Tube project budget is $2,804,787. Town has included this amount in its 10-Year Capital Improvement Plan. The Town's recommended FY21 budget includes an $810,000 grant reallocation to this project. If the grant is not reallocated, Town will be required to shift and reprioritize other planned capital projects.

The Town's capital funds portion of the Rancher Street project budget is $685,000 with design planned for FY21 and construction in FY22. Additional funds for this project are budgeted in the Town's water and sewer enterprise funds for upgrades to those systems in this same section of Rancher Street. The FY21 design portion of the project costs budgeted from capital funds is $35,000. The Town's recommended FY21 budget includes a $36,421 grant reallocation to this project. Any remaining funds after design is complete would be applied to project construction in FY22. If the grant is not reallocated, Town will be required to shift and reprioritize other planned capital projects.

The total remaining Fire Station 1 project budget is $3,400,000. The Town's recommended FY21 budget includes a $161,621 grant allocation. If the grant is not allocated, the Town and County will be required to shift and reprioritize other planned capital projects.

STAFF IMPACT

Town Finance and Public Works and Joint Fire/EMS staff have already contributed the time necessary to complete the application. The remaining effort requires minimal staff time to apply for reallocation, as County and Town need to sign and submit application. If approved, grant administration will require approximately 2 hours of staff time per month until the project is complete.

LEGAL REVIEW

If Town and County attorneys' review are necessary, the effort required is minimal.

ATTACHMENTS

- Joint Resolution
- Reallocation application for Cache Creek Tube project
- Reallocation application for Rancher Street Project
- Allocation application for Fire Station 1 project

RECOMMENDATION

Staff recommends County and Town apply for SLIB CWC reallocation in the amount of $846,420 to the Cache Creek Tube and Rancher Street projects, and allocation in the amount of $161,621 to the Fire Station 1 project.

SUGGESTED MOTION

I move to approve the SLIB CWC reallocation in the amount of $846,420, and additional allocation in the amount of $161,621.

County Wide Consensus Block Grant Application Form

BFY15/16 Funding

JOINT RESOLUTION

We, the undersigned Teton County Board of Commissioners, hereby certify that the Board and at least seventy percent (70%) of the incorporated population within Teton County have reached agreement on the following project(s) to be funded under Chapter 26, Section 324 and in compliance with rules promolgated by the State Loan and Investment Board, Chapter 32.

County Consensus List

Priority Listing:

Available $ 161,621.00

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Project Owner	Project Name	Total Estimated Project Cost	E + G + I Total Funding Secured & in place	Amount of Grants, Loans, and Other types of previously secured funding	Grant #, Loan #, Other Information for Previously secured funding	Local Match If any	Local Match If any (Please provide detail)	Other Match	Other Match If any (Please provide detail)	Percentage of Total Project Already Funded	C - D Balance of Project needing funding	Project Share requested from this consensus list	L - M Amount of Project not funded after consensus list funding request	N / C Percentage of project not yet funded
Town of Jackson	Budge Drive Landslide		-		CWC-15250 TE; project funded locally; move funding to 1 project						-	(846,420.54)		
Town of Jackson	Cache Creek Tube Improvement	1,034,786.61	224,786.61		Substitute Project	224,786.61	DEQ; 1% Local Option Tax			21.72%	810,000.00	810,000.00	-	0%
Town of Jackson	Rancher St	685,000.00	648,579.46		Substitute Project	648,579.46	1% Local Option Tax			94.68%	36,420.54	36,420.54	**0.00**	**0%**
			-								-		-	
Teton County	Fire Station 1	9,000,000.00	8,838,379.00			8,838,379.00	1% Local Option Tax			98.20%	161,621.00	161,621.00	-	0%
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	Totals:	$ 10,719,786.61	$ 9,711,745.07	$ -		$ 9,711,745.07		$ -				$ 161,621.00		

Page 1 Consensus Total:	$ 161,621.00	$ 161,621.00
Page 2 Consensus Total:	$ -	
Balance after Priority Listing:	$ 0.00	

Fully Obligated Available Funds

Signature	Signature	Signature	Signature
Title	Title	Title	Title
Signature	Signature	Signature	Signature
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State of Wyoming
State Loan and Investment Board
Mineral Royalty Grant Program

APPLICANT INFORMATION

Applicant Town of Jackson

Mailing Address PO Box 1687

City Jackson **State** WYOMING **Zip** 83001

E-Mail Address kthompson@jacksonwy.gov **Phone #** 307-733-3932

Tax ID #: 83-6000069

Contact Person (Name and Title) Kelly Thompson, Finance Director

Phone # 307-733-3932 x1150 **E-Mail Address** kthompson@jacksonwy.gov

Applicant's submitting multiple applications must establish priority ranking for each application.

Priority N.A **of** N/A

PROJECT FUNDING INFORMATION

Name of Project Cache Creek Tube Improvement Project

Amount of Funding Requesting $810,000 NOTE: This amount must match the amount on the submitted resolution

List all other funding sources for the project in the table below including the status and amount expended, if any.

Other Funding Source Description	Amount	Status*		Amount Expended	Funding Percentage
		Pending	Approved		
1% Local Option Tax	$824,787	X		$0	79.71%
DEQ Grant	$210,000		X	$0	20.29%
					0.00%
					0.00%
Total Other Funding	**$1,034,787**			**$0**	

***Documentation to support the status must be attached to the Application Packet.**

Estimated Total Project Cost: $1,034,787

Balance of Project Incomplete: 1,034,787
Auto Calculated
(Estimated Project Costs less Amount Expended)

Estimated Reimbursement Rate: 78% (Final Reimbursement Rate is Determined by Board Approved Amount)
% is auto calculated
(Amount Requested/Estimated Project Costs)

I certify that I am authorized to sign this application on behalf of our governing body, and the applicant will comply with all appropriate requirements, if approved. To the best of my knowledge and belief, the information in this application is true and correct. I understand the State may review any relevant documents or instruments relating to the analysis of this application.

Signature Date

Name and Title (typed)

Applicant: Town of Jackson

Name of Project Cache Creek Tube Improvement Project

Population 10,600

	Directly	Indirectly
Percentage of population directly served by the project	100%	

	Yes	No
1. Requesting funding for a Water and/or Sewer Project? If yes, complete the Water/Sewer Questionnaire.		X
2. Requesting funding for a Street and/or Road Project? If yes, complete the Street Questionnaire.		X
3. Requesting funding for a Fire Apparatus? If yes, complete Fire Apparatus Questionnaire.		X
4. Requesting funding to purchase a Vehicle? If yes, complete Vehicle Replacement Certification Form.		X
5. Do or will you own the asset for which funding is being requested?	X	
6. Do you have an asset management plan? If yes, please provide a copy.		X
7. Do you have a maintenance plan for the project asset for which funding is requested? If yes, please provide a copy of the current plan.	X	
8. Do you have an Administrative Order? (If yes, provide copy of the Administrative Order)		X
9. Is project needed to meet federal or state health and/or safety requirement? If yes, provide specific health or safety requirement project will address.		X

	Yes	No
10. If only partial funding is possible, would that be beneficial to your project? If yes, detail the minimum amount needed and why this amount would be beneficial.	X	

Any amount is beneficial as we will continue to experience severely reduced revenues for our capital program due to forced closure of businesses and local national parks that support our economy. Sales tax, which is paid by visitors and locals alike, funds approximately 70% of our budget each year. With a reduction in tourists coming from March likely through the summer, our greatest revenue season of the year is compromised. Because the funds we seek for this project were already allocated to our municipality, the preference is for the full amount to remain with the municipality as we seek to simply reallocate them to a different project.

11. If full funding is received but there are cost overruns or unexpected expenses, how will those additional costs be covered?

Town will be required to reprioritize its 10-Year Capital Improvement Plan, thereby delaying other scheduled capital projects into future fiscal years. 1% Local Option Tax will fund any match and additional funding required.

12. How was it determined this project was needed?

The entire Cache Creek Tube project consists of removing and replacing 3,350 LF of a very eclectic, old, and obsolete collection and conveyance system of Cache Creek and stormwater drainage entering it. The system starts in east Jackson, works its way through our downtown, and over to Flat Creek northwest of downtown. The system is comprised of many different types and sizes of culverts which convey the Cache Creek waters through Town. We currently have very few options to clean and/or repair the existing system; it is old and many sections currently run under buildings, complicating our ability to perform any type of best practices for managing it. Also there are many points where untreated stormwater drainage enters the Cache Creek conveyance system.

Additionally, this effort aligns with goals of achieving higher water quality as spelled out in the Town/County Comprehensive Plan, Ecosystem Stewardship CV #1, Principal 1.2 Preserve and enhance water and air quality, which states: "Clean water and air are the most basic requirements of a healthy ecosystem and community. The high water and air quality of Jackson and Teton County are important to the ecosystem and scenic beauty that residents and visitors enjoy. Stewardship of water bodies, wetlands, riparian areas, and air is important to sustain healthy populations of native species and for the health and safety of the human community." Also in Policy 1.2.b the Plan calls to "Require filtration of runoff", and goes further to say that "In cases where natural filtration systems such as wetlands, floodplains and riparian areas cannot effectively protect surface water quality, best management practices should be employed to enhance the function of natural systems. Land development causes changes to the natural quantity and quality of storm water that drains into the area's water bodies. The Town and County will promote innovative storm water and snowmelt collection, storage, and diversion systems to reduce the amount of sediment and pollution entering our local water bodies. This is especially

13. Please describe any other funding sources applied for to fund this project but were denied, if applicable.

N/A

Applicant: **Town of Jackson**

Name of Project **Cache Creek Tube Improvement Project**

1. Briefly describe the project for which you are requesting funding.

Cache Creek Tube Improvement Project

Summary: This project includes updating the half-mile tube that runs under downtown Jackson to protect and improve stormwater quality prior to its entering Flat Creek, as well as preventing uncontrolled and untreated discharge of potentially polluted run-off into Flat Creek.

Background: The project consists of removing and replacing a very eclectic, old, and obsolete collection and conveyance system of Cache Creek and stormwater drainage entering it. The system runs from the east end of town, underground through downtown, and discharges to Flat Creek northwest of downtown. The system is made up of many different types and sizes of culverts which convey the Cache Creek waters through Town.

Goals:
1. We currently have very few options to clean and/or repair the existing system, it is old and many sections currently run under buildings, complicating our ability to perform any type of best practices for managing and replacing the assets. The project would construct the Tube outside of private properties to increase accessibility and regular maintenance.
2. There are many points where untreated stormwater drainage enters the Cache Creek conveyance system, and new treatment units would be installed at targeted locations along the Tube to improve the water quality discharged into Flat Creek.

Justification: On the basis of the Town's stated Mission, it would be irresponsible for the Town to not address this challenge/opportunity. Additionally, the Town/County Comprehensive Plan includes efforts to achieve higher water quality. This project helps address Comp. Plan Common Value 1. Ecosystem Stewardship:
-Principal 1.2 Preserve and enhance water and air quality: "Clean water and air are the most basic requirements of a healthy ecosystem and community. The high water and air quality of Jackson and Teton County are important to the ecosystem and scenic beauty that residents and visitors enjoy. Stewardship of water bodies, wetlands, riparian areas, and air is important to sustain healthy populations of native species and for the health and safety of the human community."
-Policy 1.2.b: "Require filtration of runoff," and "In cases where natural filtration systems such as wetlands, floodplains and riparian areas cannot effectively protect surface water quality, best management practices should be employed to enhance the function of natural systems. Land development causes changes to the natural quantity and quality of storm water that drains into the area's water bodies. The Town and County will promote innovative storm water and snowmelt collection, storage, and diversion systems to reduce the amount of sediment and pollution entering our local water bodies. This is especially applicable in developed areas along waterways such as Flat Creek, Cache Creek and Fish Creek."

2. Describe how the project will contribute to the health, safety and welfare of the citizens in your community.

This project will help reduce localized flooding in certain areas of downtown. This project also aligns with goals of achieving higher water quality as spelled out in the Comprehensive Plan, Ecosystem Stewardship CV #1, Principal 1.2 Preserve and enhance water and air quality, which states: "Clean water and air are the most basic requirements of a healthy ecosystem and community. The high water and air quality of Jackson and Teton County are important to the ecosystem and scenic beauty that residents and visitors enjoy. Stewardship of water bodies, wetlands, riparian areas, and air is important to sustain healthy populations of native species and for the health and safety of the human community." Also in Policy 1.2.b the Plan calls to "Require filtration of runoff", and goes further to say that "In cases where natural filtration systems such as wetlands, floodplains and riparian areas cannot effectively protect surface water quality, best management practices should be employed to enhance the function of natural systems. Land development causes changes to the natural quantity and quality of storm water that drains into the area's water bodies. The Town and County will promote innovative storm water and snowmelt collection, storage, and diversion systems to reduce the amount of sediment and pollution entering our local water bodies. This is especially applicable in developed areas along waterways such as Flat Creek, Cache Creek and Fish Creek." This proposed project is designed to address each of these desired goals for water quality.

3. Describe how the project will protect citizens from hazards that may result if the project is not done?

There are specific areas in town where the street currently collects water during rain events, resulting in flooding of local businesses that are at or below street grade in those areas. This project will improve drainage in these locations. Additionally, by incorporating pollution treatment units into the new system, the Town will reduce its urban stormwater runoff pollution impacts on surface water quality of the Creek, which reduces the risk of the waterway posing a health hazard or degradation of the ecosystem that helps support our economy through tourism.

4. Describe your financial need in relation to the project.

This funding request represents 100% of the FY21 budgeted phase of the project, and 32% of a total (3-year planned) project cost of $2,594,743. A 1% Local Option Tax will fund any match and additional funding required. The Local Option Tax is currently approved in the amount of the remaining total project cost, and none has yet been expended. If not awarded this grant, additional funding will come from the Town's capital budget and will require reprioritizing its 10-Year Capital Improvement Plan, thereby delaying other scheduled capital projects into future fiscal years.
Due to reduced visitation and closure of or reduced patronage to many small businesses as a result of Federal, State, and Local health orders related to COVID-19, we anticipate significantly reduced sales tax revenues, which will impact not only our ability to complete this project without this additional revenue source but also our ability to maintian a healthy capital improvement program over the next fiscal year. Receipt of these funds will improve our cash flow position to reduce the impacts of lost revenues in the coming months.

5. Provide a detailed breakdown of the project costs

Activity Costs:	
Administration	$ -
Legal	$ -
Land Acquisition	$ -
Engineering Costs by Service	
Basic Services	$ 20,000
Resident Project Representative Services	
Additional Services**	
Construction	$ 1,014,787
Contingency	
Total Project Costs	$ 1,034,787

Auto Calculates

**** Please provide a description of the "Additional Engineering Services" to be provided.**

6. Provide estimated project schedule

	Date
Design	complete
Bid	7/1/2020
Start Construction	9/1/2020
End Construction	6/30/2021

7. Provide estimated grant draw down schedule

Time Frame	**Amount**
FY21 (July 2020-June 2021)	$ 810,000
Total Draws	$ 810,000

State of Wyoming
State Loan and Investment Board
Mineral Royalty Grant Program

APPLICANT INFORMATION

Applicant Town of Jackson

Mailing Address PO Box 1687

City Jackson **State** WYOMING **Zip** 83001

E-Mail Address kthompson@jacksonwy.gov **Phone #** 307-733-3932

Tax ID #: 83-6000069

Contact Person (Name and Title) Kelly Thompson, Finance Director

Phone # 307-733-3932 x1150 **E-Mail Address** kthompson@jacksonwy.gov

Applicant's submitting multiple applications must establish priority ranking for each application.

Priority N.A **of** N/A

PROJECT FUNDING INFORMATION

Name of Project Rancher Street

Amount of Funding Requesting $36,421 NOTE: This amount must match the amount on the submitted resolution

List all other funding sources for the project in the table below including the status and amount expended, if any.

Other Funding Source Description	Amount	Status*		Amount Expended	Funding Percentage
		Pending	Approved		
1% Local Option	$685,000	X		$0	100.00%
					0.00%
					0.00%
					0.00%
Total Other Funding	**$685,000**			**$0**	

***Documentation to support the status must be attached to the Application Packet.**

Estimated Total Project Cost: $685,000

Balance of Project Incomplete: 685,000
Auto Calculated
(Estimated Project Costs less Amount Expended)

Estimated Reimbursement Rate: 5% (Final Reimbursement Rate is Determined by Board Approved Amount)
% is auto calculated
(Amount Requested/Estimated Project Costs)

I certify that I am authorized to sign this application on behalf of our governing body, and the applicant will comply with all appropriate requirements, if approved. To the best of my knowledge and belief, the information in this application is true and correct. I understand the State may review any relevant documents or instruments relating to the analysis of this application.

Signature Date

Name and Title (typed)

Applicant: Town of Jackson

Name of Project Rancher Street

Population 10,600

	Directly	Indirectly
Percentage of population directly served by the project	100%	

	Yes	No
1. Requesting funding for a Water and/or Sewer Project? If yes, complete the Water/Sewer Questionnaire.		X
2. Requesting funding for a Street and/or Road Project? If yes, complete the Street Questionnaire.	X	
3. Requesting funding for a Fire Apparatus? If yes, complete Fire Apparatus Questionnaire.		X
4. Requesting funding to purchase a Vehicle? If yes, complete Vehicle Replacement Certification Form.		X
5. Do or will you own the asset for which funding is being requested?	X	
6. Do you have an asset management plan? If yes, please provide a copy.		X
7. Do you have a maintenance plan for the project asset for which funding is requested? If yes, please provide a copy of the current plan.		X
8. Do you have an Administrative Order? (If yes, provide copy of the Administrative Order)		X
9. Is project needed to meet federal or state health and/or safety requirement? If yes, provide specific health or safety requirement project will address.		X

	Yes	No
10. If only partial funding is possible, would that be beneficial to your project? If yes, detail the minimum amount needed and why this amount would be beneficial.	X	

Any amount is beneficial as we will continue to experience severely reduced revenues for our capital program due to forced closure of businesses and local national parks that support our economy. Sales tax, which is paid by visitors and locals alike, funds approximately 70% of our budget each year. With a reduction in tourists coming from March likely through the summer, our greatest revenue season of the year is compromised. Because the funds we seek for this project were already allocated to our municipality, the preference is for the full amount to remain with the municipality as we seek to simply reallocate them to a different project.

11. If full funding is received but there are cost overruns or unexpected expenses, how will those additional costs be covered?

Town will be required to reprioritize its 10-Year Capital Improvement Plan, thereby delaying other scheduled capital projects into future fiscal years. 1% Local Option Tax will fund any match and additional funding required.

12. How was it determined this project was needed?

This project involves: regular repair and maintenance of aging infrastructure; improvements to accessibility by vehicles, pedestrians, and cyclists; and streetscape improvements consistent with the Town's Community Streets Plan. These efforts are identified through Council direction, capital improvements planning, and community input.

13. Please describe any other funding sources applied for to fund this project but were denied, if applicable.

N/A

Applicant: **Town of Jackson**

Name of Project **Rancher Street**

1. Briefly describe the project for which you are requesting funding.

This project aims to design a complete street and replace of 1250 linear feet of street improvements on the Rancher St corridor from East Broadway to Hansen Avenue. Corridor improvements include replacement of the street asphalt surface, sidewalk additions, a bicycle boulevard, and may include some combination of trees, landscaping, pavers, and street lights, while maintaining existing parking availability. The project will also go through a neighborhood-level public involvement process.

2. Describe how the project will contribute to the health, safety and welfare of the citizens in your community.

This project provides safer and easier access to a local public park, and as a north-south connector between major east-west corridors through Town. The proposed addition of sidewalk, bicycle boulevard, and lighting adds safety for all users. Additionally, water main and sanitary sewer replacements will ensure a state of good repair for the Town's provision of these services to this area, which is primarily residential.

3. Describe how the project will protect citizens from hazards that may result if the project is not done?

Water and sewer infrastructure are critical to public health and safety in any community. Maintaining these systems is necessary to provide clean drinking water and proper conveyance of sanitary waste. Without replacing aging components of water and sewer systems, the Town risks infrastructure failure and more costly repairs.

Several Town residents and visitors travel to a public park in this area of town. A senior center also exist that is accessed by this street. The section of street this project addresses does not currently have complete sidewalks or designation for bicycle use. Pedestrians must walk in the vehicle travel lanes along this street, which is particularly dangerous in winter conditions.

4. Describe your financial need in relation to the project.

This funding request represents 3% of the total project cost. A 1% Local Option Tax will fund any match and additional funding required. The Local Option Tax is currently proposed to fulfill the total project cost, and none has yet been approved or expended. If not awarded this grant, additional funding will come from the Town's capital budget and will require reprioritizing its 10-Year Capital Improvement Plan, thereby delaying other scheduled capital projects into future fiscal years.
Due to reduced visitation and closure of or reduced patronage to many small businesses as a result of Federal, State, and Local health orders related to COVID-19, we anticipate significantly reduced sales tax revenues, which will impact not only our ability to complete this project without this additional revenue source but also our ability to maintian a healthy capital improvement program over the next fiscal year. Receipt of these funds will improve our cash flow position to reduce the impacts of lost revenues in the coming months.

5. Provide a detailed breakdown of the project costs

Activity Costs:

Administration	$ -
Legal	$ -
Land Acquisition	$ -
Engineering Costs by Service	
Basic Services	$ 35,000
Resident Project Representative Services	
Additional Services**	
Construction	$ 650,000
Contingency	
Total Project Costs	$ 685,000

Auto Calculates

**** Please provide a description of the "Additional Engineering Services" to be provided.**

6. Provide estimated project schedule

	Date
Design	7/1/2020
Bid	5/15/2021
Start Construction	7/1/2021
End Construction	10/31/2021

7. Provide estimated grant draw down schedule

Time Frame	**Amount**
FY21 (July 2020-June 2021)	$ 36,421
Total Draws	$ 36,421

(Revised 7/2019)

State of Wyoming
State Loan and Investment Board
Mineral Royalty Grant Program

APPLICANT INFORMATION

Applicant Teton County

Mailing Address

City Jackson **State** WYOMING **Zip** 83001

E-Mail Address **Phone #**

Tax ID #: 83-6000127

Contact Person (Name and Title) Brady Hansen

Phone # 307-733-4732 **E-Mail Address** bhansen@tetoncountywy.gov

Applicant's submitting multiple applications must establish priority ranking for each application.

Priority N/A **of** N/A

PROJECT FUNDING INFORMATION

Name of Project Fire Station 1 Construction Project

Amount of Funding Requesting $161,621 NOTE: This amount must match the amount on the submitted resolution

List all other funding sources for the project in the table below including the status and amount expended, if any.

Other Funding Source Description	Amount	Status*		Amount Expended	Funding Percentage
		Pending	Approved		
SPET Funding	$5,600,000		X		62.22%
					0.00%
					0.00%
					0.00%
Total Other Funding	**$5,600,000**			**$0**	

***Documentation to support the status must be attached to the Application Packet.**

Estimated Total Project Cost: $9,000,000

Balance of Project Incomplete: 9,000,000
Auto Calculated
(Estimated Project Costs less Amount Expended)

Estimated Reimbursement Rate: 2% (Final Reimbursement Rate is Determined by Board Approved Amount)
% is auto calculated
(Amount Requested/Estimated Project Costs)

I certify that I am authorized to sign this application on behalf of our governing body, and the applicant will comply with all appropriate requirements, if approved. To the best of my knowledge and belief, the information in this application is true and correct. I understand the State may review any relevant documents or instruments relating to the analysis of this application.

Signature Date

Name and Title (typed)

Applicant: Teton County

Name of Project Fire Station 1 Construction Project

Population 10,600

	Directly	Indirectly
Percentage of population directly served by the project		

	Yes	No
1. Requesting funding for a Water and/or Sewer Project? If yes, complete the Water/Sewer Questionnaire.		X
2. Requesting funding for a Street and/or Road Project? If yes, complete the Street Questionnaire.		X
3. Requesting funding for a Fire Apparatus? If yes, complete Fire Apparatus Questionnaire.		X
4. Requesting funding to purchase a Vehicle? If yes, complete Vehicle Replacement Certification Form.		X
5. Do or will you own the asset for which funding is being requested?	X	
6. Do you have an asset management plan? If yes, please provide a copy.		X
7. Do you have a maintenance plan for the project asset for which funding is requested? If yes, please provide a copy of the current plan.		X
8. Do you have an Administrative Order? (If yes, provide copy of the Administrative Order)		X
9. Is project needed to meet federal or state health and/or safety requirement? If yes, provide specific health or safety requirement project will address.		X
10. If only partial funding is possible, would that be beneficial to your project? If yes, detail the minimum amount needed and why this amount would be beneficial.	X	

Yes. Currently Jackson Hole Fire/EMS is seeking funding for the completion of the project. Most of the funding is already alocated but additional funding is still needed. Full or partial funding would benefit the project.

11. If full funding is received but there are cost overruns or unexpected expenses, how will those additional costs be covered?

Currently addional funding is being sought from the town of Jackson as well as from Teton County. This is an active request and currently being considered in the upcoming budgets for both town and county governments.

12. How was it determined this project was needed?

A consultant was hired in 2012 to do an analysis of all fire stations within the county. Fire Station 1 reconstruction was recommended as the highest priority. This was due to the building being seismically unsoud as well as the building not meeting the needs of the organization. No gender seperations, ADA standards and other problems.

13. Please describe any other funding sources applied for to fund this project but were denied, if applicable.

None

Applicant: **Teton County**

Name of Project **Fire Station 1 Construction Project**

1. Briefly describe the project for which you are requesting funding.

Fire Station 1 Construction Project exists in Downtown Jackson. Planning for this project began in 2012. All available sources of funding have been hightly sought for since that time. Currently the project is underway. Additional funding is being sought for unforseen changes to the project. Upon completion Fire Station 1 will be an 18,000 square foot building. It will house 2 ambulances, 2 engines, 1 ladder truck, 1 water tender and 1 wildland brush truck. The building will also house from 4 to 7 firefighter/EMT's/Paramedics at a time. The building will also be home to approximately 25 volunteer fire/EMS personnel.

2. Describe how the project will contribute to the health, safety and welfare of the citizens in your community.

Fire Station 1 is the headquarters station for Jackson Hole Fire/EMS. This station sends resources to approximately 70% of all fire and medical calls within Teton County. Paid responders as well as volunteers respond from this location to every major call within the county. Additionally 2 ambulances respond from Station 1 for all medical calls in the downtown as well as responding outside of town into the county.

3. Describe how the project will protect citizens from hazards that may result if the project is not done?

Jackson Hole Fire/EMS is an all hazards agency. Responders from Station 1 will respond to emergency medical incidents, structure fires, wildland fires, hazardous material calls, swift water rescue, trench rescue, vehicle accidents and every other type of call requested. For all these reasons the construction of this fire station will have a profound impact to improve the protection of citizens from hazards.

4. Describe your financial need in relation to the project.

The town of Jackson and Teton County are making every effort to fund this project. SPET funding was sucured to design and start the construction. The funding available is still insificient to complete the project. The town and county continue to seek all opportunities.

5. Provide a detailed breakdown of the project costs

Activity Costs:

Administration	$ -
Legal	$ -
Land Acquisition	$ -
Engineering Costs by Service	
Basic Services	
Resident Project Representative Services	
Additional Services**	
Construction	$ 9,000,000
Contingency	
Total Project Costs	$ 9,000,000

Auto Calculates

**** Please provide a description of the "Additional Engineering Services" to be provided.**

No additional engineering services are anticipated at this time.

6. Provide estimated project schedule

	Date
Design	6/15/2016
Bid	6/15/2019
Start Construction	8/1/2019
End Construction	12/31/2021

7. Provide estimated grant draw down schedule

Time Frame	**Amount**
10/15/2020	$ 161,621
Total Draws	$ 161,621

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration **PRESENTER**: Sandy Birdyshaw

MEETING DATE: June 1, 2020

SUBJECT: **A Resolution Authorizing the Jackson Hole Airport Board to accept a Grant Amendment**

STATEMENT/PURPOSE

The purpose of this item is for the Council and Commission to consider a joint resolution accepting and approving an amendment to a FAA grant previously approved for improvements at the Jackson Hole Airport.

BACKGROUND/ALTERNATIVES

In separate meetings on March 18 and March 23 respectively, the Commission and Council authorized the Airport Board to accept FAA Grant No. 3-56-0014-061-2020 in the amount of $2,764,003 for Rehabilitation of the Airport Access Road (Phase III). The project involved not only rehabilitation of the access road running north-south in the general aviation area of the Airport, but also necessary drainage and re-grading work.

The Airport Board received a Formal Amendment One from the FAA which would increase the funding to 100%, or $2,948,269. An increase of $184,266, as authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

The Teton County Board of County Commissioners, Town Council, and Jackson Hole Airport Board must each accept and approve grants and amendments thereto for improvements at the Jackson Hole Airport. The FAA requires a resolution by each as the acceptance and approval method.

COMPREHENSIVE PLAN ALIGNMENT

This item is directly aligned with Quality Community Service Provision, specifically that the Town:

- ✓ Maintain current, coordinate service delivery (Principle 8.1)
- ✓ Coordinate the provision of infrastructure and facilities needed for service delivery (Principle 8.2)

STAKEHOLDER ANALYSIS

The stakeholders include all residents and guests to the community that utilize the Jackson Hole Airport.

FISCAL IMPACT

This amendment would have no fiscal impact on the County or Town's budget overall.
This amendment would reduce the Airport Board's obligation by $184,266.

STAFF IMPACT

The impact on staff for preparing this item has been minimal, amounting to a couple hours of staff time in the Legal and Administration Departments.

LEGAL REVIEW

Ongoing as needed, Lea Colasuonno and Keith Gingery.

ATTACHMENTS
Joint Resolution
Formal Amendment One to FAA Grant No. 3-56-0014-061-2020

RECOMMENDATION
Staff recommends approval of the Joint Resolution.

SUGGESTED MOTION
I move to approve the Joint Resolution approving Formal Amendment One of FAA Grant No. 3-56-0014-061-2020 for the Jackson Hole Airport's Access Road Rehabilitation Project Phase III as presented.

Teton County Resolution # 20-0 **Town Resolution #20-15**

A JOINT RESOLUTION APPROVING FORMAL AMENDMENT ONE OF FAA GRANT NO. 3-56-0014-061-2020 FOR THE JACKSON HOLE AIRPORT'S ACCESS ROAD REHABILITATION PROJECT PHASE III

WHEREAS, the Jackson Hole Airport Board (the "Board") was organized as an airport board on January 17, 1968 pursuant to Wyoming Statute §10-5-202; is deemed a joint power board pursuant to Wyoming Statute §16-1-105; and is the owner and operator of a public use airport known as the Jackson Hole Airport ("Airport"); and

WHEREAS, as such the Board is authorized to receive grants from the Federal Aviation Administration ("FAA") for planning and/or improvements to the Airport; and

WHEREAS, the Board received authorization on March 23, 2020 to accept FAA Grant No. 3-56-0014-061-2020 for the Airport's "Rehabilitate Access Road (Phase III) Project in the amount of $2,764,003; and

WHEREAS, the Board received Formal Amendment Number One to the previously authorized FAA grant which would increase the grant as authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act to 100% funding, or $2,948,269, and would reduce the local share by $184,266; and

WHEREAS, the Board desires to accept such grant and the FAA requires a resolution of approval from Teton County and the Town of Jackson authorizing the Board to receive such a grant.

NOW, THEREFORE, be it resolved by the Teton County Board of County Commissioners and the Town Council of the Town of Jackson, Wyoming that they do hereby authorize the Board to accept Amendment Number One to FAA AIP Grant Number 3-56-0014-061-2020 for the purpose of the Rehabilitation of the Access Road (Phase III) Project.

This Resolution shall become effective upon adoption.

PASSED, APPROVED, AND ADOPTED this 1st day of June 2020.

TETON COUNTY, WY
BOARD OF COUNTY COMMISSIONERS

_____
Natalia Macker, Chair

ATTEST:

_____
Amy Evans, Interim County Clerk

TOWN OF JACKSON, WY
TOWN COUNCIL

_____
Pete Muldoon, Mayor

ATTEST:

_____
Sandra P. Birdyshaw, Town Clerk

U.S. Department
of Transportation
**Federal Aviation
Administration**

Northwest Mountain Region
Colorado · Idaho · Montana · Oregon · Utah
Washington · Wyoming

Denver Airports District Office
26805 E. 68th Ave., Suite 224
Denver, CO 80249

Mr. Jerry Blann, President
Jackson Hole Airport Board
1250 East Airport Road
Jackson, WY 83001

The Honorable Pete Muldoon, Mayor
Town of Jackson
150 E. Pearl Avenue
Jackson, WY 83001

Ms. Natalia Macker, Chairman
Teton County Board of Commissioners
200 S. Willow Street
Jackson, WY 83001

Jackson Hole Airport
Jackson, Wyoming
AIP Grant No. 3-56-0014-061-2020
Contract No. DOT-FA20NM-1004
DUNS No. 12-280-0647
Formal Amendment No. One

Dear Mr. Blann, Mayor Muldoon, and Commissioner Macker:

We are enclosing an electronic copy of Amendment No. One to the subject grant agreement. The amendment increases the maximum obligation of the United States as authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act (Public Law 116-136) for the current fiscal year 2020 obligation and increases the federal share to 100 percent.

To properly enter into this amendment, you must do the following:

- The governing body must provide authority to execute the grant to the individual signing the grant; i.e. the sponsor's authorized representative.
- The Sponsor's attorney must sign and date the grant amendment *after* the Sponsor.
- You may not make any modification to the text, terms or conditions of this grant amendment.

U.S. Department
of Transportation
**Federal Aviation
Administration**

Northwest Mountain Region
Colorado · Idaho · Montana · Oregon · Utah
Washington · Wyoming

Denver Airports District Office
26805 E. 68th Ave., Suite 224
Denver, CO 80249

Please don't hesitate to call Rebecca Wersal if you have any questions. Rebecca can be reached at (303) 342-1257.

Sincerely,

John P. Bauer, Manager
Denver Airports District Office

Enclosures

U.S. Department
of Transportation
Federal Aviation Administration

Airports Division
Northwest Mountain Region
Colorado,Utah,Wyoming

12-280-0647
(DUNS No)

Jackson Hole Airport
(Airport/Planning Area)

AMENDMENT NO. ONE TO GRANT AGREEMENT AIP GRANT NO. 3-56-0014-061-2020

WHEREAS, the Federal Aviation Administration (hereinafter referred to as the "FAA") has determined it to be in the interest of the United States that the Grant Agreement between the FAA, acting for and on behalf of the United States, and the Jackson Hole Airport Board, Town of Jackson, and County of Teton, Wyoming (hereinafter referred to as the "Sponsor"), accepted by said Sponsor on April 6, 2020 be amended to increase the maximum obligation of the United States as authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act (Public Law 116-136) for the current fiscal year 2020 obligation. The CARES Act provides funds to increase the federal share to 100 percent for Airport Improvement Program (AIP) and supplemental discretionary grants already planned for fiscal year 2020. Under normal circumstances, AIP grant recipients contribute a matching percentage of the project costs. Providing this additional funding and eliminating the local share should allow critical safety and capacity projects to continue as planned regardless of airport sponsors' current financial circumstances.

NOW THEREFORE, WITNESSETH:

That in consideration of the benefits to accrue to the parties hereto, the FAA on behalf of the United States, on the one part, and the Sponsor, on the other part, do hereby mutually agree that the said Grant Agreement be and hereby is amended as follows:

> Decrease the local/state share by $184,266, and increase Maximum Federal Obligation by $184,266 (from $2,764,003 to $2,948,269) to include the current fiscal year 2020 obligation;

The Federal Aviation Administration, for and on behalf of the United States, hereby offers and agrees to pay one hundred (100%) percent of the allowable costs incurred up to $2,948,269.

All other terms and conditions of the Grant Agreement remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have caused this amendment to said Grant Agreement to be duly executed as of

_____ .

UNITED STATES OF AMERICA
FEDERAL AVIATION ADMINISTRATION

_____
(Signature)

John P. Bauer
(Typed Name)

Manager, Denver Airports District Office
(Title of FAA Official)

12-280-0647
(DUNS No)

Jackson Hole Airport
(Airport/Planning Area)

JACKSON HOLE AIRPORT BOARD
(Name of Sponsor)

(Signature of Sponsor's Designated Official Representative)

(Typed Name of Sponsor's Designated Official Representative)

(Typed Title of Sponsor's Designated Official Representative)

(Date)

CERTIFICATE OF SPONSOR'S ATTORNEY

I, , acting as Attorney for the Sponsor do hereby certify:

That I have examined the foregoing Amendment to the Grant Agreement and the proceedings taken by said Sponsor relating thereto, and find that the execution thereof by said Sponsor has been duly authorized and is in all respects due and proper and in accordance with the laws of the State of Wyoming and further that, in my opinion, said Amendment to the Grant Agreement constitutes a legal and binding obligation of the Sponsor in accordance with the terms thereof.

Dated
_____

By: _____
(Signature of Sponsor's Attorney)

12-280-0647
(DUNS No)

Jackson Hole Airport
(Airport/Planning Area)

TOWN OF JACKSON, WYOMING
(Name of Sponsor)

(Signature of Sponsor's Designated Official Representative)

(Typed Name of Sponsor's Designated Official Representative)

(Typed Title of Sponsor's Designated Official Representative)

(Date)

Attested By:

(Signature of Sponsor's Attestation)

(Typed Name of Sponsor's Attestation)

(Typed Title of Sponsor's Attestation)

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Dated

_____

By: _____
(Signature of Sponsor's Attorney)

12-280-0647
(DUNS No)

Jackson Hole Airport
(Airport/Planning Area)

COUNTY OF TETON, WYOMING
(Name of Sponsor)

(Signature of Sponsor's Designated Official Representative)

(Typed Name of Sponsor's Designated Official Representative)

(Typed Title of Sponsor's Designated Official Representative)

(Date)

Attested By:

(Signature of Sponsor's Attestation)

(Typed Name of Sponsor's Attestation)

(Typed Title of Sponsor's Attestation)

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Dated

_____

By: _____
(Signature of Sponsor's Attorney)

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Affordable Housing **PRESENTER**: Stacy A. Stoker

MEETING DATE: June 1, 2020

SUBJECT: **Refinance of 250 Scott Lane (Grove Phase 1 Building)**

STATEMENT/PURPOSE

The Board of County Commissioners ("Board") and Town Council ("Council") will consider refinancing the mortgage for 250 Scott Lane (The Grove Phase 1).

Key issues to consider are:

1. Adjustable Rate Loans, Balloon Payments vs. Long-Term Loan
2. Interest rates
3. Pre-payment Penalties, Loan Fees, Other Loan Costs
4. Cash-Out Loan

BACKGROUND/ALTERNATIVES

The Grove Phase 1 building is located at 250 Scott Lane. It was built in 2015 by the Jackson/Teton County Housing Authority ("JTCHA") using JTCHA General Funds, 2001 SPET funds and a bank loan. JTCHA still owns and manages the property which consists of four commercial spaces on the ground floor and 20 residential units on the second and third floors. The residential units are currently 100% leased to families who work in Teton County. There has been a total of 42 families – 54 adults and 29 children – housed since the development was complete. The building is presently mortgaged through First Interstate Bank.

This spring, Housing Department staff investigated a refinance of the building to capitalize on low interest rates, which will reduce the amount of public funds expended to satisfy the loan and could offer an opportunity to either a) increase the affordability of the units for the tenants or b) invest funds in the Housing Supply Program.

Current Loan

Original Loan Amount:	$3,000,000
Current Balance:	$2,500,000
Interest Rate:	4.73% fixed for term of loan
Monthly Payment:	$20,413
Term:	20 years ending March of 2034

The Jackson/Teton County Housing Authority Board (HAB) considered several refinance proposals at their May 6 Regular Meeting. Please see the attached Loan Proposal Matrix for a comprehensive comparison of the proposals received. Lenders who provided proposals include:

- **Love Funding (HUD Loans**) – 35-year fixed rate mortgage with an interest rate of 2.5%. Private Mortgage Insurance (PMI) for the term of the loan at .25% (assuming the building is deemed a green building, if not the PMI will be higher). Loan fees include 1% Origination fee ($28,000), 1% Initial PMI ($28,000), $5,000 Processing Fee, $20,000 Lender Legal Fee, $900 GNMA Fee, $8,400 FHA Application Fee, $5,000 ALTA Survey, $7,800 Property Capital Needs Assessment (PCNA), $5,000 Environmental Assessment, $3,000 Other inspection reports, $6,900 Title Insurance, and $6,900 Appraisal. HUD also requires a $94,000 COVID Debt Service Reserve for 6 months and a Maintenance Reserve deposited with HUD for the term of the Loan. The Maintenance Reserve would be $20,000 initially and $6,000 per year for the term of the loan. A portion of the Maintenance Reserve

could potentially be used for certain maintenance items with approval by HUD. There is a prepayment penalty for the first 10 years of the loan. Cash out is allowed if desired. This proposal is based on no cash out. The new monthly payment would be $10,293. The total paid at maturity is approximately $4,300,000.

- **First Interstate Bank (Current Lender)** - Lower the current interest rate to 4.00%. This would not technically be a refinance. It would be the same loan maturing in March of 2034 with a lower rate. The fee would be .25% or $6,500. There would be no need for Title Insurance, Appraisal, or Inspection fees. Since this is not a refinance, there would be no cash out allowed. The new monthly payment would be $20,040. The total paid at maturity is approximately $3,400,000.
- **Rocky Mountain Bank** – Was not able to provide a proposal better than the current loan.
- **Bank of Jackson Hole** – 10-year adjustable rate loan (adjustable each year after 5 years, possibly 7 years but unable to commit). The starting interest rate is 4.18%. The loan fees include .50% Financing Fee ($13,575), $6,900 Title Insurance, $6,900 Appraisal, and $1,500 inspection. The loan is amortized over 25 years so there would be a balloon payment after 10 years. This is a no cash out loan. Starting monthly payment would be $13,983. Not counting the adjusted rate, the balloon payment after 10 years would be $1,800,000. The total paid after 10 years would be approximately $1,776,000.
- **Wells Fargo Bank** – Did not respond with a proposal.
- **First Western Trust** – 10-year loan amortized over 14 years. Interest rate of 3.50%. No financing fee, $6,900 Title Insurance, $6,900 Appraisal, and $1,500 Inspection Fee. This could be a cash out loan if desired. Assuming no cash out, the monthly payment would be $19,598. The balloon payment after 10 years would be $894,000. Total paid at maturity $2,350,000.
- **First Republic Bank** – 10-year fixed rate loan amortized over 30 years. Interest rate of 2.75%. No financing fee, $6,900 Title Insurance, $6,900 Appraisal, and $1,500 Inspection. The loan is amortized over 30 years so there is a balloon payment after 10 years. This could be a cash out loan if desired. Assuming no cash out, the monthly payment would be $10,614. The balloon payment after 10 years would be $1,915,000. Total paid at maturity would be $1,348,000. Requires a deposit relationship with First Republic Bank.

Key Issue One: ***Adjustable Rate Loans, Balloon Payments vs. Long-Term Loan***. One of the goals of refinancing is to take advantage of the current low interest rates to save money now. This will allow the Housing Authority to increase affordability and/or invest funds into the Supply Program. Adjustable rate loans are risky when the interest rates are as low as they currently are. It is unlikely that rates will go down. They are likely to go up. The savings in current interest rates outweighs the risk of refinancing a balloon payment after 10 years. The long-term loan proposal is expensive. It incorporates over $150,000 in loan fees. It lowers the payment but extends the payments for 35 years which increases interest costs. The pre-payment penalty on the long-term loan is also expensive. It locks the loan in for the first 10 years eliminating flexibility in case it is needed.

Key Issue Two: ***Interest rates.*** Lowering the interest rate to save money is not only good stewardship of taxpayer dollars, it also achieves the goal of increasing affordability to renters at The Grove and/or investing in the Supply Program. Currently, six of the 20 residential apartments are rented at rates affordable to households earning 50 - 80% income range and 14 are rented at rates affordable to households earning 80 – 120% income range. This is to ensure the ability to pay the loan and maintain the building. Ideally, the units would be equally divided and classified as 0 – 50%, 50 – 80% and 80-120% providing affordable rents equitably to households across those income ranges. Based on the current Grove budget, to achieve increasing affordability, the refinance would need to lower the monthly payment by $6,200. This would mean going from a monthly payment of $20,413 per month to a maximum of $14,213 per month.

Key Issue Three: ***Pre-payment Penalties, Loan Fees, Other Loan Costs*****.** Loan fees are normally incorporated into the loan. This means that you pay interest on them as well as on your principal balance. JTCHA does not have the reserves to pay loan fees outside of the loan. Title insurance, appraisal, and inspection fees are normal costs of refinancing, and are applicable to all of the proposals except for First Interstate Bank since it is not a refinance. Prepayment penalties are fees that are paid if you refinance the loan or otherwise pay the loan off early such as in the case of a sale of the building. The only proposed prepayment penalty is from Love Funding. The pre-payment penalty starts out at 10% of the loan amount if you prepay in the first year. It goes down to 9% in the second year, 8% in the third year, etc.

Key Issue Four: ***Cash-Out Loan.*** A cash out loan could provide funds to increase the maintenance reserve for the building. It would increase the principal balance of the loan which would also increase the interest paid as well as increase the payment.

COMPREHENSIVE PLAN ALIGNMENT

Aligns with Principal 5.1 – Maintain a diverse population by providing Workforce Housing, 5.2 – Strategically locate a variety of housing types, 5.3 – Reduce the shortage of housing that is affordable to the workforce, and 5.4 – Use a balanced set of tools to meet our housing goal. The refinance of The Grove Phase 1 also helps to achieve the objectives of the Housing Supply Plan by providing affordable housing to lower income households and providing funds to reinvest to the Housing Supply Program. Housing Action Plan – Supply Program Alignment: 2.A Prioritize lower income year round housing.

STAKEHOLDER ANALYSIS

Stakeholders include the Town of Jackson, Teton County, JTCHA, the Housing Department, Grove Tenants, and the Community.

FISCAL IMPACT

Refinancing The Grove Phase 1 building will lower the monthly payment by $9,800 for an annual savings of $117,588, and a total savings of $1,175,880 over 10 years.

STAFF IMPACT

Housing staff has spent time to request proposals, prepare an analysis, and will also spend time completing the loan process. Housing staff will continue to manage the loan as a part of the JTCHA budget and financials. Legal staff will spend time reviewing the loan documents.

LEGAL REVIEW

J. Graham and L. Colasuonno

ATTACHMENTS

- Loan Proposal Matrix
- First Republic Bank Conditional Permanent Loan Commitment
- First Republic Bank Loan Document Templates

RECOMMENDATION

Staff recommends refinancing The Grove Phase 1 building using First Republic Bank. This recommendation is informed by the JTCHA Board and Housing Authority CPA recommendation. First Republic is offering the loan with the lowest interest rate and none of the following: loan fees, legal fees, GNMA fees, prepayment penalty, required studies (EA study, PCNA study, etc.), required maintenance reserves, or Private Mortgage Insurance (PMI). Refinancing with First Republic will provide immediate monthly savings, allowing the JTCHA to increase affordability for renters and invest savings into the Housing Supply Program.

SUGGESTED MOTION

I move to direct and authorize the Jackson/Teton County Housing Authority Board to refinance The Grove Phase 1 with a no cash-out loan using First Republic Bank based on the proposal as presented.

Lender	Loan Amount	Interest Rate	MIP	Term	Amortization Period	Cash Out	Fees	COVID Debt Service Reserve	Monthly Payment	Total Paid at Maturity	Other Requirements
Love Funding (HUD)	$2,774,100	2.50%	0.25%	35 yrs	35 yrs	$0	$149,404	$94,457	$10,293	$4,323,006	Pre-payment penalty for first 10 years, 25% MIP is assuming green building, some fees are due upfront. Replacement Reserve is required $300/unit/yr and $20,000 initially. $94,000 COVID reserve is required - returned after 6 months
Love Funding (HUD)	$2,984,500	2.50%	0.25%	35 yrs	35 yrs	$200,019	$154,244	$101,621	$11,291	$4,650,883	same as above
First Republic Bank	$2,600,000	2.75%	0.00%	10 yrs	30 yrs	0	$24,900	$0	$10,614	$1,348.012 Balance due: $1,914,500. Total: $3,262,512.	Requires moving accounts to First Republic.
First Republic Bank	$2,800,000	2.75%	0.00%	10 yrs	30 yrs	$200,000	$18,800	$0	$11,430	$1,371,689 Balance due: $2,108,349. Total: $3,480,038	Requires moving accounts to First Republic
Bank of Jackson Hole	$2,600,000	4.18%	0.00%	10 yrs adj after 7	25 yrs	0	$32,375	$0	$13,983	$1,775.902 Balance due: $1,814,704. Total: $3,590,606	Rate adjusts after 5 yrs possibly 7. Could also do a cash out.

Western Trust	$2,600,000	3.50%	0.00%	10 yrs	14 yrs	0	$18,800	$0	$19,598	$2,488,995 Balance due: $756,311. Total: $3,245,306	Refi of balance for 4 years at 8% would be a payment of $21,400, which is $987 more than our current payment. The 10 yr payment is $815 less than our current payment which is a savings of $97,800 over 10 yrs. Can also do cash out.
First Interstate Bank	$2,574,724	4.00%	0.00%	14 more yrs	14 (same loan)	0	$6,500	$0	$20,040	$3,366,761	The cost does not include what has already been paid. Payment is $373 less than current payment which is a savings of $62,664 over 14 years.
Rocky Mountain Bank	Was not able to provide a proposal better than our current loan.										
Wells Fargo Bank	Did not respond.										

Love Funding

Transaction costs	Scenario 1	Scenario 2
Existing Indebtedness	$2,536,000	$2,536,000
Lender Fees		
Financing Fee 1.0%	$27,741	$29,845
GNMA Fee	$900	$900
Lender Processing Fee	$5,000	$5,000
Lender Legal Fee	$20,000	$20,000
	$53,641	$55,745
Hud Fees		
Initial MIP 1.0%	$27,741	$29,845
FHA Application Fee 0.30%	$8,322	$8,954
	$36,063	$38,799
Borrower Fees		
Initial Deposit to Rep. Reserves	$20,000 + $6,000 per year for life of loan	20000 + $6,000 per year for life of loan
Title & Recording	$10,000	$10,000
ALTA Survey	$5,000	$5,000
Borrower Legal Fees	$0	$0
	$15,000	$15,000
Third Party Fees		
Appraisal	$6,900	$6,900
Property Capital Needs Assessment (PCNA)	$7,800	$7,800
Phase 1 Envoronmental Site Assessment (ESA)	$5,000	$5,000
Additional Reports (Radon and SEP)	$5,000	$5,000
	$24,700	$24,700
Total Transaction Costs	**$129,404**	**$134,244**

An additional $94,000 COVID reserve is also required for 6 months.

First Republic

Transaction costs	Scenario 1 & 2
Existing Indebtedness	$2,536,000
Lender Fees	
Financing Fee	$0
GNMA Fee	$0
Lender Processing Fee	$0
Lender Legal Fee	$0
	$0
	#REF!
Borrower Fees	
Title & Recording	$6,900
	$6,900
Third Party Fees	
Appraisal	$6,900
Additional Reports (Radon and SEP)	$1,500
	$8,400
Total Transaction Costs	**$15,300**

Western Trust

Transaction costs	Scenario 1 & 2
Existing Indebtedness	$2,536,000
Lender Fees	
Financing Fee	$0
GNMA Fee	$0
Lender Processing Fee	$0
Lender Legal Fee	$0
	$0
Borrower Fees	
Title & Recording	$6,900
	$6,900
Third Party Fees	
Appraisal	$6,900
Additional Reports (Radon and SEP)	$1,500
	$8,400
Total Transaction Costs	**$15,300**

First Interstate

Transaction costs	Scenario 1
Existing Indebtedness	$2,536,000
Lender Fees	
Financing Fee .25%	$6,374
GNMA Fee	$0
Lender Processing Fee	$0
Lender Legal Fee	$0
	$6,374
Total Transaction Costs	**$6,374**

Bank of Jackson Hole

Transaction costs	Scenario 1
Existing Indebtedness	$2,536,000
Lender Fees	
Financing Fee 0.50%	$13,575
GNMA Fee	$0
Lender Processing Fee	$0
Lender Legal Fee	$0
	$13,575
Borrower Fees	
Title & Recording	$6,900
	$6,900
Third Party Fees	
Appraisal	$6,900
Additional Reports (Radon and SEP)	$1,500
	$8,400
Total Transaction Costs	**$15,300**

FIRST REPUBLIC BANK
It's a privilege to serve you®

May, 11 2020

Jackson/Teton County Housing Department
Attn: Stacy Stoker

Re: Conditional Permanent Loan Commitment for financing to be secured by a First Real Estate Mortgage and General Assignment of Rents and Leases on 'The Grove Phase 1' located at 250 Scott Lane, Jackson, WY 83001

Ms. Stoker:

First Republic Bank ("First Republic" or "Lender") hereby makes the following conditional loan commitment which it will fund or cause to be funded a loan (the "Loan") subject to the following terms and conditions, and approval by Lender's Executive Loan Committee:

I. GENERAL TERMS OF LOAN

Total Loan Amount:	The lesser of $2,600,000, or 70% of the appraised value, or a loan amount that results in a Debt Service Coverage Ratio no less than 1.05 using actual rents and appraisal expenses.
Borrower(s):	Jackson/Teton County Housing Department
Guarantor(s):	This facility will not require any guarantor support
Loan Term:	The loan term will be for a term of 10 years.
Interest Rates:	2.75%, fixed
Loan Fee:	No origination fee
Payments:	Monthly principal and interest payments based on a 30-year amortization
Deposit Relationship:	A deposit relationship with First Republic Bank is required. Borrower is to move full depository relationship to First Republic Bank upon closing.

May 11, 2020

Prepayment Penalty: None

Impounds: Waived

Restrictions: If the Property is sold or conveyed, the Loan must be prepaid in full unless otherwise agreed in writing by First Republic Bank, or unless prohibited by state or federal law. You agree that no other financing shall be secured by the Property without Lender's prior written consent.

Loan Documents: The loan shall be secured by a First Real Estate Mortgage and General Assignment of all rents and leases of the subject property. A UCC-1 filing on the business assets will also be required. All closing documents must be satisfactory to First Republic Bank in form and substance.

II. Documentation for Approval:

Receipt and approval by Lender of the following:

a) Three years Federal tax returns and K-1 states for the borrower, and verification by Lender of all of Borrower's assets and liabilities.

b) Current Borrower financial statements, bank and brokerage statements, which show no adverse changes in Borrower's financial position.

c) Current property rent roll, financial statements and operating budget.

d) All other information deemed reasonably necessary for lender to conclude that there are no adverse conditions affecting either the Property or the Borrower.

III. CONDITIONS TO CLOSING OF LOAN:

The closing of the Loan is subject to the terms specified below and those stated elsewhere in this Letter. If requested, you agree to provide written evidence acceptable to Lender that each of these terms has been satisfied. Unless stated otherwise, each required report or other documentation must be delivered to Lender at least 10 business days before scheduled Loan Closing. All items shall be in form and content acceptable to Lender and, as appropriate, from insurance companies, qualified consultants or other providers acceptable to Lender.

a) Approval by First Republic Bank's Executive Loan Committee.

b) Completion of an appraisal satisfactory to Lender by an appraiser approved by Lender prior to funding reflecting a total fair market value of at least $3,715,000. This appraisal is subject to review and approval by Lender. All appraisal costs are to be paid by Borrower.

c) Satisfactory inspection of the Real Property by an officer of First Republic.

d) Approval by Lender of all leases and tenancies affecting the property, and all documentation in connection therewith entered into prior to closing. Prior to closing, Borrower shall obtained executed estoppel certificates and nondisturbance and subordination agreements, on Lender's standard form, from all commercial tenants as required by Lender.

e) Delivery to and approval by Lender of copies of all operating agreements, utility agreements, access rights, easements and other contracts, agreements and arrangements affecting operation of the Real Property.

f) Evidence satisfactory to lender that the subject property complies with all applicable environmental mitigation, zoning, building and subdivision laws including evidence satisfactory to Lender of the non-existence of asbestos or a level of existence

which is not considered hazardous and other hazardous or toxic materials in the building or on the site including, but not limited to, a Level I Environmental Report prepared by a qualified environmental consultant approved by Lender.

g) Delivery of acceptable assurance that there are no claims or liens or encumbrances against the property, including mechanics liens, and the right to request and obtain such endorsement coverage from the title insurance company.

h) The Real Property must be in clean and attractive operating condition, free of "deferred" maintenance, and in Lender's reasonable judgment operated in accordance with market standards.

i) Evidence satisfactory to Lender that the Real Property complies with the Americans with Disability Act.

j) Such other conditions as may be required by law or to meet Lender's standard underwriting requirements.

k) Borrower's execution of Lender's loan documents, including but not limited to:

1) Deed of Trust and Fixture Filing. A deed of trust or mortgage executed by Borrower, in favor of Lender, constituting a first lien on the Real Property and encumbering all of Borrower's interest in the improvements, goodwill, personal property, and the real property and recorded in the official records of Teton County, and constituting as well a "fixture filing".

2) Promissory Note. The Loan will be evidenced by a Promissory Note secured by a deed of trust constituting a first lien on the Real Property.

3) Security Agreement. A security agreement, executed by

Borrower, granting Lender a first lien security interest in all chattels, fixtures, equipment, furniture, furnishings, goodwill, trade name, and other intangibles and personal property owned by Borrower which is now or hereafter used in the construction or operation of the property, and such financing statements as it may be necessary for Borrower and/or Lender to execute and file or record with the appropriate county and/or state offices, in order to perfect the security interest granted to Lender under the Security Agreement, all in accordance with the applicable commercial code.

4) Assignment of Leases. A recorded assignment, assigning to Lender all rents, leases and occupancy agreements affecting the property, whether in existence as of the closing, or entered into thereafter, and notice to tenants of assignment of security interest.

5) Borrower's Certificate. A Borrower's Certificate in a form satisfactory to Lender and, if required by Lender, an opinion of Borrower's counsel acceptable to Lender.

6) UCC-1 Filing.

Hold Harmless: Borrower's shall defend, indemnify, and hold harmless Lender from and against any and all claims of any third party of any nature arising from this loan transaction and/or the properties taken as security herein.

Funding Requirement: First Republic will be given a 10-day notice in writing prior to funding.

Insurance: All insurance companies must be satisfactory to Lender. The insurance policies shall name Lender as loss payee, under a Lender's Loss Payable Endorsement acceptable to Lender, as follows:

May 11, 2020

FIRST REPUBLIC BANK
its successors and/or assignees
111 Pine Street
San Francisco CA 94111
Attn: Loan Operations – Insurance

Policies shall provide for thirty (30) days written notice to the Lender of any material modification or cancellation. Policies shall be fully prepaid. The insurance coverages below may be combined into one or more comprehensive policies:

Term insurance policy against loss or damage to the Real Property and improvements, furnishings, fixtures, machinery, materials and equipment located at the Real Property by fire, lightning, windstorm, earthquake (if required by Lender and in an amount and with a deductible satisfactory to Lender), vandalism, malicious mischief, flood (if the Real Property is in an area designated as subject to danger of flood) and any of the risks covered by insurance of the type now known as "broad form" or "all-risk insurance," in an amount equal to the full insurable value of the improvements containing a "replacement cost endorsement" and a loss payee endorsement.

Comprehensive public liability insurance, with an endorsement naming Lender as an additional insured (which endorsement shall not be cancelable except on 30 days prior written notice to Lender) including coverage for elevators and escalators, if any, on the Real Property, insuring against claims for personal injury or property damage, including (but not limited to) bodily injury, death or property damage occurring on, in or about the Real Property and the adjoining streets sidewalks and passageways, with a single limit of coverage not less than $1,000,000 per occurrence and in aggregate $2,000,000.

If requested by Lender, "business interruption" insurance and/or loss of "rental value" insurance with respect to the Real Property, in such amounts as are satisfactory to Lender.

Such other insurance, in such form and such amounts, as may from time to time be required by Lender against similar or other hazards under the Loan Documents.

Title Insurance: Borrower shall pay for an ALTA Lender's Policy of Title Insurance (2006 form) from the title insurer approved by First Republic in a sum not less than the maximum amount of the Loan, which shall insure the Deed of Trust free and clear of all defects and encumbrances whatsoever, together with such endorsements as may be required by First Republic, including but limited to a notice of request of delinquency.

Survey: If required by Lender, in its sole discretion, and/or by Lender's title insurer, Borrower shall provide Lender with an as-built survey of the Real Property certified to Lender and Lender's title insurer, by a registered land surveyor, dated not more than one month prior to the close of escrow, and complying with Lender's and Lender's title insurer's survey requirement.

Not every ancillary provision is included in this term sheet, and failure to reach agreement on such provisions shall not be deemed a Breach of contract. Lender encourages borrower or borrower's counsel to review the closing documents prior to closing.

VI. ACCEPTANCE:

Thank you for considering First Republic Bank for the re-financing of The Grove Phase 1. If the terms described in this letter are acceptable, and you wish to proceed with the Loan, please sign where indicated below The signed letter must be received no later than June 10th, 2020, and the Loan must close not later than July, 31st, 2020 or this commitment shall be null and void, and First Republic Bank will be under no obligation to provide the Loan.

This commitment is personal to Teton County Housing Authority, and may not be assigned or transferred. Once the commitment is effective, you are liable, subject to applicable law, for expenses which First Republic Bank has incurred in connection with processing the Loan, whether or not you obtain the Loan.

Sincerely,

James Mazzarisi, CFA
Managing Director
Relationship Management

David Moe
Senior Credit Officer
Executive Loan Committee

To: First Republic Bank

The undersigned herby accept(s) the foregoing offer, and acknowledge(s) that the loan terms and conditions described herein have been read, and are understood.

Agreed and accepted this _____ day of _____, 2020.

By: _____

WHAT IS THIS FORM?

To help the government fight financial crime, Federal regulations require the collection of information on beneficial owners of legal entity customers. Financial institutions must identify and verify the identity of beneficial owners of legal entities, including individuals with certain ownership percentages, as well as a controlling member of an entity. First Republic has created this form to facilitate the collection of beneficial ownership information.

WHO HAS TO COMPLETE THIS FORM?

This form must be completed and signed by a duly authorized officer, managing member, manager, general partner, secretary, or trustee of the legal entity customer at the time of account opening, or when requested by First Republic.

WHAT INFORMATION MUST BE PROVIDED?

This form requires you to provide the name(s) of beneficial owner(s) and percentage of ownership, as well as the name and title of a control person.

A) **Beneficial Owner**[1] **-** Any individual who:

1. Owns directly or indirectly 25% or more of the interest of the legal customer if the person is a U.S. person; or
2. Owns directly or indirectly 10% or more of the interests of the legal entity customer if:

   (a) The entity client or intermediary entity is formed outside of the U.S.,

   - or -

   (b) An individual, with any amount of ownership, is a non-U.S. person (i.e., a non-U.S. citizen that is not a lawful permanent resident),

   - or -

   (c) The entity client is a PIC or PIV [1]

AND

B) **Control Person -** An individual with significant responsibility to control, manage, or direct a legal entity customer (e.g. Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Managing Member, General Partner, President, Vice President, or Treasurer); or any other individual who regularly performs similar functions.

TRUST OWNERSHIP

For Ultimate Beneficial Owners that are Trusts, only list the trustee's Full Name (no percentage). If there is a Corporate Trustee, please list the Grantor's name in their place.

Example:
If ABC LLC is owned by John Doe 75% along with The Smith Trust 25% (Trustees: Fred, Jane, and Joe Smith).

- List John Doe as 75% ownership
- List Fred, Jane, and Joe Smith with **no percentages**

FULL LEGAL NAME (FIRST, MIDDLE, LAST)	PERCENTAGE OF OWNERSHIP
John Doe	75.00
Fred Smith	
Jane Smith	
Joe Smith	

1 An entity/company formed for the purpose of holding and managing an individual's (or related parties such as family) personal investments, securities holdings, and/or assets, or as a non-operational personal estate planning or asset protection vehicle. This type of entity may also be known as a Private Investment Company (PIC) or Personal Investment Vehicle (PIV).

Certification of Beneficial Ownership

CLEAR FORM

First Republic
It's a privilege to serve you®

First Republic is required to collect the legal name, address, date of birth, identification number, and citizenship of beneficial owners and/or a control person. The person completing this form on behalf of a legal entity must provide information on this form.

ENTITY NAME	TAX IDENTIFICATION NUMBER

A. Certification Exemption

If one of the following conditions applies to this entity, then do **not** complete Section C - *Ultimate Beneficial Owners*. However, all entities must complete Section B - *Control Person* and Section D - *Attestation*.

- ☐ No beneficial owners meeting the ownership percentage criteria as defined on page 1 of the *Certification of Beneficial Ownership Instructions*.
- ☐ A Fund, Holding Company, Feeder or Blocker, Special Purpose Vehicle, Portfolio Company, or Holding Company opened for a Hedge Fund, Private Equity firm or Venture Capital firm.
- ☐ All charity and non-profit IRS tax-exempt entities under 501(c), (d), (e), (f), (k), (n); 521(a); and 527.
- ☐ A legal entity customer that is wholly beneficially owned by a SEC registered entity.

B. Control Person - *To be completed by **all** entities*

Note: *No entities should be listed as a control person; information must be provided for an individual.* If appropriate, an individual listed under *Ultimate Beneficial Owners* (Section C) may also be listed as the Control Person in the box below.

FULL LEGAL NAME (FIRST, MIDDLE, LAST)
TITLE

C. Ultimate Beneficial Owners - *To be completed only if Section A does **not** apply and no box in Section A has been checked*

Note: *No entities should be listed as a beneficial owner; information must be provided for all underlying individual(s).* List any beneficial owners that own 25% or more interest in legal entity. List beneficial ownership of 10% or more if entity is: 1) formed outside of the U.S.; 2) owned, either directly or indirectly, by any non-U.S. entity or individual; or 3) a PIC or PIV. For Ultimate Beneficial Owners that are Trusts, only list the trustee's Full Name (no percentage). If there is a Corporate Trustee, please list the Grantor's name in their place.

FULL LEGAL NAME (FIRST, MIDDLE, LAST)	PERCENTAGE OF OWNERSHIP

D. Attestation - *To be completed for all entities*

I certify that the information provided above on the named legal entity is true and correct to the best of my knowledge, and that I am a duly authorized officer, member, manager, partner, secretary, or trustee of the named legal entity.

X _____ _____

ATTESTOR SIGNATURE DATE

_____ _____

PRINT NAME TITLE

FIRST REPUBLIC BANK
It's a privilege to serve you®

CLEAR FORM

UNIFORM RESIDENTIAL LOAN APPLICATION

This application is designed to be completed by the applicant(s) with the Lender's assistance. Applicants should complete this form as "Borrower" or "Co-Borrower," as applicable. Co-Borrower information must also be provided (and the appropriate box checked) when ☐ the income or assets of a person other than the Borrower (including the Borrower's spouse) will be used as a basis for loan qualification or ☐ the income or assets of the Borrower's spouse or other person who has community property rights pursuant to state law will not be used as a basis for loan qualification, but his or her liabilities must be considered because the spouse or other person has community property rights pursuant to applicable law and Borrower resides in a community property state, the security property is located in a community property state, or the Borrower is relying on other property located in a community property state as a basis for repayment of the loan.

If this is an application for joint credit, Borrower and Co-Borrower each agree that we intend to apply for joint credit (sign below):

X _____ X _____

BORROWER SIGNATURE | CO-BORROWER SIGNATURE

I. TYPE OF MORTGAGE AND TERMS OF LOAN

Mortgage Applied for: ☐ VA ☐ FHA ☐ Conventional ☐ USDA/Rural Housing Service ☐ Other (explain):	Agency Case Number	Lender Case Number

Amount	Interest Rate %	No. of Months	**Amortization Type:** ☐ Fixed Rate ☐ GPM ☐ Other (explain): ☐ ARM (type):

II. PROPERTY INFORMATION AND PURPOSE OF LOAN

Subject Property Address (street, city, state & ZIP)	No. of Units
Legal Description of Subject Property (attach description if necessary)	Year Built

Purpose of Loan ☐ Purchase ☐ Refinance ☐ Construction ☐ Construction-Permanent ☐ Other (explain):	Property will be: ☐ Primary Residence ☐ Secondary Residence ☐ Investment

Complete this line if construction or construction-permanent loan.

Year Lot Acquired	Original Cost	Amount Existing Liens	(a) Present Value of Lot	(b) Cost of Improvements	Total (a + b)
	$	$	$	$	$

Complete this line if this is a refinance loan.

Year Acquired	Original Cost	Amount Existing Liens	Purpose of Refinance	Describe Improvements ☐ made ☐ to be made
	$	$		Cost: $

Title will be held in what Name(s)	Manner in which Title will be held	Estate will be held in: ☐ Fee Simple ☐ Leasehold (show expiration date)
Source of Down Payment, Settlement Charges, and/or Subordinate Financing (explain)		

III. BORROWER INFORMATION

Borrower				Co-Borrower			
Borrower's Name (include Jr. or Sr. if applicable)				Co-Borrower's Name (include Jr. or Sr. if applicable)			
Social Security Number	Home Phone (incl. area code)	DOB (mm/dd/yyyy)	Yrs. School	Social Security Number	Home Phone (incl. area code)	DOB (mm/dd/yyyy)	Yrs. School
Email address				Email address			
☐ Married ☐ Separated ☐ Unmarried (include single, divorced, widowed)		Dependents (not listed by Co-Borrower) no.	ages	☐ Married ☐ Separated ☐ Unmarried (include single, divorced, widowed)		Dependents (not listed by Borrower) no.	ages
Present Address (street, city, state, ZIP) ☐ Own ☐ Rent No. Yrs._____				Present Address (street, city, state, ZIP) ☐ Own ☐ Rent No. Yrs._____			
Mailing Address, if different from Present Address				Mailing Address, if different from Present Address			

If residing at present address for less than two years, complete the following:

Former Address (street, city, state, ZIP) ☐ Own ☐ Rent No. Yrs._____	Former Address (street, city, state, ZIP) ☐ Own ☐ Rent No. Yrs._____

IV. EMPLOYMENT INFORMATION

Borrower		Co-Borrower	
Name & Address of Employer ☐ Self Employed	Yrs. on this job	Name & Address of Employer ☐ Self Employed	Yrs. on this job
	Yrs. employed in this line of work/ profession		Yrs. employed in this line of work/ profession
Position/Title/Type of Business	Business Phone (incl. area code)	Position/Title/Type of Business	Business Phone (incl. area code)

IV. EMPLOYMENT INFORMATION

Borrower			Co-Borrower		
If employed in current position for less than two years or if currently employed in more than one position, complete the following:					
Name & Address of Employer	☐ Self Employed	Dates (from – to) Monthly Income $	Name & Address of Employer	☐ Self Employed	Dates (from – to) Monthly Income $
Position/Title/Type of Business		Business Phone (incl. area code)	Position/Title/Type of Business		Business Phone (incl. area code)
Name & Address of Employer	☐ Self Employed	Dates (from – to) Monthly Income $	Name & Address of Employer	☐ Self Employed	Dates (from – to) Monthly Income $
Position/Title/Type of Business		Business Phone (incl. area code)	Position/Title/Type of Business		Business Phone (incl. area code)

V. MONTHLY INCOME AND COMBINED HOUSING EXPENSE INFORMATION

Gross Monthly Income	Borrower	Co-Borrower	Total	Combined Monthly Housing Expense	Present	Proposed
Base Empl. Income*	$	$	$	Rent	$	
Overtime				First Mortgage (P&I)		$
Bonuses				Other Financing (P&I)		
Commissions				Hazard Insurance		
Dividends/Interest				Real Estate Taxes		
Net Rental Income				Mortgage Insurance		
Other (before completing, see the notice in "describe other income," below)				Homeowner Assn. Dues		
				Other		
Total	**$**	**$**	**$**	**Total**	**$**	**$**

* Self Employed Borrower(s) may be required to provide additional documentation such as tax returns and financial statements.

Describe Other Income

Notice: Alimony, child support, or separate maintenance income need not be revealed if the Borrower (B) or Co-Borrower (C) does not choose to have it considered for repaying this loan.

B/C	Description	Monthly Amount
		$

VI. ASSETS AND LIABILITIES

This Statement and any applicable supporting schedules may be completed jointly by both married and unmarried Co-Borrowers if their assets and liabilities are sufficiently joined so that the Statement can be meaningfully and fairly presented on a combined basis; otherwise, separate Statements and Schedules are required. If the Co-Borrower section was completed about a non-applicant spouse or other person, this Statement and supporting schedules must be completed about that spouse or other person also.

Completed ☐ Jointly ☐ Not Jointly

ASSETS Description:	Cash or Market Value
Cash deposit toward purchase held by:	$

Liabilities and Pledged Assets. List the creditor's name, address, and account number for all outstanding debts, including automobile loans, revolving charge accounts, real estate loans, alimony, child support, stock pledges, etc. Use continuation sheet, if necessary. Indicate by (*) those liabilities, which will be satisfied upon sale of real estate owned or upon refinancing of the subject property.

LIST CHECKING AND SAVINGS ACCOUNTS BELOW		LIABILITIES	Monthly Payment & Months Left to Pay	Unpaid Balance
Name and address of Bank, S&L, or Credit Union		Name and address of Company	$ Payment/Months	$
Acct. no.	$	Acct. no.		

Name and address of Bank, S&L, or Credit Union		Name and address of Company	$ Payment/Months	$
Acct. no.	$	Acct. no.		

VI. ASSETS AND LIABILITIES

Name and address of Bank, S&L, or Credit Union		Name and address of Company	$ Payment/Months	$
Acct. no.	$	Acct. no.		
Name and address of Bank, S&L, or Credit Union		Name and address of Company	$ Payment/Months	$
Acct. no.	$	Acct. no.		
Stocks & Bonds (Company name/number & description)	$	Name and address of Company	$ Payment/Months	$
		Acct. no.		
Life insurance net cash value Face amount: $	$	Name and address of Company	$ Payment/Months	$
Subtotal Liquid Assets	$			
Real estate owned (enter market value from schedule of real estate owned)	$			
Vested interest in retirement fund	$			
Net worth of business(es) owned (attach financial statement)	$	Acct. no.		
Automobiles owned (make and year)	$	Alimony/Child Support/Separate Maintenance Payments Owed to:	$	
Other Assets (itemize)	$	Job-Related Expense (child care, union dues, etc.)	$	
		Total Monthly Payments	$	
Total Assets a.	$	Net Worth (a minus b) $	Total Liabilities b.	$

Schedule of Real Estate Owned (If additional properties are owned, use continuation sheet.)

Property Address (enter S if sold, PS if pending sale or R if rental being held for income) ▼		Type of Property	Present Market Value	Amount of Mortgages & Liens	Gross Rental Income	Mortgage Payments	Insurance, Maintenance, Taxes & Misc.	Net Rental Income
			$	$	$	$	$	$
		Totals	$	$	$	$	$	$

List any additional names under which credit has previously been received and indicate appropriate creditor name(s) and account number(s):

ALTERNATE NAME CREDITOR NAME ACCOUNT NUMBER

_____

_____

VII. DETAILS OF TRANSACTION

a. Purchase price	$
b. Alterations, improvements, repairs	
c. Land (if acquired separately)	
d. Refinance (incl. debts to be paid off)	
e. Estimated prepaid items	
f. Estimated closing costs	
g. PMI, MIP, Funding Fee	
h. Discount (if Borrower will pay)	
i Total costs (add items a through h)	
j. Subordinate financing	
k. Borrower's closing costs paid by Seller	
l. Other Credits (explain)	
m. Loan amount (exclude PMI, MIP, Funding Fee financed)	
n. PMI, MIP, Funding Fee financed	
o. Loan amount (add m & n)	
p. Cash from/to Borrower (subtract j, k, l & o from i)	

VIII. DECLARATIONS

If you answer "Yes" to any questions a through i, please use continuation sheet for explanation.	Borrower Yes	Borrower No	Co-Borrower Yes	Co-Borrower No
a. Are there any outstanding judgments against you?	☐	☐	☐	☐
b. Have you been declared bankrupt within the past 7 years?	☐	☐	☐	☐
c. Have you had property foreclosed upon or given title or deed in lieu thereof in the last 7 years?	☐	☐	☐	☐
d. Are you a party to a lawsuit?	☐	☐	☐	☐
e. Have you directly or indirectly been obligated on any loan which resulted in foreclosure, transfer of title in lieu of foreclosure, or judgment?	☐	☐	☐	☐
(This would include such loans as home mortgage loans, SBA loans, home improvement loans, educational loans, manufactured (mobile) home loans, any mortgage, financial obligation, bond, or loan guarantee. If "Yes," provide details, including date, name, and address of Lender, FHA or VA case number, if any, and reasons for the action.)				
f. Are you presently delinquent or in default on any Federal debt or any other loan, mortgage, financial obligation, bond, or loan guarantee?	☐	☐	☐	☐
g. Are you obligated to pay alimony, child support, or separate maintenance?	☐	☐	☐	☐
h. Is any part of the down payment borrowed?	☐	☐	☐	☐
i. Are you a co-maker or endorser on a note?	☐	☐	☐	☐
j. Are you a U.S. citizen?	☐	☐	☐	☐
k. Are you a permanent resident alien?	☐	☐	☐	☐
l. **Do you intend to occupy the property as your primary residence? If Yes," complete question m below.**	☐	☐	☐	☐
m. Have you had an ownership interest in a property in the last three years?	☐	☐	☐	☐
1. What type of property did you own—principal residence (PR), second home (SH), or investment property (IP)?	_____		_____	
2. How did you hold title to the home— by yourself (S), jointly with your spouse (SP), or jointly with another person (O)?				

IX. ACKNOWLEDGEMENT AND AGREEMENT

Each of the undersigned specifically represents to Lender and to Lender's actual or potential agents, brokers, processors, attorneys, insurers, servicers, successors and assigns and agrees and acknowledges that: (1) the information provided in this application is true and correct as of the date set forth opposite my signature and that any intentional or negligent misrepresentation of this information contained in this application may result in civil liability, including monetary damages, to any person who may suffer any loss due to reliance upon any misrepresentation that I have made on this application, and/or in criminal penalties including, but not limited to, fine or imprisonment or both under the provisions of Title 18, United States Code, Sec. 1001, et seq.; (2) the loan requested pursuant to this application (the "Loan") will be secured by a mortgage or deed of trust on the property described in this application; (3) the property will not be used for any illegal or prohibited purpose or use; (4) all statements made in this application are made for the purpose of obtaining a residential mortgage loan; (5) the property will be occupied as indicated in this application; (6) the Lender, its servicers, successors or assigns may retain the original and/or an electronic record of this application, whether or not the Loan is approved; (7) the Lender and its agents, brokers, insurers, servicers, successors, and assigns may continuously rely on the information contained in the application, and I am obligated to amend and/or supplement the information provided in this application if any of the material facts that I have represented herein should change prior to closing of the Loan; (8) in the event that my payments on the Loan become delinquent, the Lender, its servicers, successors or assigns may, in addition to any other rights and remedies that it may have relating to such delinquency, report my name and account information to one or more consumer reporting agencies; (9) ownership of the Loan and/or administration of the Loan account may be transferred with such notice as may be required by law; (10) neither Lender nor its agents, brokers, insurers, servicers, successors or assigns has made any representation or warranty, express or implied, to me regarding the property or the condition or value of the property; and (11) my transmission of this application as an "electronic record" containing my "electronic signature," as those terms are defined in applicable federal and/or state laws (excluding audio and video recordings), or my facsimile transmission of this application containing a facsimile of my signature, shall be as effective, enforceable and valid as if a paper version of this application were delivered containing my original written signature.

Acknowledgement. Each of the undersigned hereby acknowledges that any owner of the Loan, its servicers, successors and assigns, may verify or reverify any information contained in this application or obtain any information or data relating to the Loan, for any legitimate business purpose through any source, including a source named in this application or a consumer reporting agency.

Borrower's Signature	Date	Co-Borrower's Signature	Date
X		X	

DEMOGRAPHIC INFORMATION OF APPLICANT AND CO-APPLICANT

The purpose of collecting this information is to help ensure that all applicants are treated fairly and that the housing needs of communities and neighborhoods are being fulfilled. For residential mortgage lending, Federal law requires that we ask applicants for their demographic information (ethnicity, sex, and race) in order to monitor our compliance with equal credit opportunity, fair housing, and home mortgage disclosure laws. You are not required to provide this information, but are encouraged to do so. You may select one or more designations for "Ethnicity" and one or more designations for "Race." The law provides that we may not discriminate on the basis of this information, or on whether you choose to provide it. However, if you choose not to provide the information and you have made this application in person, Federal regulations require us to note your ethnicity, sex, and race on the basis of visual observation or surname. The law also provides that we may not discriminate on the basis of age or marital status information you provide in this application. If you do not wish to provide some or all of this information, please check below.

APPLICANT

ETHNICITY (Check one or more)

- ☐ Hispanic or Latino
  - ☐ Mexican ☐ Puerto Rican ☐ Cuban
  - ☐ Other Hispanic or Latino – Print Origin:_____
    For example: Argentinean, Colombian, Dominican, Nicaraguan, Salvadoran, Spaniard etc.
- ☐ Not Hispanic or Latino
- ☐ I do not wish to provide this information

RACE (Check one or more)

- ☐ American Indian or Alaska Native - Print name of enrolled or principal tribe: _____
- ☐ Asian
  - ☐ Asian Indian ☐ Chinese ☐ Filipino ☐ Japanese ☐ Korean ☐ Vietnamese
  - ☐ Other Asian - Print race: _____ (For example: Hmong, Laotian, Thai, Pakistani, Cambodian, and so on.)
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
  - ☐ Native Hawaiian ☐ Guamanian or Chamorro ☐ Samoan
  - ☐ Other Pacific Islander - Print race: _____ (For example: Fijian, Tongan, and so on.)
- ☐ White
- ☐ I do not wish to provide this information

SEX: ☐ Female ☐ Male ☐ I do not wish to provide this information

TO BE COMPLETED BY FINANCIAL INSTITUTION (FOR APPLICATION TAKEN IN PERSON)

Was the ethnicity of the Borrower collected on the basis of visual observation or surname? ☐ Yes ☐ No
Was the sex of the Borrower collected on the basis of visual observation or surname? ☐ Yes ☐ No
Was the race of the Borrower collected on the basis of visual observation or surname? ☐ Yes ☐ No

THE DEMOGRAPHIC INFORMATION WAS PROVIDED THROUGH:

☐ Face-to-Face Interview (includes Electronic Media w/ Video Component) ☐ Telephone Interview ☐ Fax or Mail ☐ Email or Internet

CO-APPLICANT

ETHNICITY (Check one or more)

- ☐ Hispanic or Latino
  - ☐ Mexican ☐ Puerto Rican ☐ Cuban
  - ☐ Other Hispanic or Latino – Print Origin:_____
    For example: Argentinean, Colombian, Dominican, Nicaraguan, Salvadoran, Spaniard etc.
- ☐ Not Hispanic or Latino
- ☐ I do not wish to provide this information

RACE (Check one or more)

- ☐ American Indian or Alaska Native - Print name of enrolled or principal tribe: _____
- ☐ Asian
  - ☐ Asian Indian ☐ Chinese ☐ Filipino ☐ Japanese ☐ Korean ☐ Vietnamese
  - ☐ Other Asian - Print race: _____ (For example: Hmong, Laotian, Thai, Pakistani, Cambodian, and so on.)
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
  - ☐ Native Hawaiian ☐ Guamanian or Chamorro ☐ Samoan
  - ☐ Other Pacific Islander - Print race: _____ (For example: Fijian, Tongan, and so on.)
- ☐ White
- ☐ I do not wish to provide this information

SEX: ☐ Female ☐ Male ☐ I do not wish to provide this information

TO BE COMPLETED BY FINANCIAL INSTITUTION (FOR APPLICATION TAKEN IN PERSON)

Was the ethnicity of the Borrower collected on the basis of visual observation or surname? ☐ Yes ☐ No
Was the sex of the Borrower collected on the basis of visual observation or surname? ☐ Yes ☐ No
Was the race of the Borrower collected on the basis of visual observation or surname? ☐ Yes ☐ No

THE DEMOGRAPHIC INFORMATION WAS PROVIDED THROUGH:

☐ Face-to-Face Interview (includes Electronic Media w/ Video Component) ☐ Telephone Interview ☐ Fax or Mail ☐ Email or Internet

Loan Originator's Signature X		Date
Loan Originator's Name (print or type)	Loan Originator Identifier	Loan Originator's Phone Number (including area code)
Loan Origination Company's Name **First Republic Bank**	Loan Origination Company Identifier **362814**	Loan Origination Company's Address

CONTINUATION SHEET/RESIDENTIAL LOAN APPLICATION

Use this continuation sheet if you need more space to complete the Residential Loan Application. Mark **B** for Borrower or **C** for Co-Borrower.	Borrower:	Agency Case Number:
	Co-Borrower:	Lender Case Number:

Borrower		PRIOR EMPLOYMENT INFORMATION Continued	Co-Borrower		
Name & Address of Employer	☐ Self Employed	Dates (from-to)	Name & Address of Employer	☐ Self Employed	Dates (from-to)
		Monthly Income			Monthly Income
Position/Title/Type of Business		Business Phone (incl. area code)	Position/Title/Type of Business		Business Phone (incl. area code)

OTHER INCOME

Whose	Description	Amount

ADDITIONAL DISCLOSURE FOR CALIFORNIA, OHIO, OR MASSACHUSETTS RESIDENTS

If you are applying in California: Every applicant if married (including registered domestic partners) may apply for a separate account.

If you are applying in Ohio: Equal Credit Opportunity Notice: You are hereby provided the following "Equal Credit Opportunity" notice as required by Section 4112.02.021 of the Ohio Revised Code. "The Ohio laws against discrimination require that all creditors make credit equally available to all credit worthy customers, and that credit reporting agencies maintain separate credit histories on each individual upon request. The Ohio civil rights commission administers compliance with this law."

If you are applying in Massachusetts, the following applies: Under Massachusetts statue, MASS GEN L ch 184, Section 17b, you, the Borrower are entitled to know the following:

1. The responsibility of the attorney for the mortgagee is to protect the interest of the mortgagee.
2. The mortgagor may, at his own expense, engage an attorney of his own election to represent his own interests in the transaction.

I/We fully understand that it is a Federal crime punishable by fine or imprisonment, or both, to knowingly make any false statements concerning any of the above facts as applicable under the provisions of Title 18, United States Code, Section 1001, et seq.

Borrower's Signature X	Date	Co-Borrower's Signature X	Date

Mortgage Declaration Addendum

CLEAR FORM

First Republic Bank
It's a privilege to serve you®

	Borrower	Co-Borrower
Do you have any contingent liabilities not disclosed on the mortgage application or personal financial statement?	☐ Yes ☐ No	☐ Yes ☐ No
Do you have a 25% or greater interest in any businesses or partnerships?	☐ Yes ☐ No	☐ Yes ☐ No
Do you have any required capital contributions for partnerships or investments? If yes, please outline the dollar amount and estimate when payable.	☐ Yes ☐ No	☐ Yes ☐ No
Are any of your liquid assets pledged?	☐ Yes ☐ No	☐ Yes ☐ No
Have you ever been convicted or plead guilty to a felony or misdemeanor?	☐ Yes ☐ No	☐ Yes ☐ No
Have you been indicted or subject to an investigation by the SEC or any other government agency?	☐ Yes ☐ No	☐ Yes ☐ No
Do you have any delinquent tax liabilities, federal, state or local?	☐ Yes ☐ No	☐ Yes ☐ No
Are you engaged in, associated with, or employed by any of the following: Internet Gambling, Marijuana Dispensaries, Embassies, Consulates or Diplomatic Missions?	☐ Yes ☐ No	☐ Yes ☐ No
Are any funds that will be used for this transaction sourced from outside the United States?	☐ Yes ☐ No	☐ Yes ☐ No
Are you a current or former senior military, governmental or political official of a non-US country or an immediate family member or close associate of such an official?	☐ Yes ☐ No	☐ Yes ☐ No

If YES to any of the above, please explain:

X _____
BORROWER'S SIGNATURE

X _____
CO-BORROWER'S SIGNATURE

_____
DATE

_____
DATE

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Pathways **PRESENTER**: Brian Schilling

MEETING DATE: June 1, 2020

SUBJECT: **Pathways Master Plan**

STATEMENT/PURPOSE

To provide an update on long range planning efforts for active transportation and development of an online tool for public input to identify future active transportation projects.

BACKGROUND/ALTERNATIVES

Summary

- The 2007 Pathways Master Plan is due for an update
- Staff proposes doing a small-scale planning effort with the goal of developing an updated project list
- Staff has worked with Friends of Pathways and Alta Planning to scope the initial phase of public engagement using an online public input platform
- Friends of Pathways will fund development of the online platform and will commit substantial staff time to engaging the public in the planning process
- Town/County staff will lead the project's later phases of data analysis and developing the project list
- Staff will work with the elected boards to review and approve the final project list
- The Town/County would provide funding for public outreach and data analysis, and staff time for project management

Background

In 2007, the Town and County adopted a Pathways Master Plan that included a 5-year capital project priority list. Most of the projects identified in the 2007 plan either have been built already or will be built in the foreseeable future. While the primary backbone of the pathways network is nearing completion, there are a number of potential infill connectors and spot improvements to consider, as well as a potentially long list of next-generation bike facility projects mostly within the Town of Jackson limits that are needed in order to create a truly connected active transportation network that is safe and comfortable for people of all ages and abilities. As such, the Pathways Master Plan is overdue for an update.

There are multiple levels of effort and cost at which a Master Plan update could be done, from a comprehensive update that would cover all aspects of the pathways program including program structure, new projects, education and outreach, funding mechanisms, operations, and maintenance, down to a much less intensive effort focused simply on updating the project list. Town and County planning, engineering, and pathways staff have discussed various options over the past year and had planned to propose a mid-range approach that included a level of traffic stress analysis for Town and County facilities and a separate mobility overlay for the Town, but the recent COVID-19 budget impacts have changed the landscape substantially, both from a funding perspective and a public process/input standpoint. With current budgetary restrictions in mind, staff is proposing a significantly scaled-back planning effort that would focus just on updating the capital project priority list to guide the next phase of development for active transportation facilities in the Town and County.

There will be several steps in the process, each of which will involve stakeholders, staff, and elected officials:

1. Compile background information and engage the public in identifying new project needs
2. Compile and analyze public input and stakeholder input. Develop a draft project list.
3. Review and approve the prioritized list of projects

Phase 1 focuses on public engagement and background planning. All master planning efforts must engage the public in developing a vision for the community's goals, ideally involving a wide cross section that is representative of the entire community. This process is challenging under the best circumstances, and COVID-19 has made it even more difficult to do this in the traditional manner of hosting large public events, meeting, or open houses. One of the limitations of the traditional style of public engagement is that many people are too busy to attend events, and large sections of the population invariably are unable to participate in the process. In order to address these challenges, staff has worked with Friends of Pathways and Alta Planning to scope a minimal-cost strategy that will engage the public using an online tool to help identify existing problem areas, desired connections, and other possible improvements to the existing active transportation system. By making this tool available online and over a longer period of time, we anticipate it will be possible to both provide a public input platform that avoids COVID-related concerns of large gatherings while also potentially engaging a wider cross section of the community.

Friends of Pathways is proposing to commit substantial funding and staff time toward the first phase. They have contracted with Alta Planning to design the online platform and are proposing to fully fund developing the tool. When the platform is ready, Friends of Pathways would commit staff and volunteer ambassadors to public outreach in order to engage the public in the process and educate the public on using the online platform. The Town and County would be asked to partner in the outreach effort, possibly with assistance from other community groups, by providing staff time to help manage the project and funding for advertising or other public engagement expenses.

The second phase would focus on compiling the public input and analyzing the data, along with input from Town/County staff and external stakeholders. Staff would vet project suggestions and work with the Pathways Task Force and other stakeholders to develop the updated project priority list.

The final phase would involve review, refinement, and approval of the project list. Pathways staff would manage the process of coordinating the review with staff and stakeholders. The update project list would be presented to the joint elected boards for review and approval as the final step in the process.

One funding related item is that on the flip side of COVID-19 budget impacts, there is a good possibility there will be federal stimulus funding packages for transportation projects released in the next 6-12 months. It would be strategic for the Town and County to each identify 2-3 projects that would be good candidates for stimulus funding and to initiate preliminary planning on these projects. This pre-planning will allow the Town and County to position themselves to be ready to apply for this funding which likely will favor projects that can be implemented quickly.

STAKEHOLDER ANALYSIS

Planning and engineering staff have been involved over the last year in general discussions on active transportation planning projects, both at the project level and at the Transportation Advisory Committee. The advocacy group Friends of Pathways has been closely involved. The master plan process itself is intended to engage stakeholders and the general public in long-term planning efforts.

FISCAL IMPACT

The development of the online input platform is expected to cost $6200. Friends of Pathways has contracted with Alta for the web tool and is proposing to fully fund this. Additional costs for public engagement (advertising) and future analysis (compiling public input) are estimated at $5000-$10,000. There is funding available in both the FY20 and FY21 pathways budgets for master planning efforts.

Federal COVID-related stimulus funding for transportation projects, if it is enacted, could provide a significant fiscal benefit to the Town and/or County. The Town and County will likely need to identify possible projects and initiate preliminary planning in order to be competitive for this funding.

STAFF IMPACT

Pathways staff will be the project lead and will spend approximately 60 hours on the project. Planning, Public Works, Parks and Rec, and administrative staff will be involved in the process as staff stakeholders and will be asked to provide input and review during Phases 2 and 3.

LEGAL REVIEW

Not requested at this time.

ATTACHMENTS

1. Online Platform (DRAFT): https://tetoncounty.altaplanning.cloud/#/step-one/

RECOMMENDATION

Staff recommends that the boards provide direction or input on the proposed planning process, but there is no specific action that it is required at this time.

SUGGESTED MOTION

None

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration **PRESENTER**: Roxanne DeVries Robinson

MEETING DATE: May 4, 2020

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, Memo, and Tax Collection Projection Document.

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 2021 Budget Detail
4-28-20

Revenue: The JHTTB is anticipating a tax revenue of **$2,381,742** for FY 2021**.** This represents a reduction of 38.9% from forecasted FY20 actuals. Almost $2 million less than we budgeted for this year. This is based on an analysis on tax collections in Teton County based on several industry forecasts including Tourism Economics and STR. The collection numbers are actuals through February 2020. The remainder of FY20 is a forecast based on current trends. The proposed budget today is based on a slower recovery model.

Visitor Services/Destination Sales, JH Chamber: **$652,209**
This funding is required as part of the JHTTB Joint Powers agreement. This represents a 17.3% reduction from last fiscal's budgeted amount. This reduction includes reducing the number of visitor service agents and reducing the amount of travel and trade show attendance for FY'21.

Contract Advertising: **$1,947,350**
This budget item reflects a slight increase of 5.7% in spending due to a new line item allocating $450,000 to a Destination Relaunch campaign. These funds will potentially be used to create a campaign to kick-start the local economy when the time is right, and it is deemed safe to travel to Jackson again. This amount will be used to fund the national advertising agency's campaign in phases to promote visitjacksonhole along with the local social media firm's efforts to provide all social media elements of the campaign. Some campaign relaunch marketing messaging will include responsible tourism messaging centered around safe travel and safe openings. This will be done in phases.

Tourism Master Plan: The board had agreed at the January retreat to fund a tourism master plan in the amount of $225,000. This plan was to be executed in phases with phase one consisting of visitor sentiment research and local sentiment research. In light of the pandemic, this research will not be valid at this time, so the board has tabled this project until next fiscal.

Local Marketing partnerships: $265,200
This category of funding saw the greatest increase in budget, 120% increase, primarily in an area called community marketing stimulus. In order to open the community safely and responsibly it has been discussed that this will be done in phases and start small. One way to effectively support this is to support local businesses' marketing efforts to kick-start their business openings while communicating to their customers that they are ready for business. This area also includes continuing partnerships with JH Nordic Alliance, and a new program with the Jackson Hole Wildlife Foundation, "Being Wild" which encourage citizen science and highlights wildlife conservation and science as a primary destination differentiation.

Board PR, Advertising & Marketing: $100,000
Marketing Opportunities & PR: This number was reduced slightly, -11.5% as some of the press events and fam trips will be delayed or reduced. These events occur locally and target key flight markets. 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: $353,399
Differed air credit: $3,800. This represents air credit dollars credited to travelers who cancelled their reservation in March 2020 due to Covid-19. These credits have been rolled over to apply towards next winter's travel.

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. We've increased the number of properties reporting in, including some vacation rental properties to gather more statistically relevant data.

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

Libris Library: This initiative creates FREE community photo assets in a Photoshelter shared photo library that can be used now and into the future.

Travel Incentive Program: This number was decreased slightly to reflect actual usage and anticipated reduction in air travel next year. Multiple sources indicated that air travel demand will be soft in FY'21 as consumer confidence is down concerning safe air travel. Most studies indicated that consumers will not begin flying again for 6-8 months. This program 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. skiing, dogsledding.

Events: $259,483
This category reflects the largest decline, (-62%) in the budget as we do not anticipate events recovering or occurring at the previous rate for some time. The largest decline will be seen with large events. If and when it is safe to host larger events, the board has placed money into budgeted reserves and can tap into that if necessary.

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. This number remains the same as this position will now assist in the community marketing stimulus grant funding process.

Community Event Grants: The funding in this category has been reduced substantially as we don't anticipate events occurring at nearly the level of this past year due to new safety measures in place as a result of Covid-19. SHIFT funding will come out of this bucket.
Large Event funding: The board has not allocated funds for large events but will tap into reserves once it is deemed safe to host large events.

General and Administrative: $216,480
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 16% to reflect overlap with training a new Executive Director if needed.

Reserve Expenditure: $350,000
The reserves are in place to be used for large event funding, should the destination be deemed safe to host large events, added funds to the travel incentive program, should air travel rebound more quickly and any other opportunities that are presented as the local economy recovers. This number reflects less than 10% of overall budgeted expenditures.

Revenue over Expenditure: -$1,759,879
Fortunately, the JHTTB has accumulated a healthy reserve over the past 8 years as a safety measure for extraordinary circumstances. These are extraordinary circumstances. Because of our past reserves, we are able to spend more than our anticipated revenue and still have ending reserves. The projections we have laid out are based on a slow recovery, and if the local economy recovers more quickly bringing in more lodging tax than anticipated, we will not have to spend as much as outlined.

Anticipated Ending Reserves: $687,271
This number could change based on how slowly or quickly our local economy returns.

Sustainability: Although there is not a designated line item towards this, sustainability is taken into account with all of the JHTTB funding decisions. Due to the pandemic, our first priority is safe travel and safely opening the community. Sustainability marketing will continue and become a priority when the visitor feels that our destination is safe to visit. Responsible travel and tourism will be our leading message until consumer confidence grows. We will continue with on- the-ground initiatives at visitor services areas around town to include the six tenants of Keep JH Wild to provide examples of what we as a community value and hope that they will adopt while here and when they return to their communities. These tenants may expand to responsible visitation during the pandemic. The board will continue to incorporate sustainable initiatives and requirements in all of the event funding guidelines

Jackson Hole Travel and Tourism - Joint Powers Board FY21		Variance	Budget FY21	Forecast FY20 (updated Rev as of 4/8/20)	Budget FY20
FY 2021 Budget July 1, 2020 - June 30, 2021			**2020/2021**	**2019/2020**	**2019/2020**
Projected/Actual Revenue			$2,381,742	$3,897,934	$4,471,652
Sub Total			$2,381,742	$3,897,934	$4,471,652
Total Available funds		-38.90%	**$2,381,742**	**$3,897,934**	**$4,471,652**
Visitor Services/Chamber					
Visitor Services	$392,209		$392,209	$484,398	$484,398
ination Marketing Services/Tradeshow & Conferences	$260,000		$260,000	$304,940	$304,940
Total JH Chamber	**$652,209**	-17.37%	**$652,209**	**$789,338**	**$789,338**
Contract Advertising		5.73%	**$1,947,350**	**$1,841,854**	**$1,900,000**
Retainer / Agency marketing Fee C+M	$347,400				
Social Media, (NTM)	$82,950				
Production, Hard Costs & Other	$120,000				
Destination Relaunch	$450,000				
Media (Fall)	$125,000				
Media (Winter)	$700,000				
Media (Spring)	$75,000				
Community workshops	$5,000				
Influencer/Ambassador Program	$20,000				
Research	$0				
Local Launch	$0				
Contingency	$0				
Travel	$15,000				
Annual Report	$7,000				
Winter 2019-20 photo asset library	$0				
TOTAL	**$1,947,350**				
Remaining Contract Advertising to Allocate	**$0**				
Tourism Master Plan			**$0**		
TOTAL	**$0**				
Remaining Contract Advertising to Allocate	**$0**				
Local Marketing Partnerships		120.71%	**265,200**	**120,159**	**175,000**
Nordic Alliance	$25,200				
Being Wild	$40,000				
Community Marketing Stimulus	$200,000				
TOTAL	**$265,200**				
Remaining Local Marketing Partnerships to Allocate	**$0**				
Board/PR/Advertising		18.26%	**453,399**	**383,399**	**535,000**
Marketing Opportunities & PR	**$100,000**				
TOTAL	**$0**				
Remaining Marketing Opportunities & PR	**$100,000**	-11.50%	100,000	113,000	125,000
Cen Res Package Incentive & Local Ads	**$353,399**				
Differed Air Credit	$3,800				
Destimetrics	$25,000				
Ads, Promos, PR and Marketing Local	$15,000				
Libris library	$9,599				
Travel Incentive Program	$300,000			220,800	360,401
TOTAL	**$353,399**	30.70%	353,399	270,399	410,000
Remaining Cen Res Package Incentives & Local Ads	**$0**				
Remaining Board/PR/Advertising to Allocate	**$100,000**				
Events					
Community Event/Grant Coordinator	$59,483		$59,483	$59,483	$59,483
Event Marketing Grants	$200,000		$200,000	$350,000	$350,000
			$0	200,000	$300,000
			$0	75,000	$85,000
Total Events	**$259,483**	-62.09%	**$259,483**	**$684,483**	**$794,483**

Jackson Hole Travel and Tourism - Joint Powers Board FY21

FY 2021 Budget July 1, 2020 - June 30, 2021

		Variance	Budget FY21	Forecast FY20 (updated Rev as of 4/8/20)	Budget FY20
			2020/2021	2019/2020	2019/2020
General and Administrative					
Postage	$155		$155	$150	$150
Office Supplies	$2,575		$2,575	$2,500	$2,500
Printing Annual Report	$10,815		$10,815	$10,500	$10,500
Fiscal Manager	$41,200		$41,200	$40,000	$40,000
Legal	$0		$0	$0	$0
Professional Services	$125,191		$125,191	$97,236	$97,236
Office space	$8,652		$8,652	$8,400	$8,400
Meeting Expense	$8,240		$8,240	$8,000	$8,000
Insurance	$1,730		$1,730	$1,680	$1,680
Bonding	$1,082		$1,082	$1,050	$1,050
Audit	$1,545		$1,545	$1,500	$1,500
Teton County Web Site	$1,854		$1,854	$1,800	$1,800
Bank Fees	$52		$52	$50	$50
Miscellaneous	$5,150		$5,150	$5,000	$5,000
T&E	$8,240		$8,240	$8,000	$8,000
Total General and Administrative	**$216,480**	16.47%	**$216,480**	**$185,866**	**$185,866**
SUB-TOTAL EXPENDITURES		-5.27%	**$3,794,121**	**$4,005,099**	**$4,379,687**
Reserves					
Budgeted Reserve Expenditure	**$350,000**				
Unallocated	**$350,000**				
Allocated	**$0**				
BUDGETED RESERVE EXPENDITURES			**$350,000**	**$18,000**	**$350,000**
TOTAL EXPENDITURES		3.01%	**$4,144,121**	**$4,023,099**	**$4,729,687**
INVESTMENT INCOME			**$2,500**	**$2,500**	**$2,500**
REVENUE OVER (UNDER) EXPENDITURES			**($1,759,879)**	**($122,665)**	**($255,535)**

Projected Reserves	**$2,447,150**	**$2,569,815**	**$2,569,815**
Anticipated Ending Reserves	**$687,271**	**$2,447,150**	**$2,314,280**

TAX COLLECTION ANALYSIS & IMPACTS

			Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Total
	FY18	Total Receipts	$1,226,219.63	$1,302,107.47	$1,097,088.97	$416,786.17	$130,948.93	$387,165.72	$482,770.50	$518,856.05	$437,159.53	$168,809.98	$323,949.87	$1,096,755.15	$7,588,617.97
	FY18	TTB	$735,731.78	$781,264.48	$658,253.38	$250,071.70	$78,569.36	$232,299.43	$289,662.30	$311,313.63	$262,295.72	$101,285.99	$194,369.92	$658,053.09	$4,553,170.78
	FY18	Visitor Impact	$367,865.89	$390,632.24	$329,126.69	$125,035.85	$39,284.68	$116,149.72	$144,831.15	$155,656.82	$131,147.86	$50,643.00	$194,369.92	$658,053.09	$2,276,585.39
	FY18	General Fund	$122,621.96	$130,210.75	$109,708.90	$41,678.62	$13,094.89	$38,716.57	$48,277.05	$51,885.61	$43,715.95	$16,881.00	$32,394.99	$109,675.52	$758,861.80
			Jul-18	**Aug-18**	**Sep-18**	**Oct-18**	**Nov-18**	**Dec-18**	**Jan-19**	**Feb-19**	**Mar-19**	**Apr-19**	**May-19**	**Jun-19**	**Total**
	FY19	Total Receipts	$1,194,260.68	$1,158,899.23	$1,137,493.78	$535,741.73	$149,841.18	$340,674.45	$513,798.25	$568,463.33	$531,246.30	$159,376.27	$309,427.63	$987,735.73	$7,586,958.58
	FY19	TTB	$716,556.41	$695,339.54	$682,496.27	$321,445.04	$89,904.71	$204,404.67	$308,278.95	$341,078.00	$318,747.78	$95,625.76	$185,656.58	$592,641.44	$4,552,175.15
	FY19	Visitor Impact	$358,278.21	$347,669.77	$341,248.14	$160,722.52	$44,952.36	$102,202.34	$154,139.48	$170,539.00	$159,373.89	$47,812.88	$92,828.29	$296,320.72	$2,276,087.58
	FY19	General Fund	$119,426.07	$115,889.92	$113,749.38	$53,574.17	$14,984.12	$34,067.45	$51,379.83	$56,846.33	$53,124.63	$15,937.63	$30,942.76	$98,773.57	$758,695.86
			Jul-19	**Aug-19**	**Sep-19**	**Oct-19**	**Nov-19**	**Dec-19**	**Jan-20**	**Feb-20**	**Mar-20**	**Apr-20**	**May-20**	**Jun-20**	**Total**
Actuals	FY20	Total Receipts	$1,247,568.12	$1,300,061.92	$1,411,814.07	$383,765.65	$134,643.87	$385,639.58	$477,381.23	$630,160.28	$265,623.15	$15,937.63	$46,414.15	$197,547.15	$6,496,556.79
through	FY20	TTB	$748,540.87	$780,037.15	$847,088.44	$230,259.39	$80,786.32	$231,383.75	$286,428.74	$378,096.17	$159,373.89	$9,562.58	$27,848.49	$118,528.29	$3,897,934.07
Feb-20	FY20	Visitor Impact	$374,270.44	$390,018.58	$423,544.22	$115,129.70	$40,393.16	$115,691.88	$143,214.37	$189,048.09	$79,686.95	$4,781.29	$13,924.24	$59,264.14	$1,948,967.04
Collection	FY20	General Fund	$124,756.81	$130,006.19	$141,181.41	$38,376.57	$13,464.39	$38,563.96	$47,738.12	$63,016.03	$26,562.32	$1,593.76	$4,641.41	$19,754.71	$649,655.68
		YOY % Change	4.46%	12.18%	24.12%	-28.37%	-10.14%	13.20%	-7.09%	10.85%					-14.37%
		COVID-19 Impact									-50.00%	-90.00%	-85.00%	-80.00%	
			Jul-20	**Aug-20**	**Sep-20**	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**	**Jun-21**	**Total**
Forecast	FY21	Total Receipts	$623,784.06	$975,046.44	$1,058,860.55	$307,012.52	$107,715.09	$308,511.67	$358,035.93	$504,128.23	$424,997.04	$127,501.01	$247,542.11	$790,188.59	$5,833,323.22
Quick	FY21	TTB	$374,270.44	$585,027.86	$635,316.33	$184,207.51	$64,629.06	$185,107.00	$214,821.56	$302,476.94	$254,998.22	$76,500.61	$148,525.26	$474,113.15	$3,499,993.93
Recovery	FY21	Visitor Impact	$187,135.22	$292,513.93	$317,658.17	$92,103.76	$32,314.53	$92,553.50	$107,410.78	$151,238.47	$127,499.11	$38,250.30	$74,262.63	$237,056.58	$1,749,996.97
	FY21	General Fund	$62,378.41	$97,504.64	$105,886.06	$30,701.25	$10,771.51	$30,851.17	$35,803.59	$50,412.82	$42,499.70	$12,750.10	$24,754.21	$79,018.86	$583,332.32
		COVID-19 Impact	-50.00%	-25.00%	-25.00%	-20.00%	-20.00%	-20.00%	-25.00%	-20.00%	-20.00%	-20.00%	-20.00%	-20.00%	
														YOY % Change	-10.21%
			Jul-20	**Aug-20**	**Sep-20**	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**	**Jun-21**	**Total**
Forecast	FY21	Total Receipts	$311,892.03	$390,018.58	$564,725.63	$172,694.54	$67,321.93	$212,101.77	$328,830.88	$403,608.97	$398,434.73	$121,125.96	$238,259.28	$760,556.51	$3,969,570.80
Delayed	FY21	TTB	$187,135.22	$234,011.15	$338,835.38	$103,616.73	$40,393.16	$127,261.06	$197,298.53	$242,165.38	$239,060.84	$72,675.58	$142,955.57	$456,333.91	$2,381,742.48
Recovery	FY21	Visitor Impact	$93,567.61	$117,005.57	$169,417.69	$51,808.36	$20,196.58	$63,630.53	$98,649.26	$121,082.69	$119,530.42	$36,337.79	$71,477.78	$228,166.95	$1,190,871.24
	FY21	General Fund	$31,189.20	$39,001.86	$56,472.56	$17,269.45	$6,732.19	$21,210.18	$32,883.09	$40,360.90	$39,843.47	$12,112.60	$23,825.93	$76,055.65	$396,957.08
		COVID-19 Impact	-75%	-70%	-60%	-55%	-50%	-45%	-36%	-29%	-25%	-24%	-23%	-23%	
														YOY % Change	-38.90%
		Toursim Econ/STR	-75%	-70%	-60%	-55%	-50%	-45%	-36%	-29%	-25%	-24%	-23%	-23%	

	Calendar Year	TTB Receipts	YOY Change
Actual	2019	$4,760,124.43	
Forecast Quick	2020	$3,008,396.35	-37%
Forecast Delayed	2020	$2,011,090.84	-58%
Forecast Aggressive	2021	$4,903,686.04	63%
Forecast Conservative	2021	$2,755,194.45	37%

Jackson Hole Travel and Tourism - Joint Powers Board FY21

FY 2021 Budget July 1, 2020 - June 30, 2021

		Variance	Budget FY21	Forecast FY20 (updated Rev as of 4/8/20)	Budget FY20
			2020/2021	2019/2020	2019/2020
Projected/Actual Revenue			$2,381,742	$3,933,668	$4,471,652
Sub Total			$2,381,742	$3,933,668	$4,471,652
Total Available funds		-39.45%	**$2,381,742**	**$3,933,668**	**$4,471,652**
Visitor Services/Chamber					
Visitor Services	$392,209		$392,209	$484,398	$484,398
Destination Marketing Services/Tradeshow & Conferences	$260,000		$260,000	$304,940	$304,940
Total JH Chamber	**$652,209**	-17.37%	**$652,209**	**$789,338**	**$789,338**
Contract Advertising		5.73%	**$1,947,350**	**$1,841,854**	**$1,900,000**
Retainer / Agency marketing Fee C+M	$347,400				
Social Media, (NTM)	$82,950				
Production, Hard Costs & Other	$120,000				
Destination Relaunch	$450,000				
Media (Fall)	$125,000				
Media (Winter)	$700,000				
Media (Spring)	$75,000				
Community workshops	$5,000				
Influencer/Ambassador Program	$20,000				
Research	$0				
Local Launch	$0				
Contingency	$0				
Travel	$15,000				
Annual Report	$7,000				
Winter 2019-20 photo asset library	$0				
TOTAL	**$1,947,350**				
Remaining Contract Advertising to Allocate	**$0**				
Tourism Master Plan			**$0**		
TOTAL	**$0**				
Remaining Contract Advertising to Allocate	**$0**				
Local Marketing Partnerships		120.71%	**265,200**	**120,159**	**175,000**
Nordic Alliance	$25,200				
Being Wild	$40,000				
Community Marketing Stimulus	$200,000				
TOTAL	**$265,200**				
Remaining Local Marketing Partnerships to Allocate	**$0**				
Board/PR/Advertising		18.26%	**453,399**	**383,399**	**535,000**
Marketing Opportunities & PR	**$100,000**				
TOTAL	**$0**				
Remaining Marketing Opportunities & PR	**$100,000**	-11.50%	100,000	113,000	125,000
Cen Res Package Incentive & Local Ads	**$353,399**				
Differed Air Credit	$3,800				
Destimetrics	$25,000				
Ads, Promos, PR and Marketing Local	$15,000				
Libris library	$9,599				
Travel Incentive Program	$300,000			220,800	360,401
TOTAL	**$353,399**	30.70%	353,399	270,399	410,000
Remaining Cen Res Package Incentives & Local Ads	**$0**				
Remaining Board/PR/Advertising to Allocate	**$100,000**				
Events					
Community Event/Grant Coordinator	$59,483		$59,483	$59,483	$59,483
Event Marketing Grants	$200,000		$200,000	$350,000	$350,000
			$0	200,000	$300,000
			$0	75,000	$85,000
Total Events	**$259,483**	-62.09%	**$259,483**	**$684,483**	**$794,483**
General and Administrative					
Postage	$155		$155	$150	$150
Office Supplies	$2,575		$2,575	$2,500	$2,500
Printing Annual Report	$10,815		$10,815	$10,500	$10,500
Fiscal Manager	$41,200		$41,200	$40,000	$40,000
Legal	$0		$0	$0	$0
Professional Services	$125,191		$125,191	$97,236	$97,236
Office space	$8,652		$8,652	$8,400	$8,400
Meeting Expense	$8,240		$8,240	$8,000	$8,000
Insurance	$1,730		$1,730	$1,680	$1,680
Bonding	$1,082		$1,082	$1,050	$1,050
Audit	$1,545		$1,545	$1,500	$1,500
Teton County Web Site	$1,854		$1,854	$1,800	$1,800
Bank Fees	$52		$52	$50	$50
Miscellaneous	$5,150		$5,150	$5,000	$5,000
T&E	$8,240		$8,240	$8,000	$8,000
Total General and Administrative	**$216,480**	16.47%	**$216,480**	**$185,866**	**$185,866**
SUB-TOTAL EXPENDITURES		-5.27%	**$3,794,121**	**$4,005,099**	**$4,379,687**
Reserves					
Budgeted Reserve Expenditure	**$350,000**				
Unallocated	**$350,000**				
Allocated	**$0**				
BUDGETED RESERVE EXPENDITURES			**$350,000**	**$18,000**	**$350,000**
TOTAL EXPENDITURES		3.01%	**$4,144,121**	**$4,023,099**	**$4,729,687**
INVESTMENT INCOME			**$2,500**	**$2,500**	**$2,500**
REVENUE OVER (UNDER) EXPENDITURES			**($1,759,879)**	**($86,931)**	**($255,535)**

Projected Reserves	**$2,482,884**	**$2,569,815**	**$2,569,815**
Anticipated Ending Reserves	**$723,005**	**$2,482,884**	**$2,314,280**

			Jul-17	**Aug-17**	**Sep-17**	**Oct-17**	**Nov-17**	**Dec-17**	**Jan-18**	**Feb-18**	**Mar-18**	**Apr-18**	**May-18**	**Jun-18**	**Total**
	FY18	Total Receipts	$1,226,219.63	$1,302,107.47	$1,097,088.97	$416,786.17	$130,948.93	$387,165.72	$482,770.50	$518,856.05	$437,159.53	$168,809.98	$323,949.87	$1,096,755.15	$7,588,617.97
	FY18	TTB	$735,731.78	$781,264.48	$658,253.38	$250,071.70	$78,569.36	$232,299.43	$289,662.30	$311,313.63	$262,295.72	$101,285.99	$194,369.92	$658,053.09	$4,553,170.78
	FY18	Visitor Impact	$367,865.89	$390,632.24	$329,126.69	$125,035.85	$39,284.68	$116,149.72	$144,831.15	$155,656.82	$131,147.86	$50,643.00	$194,369.92	$658,053.09	$2,276,585.39
	FY18	General Fund	$122,621.96	$130,210.75	$109,708.90	$41,678.62	$13,094.89	$38,716.57	$48,277.05	$51,885.61	$43,715.95	$16,881.00	$32,394.99	$109,675.52	$758,861.80
			Jul-18	**Aug-18**	**Sep-18**	**Oct-18**	**Nov-18**	**Dec-18**	**Jan-19**	**Feb-19**	**Mar-19**	**Apr-19**	**May-19**	**Jun-19**	**Total**
	FY19	Total Receipts	$1,194,260.68	$1,158,899.23	$1,137,493.78	$535,741.73	$149,841.18	$340,674.45	$513,798.25	$568,463.33	$531,246.30	$159,376.27	$309,427.63	$987,735.73	$7,586,958.58
	FY19	TTB	$716,556.41	$695,339.54	$682,496.27	$321,445.04	$89,904.71	$204,404.67	$308,278.95	$341,078.00	$318,747.78	$95,625.76	$185,656.58	$592,641.44	$4,552,175.15
	FY19	Visitor Impact	$358,278.21	$347,669.77	$341,248.14	$160,722.52	$44,952.36	$102,202.34	$154,139.48	$170,539.00	$159,373.89	$47,812.88	$92,828.29	$296,320.72	$2,276,087.58
	FY19	General Fund	$119,426.07	$115,889.92	$113,749.38	$53,574.17	$14,984.12	$34,067.45	$51,379.83	$56,846.33	$53,124.63	$15,937.63	$30,942.76	$98,773.57	$758,695.86
			Jul-19	**Aug-19**	**Sep-19**	**Oct-19**	**Nov-19**	**Dec-19**	**Jan-20**	**Feb-20**	**Mar-20**	**Apr-20**	**May-20**	**Jun-20**	**Total**
Actuals	FY20	Total Receipts	$1,247,568.12	$1,300,061.92	$1,411,814.07	$383,765.65	$134,643.87	$385,639.58	$477,381.23	$630,160.28	$325,181.07	$15,937.63	$46,414.15	$197,547.15	$6,556,114.70
through	FY20	TTB	$748,540.87	$780,037.15	$847,088.44	$230,259.39	$80,786.32	$231,383.75	$286,428.74	$378,096.17	$195,108.64	$9,562.58	$27,848.49	$118,528.29	$3,933,668.82
Mar-20	FY20	Visitor Impact	$374,270.44	$390,018.58	$423,544.22	$115,129.70	$40,393.16	$115,691.88	$143,214.37	$189,048.09	$97,554.32	$4,781.29	$13,924.24	$59,264.14	$1,966,834.41
Collection	FY20	General Fund	$124,756.81	$130,006.19	$141,181.41	$38,376.57	$13,464.39	$38,563.96	$47,738.12	$63,016.03	$32,518.11	$1,593.76	$4,641.41	$19,754.71	$655,611.47
		YOY % Change	4.46%	12.18%	24.12%	-28.37%	-10.14%	13.20%	-7.09%	10.85%	-38.79%				-13.59%
		COVID-19 Impact										-90.00%	-85.00%	-80.00%	
			Jul-20	**Aug-20**	**Sep-20**	**Oct-20**	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**May-21**	**Jun-21**	**Total**
Forecast	FY21	Total Receipts	$311,892.03	$390,018.58	$564,725.63	$172,694.54	$67,321.93	$212,101.77	$328,830.88	$403,608.97	$398,434.73	$121,125.96	$238,259.28	$760,556.51	$3,969,570.80
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Recovery	FY21	Visitor Impact	$93,567.61	$117,005.57	$169,417.69	$51,808.36	$20,196.58	$63,630.53	$98,649.26	$121,082.69	$119,530.42	$36,337.79	$71,477.78	$228,166.95	$1,190,871.24
	FY21	General Fund	$31,189.20	$39,001.86	$56,472.56	$17,269.45	$6,732.19	$21,210.18	$32,883.09	$40,360.90	$39,843.47	$12,112.60	$23,825.93	$76,055.65	$396,957.08
		COVID-19 Impact	-75%	-70%	-60%	-55%	-50%	-45%	-36%	-29%	-25%	-24%	-23%	-23%	
														YOY % Change	-39.45%
		Toursim Econ/STR	-75%	-70%	-60%	-55%	-50%	-45%	-36%	-29%	-25%	-24%	-23%	-23%	

	Calendar Year	TTB Receipts	YOY Change
Actual	2019	$4,760,124.43	
Forecast	2020	$2,046,825.59	-57%
Forecast	2021	$2,804,151.05	37%

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration **PRESENTER**: Roxanne Robinson

MEETING DATE: May 4, 2020

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 FY2021 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 1 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 presented.
2. 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 1, 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 1 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,
Consulting Executive Director, Phillip Cameron
SUBJECT: ECW FY 2021 Budget

ECW's initial draft proposed operating budget was **$374,500** for FY'21. This represented a 6% increase over the previous year's operating budget of **$353,000**. This increase was primarily due to shifting expenses associated with EcoFair 2020 into FY'21, to maintain the event in a manner appropriate with local health and safety conditions. Since that time, several budget models have been refined which reflect maintaining the budget at FY 20 levels and/or reducing it by either 8%, 13%, or 19% over FY'20's budget. An operating budget forecasting a 13% reduction in revenues, or a total operating budget of **$306,500,** best fits current circumstances and input from our partners currently. This budget is highlighted in the attached worksheet. Included below are notes on elements of the draft budget.

Revenue

The budget reflects ongoing revenue from the tri-party agreement (Lower Valley Energy, Teton County, and the Town of Jackson). Requested support from Teton Conservation District was submitted at $22,500. This will be subject to final selection of programs and funding amounts by the Teton Conservation District Board through the MOA grant process. Since its inception, ECW has diligently grown alternative and recurring sources of revenue to broaden its program offerings and sustain the organization. The proposed budget with a 13% reduction in revenues over FY'20 would allow ECW absorb an up to $35,000 reduction in Joint Powers funding.

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. Overall, with the loan program term approaching a two-year limit, it is expected that throughput of loan funds will continue to decline, despite have ample funds to loan.

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 modestly once Grand Teton National Park's two CNG-fueled refuse vehicles are received through procurement.

The 'Green Power' revenue item results 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 recruitment and conversion 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. The budget item reflects a modest increase in participation, and revenue, but at a much reduce rate of growth than was realized in the past two fiscal years.

Expenditures

Expenses associated with 'Contract Staffing' of the ECW Joint Powers Board remain flat for FY '21. This assumes contracted services for the Executive Director, Program Assistant(s), Financial, and Marketing services. Adjusting Program Assistant hours allowed for reductions in expenses here over the preliminary draft budget, without dramatically reducing the levels of service to the community and its partners.

'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. The option exists to re-pay a portion of these funds early, to reduce the financial burden of interest payments to the state, while still maintaining the program.

The EcoFair costs for FY21 reflect the possibility of two EcoFair events in FY 21. Having postponed the May 9, 2020 event, we continue to evaluate the options for some variation on the event in late summer or fall of this calendar year 2020. 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. Overall, the event has served to increase awareness of ECW's work, mission, and goals, while more broadly engaging the community and our partners in actionable steps towards more sustainable decisions.

Other 'Communications/Marketing' includes funding to promote Green Power, the commercial loan program, new commercial audit program, the residential loan program, to profile public efficiency projects, CNG outreach, education, and continued marketing efforts for other conservation/renewable projects. For this current fiscal year, ECW's investment in Green Power promotion has generated an almost 8:1 return on investment while also netting the greatest KWHs displaced of our electricity-related programs.

Dramatically reducing the contribution provided flexibility to address revenue reductions as economic conditions respond to recent events. ECW maintains a reserve fund, 'The Wulfensohn Fund', with the Community Foundation of Jackson Hole. The fund currently has a balance of $111,214. These funds are raised through private and corporate philanthropy.

Energy Conservation Works
FYE 2021 Proposed Budget

	Original FYE '21 Budget	FYE '20 Budget	(8%) FY 2020	(13%) FY 2020	(19%) FY 2020
Revenues					
General Revenue					
Tri Party Agreement, Lincoln County & Teton Conservation District	$ 127,500	$ 130,000	$ 110,000	$ 97,500	$ 95,000
	-	-	-	-	-
Total General Revenue	127,500	130,000	110,000	97,500	95,000
Fundraising					
Grants	12,500	15,000	13,250	13,000	9,000
Old Bills Fun Run	37,500	42,500	37,500	37,500	31,500
Private Fundraising	57,000	42,500	42,000	42,000	42,500
Total Fundraising Revenues	107,000	100,000	92,750	92,500	83,000
Other					
Interest on Residential Loans	7,500	10,000	7,500	7,500	6,500
Restricted Income	-	-			
Green Power Revenue	130,000	115,000	112,250	107,000	100,000
CNG Revenue	1,000	1,500	1,250	1,000	1,000
Miscellaneous	1,500	1,500	1,500	1,000	1,000
Total Other	140,000	128,000	122,500	116,500	108,500
TOTAL REVENUES	374,500	358,000	325,250	306,500	286,500
Expenditures					
Professional Services					
Contract Staffing (ED, FM, Marketing, Intern)	194,500	182,500	189,000	182,500	175,000
Other Professional Services	5,000	5,000	5,000	4,500	2,500
Total Professional Services	199,500	187,500	194,000	187,000	177,500
Operations					
Interest on WY Business Council Loan	7,500	10,000	7,500	4,000	3,000
G&A	4,500	4,500	4,500	4,000	3,000
Bank / Loan Fees	5,000	5,000	5,000	5,000	5,000
Training, Travel & Meetings	4,500	4,500	2,500	2,500	2,250
Total Operations	21,500	24,000	19,500	15,500	13,250
Communications					
Website	5,000	5,000	5,000	4,650	3,500
Public Outreach/Education	49,500	51,250	46,250	44,250	42,500
Printing and Publications	3,500	3,500	3,500	3,500	2,250
Advertising / Communications	39,500	37,500	32,500	31,500	30,000
Direct Mail Postage	4,500	5,000	3,750	3,350	2,500
Internet Advertising	7,500	6,500	6,500	5,750	5,500
Other	-	-	-	-	-
Total Communications Expenditures	109,500	108,750	97,500	93,000	86,250
Stewardship					
Cultivation / Fundraising Efforts	12,500	7,500	7,500	6,000	7,500
Marketing	4,000	4,500	6,000	4,500	2,000
Other	-	-	-	-	-
Total Fundraising & Donor Relations Expenditures	16,500	12,000	13,500	10,500	9,500
Reserve Contribution	27,500	25,750	750	500	-
TOTAL EXPENDITURES	374,500	358,000	325,250	306,500	286,500
Total Revenue Over (Under) Expenditures	$ -	$ -	$ -	$ -	$ -

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,
Consulting Executive Director, Phillip Cameron
SUBJECT: ECW FY 2021 Budget

ECW's total proposed operating budget is **$374,500** for FY'21. This represents an 6% increase over the previous year's budget of **$353,000** which is due to shifting expenses associated with EcoFair 2020 into FY'21. Included below are notes on elements of the draft budget.

Revenue

The budget for revenue from the tri-party agreement (Lower Valley Energy, Teton County, and the Town of Jackson) remains consistent with FY'20. Requested support from Teton Conservation District was submitted at $22,500. This will be subject to final selection of programs and funding amounts by the Teton Conservation District Board through the MOA grant 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. Overall, with the loan program term approaching a two-year limit, it is expected that throughput of loan funds will continue to decline, despite have ample funds to loan.

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 once GRTE's two CNG-fueled refuse vehicles are received through procurement.

The 'Green Power' revenue item ($130,000) 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 recruitment and conversion 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. The budget item reflects a modest increase in participation, and revenue, but at a much reduce rate of growth than was realized in the past two fiscal years.

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 Director, Program Assistant(s), Financial, and Marketing services. However, if a significant reduction in revenues occurs, adjusting Program Assistant hours allows for flexible reductions in expenses.

'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.

The EcoFair costs for FY21 reflect the possibility of two EcoFair events in FY 21. Having postponed the May 9, 2020 event, we continue to evaluate the options for some variation on the event in late summer or fall of this calendar year 2020. 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

Other 'Communications/Marketing' includes funding to promote Green Power (~$12,000), the commercial loan program ($5,000), new commercial audit program ($5,000), the residential loan program ($2,500), to profile public efficiency projects ($1,500), CNG outreach ($3,000), education ($3,000), and continued marketing efforts for other conservation/renewable projects. For this current fiscal year, ECW's investment in Green Power promotion has generated an almost 8:1 return on investment while also netting the greatest KWHs displaced of our electricity-related programs.

The projected 'Reserve Contribution' for FY 20, is $27,500. Reducing this contribution also provides flexibility to address revenue reductions as economic conditions respond to recent events.

Energy Conservation Work
FYE 2021 Proposed Budget

	Proposed FYE '21 Budget
Revenues	
General Revenue	
Tri Party Agreement, Lincoln County & Teton Conservation District	127,500
Total General Revenue	127,500
Fundraising	
Grants	12,500
Old Bills Fun Run	37,500
Private Fundraising	57,000
Total Fundraising Revenues	107,000
Other	
Interest on Residential Loans	7,500
Restricted Income	-
Green Power Revenue	130,000
CNG Revenue	1,000
Miscellaneous	1,500
Total Other	140,000
TOTAL REVENUES	374,500
Expenditures	
Professional Services	
Contract Staffing (ED, FM, Marketing, Intern)	194,500
Other Professional Services	5,000
Total Professional Services	199,500
Operations	
Interest on WY Business Council Loan	7,500
G&A	4,500
Bank / Loan Fees	5,000
Training, Travel & Meetings	4,500
Total Operations	21,500
Communications	
Website	5,000
Public Outreach/Education	49,500
Printing and Publications	3,500
Advertising / Communications	39,500
Direct Mail Postage	4,500
Internet Advertising	7,500

Energy Conservation Work
FYE 2021 Proposed Budget

	Proposed FYE '21 Budget
Total Communications Expenditures	109,500
Stewardship	
Cultivation / Fundraising Efforts	12,500
Marketing	4,000
Total Fundraising & Donor Relations Expenditures	16,500
Reserve Contribution	27,500
TOTAL EXPENDITURES	374,500
Total Revenue Over (Under) Expenditures	$ -

TETON COUNTY WYOMING

BOARD OF COUNTY COMMISSIONERS

TOWN OF JACKSON WYOMING

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING OFFICE: County Attorney **PRESENTER:** Keith Gingery
MEETING DATE: June 1, 2020

SUBJECT: Additional 1% General Revenue Sales/Use Tax

STATEMENT/PURPOSE

Approval of Resolution Approving Proposition for Imposition of an Additional 1% General Revenue Sales/Use Tax to be placed on the November 3, 2020 General Election Ballot

BACKGROUND/ALTERNATIVES

The State of Wyoming imposes a 4% sales/use tax. The sales/use tax collected under the 4% state sales tax is split 69/31 with 69% going to the State of Wyoming and then 31% distributed to the county and town based on population. In 2018 Teton County received about $10 million from their share of the 4% state sales tax and the town received about $8.2 million.

	State Sales Tax	Local Sales Tax	**State Sales Tax + Local Sales Tax**	Lodging Tax	Sales Tax + Lodging Tax Total
Current Sales Tax Structure in Teton County	4% (Split 69/31)	1% SPET + 1% General Revenue	**4% + 1% + 1%** = **6%**	2%	6% + 2 % = 8%
General Revenue Sales Tax from 1% to 2%	4% (Split 69/31)	1% SPET + 1% Current General Revenue + **1% New Additional General Revenue**	**4% + 1% + 1% + 1%** = **7%**	2%	7% + 2% = 9%

In addition to the 4% state sales tax, counties may levy up to an additional 3% in local option sales taxes with voter approval. Counties may levy up to 2% for general revenue purposes and up to 2% for Special Excise Tax (SPET), but when combined the two taxes cannot exceed 3%. (Caveat: Resort Districts may impose an excise tax and currently the Teton Village Resort District imposes a 2% sales/use tax) Teton County currently imposes a 1% SPET and a 1% General Revenue Sales/Use Tax. The issue has been raised as to whether or not the county should put on the ballot imposing an additional 1% General Revenue Sales/Use Tax. If the county approves the Resolution and voters approve adding an additional penny of General Revenue Sales/Use Tax, then the SPET Tax would have to remain at 1% and could not be increased to 2%, since the law only allows counties to impose a total of 3% of local option sales tax. (Caveat: There is an additional local option sales tax for economic development, but it has not been part of this discussion). Teton County also imposes a lodging tax of 2% giving Teton County a combined Lodging/Sales Tax Rate of 8% and Teton Village Resort a combined Lodging/Sales Tax Rate of 10%.

Local Option General Revenue Sales/Use Tax is distributed to counties and towns based on population.

Sales tax is imposed on retail sales of tangible personal property, admission, and services. Use tax is imposed upon sales and storage, and use and consumption of tangible personal property. Use tax is applied to purchases made outside of the State of Wyoming. Sales/Use tax is also collected from internet remote sellers from out of state that deliver more than $100,000.00 in product or service to Wyoming or total more than 200 transactions annually in the state.

The county imposes the sales/use tax. To obtain voter approval, the county must pass a resolution to place the ballot proposition on an election ballot in either May, August, or November. The resolution must be passed at least 110 days prior to the election date. To place the ballot on the November 3, 2020 General Election Ballot, the resolution to place the proposition on the ballot must be approved 110 days prior to November 3, 2020, which is July 16, 2020. The county also must obtain concurrence from 2/3 of the municipalities in the county to place the matter on the ballot. Teton County only has one municipality, so the Town of Jackson is required to concur in order to place the ballot proposition on the ballot. (Caveat: HB 47 was passed by the Wyoming Legislature in 2020 that will change the municipal consent percentage to 50% from the current 2/3 consent. This change does not go into effect until January 1, 2021. The change will have no effect on Teton County, since Teton County only has one municipality. The new law also allows for Municipalities to impose a 1% General Revenue Sales/Use Tax or a 1% SPET that only applies within the municipality. This would be an option for the Town of Jackson to consider after the law goes into effect in 2021.)

If approved by the voters in November, the additional 1% General Revenue Sales/Use Tax would go into effect on April 1, 2021.

If approved, the question of whether to continue the tax is then submitted to the voters every 4 years for approval. (every other subsequent general election). Under current law a General Revenue Sales/Use Tax can be made permanent through a resolution, which is why the current 1% General Revenue Sales/Use Tax is not seen on the ballot anymore. It was made permanent by resolution of the county and by ordinance of the town. (Caveat: Under HB 47 that was approved by the Wyoming Legislature in 2020, there will be an option beginning in 2021 to also place the issue of permanence of the tax before the voters, in addition to the option of permanence through resolution/ordinance.)

ATTACHMENTS

Resolution Approving Proposition for Imposition of an Additional 1% General Revenue Sales/Use Tax in Teton County, State of Wyoming, said Proposition to be placed on the General Election Ballot on November 3, 2020

FISCAL IMPACT

Using data from prior to the Pandemic, the County would receive $9 million annually and the Town would receive $7 million annually. According to Wyoming Statute §39-15-203(a)(i)(B), the proposition to impose an excise tax shall be the expense of the county.

STAFF IMPACT

No additional staff impact as to the election in November, since this is an already scheduled election.

LEGAL REVIEW

Gingery/Colasuonno

RECOMMENDATION

If the county and town desire to place the additional 1% General Revenue Sales/Use Tax on the November 3, 2020 General Election Ballot, the attached resolution must be adopted by both parties by July 16, 2020 (110 days prior to the election). By statute the town concurs with the county resolution, so the BCC will need to vote first. If the BCC does not pass the resolution, the town does not vote, since the proposal would be dead.

SUGGESTED MOTION

COUNTY

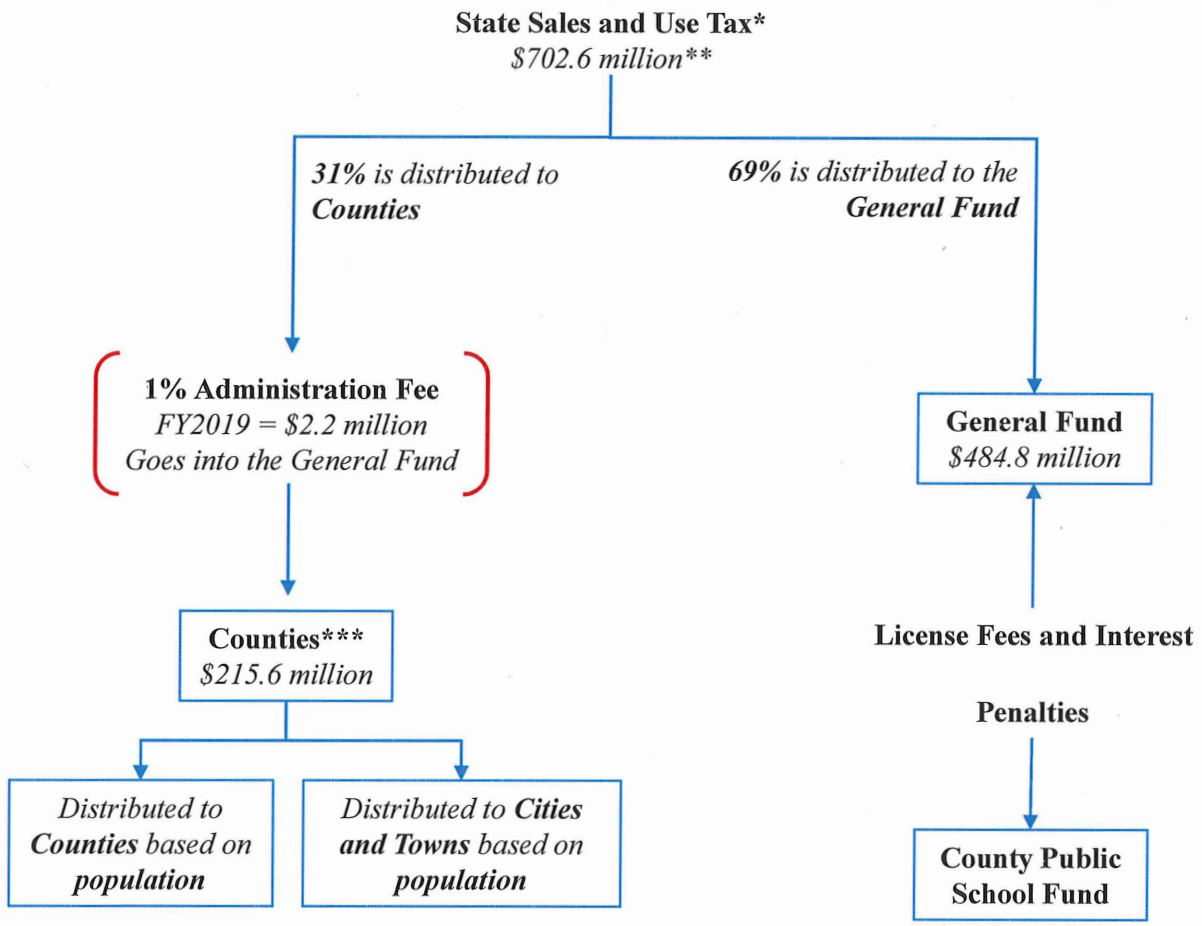
I move to adopt the Resolution Approving Proposition for Imposition of an Additional 1% General Revenue Sales/Use Tax in Teton County, State of Wyoming, said Proposition to be placed on the General Election Ballot on November 3, 2020

TOWN

I move for the Jackson Town Council to concur with the Resolution approved by the Teton County Board of County Commissioners, specifically the Resolution Approving Proposition for Imposition of an Additional 1% General Revenue Sales/Use Tax in Teton County, State of Wyoming, said Proposition to be placed on the General Election Ballot on November 3, 2020

Distribution for FY2019
State Sales and Use Tax
W.S. 39-15-111 (Sales) and W.S. 39-16-111 (Use)

Pursuant to W.S. 39-15-104 the sales tax rate is 4%. Pursuant to W.S. 39-16-104 the use tax rate is 4%.



Notes:

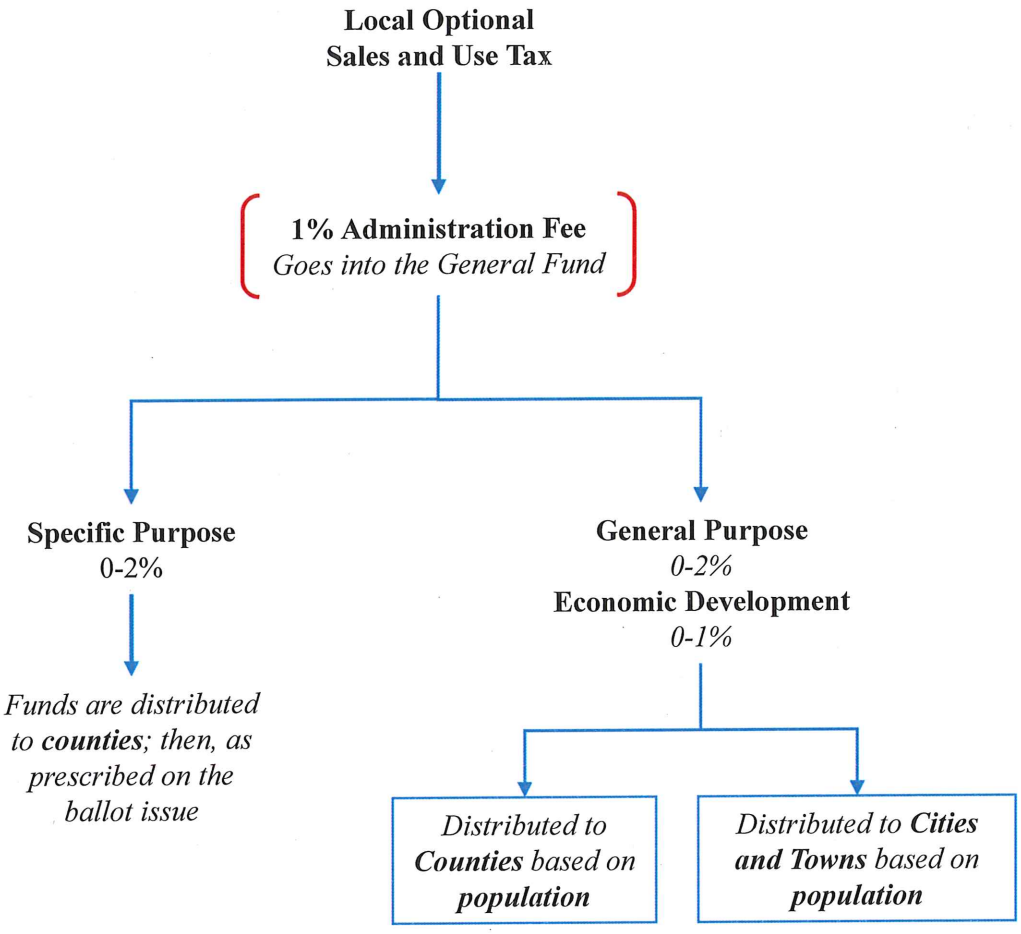
*Excluded from the chart above are: 1) Distribution of lodging taxes (from 0-4%), and resort districts (0-3%); 2) Distribution related to impact assistance payments and other special considerations.

**October 2018 CREG estimates.

*** The distribution to counties is based on the proportion of sales, except for a small base amount and proportion of population directed to each county.

Distribution for FY2019
Local Optional Sales and Use Tax
W.S. 39-15-211 (Sales) and W.S. 39-16-211 (Use)

The 23 counties may impose two optional taxes, either for general or specific purposes. Each optional tax is limited to a maximum of 2% and must be approved by a majority of the voters of that county. Counties may also impose an option tax for economic development purposes which may not exceed 1%. The combined local option taxes are capped at 3%.



Notes:

1) Distribution of lodging taxes (from 0-4%), and resort districts (0-3%) are excluded.
2) Distribution related to impact assistance payments and other special considerations are also excluded.

Wyoming Department of Revenue
Excise Tax Division
122 W. 25th St, Suite E301
Herschler Bldg. East
Cheyenne WY 82002

Sales/Use and Lodging Tax Rates by Locality Effective 01/01/20

The shaded areas below represent tax rate changes from the previous rate chart of 10/01/19. If you have questions or need assistance, please call (307) 777-5200 or visit our website at revenue.wyo.gov

Co #	County	State Tax Rate		General Purpose County Option Tax Rate		Specific Purpose County Option Tax Rate		Economic Development County Option Tax Rate		Total Sales/ Use Tax Rate	Local Government	Lodging Tax Rate		Total Lodging & Sales/Use Tax Rate
05	Albany	4%	+	1%	+	1%			=	6 %	Albany	4%	=	10%
09	Big Horn	4%	+	1%					=	5 %	Lovell & Greybull only	3% 3%	= =	8% 8%
17	Campbell	4%	+	1%					=	5 %	Campbell	2%	=	7%
06	Carbon	4%	+	1%	+	1%			=	6%	Carbon	2%	=	8%
13	Converse	4%	+	1%					=	5 %	Converse	3%	=	8%
18	Crook	4%	+	1%					=	5 %	Crook	4%	=	9%
10	Fremont	4%	+	1%					=	5 %	Fremont	4%	=	9%
07	Goshen	4%	+	1%			+	.25%	=	5.25 %	Goshen	4%	=	9.25%
15	Hot Springs	4%	+	1%	+	1%			=	6 %	Hot Springs	4%	=	10%
16	Johnson	4%	+	1%	+	1%			=	6 %	Johnson	2%	=	8%
02	Laramie	4%	+	1%	+	1%			=	6 %	Laramie	4%	=	10%
12	Lincoln	4%	+	1%					=	5 %	Afton, Cokeville, Diamondville &	3% 2% 2%	= = =	8% 7% 7%
											Kemmerer only	4%	=	9%
01	Natrona	4%	+	1%					=	5 %	Natrona	4%	=	9%
14	Niobrara	4%	+	1%	+	1%			=	6 %	Lusk only	3%	=	9%
11	Park	4%							=	4 %	Park	4%	=	8%
08	Platte	4%	+	1%	+	1%			=	6 %	Platte	3%	=	9%
03	Sheridan	4%	+	1%	+	1%			=	6 %	Sheridan	4%	=	10%
23	Sublette	4%							=	4 %	Town of Pinedale only	4%	=	8%
04	Sweetwater	4%	+	1%					=	5 %	Sweetwater	4%	=	9%
22	Teton	4%	+	1%	+	1%			=	6 %	Teton	2%	=	8%
19	Uinta	4%	+	1%					=	5 %	Evanston only	3%	=	8%
20	Washakie	4%	+	1%					=	5%	Washakie	4%	=	9%
21	Weston	4%	+	1%	+	1%			=	6 %	Weston	4%	=	10%

Teton County Resolution #20-xxx Town Resolution #20-xx

JOINT RESOLUTION APPROVING PROPOSITION FOR IMPOSITION OF AN ADDITIONAL 1% GENERAL REVENUE SALES / USE TAX IN TETON COUNTY, STATE OF WYOMING, SAID PROPOSITION TO BE PLACED ON THE GENERAL ELECTION BALLOT ON NOVEMBER 3, 2020

WHEREAS, the Wyoming Legislature has provided, pursuant to W.S. §39-15-204(a)(i) for counties to impose an excise sales tax not to exceed two percent (2%) upon retail sales of tangible personal property, admission, and services made within the county, the purpose of which is for general revenue, (hereinafter referred to as Tax); and

WHEREAS, the Wyoming Legislature has provided, pursuant to W.S. §39-16-204(a)(i) for counties to impose an excise use tax upon sales and storage, use and consumption of tangible personal property, the purpose of which is for general revenue, (hereinafter referred to as Tax); and

WHEREAS, Teton County is presently imposing 1% of the potential 2% of general revenue sales tax authorized by W.S. §39-15-203(a)(i), W.S. §39-15-204(a)(i), W.S §39-16-203(a)(i) and W.S. §39-16-204(a)(i) and Teton County desires to increase the current general revenue sales/use tax from 1% to 2%; and

WHEREAS, the outcome of the vote on this ballot proposition as proposed herein will in no way affect the continuation of the current 1% general revenue sales/use tax currently being assessed; and

WHEREAS, Teton County has further determined that it is necessary to submit to the qualified electors of the County the proposition for imposition of the additional 1% Tax (hereinafter sometimes referred to as the "Tax Proposition").

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF TETON COUNTY, WYOMING, STATE OF WYOMING, THAT:

1. Having determined that the current General Revenue Sales/Use Tax should be increased from 1% to 2%, the Teton County Board of County Commissioners hereby agree to place the additional 1% General Revenue Tax on the November 3, 2020 ballot, and further hereby endorse, adopt and approve the procedures set forth in W.S. §39-15-203(a)(i), W.S. §39-15-204(a)(i), W.S §39-16-203(a)(i) and W.S. §39-16-204(a)(i)

2. The Tax shall be imposed upon the retail sales of tangible personal property, admissions and services within Teton County; and upon sales and storage, use and consumption of tangible personal property within Teton County.

3. The purpose of the Tax is for general revenue.

4. The Teton County Board of County Commissioners hereby directs the County Clerk to notify the Town of Jackson that this Resolution has been approved, and to request their concurrence with this Resolution. If the Town of Jackson submits a concurring resolution prior to or on July 16, 2020, the County Clerk shall place this proposition upon the November 3, 2020 General Election Ballot. W.S. §22-21-103.

5. If the Town of Jackson submits a concurring resolution prior to or on July 16, 2020 the following shall apply:

   a. The following proposition shall be stated on the ballot:

      SHALL TETON COUNTY, WYOMING BE AUTHORIZED TO IMPOSE AN ADDITIONAL ONE PERCENT (1%) GENERAL REVENUE SALES AND USE TAX TO BE USED FOR GENERAL REVENUE PURPOSES.

b. The ballots shall contain the language "for the county sales and use tax" and "against the county sales and use tax".

c. If the proposition is successful, the proposition shall be submitted at every other subsequent general election until defeated in accordance with Wyoming Statute §39-15-203(a)(i)(C) or the Tax may be continued by resolution and ordinance as allowed in Wyoming Statute §39-15-203(a)(i)(F).

d. If the proposition to impose or continue the Tax is defeated the proposition shall not again be submitted to the electors of the county for at least eleven (11) months.

e. If the proposition is approved by the qualified electors, the Board of County Commissioners and Town of Jackson shall impose an excise tax upon retail sales of tangible personal property, admissions, and upon sales and storage, use and consumption of tangible personal property within Teton County of one percent (1%) in addition to the already existing one percent (1%).

f. The tax shall be implemented and enforced pursuant to Wyoming Statutes Title 39 Taxation and Revenue, Chapter 15 Sales Tax, Article 1 State Sales Tax, except for W.S. §39-15-102(a), insofar as it relates to sales taxes, except the name of the county as the taxing agency shall be substituted for that of the state and an additional license to engage in business shall not be required if the vendor has been issued a state license pursuant to law.

g. Any amendments made to Article 1 State Sales Tax of Chapter 15, Title 39 or any amendments made to Chapter 16 Use Tax in Title 39 within the Wyoming Statutes, not in conflict, shall become a part of this Resolution.

h. Prior to the effective date of imposition of the Tax, the County Clerk shall ensure that a contractual relationship is in place with the State of Wyoming, Department of Revenue to perform all functions incident to the administration of the sales tax.

i. The amount subject to the Tax shall not include the amount of any sales tax imposed by the State of Wyoming.

j. The effective date that the Tax shall begin is April 1, 2021. In the case of a vendor selling from a printed catalog, the new tax rate shall take effect on the first day of the calendar quarter following 120 days' notice provided to the vendor. W.S. §39-15-207(c).

6. Should any part or provision of this Resolution ever be judicially determined to be invalid or unenforceable, such determination shall not affect the remaining parts and provisions hereof, the intention being that each part or provision of this Resolution is severable.

PASSED, APPROVED AND ADOPTED this ____ day of June, 2020.

BOARD OF COUNTY COMMISSIONERS
OF TETON COUNTY, WYOMING

_____
Natalia D. Macker, Chairwoman

Attest:

_____

_____, Teton County Clerk

CONCURRENCE BY THE TOWN OF JACKSON, WYOMING

WHEREAS, the Board of County Commissioners of Teton County have passed a resolution approving a proposition for imposition of an additional 1% general revenue sales/use tax in Teton County, State of Wyoming, said proposition to be placed on the General Election Ballot on November 3, 2020; and

WHEREAS, the Town of Jackson is the only incorporated municipality in the County of Teton; and

WHEREAS, W.S. §39-15-203(a)(i)(B) requires that 2/3 of the incorporated municiaplities within the county, concur with the Resolution as presented by the County Clerk on behalf of the Teton County Board of County Commissioners.

NOW THEREFORE, the Jackson Town Council of the Town of Jackson hereby concurs with the resolution approved by the Teton County Board of County Commissioners for a proposition for imposition of an additional 1% general revenue sales tax in Teton County (including within the Town of Jackson), State of Wyoming, said proposition to be placed on the General Election Ballot on November 3, 2020.

PASSED, APPROVED AND ADOPTED this _____ day of June, 2020.

TOWN OF JACKSON COUNCIL

_____
Pete Muldoon, Mayor

Attest:

_____
Sandra P. Birdyshaw, Town Clerk

BOARD OF COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: April 30, 2020

MEETING DATE: **MAY 4, 2020**

SUBMITTING DEPARTMENT: Community Development
DEPARTMENT DIRECTORS: Tyler Sinclair
PRESENTER: Larry Pardee/Tyler Sinclair

SUBJECT: Consideration of adding an additional cent of sales tax.

PURPOSE

The purpose of this item is to consider directing staff to develop language about placing a question on the November 2020 ballot to add an additional cent of sales tax.

BACKGROUND

This item was originally placed on an agenda in mid-March. At that point, staff outlined various conclusions Town Council had come to after strategic discussions about the future funding of local government. Before that meeting, the World Health Organization declared COVID-19 a global pandemic and by March 14, the Town and County's response to the virus had begun in earnest. Quite a lot has changed in the last seven weeks.

The ripple effects of this singular global event challenge our way of life, revealing the vulnerabilities in our hyper-connected, highly complex, leveraged, and stressed systems. COVID-19 is an opportunity to address some of these systems, to finetune our organizations and make sure they are as robust and resilient as possible. To do so, the Town is more aware than ever that additional revenue is a necessity as we are projecting sales and lodging tax (historically 74% of Town revenue) will be down by 50% next year. Simply put, the Town may not be able to fully meet the community's needs with its current sources of revenue.

COVID-19 is also highlighting our most deeply held and shared priorities. We are being reminded just how connected we all are –and how much we depend on one another. This moment shows us how much we all need each other to keep going. The Town of Jackson wants to emerge from this pandemic more connected and resilient and to do that we believe we must continue to come together and focus on what matters most—caring for each other through the provision of critical municipal services.

The impacts of the virus, job loss, poor health, increased domestic violence and child abuse, and mental health challenges, can overload us like a pack with too much weight in it. But in our community, for many weeks now, we have banded together to share burdens so collectively we can cope, stay well, and continue to address the next challenge in front of us. There has been an incredible amount of collective action across the Town and County in the past two months. Dynamic groups have formed to ensure everyone can access resources, landlords have forgiven rent, partnerships between nonprofits and restaurants planted as seeds have fully sprouted to provide services to those in need, and we have all made personal sacrifices to protect the

most vulnerable among us. The Town of Jackson aims to be able to ensure that such collective action can continue and that when new challenges arise as a result of the COVID-19 pandemic—a potential tidal wave of human service issues that may surface as we move toward recovery—the Town will be able to continue to support the agencies that are the backbone of the caring sector in our community. Individuals and organizations that are on the frontlines caring for victims, elders, the differently abled, and children, deserve our full support.

To provide increased support to human services, to maintain core services, and to eventually do more in other areas (housing/the environment/transportation) the Town would like to ask voters to add a cent of sales tax. At this crossroads, we also find ourselves staring at the difficult reality of not being able to keep up with increased funding requests for a variety of services including Fire/EMS, Dispatch, Planning/Building permit reviews and inspections, Parks and Rec hours and programs, snow plowing for streets and sidewalks, and more. Many of these areas exist in joint departments or as joint expenditures. They are all vital community services and the necessity for additional revenue to meet health, safety, and welfare needs is evident.

In Fiscal Year 2020 the Town has reduced its budget by $2.8M, or 11% of its total budget. Fiscal Year 2021 will be challenging as well with an anticipated decrease of $5.7 million or 24.4% in our General Fund. In order to continue to provide core municipal services and make incremental investments in the future, the Town is also proposing to offset the anticipated significant decline in sales tax revenue by using $4.9 million dollars of our reserves. This will position reserves near the minimum (20% of our total budget), which is similar to the minimum balance the County holds. The Town incrementally accrued reserve funds between 2010 and 2020 to offset our reliance on sales and lodging tax should a series of rainy days arrive, and it has. The Town's overall budget has been reduced approximately 25% below FY20 levels, focusing on providing acceptable, although often reduced, levels of service in more innovative and efficient ways. Reductions will also include cutting and freezing 9 full-time equivalent employees. The most significant cuts are recommended in our larger departments of Police, Public Works and START. In addition, the Town is requesting further reductions in the joint Fire/EMS, Dispatch and Parks and Recreation departments that may affect delivery of these joint core services. The Town finds an additional cent of sales tax revenue key to the community's recovery, to maintain core services in Town and Joint Departments, and to meet the social, human, and economic needs of the community. If this is placed on the ballot and it passes, we anticipate that revenue collected in initial years will be used for recovery to preserve critical services and plan for a resilient future. We feel this is the time to ask our community whether additional resources and assistance from government to maintain collective wellbeing are needed.

Together, Jackson and Teton County are a thriving community that is rising to meet the many challenges involved with responding to COVID-19 and the resulting economic impacts. We are a community that cares, that can innovate, that makes choices to benefit the greater good, and places emphasis on collective well-being. The Town believes we can preserve the incredible aspects of our community in both the short and long-term by putting a question to voters to increase sales tax collections by one cent. It will be the 'preservation penny,' as it will allow us to utilize funds to help preserve our community so it can recover from the pandemic, it will preserve essential safety services, and eventually help make gains toward longer-term preservation to ensure we can collectively face future crises while maintaining the things we love about this place we all call home. We hope the County will join us in voting to put the question of an additional cent of sales tax before voters in November.

ALTERNATIVES

Council analyzed property tax, the lodging tax, bonds, and fees and considered opportunities and threats related to each. Adding another cent of sales tax rose to the top for several reasons including:

- It taxes visitors, at an approximate rate of 60%, not only locals.
- It would provide the most significant annual total of any of the possible revenue sources considered.
- The State is interested in having Jackson and Teton County utilize the maximum amount of sales tax allocation before looking at alternative sources of revenue.

- It requires a popular vote and the higher turnout in this year's General Election is an opportune time to put it to voters.

ATTACHMENTS
Public comment.

FISCAL IMPACT
If voters approve another cent of sales tax, based on prior year's collection rates, Teton County will collect approximately $9M annually and the Town of Jackson will collect approximately $7M annually.

STAFF IMPACT
Town staff is prepared and has capacity to develop and lead an educational campaign regarding adding another cent of sales tax leading up to the November 2020 election.

LEGAL REVIEW
None needed.

SUGGESTED MOTIONS

TOWN:
I move to direct staff to develop ballot language for adding another cent of sales tax to the ballot in the November 2020 election.

COUNTY:
I move to direct staff to bring back ballot language for adding another cent of sales tax to the ballot in the November 2020 election.

From: Kate Roberts
To: Town Council
Subject: In support of 7th penny sales tax
Date: Sunday, March 15, 2020 8:16:18 AM

Dear Elected Officials,
Thank you for your leadership and service, especially during uncertain and stressful times like this week. In the midst of the COVID-19 outbreak, I'm reminded of the importance of having caring and capable local officials in office, and I'm so grateful for each of you and all the work you do.

I am writing to express my support for the agenda item at Monday's meeting regarding the penny sales tax. Thank you for your continued work in prioritize human services in our community through elevated conversations, the human service plan, support and funding.

As you know, many of our local human service organizations have lost substantial amounts of state funding over the past few years. At Teton Literacy Center we lost a $225,000 annual state grant that has not returned. Cumulatively, the Human Service Council has lost over $1.2 million from the state of annual funds, and that amount continues to rise. At TLC we have worked to apply for other smaller grants, increase our individual fundraising and started hosting additional fundraising events. I'm unsure of the sustainability of this required effort.

At the same time we are seeing an increase in need for services. We continue to have waitlists in all our programs. We are seeing higher and more intense needs for services, coupled with a difficult climate to maintain and hire staff due to housing shortage and high cost of living. These are issues that our colleagues also see at other human services agencies.

The penny sales tax would be an incredible step in have a dedicated funding source for human services that could help us increase our program efforts and direct services to our community. Thank you for taking this step forward.

Best,
Kate Roberts

From: Laura Soltau
To: Town Council; Natalia Macker; Luther Propst
Subject: Public Comment: Additional Penny of Sales Tax Support
Date: Friday, March 13, 2020 2:28:33 PM

Dear Elected Officials,
Thank you for your leadership and service, especially during uncertain and stressful times like this week.

I am writing to express my support for the agenda item at Monday's meeting regarding the penny sales tax. Thank you for your continued work in prioritize human services in our community through elevated conversations, the human service plan, support and funding.

As you know, many of our local human service organizations have lost substantial amounts of state funding over the past few years. At Teton Literacy Center we lost a $225,000 annual state grant that has not returned. Cumulatively, the Human Service Council has lost over $1.2 million from the state of annual funds, and that amount continues to rise. At TLC we have worked to apply for other smaller grants, increase our individual fundraising and started hosting additional fundraising events. I'm unsure of the sustainability of this required effort.

At the same time we are seeing an increase in need for services. We continue to have waitlists in all our programs. We are seeing higher and more intense needs for services, coupled with a difficult climate to maintain and hire staff due to housing shortage and high cost of living. These are issues that our colleagues also see at other human services agencies.

The penny sales tax would be an incredible step in have a dedicated funding source for human services that could help us increase our program efforts and direct services to our community. Thank you for taking this step forward.

Sincerely,
Laura Soltau
Laura West Soltau
Executive Director
Teton Literacy Center
(307) 733-9242, ext. 231
laura@tetonliteracy.org

From: lorna miller
To: Town Council; teton county commissioners
Subject: 7th Penny discussions
Date: Wednesday, April 1, 2020 12:51:14 AM

Jackson Mayor and Town Council
Teton County Board of County Commissioners,

Dear Mayor, Councilors, and Commissioners,

Regarding the 7th penny : I am writing in support the 7th penny if the use for the funds includes ecosystem conservation and stewardship.The letter sent to you by the Systems of Conservation Collaborative describes potential uses of such funding.
As was mentioned in the letter, the Comprehensive Plan included a call for conservation funding to support the Vision of the Comprehensive Plan and the First Common Value: Ecosystem Stewardship.
I am particularly interested in the potential to hire an environmental planner. The town and county have so many competing interests to deal with that it does seem oftentimes that when crucial decisions are being taken which will impact environmental stewardship, all the relevant interests are represented in the room….except the moose…or the elk…and since they are not sitting at the proverbial table it is easier to prioritize the interests of those who *are* sitting at the table. This subject has been discussed for years. Now is the opportunity to act.
And now, in the years since the Comp Plan was first written, it has become clear that sustainability, climate action and issues such as water quality even here in the headwaters, are critically important too.
Having a portion of the 7th penny dedicated to conservation and stewardship would allow for serious long term planning and implementation without the annual risk of departmental budget cuts or elimination. Jackson Hole presents itself as a leader and a model on those issues: this is a chance to support those efforts in a substantive way that is hard to achieve at present without the funding that a portion of the 7th penny would permit.
I respectfully request that you include conservation, ecosystem, and climate action in your vision for the uses of the 7th penny.

And Thanks to all of you for being so proactive in taking actions related to minimizing the exposure of the community to Covid 19. It has been very heartening indeed to see the co-ordinated efforts on behalf of the community.

Sincerely

Lorna Miller

From: Sara Dery
To: commissioners@tetoncountywy.gov; Town Council
Subject: 7th Penny Support
Date: Tuesday, March 31, 2020 4:00:42 PM

Dear Jackson Hole Town Council & Board of County Commissioners,

First off, I would like to generously "Thank You" all for your efforts to support and protect our community throughout the Covid-19 Pandemic, thus far, and hope you and your families are healthy and safe. We are so very lucky to live in a community with leadership that cares so much, so again, thank you.

I am reaching out on behalf of the 7th Penny Initiative that is to be discussed in upcoming meetings, and to express my support for the initiative. I believe that conservation funding should always be a priority, even in times of uncertainty and doubt, and that local conservation funding will allow Jackson to be a local steward when the State and Federal Government cannot be.

As someone who was born and raised under the shadow of the Tetons, conservation is of utmost importance to me, which is why I would support the 7th Penny if it includes funding for conservation. I care about conservation funding in order to preserve our historic town, our trails and pathways, our National Forests and Parks, and to maintain the character of what makes Jackson Hole. I have spent my 24 years of life looking at those mountains and enjoying this town for its local charm and charisma, and why I am expressing my support for this cause.

On top of my support of the 7th Penny, I also support the addition of affordable housing and transportation to the initiative in order to support other aspects of our community.

I appreciate the opportunity to express my personal opinion on this issue, and hope it is beneficial in the Town Council & County Commissioners further discussion of the 7th Penny.

Best,

Sara Dery

From:	Skye Schell
To:	Town Council; County Commissioners
Cc:	Chris Colligan; Siva Sundaresan; Jon Mobeck; Kate Gersh; Kyle Kissock; Jared Baecker; Sarah Walker; Sharon Mader; Timothy O"Donoghue; Penny Maldonado; Peggie dePasquale; Amy McCarthy; Kristin Combs; Frances Clark; Kevin Krasnow; Kim Trotter; Tricia O"Connor; Tyler Sinclair; cneubecker@tetoncountywy.gov; Paul Anthony; Brooke Sausser; April Norton
Subject:	Conservation funding and the 7th penny (for your JIM)
Date:	Tuesday, March 10, 2020 12:52:54 PM
Attachments:	image.png 2018 Ruckleshaus WY conservation poll.pdf Sustainable public conservation funding 2020.pdf

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Dear Mayor Muldoon, Town Councilors, Chair Macker and County Commissioners,
Please accept the attached comments from a variety of local organizations working together in the Systems of Conservation collaborative, regarding your upcoming JIM discussion of potential new revenue sources including a 7th penny of sales tax.

We are writing to address two commonly asked questions:
1. Why do we need funding for conservation? (Isn't enough of the county already "protected" public land?)
2. If we do dedicate funding for conservation, what could/should it be used for?

The attached 2-page white paper answers these questions with a brief overview of the local need for and potential use of conservation funding. To be clear, this is a demonstration of the need for new revenue, not a specific proposal of how exactly to use future revenue.

I'm also attaching an informative publication from UW's Ruckleshaus Institute. See especially Figure 4 on page 3, pasted below.

Thank you for your service, and please let us know how we can help build support for this conservation and other community funding.

Sincerely,
Skye, Chris, Jon, Jared, Sarah, Sharon, Tim, Penny, Peggie, Amy, Kristin, Frances, Kevin, and Kim

From: noreply@civicplus.com
To: Town Council
Subject: Online Form Submittal: Email the Town Council
Date: Saturday, March 14, 2020 4:20:44 PM

If you are having problems viewing this HTML email, click to view a Text version.

Email the Town Council

Subject:

Email Content:*

Your Name:*

Your Company Name:

Your Phone Number:

Your Email Address:*

Your City:

Your State:

Your Zip Code:

* indicates required fields.

View any uploaded files by signing in and then proceeding to the link below:
http://www.jacksonwy.gov/Admin/FormHistory.aspx?SID=1296

The following form was submitted via your website: Email the Town Council

Subject:: 1% Sales Tax

Email Content:: I also want to encourage the council to use the 1% extra sales tax to fund the Sustainability Dept with these funds.

Your Name:: Mary Lynn Callahan

Your Company Name::

Your Phone Number:: 3076903407

Your Email Address:: mlctetons@yahoo.com

Your City:: Jackson

Your State:: Wyoming

Your Zip Code:: 83001

Additional Information:

From:	Skye Schell
To:	Town Council; County Commissioners
Cc:	Tyler Sinclair; Susan Scarlata; Brooke Sausser; cneubecker@tetoncountywy.gov
Subject:	Ideas for your 7th penny discussion tomorrow
Date:	Sunday, May 3, 2020 7:30:16 PM

Dear Mayor Muldoon, Madame Chair Macker, Councilors & Commissioners,

First, we can't thank you enough for your service in this challenging time. I know the mental and emotional toll of leading an organization in this time, so I can only imagine the impact on your personal lives from your weighty decisions about public health and budgets. **Thank you.**

As you know, we have been very interested in discussing a potential 7th penny, and using those funds for conservation, housing that's affordable to local workers, and transportation solutions. Since we sent our last letter detailing the need and potential uses of funds for conservation, the world has radically changed. We want to share two reactions:

We support calls from the business community to delay this conversation. People are hurting and struggling, and now is a scary time to talk about taxes. While we don't want to give up on the November ballot right now, we're happy to postpone the discussion for a month, when hopefully everyone has a lot more information and certainty than we do now. Also, we know that much of our community is entirely focused on health and economics, so we support pausing big discussions like this (or zip lines on Snow King, helicopter tours, etc) until we return to what Public Health has called the "New Normal" green zone.

If you do have this conversation on Monday, please consider a two-phase funding plan that includes both short-term and long-term needs. Here is a "back of the napkin" idea to help the conversation along:

1. **Short-term recovery:** funds in the first two years go towards health care, emergency services, human services, and business recovery; with a small portion dedicated to laying the foundation for our long-term sustainability.
2. **Long-term sustainability / community preservation:** funds after the first two years go to the Comprehensive Plan priorities of conservation / ecosystem stewardship (please see our previous letter for details), affordable housing, and transportation. A portion could also go to human services or other continuing recovery needs.

We and our partners across sectors are at your service to help develop these ideas further.

Sincerely,
Skye

--
Skye Schell
Executive Director
Jackson Hole Conservation Alliance
He/him/his

From: Leah Shlachter
To: commissioners@tetoncountywy.gov; Town Council
Subject: Additional cent of sales tax
Date: Sunday, May 3, 2020 11:40:23 PM

Dear Jackson Town Council and Teton County Commissioners,

I am writing in support of adding a cent of sales tax on November's ballot.

As the COVID-19 pandemic has revealed, we are all interconnected, and when one of us suffers, we all suffer--on a local and global scale. Issues that affect the community require collective responses and solutions. Adding an additional cent of sales tax is one of those collective solutions: we all pitch in a little, and in return, we maintain a functioning community--one that can solidly withstand pandemics as well as thrive after. Let's take care of each other.

Thank you,

Leah Shlachter
Jackson, WY

From: shane rothman
To: Town Council; commissioners@tetoncountywy.gov
Subject: Additional Penny of Sales Tax
Date: Monday, May 4, 2020 11:55:29 AM

Dear Mayor, Council, and County Commissioners,

First of all, I appreciate your efforts for keeping Jackson and Teton County ahead of the curve, and setting a great example for similar mountain communities!

I am writing today to express concern over an additional penny of sales tax. I am afraid that this proposition will cause controversy, require substantial time and effort for Town and County staff, and will ultimately fail at the ballot, again.

Please consider changing this proposal to increase our SPET another penny instead! I am confident that it would be much more successful at the ballots, and would also have better long term results. The recent SPET results are proof that the public will be highly engaged, and that we all appreciate having a say in future expenditures. I would like to see more initiatives for the public to weigh in on in the future, but due to the success of last year's vote (and the amount of future funds to be allocated on the various projects), it appears as if we might not get an opportunity to have a highly engaging and educational SPET process for many years. This unique tax is the best way to ensure that our expenditures are supported by the majority of residents, which increases local morale, and it will also make all of your jobs much easier!

If there is any legal reason why increasing the SPET tax is not a current option, I would appreciate learning why (feel free to respond and educate me), and would then urge our state representatives to lobby for changes. Every county in Wyoming would likely prefer this tax format as oppose to increasing general sales taxes, and Teton County has an opportunity to help set a better example for the rest of the state to follow. I have been disappointed that increasing SPET hasn't been the first option, even back in 2016.

Please consider including another SPET penny as an alternative option in your discussions, and also continue to explore more options to improve the Lodging Tax, and further contemplate enacting a Real Estate Transfer Tax for homes above a certain value.

Sincerely,
Shane Rothman
Jackson WY

From: Sandy Birdyshaw
To: Town Council; "commissioners@tetoncountywy.gov"
Subject: Public Comment Read at JIM: support for the 7th penny
Date: Monday, May 4, 2020 3:48:07 PM

Dear Town Council and County Commissioners,

This email was read during the meeting.

Thank you,
Sandy Birdyshaw

From: Karen Daubert <karendaubert@msn.com>
Sent: Sunday, May 3, 2020 3:27 PM
To: Public Comment <publiccomment@jacksonwy.gov>
Subject: support for the 7th penny

Dear Jackson Hole Town Council & Board of County Commissioners,

Thank You all for your efforts to support and protect our community throughout the Covid-19 Pandemic! I appreciate what a trying time it is – and how it has changed our worlds. I hope you and your families are healthy and safe.

I am writing in support of the 7th Penny Initiative to be discussed in Monday's meeting. I strongly support **conservation funding** and believe that – especially in this valley - it should be a priority, even in times of uncertainty and doubt. Local conservation funding will allow Jackson to be the local steward that our State and Federal Governments cannot be. I have been visiting the Valley for the past 30 years, but have been living her for only the past four. Throughout that time, I have been continually concerned about the ability of our partners – especially our National Forests – to maintain what they have and serve the increasingly active and recreationally focused population. The overuse of both our front-country and back-country trails provide just one example.

I support the 7th Penny – assuming that it includes funding for conservation – because of its ability to preserve our historic town, trails, pathways, and National Forests - and to maintain the character of what makes Jackson Hole what it is.

Again, thank you very much for all you do!

Sincerely,

Karen Daubert
5755 Fish Creek Road
Wilson, WY 83014
206-310-1792

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: START **PRESENTER**: Darren Brugmann

MEETING DATE: June 1, 2020

SUBJECT: START 2020-2025 Route Plan – Final Plan

STATEMENT/PURPOSE

The purpose of this item is to request acceptance of FINAL Report for the START 2020-2025 Route Plan conducted by LSC Transportation Consultants, Inc. (LSC). If accepted, this Report will shall serve as the primary guiding document to assist START in future operational plans. Implementation of this plan would require future approval or amendments of its Operations Plan and corresponding budget as dictated in the Joint Powers Agreement (JPA) as appropriate.

BACKGROUND/ALTERNATIVES

On February 27, 2019 START released a request for proposals (RFP) for the completion of a 2020-2025 Route Plan. LSC was the successful proposer and began work in June 2019. The purpose of the 2020-2025 Route Plan was to evaluate alternative routing options utilizing existing START resources and use this Plan as START's guidance for short term operational changes. 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 were also considered in the 2020-2025 Route Plan to provide as much synergy as possible.

The initial expectation was 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. START's original submitted Operations Plan for FY21 and corresponding budget submitted in February 2020 represented this intent. However, COVID-19 has adjusted those plans to look at full implementation in FY22 and beyond. Current recommended FY21 START budget and operation plan does not include implementation of this plan at this time. Implementation of this plan will require START to gain approval from Councilors and Commission as part of its annual budget plan and Operations Plan submittal as detailed in the JPA.

The LSC scope phases and deliverables are summarized below. LSC has met all the deliverables per consultant contract and are contained in the Final Report as attached.

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

An Advisory Committee was formed at the onset of this project to help provide guidance and direction to the consultant and START Staff on this project. The group consisted of the following individuals:

Jared Smith START Board Member
Brett Simic START Board Member
Herb Brooks START Board Member
Tyler Sinclair Town of Jackson Community Development Director
Amy Ramage Teton County Engineer

A summary PowerPoint presentation of the Final Report is attached. To summarize, this recommended plan will aim to achieve the following benefits:

Estimated 55-60% ridership increase
Direct routing for Town Shuttle and Teton Village routes
Higher frequency to maximize ridership
Increased commuter and regional services
Efficient transit connections with travel times that are competitive with personal auto travel time
Reduced VMT within Teton County, WY
Introducing 'Microtransit' with smaller vehicles and real-time on-demand service for East Jackson
New routes for south Jackson and south of Jackson

The following outlines future supporting infrastructure needs from the report that would need to be considered with implementation of this Plan:

Simple Downtown Transfer Point using existing assets, paint/signage
Park and ride improvements/additions
New bus stop locations supporting South Jackson Route
Stilson Transit Center improvements and transit prioritization
Roadway improvements to facilitate Bus Rapid Transit (BRT) between Town and Stilson

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 was funded by a FTA grant awarded to START and by local match, implementing Strategy 7.1.S.3 of the Comprehensive Plan.

STAKEHOLDER ANALYSIS

There is significant impact for our public transit riding community and our community's effort to achieve strategies outlined in the Comprehensive and ITP plans.

In reference to public input, part of the START 2020-2025 Route Plan engaged all stakeholders including current, riders, drivers, and decision makers (START Board) as well as identification of currently unmet needs. The START Board has reviewed the final report and unanimously accepted the report on April 9, 2020. A summary of the outreach:

Phase 1 – Stakeholder Interviews, Community Familiarization (June 2019)
Phase 2 – Rider Survey, Focus Groups, Driver Meeting, General Community Survey (August 2019) 356 onboard rider survey responses and 641 online community survey responses
Phase 3 – Route Options Workshop (February 2020)
5 different open houses with over 125 attendees
Phase 4 – Community Survey on Route Options (February-March 2020)
255 responses
Phase 5 – Draft Presentation to START Board (April 2020)

FISCAL IMPACT

The LSC proposal was for a not-to-exceed amount of $97,840. The Project was kept within the budgeted amount. START received an FTA grant that covered up to 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 included these funds in its recommended FY20 budget (funds will be expended in FY20).

Future implementation of any major components of this plan could have significant fiscal impact but would be addressed accordingly in the budget process – including submission of an operations plan detailing recommended changes. The plan and summary presentation outlines estimated budgetary impacts through 2025.

STAFF IMPACT

The START 2020-2025 Route Plan required 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. Implementation of the plan will require considerable future START staff resources.

LEGAL REVIEW

None

ATTACHMENTS

- START 5-year Route Plan June 1 2020
- START 5-year Route Plan – JIM Presentation

RECOMMENDATION

The START Director, with unanimous concurrence of the START Board, recommends accepting the START 2020-2025 Route Plan as presented by LSC Transportation Consultants, Inc.

SUGGESTED MOTION

I move to accept the START 2020-2025 Route Plan as presented by LSC Transportation Consultants, Inc. for START use as its primary guidance in future operational plans.

START Routing Plan 2020-2025

Prepared for:

START BUS

TRANSPORTATION CONSULTANTS, INC.

Charlier Associates, Inc.

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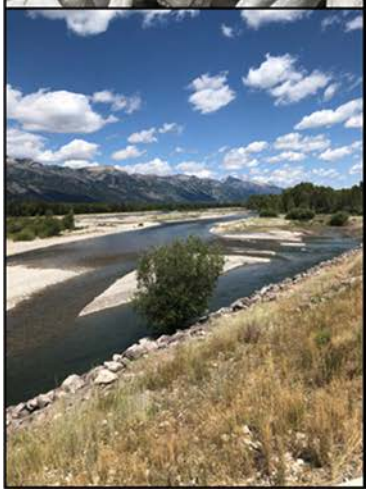
Through its issuance of Request for Proposals (RFP) 19-20, issued on February 28, 2019, the Southern Teton Area Rapid Transit (START) sought a qualified consultant to develop the 2020-2025 Route Plan to evaluate alternative routing options for the START fixed-route bus system.

LSC Transportation Consultants, Inc. (LSC) was selected by START to complete this work. The project started in June of 2019 and has progressed incrementally since then with a series of reports, presentations, and public meetings – this final report is being delivered in March of 2020 with anticipated START board approval in April of 2020. The final step will be a presentation to elected officials in May of 2020 at the Joint Information Meeting.



PROJECT OVERVIEW AND PURPOSE

START Bus ordered this 2020-2025 Route Plan to determine the future of how START's routes can operate more effectively with maximum service effectiveness. The long-term strategic transit plan for START is established in the Jackson/Teton County Integrated Transportation Plan (the ITP is available at www.jacksontetonplan.com/239). The purpose of this START Route Plan is to evaluate routing alternatives that will increase ridership and reduce vehicle miles traveled, the central tenant of the ITP.

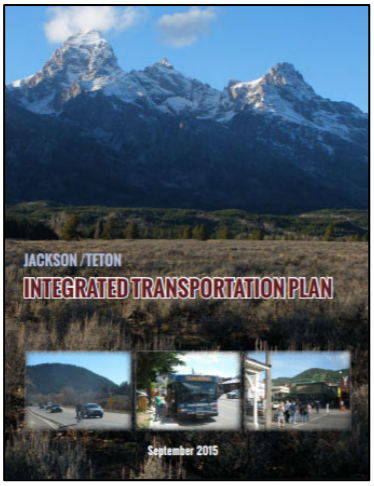
This Route Plan study is critical to improving ridership, making transit more competitive with driving, and maximizing existing resources of the 63,000 START bus hours. Given that the 2020-2025 Route Plan alternatives are largely limited by the existing resources, some of the routing actions or potential changes contemplated may not happen immediately. This Route Plan considers, among other things: routing options, service delivery modes, and supporting infrastructure needs (park and ride lots, bus stop improvements, hubs).

The study area of the project is the START service area, which includes the Town of Jackson and Southern Teton County in western Wyoming, as well as the communities of Alpine and Etna in Lincoln County, Wyoming, and the towns of Victor and Driggs in Idaho.

PROJECT CONTEXT

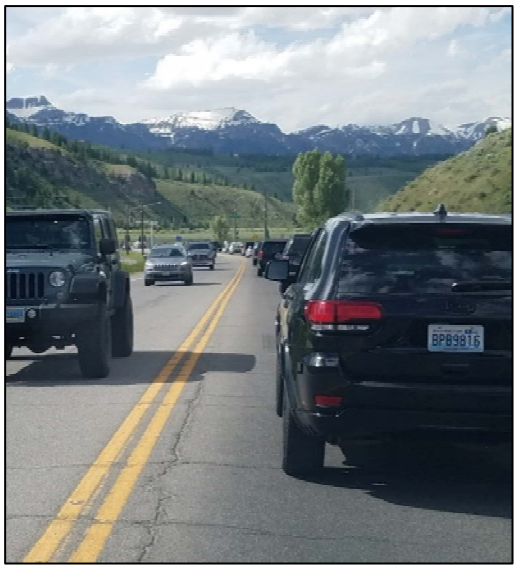
START is the transit provider for Jackson and Teton County, Wyoming, as well as providing commuter transit service for Teton County, Idaho. START originated in 1987 as a ski shuttle and has steadily expanded

service over the last 25 years. START currently 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. Service intensity varies seasonally by route and can be divided into two distinct seasons: the winter season extending into the limited spring season, and the summer season extending into the limited fall season.



The ITP was adopted in 2015 to implement the Transportation section of the Jackson/Teton County Comprehensive Plan – the ITP establishes a Plan Scenario, which is a combination of actions that will reduce the growth in Vehicle Miles Traveled (VMT) by almost half 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. However, this project is focused on evaluating eight of these actions, as part of this 2020-2025 Route Plan development process:

- 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 the winter
- Increase service on the Teton Village route in the summer
- Streamline the Town Shuttle route
- Increase service on the Town Shuttle route
- Provide or increase fixed-route transit service to Wilson and South Park



LSC understands the local context for this study and how important it is to get it right. We understand the challenges that the Town of Jackson, Teton County, and Jackson County areas face in sustaining and growing viable transit solutions. Issues such as the lack of affordable housing, traffic and congestion, and a desire to balance transportation access with resident quality of life and visitor experience must all be addressed. We understand that fostering collaboration and coordination of transportation services between the Town of Jackson, Teton County, Jackson County, the Jackson Hole Mountain Resort, Teton Village, and the surrounding rural commuter communities, both in Wyoming and Idaho, is critical, and we are sensitive to the political cooperation and compromises necessary for success.

STUDY OUTCOME AND APPROACH

The study process has followed a series of project deliverables:

- Analysis of existing routes
- Development of route alternatives
- Technical analysis of the alternatives
- Public input and review of the alternatives
- Recommended route alternatives and final plan

The outcome of this planning process is this final report with an actionable strategic 2020-2025 Route Plan driven by community input that includes creative options and scenarios, technical route alternatives analysis, a robust resource analysis, recommendations for service sustainability, and key service expansion opportunities.

Each step in the process has been informed by the previous steps and associated deliverables in a way that has built towards this final report and its recommendations. The intent has been to create a process that is clear and incremental. The Town of Jackson Town Council is ultimately responsible for approval of this plan, but the START Board and a specifically-established 2020-2025 Route Plan Advisory Committee has provided study oversight, feedback on study progress, review of progress reports and Interim Reports, and direction for the development of the final report.

OVERVIEW OF ROUTE PLAN

As shown in Figures I-1 and I-2, the final Route Plan consists of:

- More direct Town Shuttles with improved frequency
- Simplified Teton Village routes, along with a new high frequency express route and a route version from Smiths, and improved year-round frequency
- New connectivity to areas south of Jackson (Melody Ranch, Rafter J) via a new fixed route
- Microtransit serving East Jackson

BENEFITS OF ROUTE PLAN

The route and service details contained herein are built around fulfilling START goals established in the ITP through the following key concepts:

- More efficient and direct routing overall
- Higher frequency to maximize ridership
- Increased commuter and regional services
- Adding a new route to connect to points south of the Town of Jackson
- Using microtransit as a more flexible and context appropriate solution for East Jackson

Once implemented, and as shown in Table I-1, this final Route Plan will create many community benefits including:

- Increased overall ridership by an estimated 60%
- Connections between key destinations with transit travel times that are competitive with personal auto travel time
- Reduced Vehicle Miles Traveled (VMT) within Teton County, WY
- Smaller vehicles with lower neighborhood impact for East Jackson

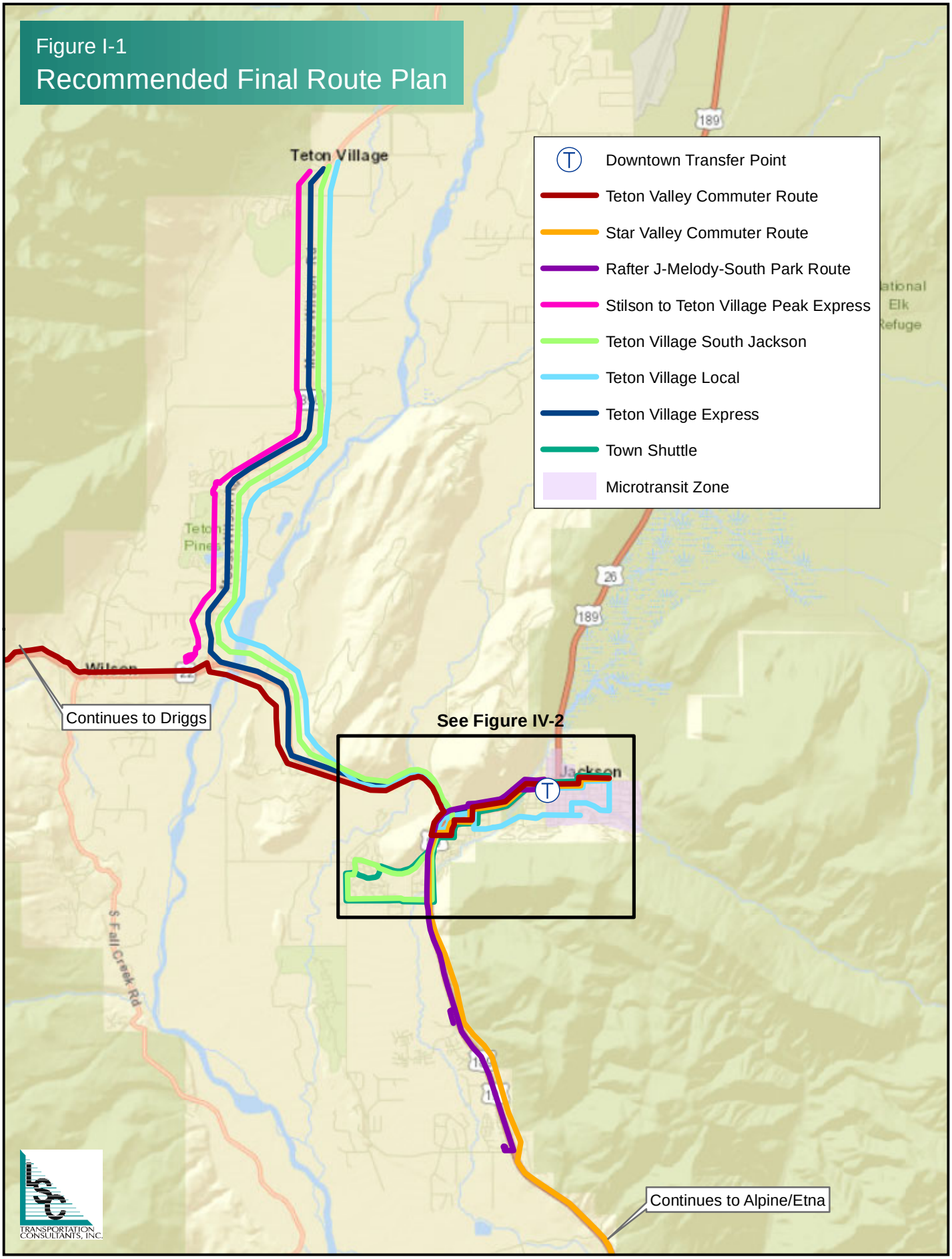


Figure I-1
Recommended Final Route Plan
Downtown Transfer Point
Teton Valley Commuter Route
Star Valley Commuter Route
Rafter J-Melody-South Park Route
Stilson to Teton Village Peak Express
Teton Village South Jackson
Teton Village Local
Teton Village Express
Town Shuttle
Microtransit Zone
Teton Village
Wilson
Jackson
Continues to Driggs
See Figure IV-2
Continues to Alpine/Etna
S Fall Creek Rd
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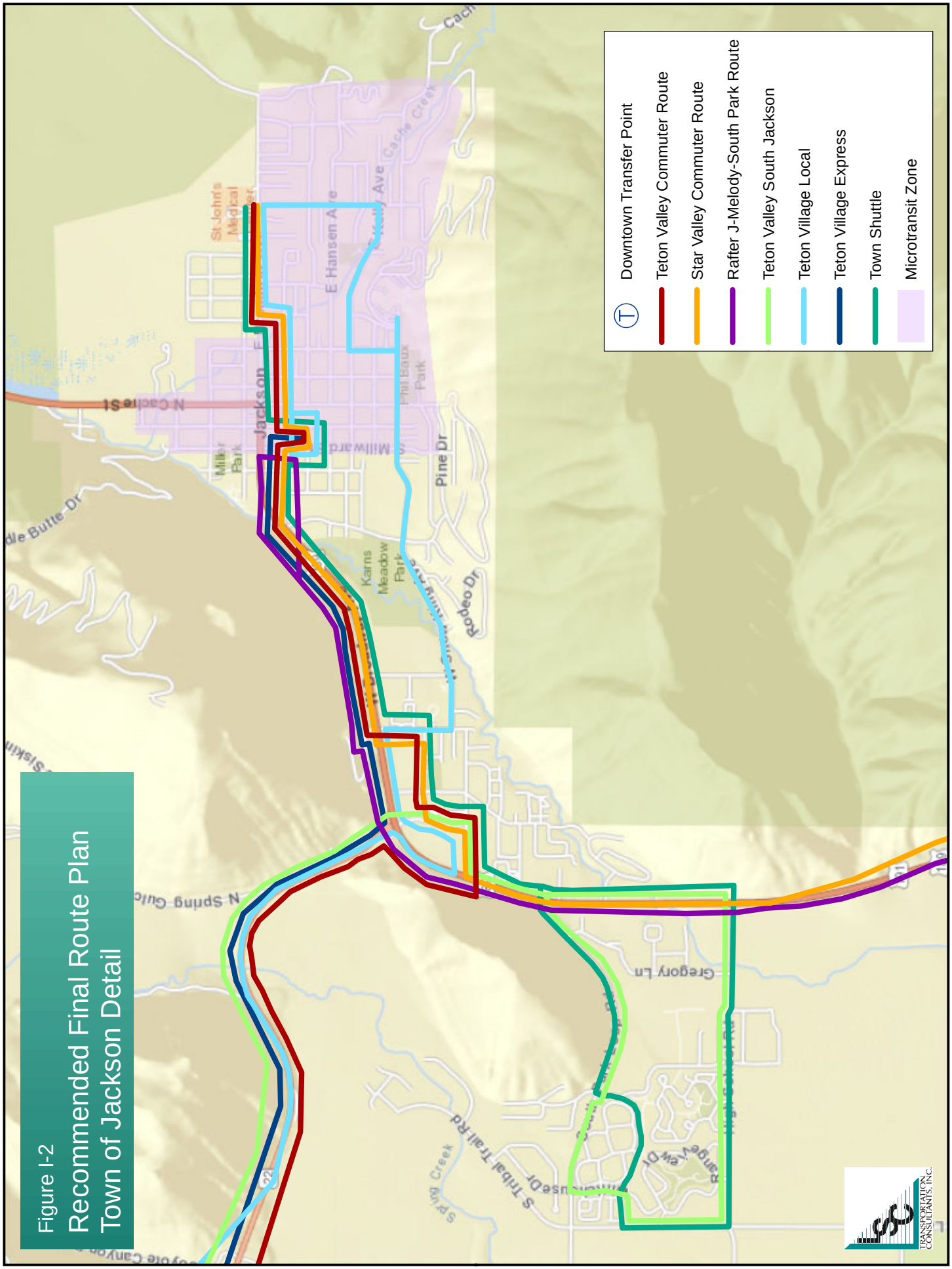

Figure I-2
Recommended Final Route Plan
Town of Jackson Detail

- Reduced cost per passenger
- Increased efficiency and estimated productivity
- No increase in peak buses

Table I-1: Comparison of Final Plan with Status Quo								
	Operating Cost	Revenue Hours	Total Hours	Ridership	Cost per Passenger	Passengers per Revenue Hour	Impact on Transfers	Number of Peak Buses
Status Quo (FY2019)	$4,717,765	39,589	59,616	1,082,089	$4.36	27.3	-	27
Final Plan	$5,530,000	61,000	72,000	1,750,000	$3.16	28.7	Microtransit will increase transfers for E. Jackson riders	26 + microtransit vehicles
FY2020 (Est.)	$5,306,292	46,726	65,645	-	-	-	-	-
Source: LSC, 2020.								

It should be noted that ridership is an estimation for the final Route Plan once it is at maturity, which is usually at year three. Using various demand estimation models, based on industry best practices, the ridership at year three yielded 1,750,000 one-way rides – actual ridership will likely fall in a range of 1,600,000 to 1,900,000 and will be dependent on many external factors such as downtown Jackson parking strategies, local economic conditions (especially employment levels and visitation numbers), gas prices, and roadway infrastructure development.

REPORT CONTENTS

This Interim Report includes eight chapters in total, organized with demographics, background research, and organizational analysis preceding a review of progress made on the ITP goals to date, analysis of existing routes, initial stakeholder input, financial analysis, and infrastructure.

- ➔ Chapter II considers the context for the project.
- ➔ Chapter III reviews the public outreach process.
- ➔ Chapter IV contains details on the final Route Plan.
- ➔ Chapter V presents implementation details.
- ➔ Chapter VI gives a summary of previous project deliverables and work products.

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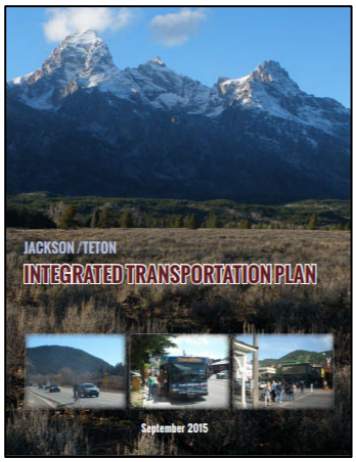
The 2020-2025 Route Plan was established as a priority activity in the Jackson/Teton County Integrated Transportation Plan (the ITP is available at www.jacksontetonplan.com/239), adopted in 2015 to implement the Transportation section of the Jackson/Teton County Comprehensive Plan.

PROJECT CONTEXT

As the regional transit provider for Jackson and Teton County, Wyoming, as well as providing commuter transit service for Teton County, Idaho, START has grown significantly over the last 25 years since its inception in 1987 as a local ski shuttle. Over the years, START services have grown to include 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. Service intensity varies seasonally by route and can be divided into three distinct seasonal service profiles: the winter season, the summer season, and the shoulder seasons of fall and spring, which have continued to shrink in duration as tourism has grown to include the early summer and fall.

START services have grown organically over the years as needs have been identified and service requests have been made. This growth has often been without a comprehensive system-wide approach to service connectivity and efficiency. The 2020-2025 Route Plan seeks to correct this by taking a look at how best to deliver service throughout the START service area.

Linkage to ITP



The ITP establishes a Plan Scenario, which is a combination of actions that will reduce the growth in Vehicle Miles Traveled (VMT) by almost half 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. However, the Route Plan project is focused on evaluating eight of these actions, as part of this 2020-2025 Route Plan development process:

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Details of the key indicators under the Baseline and Plan Scenario are shown in Table II-1.

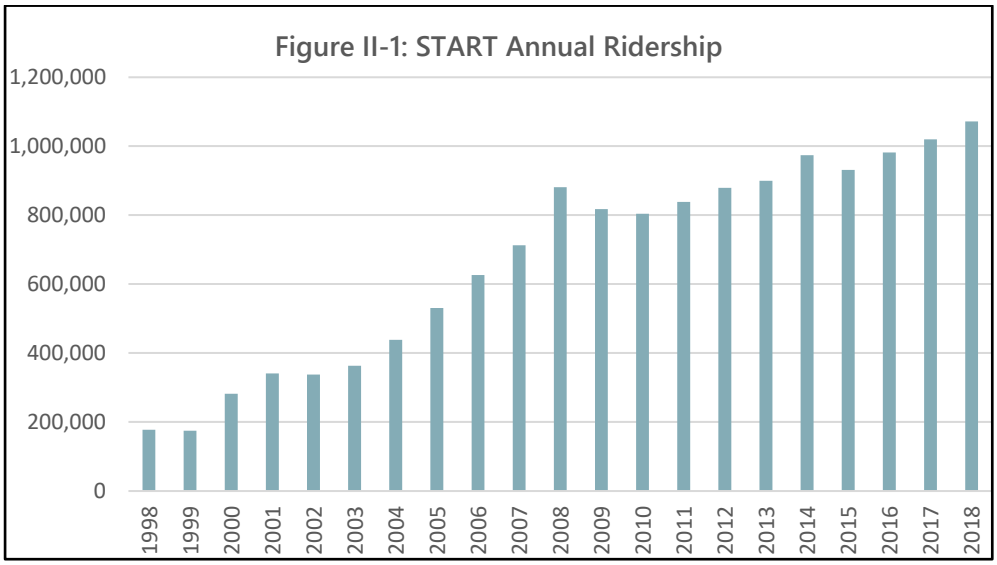
Table II-1: Key Indicators from the ITP (source: Charlier Associates, Inc.)

Indicator		Base Year	Baseline Scenario		Plan Scenario	
		2013	2024	2035	2024	2035
Mode Share (of total annual trips)	SOV (single occupant vehicle)	54%	54%	54%	51%	48%
	MOA (multiple occupant auto)	29%	29%	29%	29%	29%
	Walk	9%	9%	9%	10%	11%
	Bicycle	7%	7%	7%	8%	9%
	Transit	1%	1%	1%	2%	3%
Annual vehicle miles traveled (VMT)		480 million	550 million	610 million	525 million	560 million
% Growth in VMT from 2013		-	14%	28%	9%	17%
Annual transit ridership		0.9 million	1.1 million	1.2 million	1.8 million	3.6 million

The theme of Chapter 2 of the ITP is "Make Transit a Viable Choice" and this 2020-2025 Route Plan seeks to fulfill this goal of making transit a more viable choice through improvements in route frequency and directness.

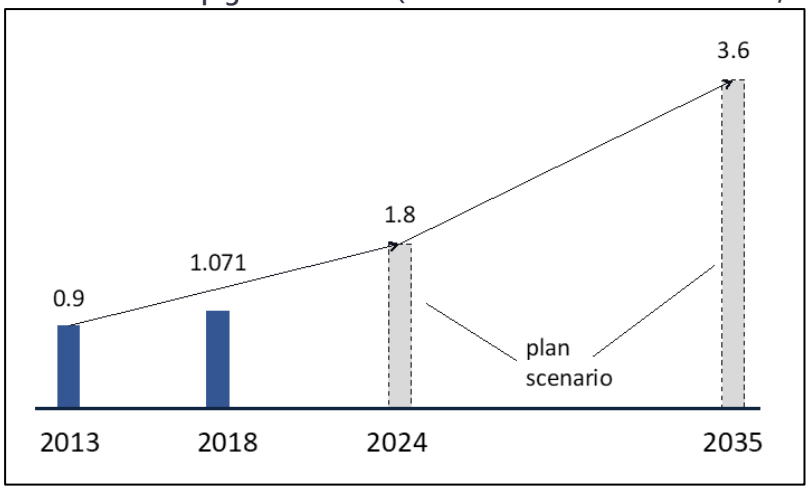
RIDERSHIP GROWING... BUT NOT FAST ENOUGH

As shown in Figure II-1, START ridership has grown significantly over the past two decades, growing from under 200,000 one-way rides annually in 1998 to almost 1.1 million in 2018.



However, this pace of ridership growth in the past few years is falling short of the ITP goals and needs to increase quickly in order to keep pace, as shown in Figure II-2.

Figure II-2: Ridership goal from ITP (source: Charlier and Associates, Inc.)



The Route Plan recognizes this urgency by creating a plan focused on ridership growth.

TRAFFIC AND CONGESTION GROWTH

The ITP is currently undergoing a technical update, as of early 2020, which shows that the need for growth in transit services and usage can't come fast enough. One of the most striking key indicators, as shown in Figures II-3 and II-4, is the growth in total annual VMT that has occurred between 2013 and 2018 – the data show that VMT is already well above the original ITP plan projections for 2035.

Figure II-3: VMT growth vs. ITP plan (source: Charlier and Associates, Inc.)

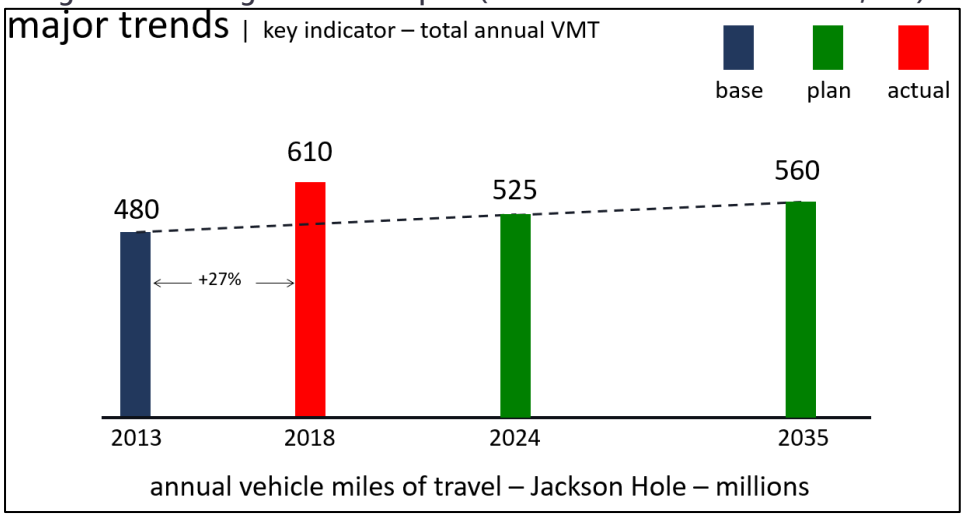
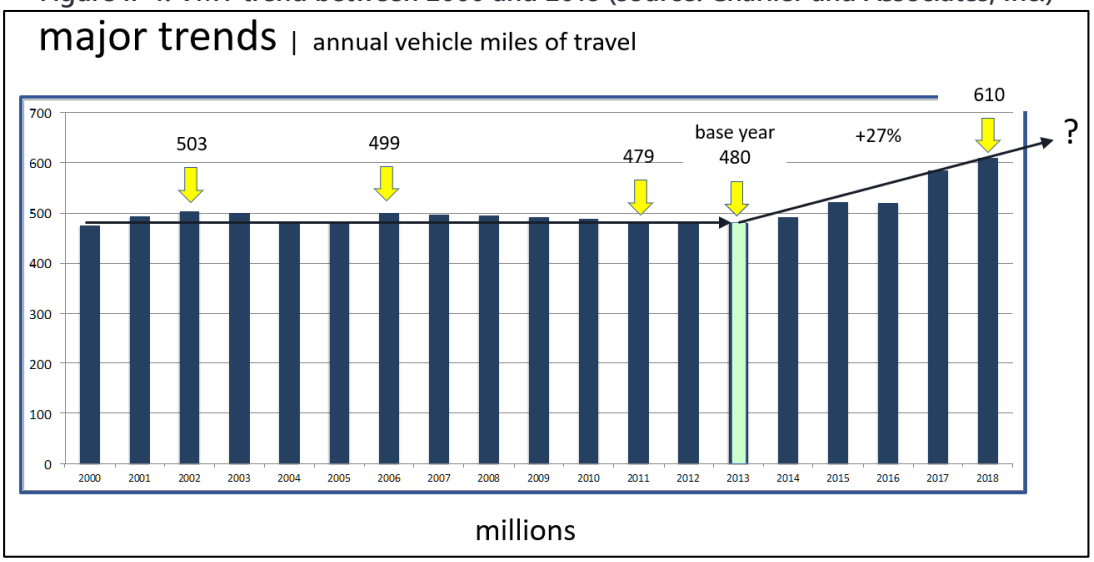
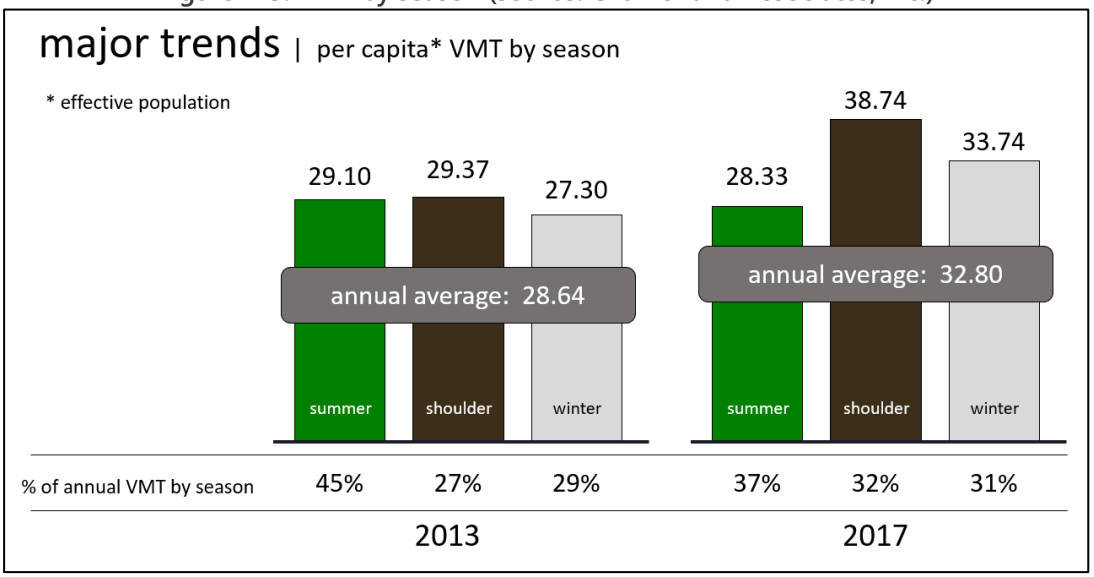


Figure II-4: VMT trend between 2000 and 2018 (source: Charlier and Associates, Inc.)



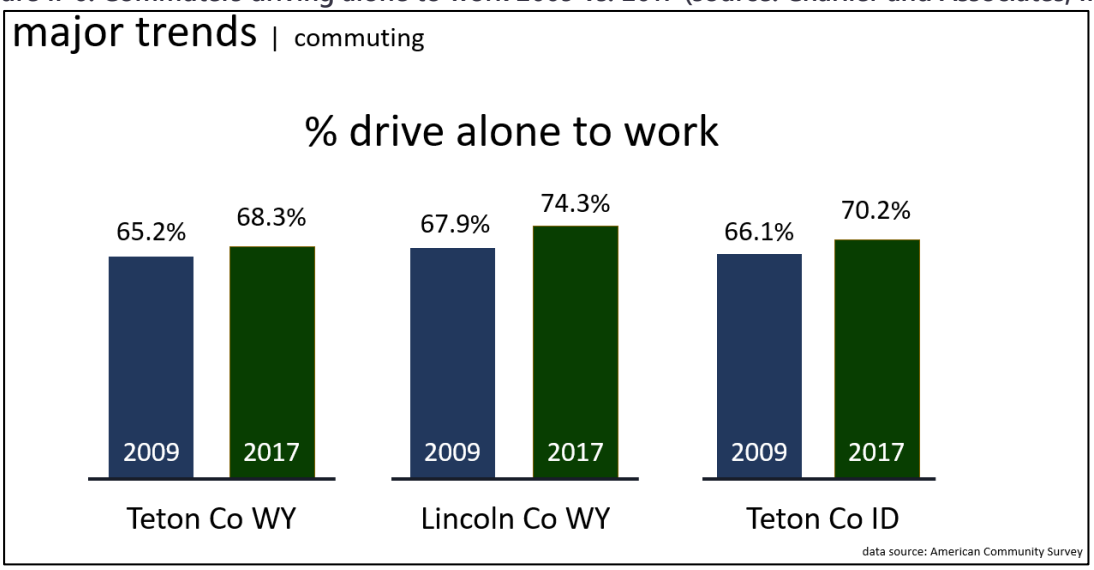
VMT growth between 2013 and 2017 has been focused on the winter and shoulder seasons, as shown in Figure II-5, with summer VMT actually dropping slightly. This points to a need to continue to bolster winter and shoulder season transit services.

Figure II-5: VMT by season (source: Charlier and Associates, Inc.)



Another pertinent trend highlighted in the recent ITP update is the percentage of commuters driving alone to work, which has grown across all counties served by START commuter routes, as shown in Figure II-6.

Figure II-6: Commuters driving alone to work 2009 vs. 2017 (source: Charlier and Associates, Inc.)



EMERGING MOBILITY TRENDS

The 2020-2025 Route Plan is being completed during a time of much change and innovation within the public transportation space. As part of the planning process, we have identified several trends with applicability to START and the Route Plan.

Trend #1: Microtransit

What Is It?

Microtransit is a form of demand response transit that leverages smartphone technology using an app to match trip requests in real-time to dynamic/flexible routes in a defined service area. It typically operates with smaller vehicles, such as cars or vans, which are often electric.

What Are The Critical Success Factors?

Microtransit has been around for several years and many lessons have been learned in how to build a successful microtransit program:

- Smaller service area of one to four square miles, usually connecting to a transit center which transfers to frequent fixed route service
- Medium density of housing
- Ability to group trips to/from key destination at similar times
- Fare structure that balances convenience and ridership
- Robust marketing and public education
- Accessible vehicles and call-in option for those without smartphones

Operational Considerations

Microtransit can be contracted turn-key with an experienced vendor or operated directly by the transit agency utilizing purchased real-time ride-matching technology. Productivity can be lower than fixed-

route bus (microtransit typically operates at between four and nine passengers per hour) and costs may vary by the number of vehicles needed to serve the demand. The smaller vehicles utilized operate at lower cost per hour and provide more flexibility in where they serve. Residential neighborhoods may find that microtransit is less impactful than fixed route bus service due to reduced noise and vehicle pollution.

Applicability for Jackson

The east Jackson area and incorporating downtown has been identified as a place where microtransit could be appropriate and successful.

Trend #2: Mobility Hub

What is it?

A mobility hub is a physical space where multiple transportation modes can interact, providing a seamless transportation experience for end users. A mobility hub facilitates to make a user's trip easy and interconnected with a view of mobility as a service.

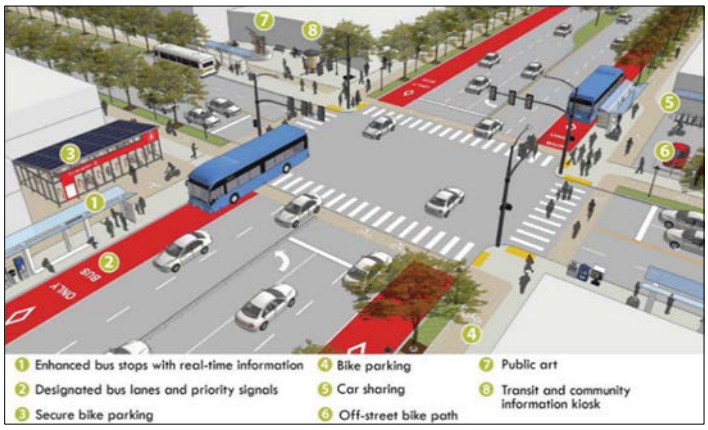


Image credit: City of Boulder, CO (https://bouldercolorado.gov/goboulder/north-boulder-mobility-hub)

What Are The Critical Success Factors?

A mobility hub should incorporate:

- Seamless interconnectivity between transportation modes such as fixed route bus, microtransit, bike share, and pedestrian/bicycle infrastructure
- Single-point, app-based ticketing and trip planning resources
- Real-time customer information, across modes
- Smart infrastructure that relays real-time parking availability information and traffic updates
- Space for buses to operate and passenger amenities such as shelters and bathrooms

Operational Considerations

A mobility hub requires that cities, transit agencies, bike and car share providers, and technology providers cooperate and combine efforts, often through information sharing, co-branding, and platform integration. The mobility hub concept requires dedicated physical space and a safe, well-developed pedestrian and bicycle environment. There are often many technology challenges to implementing this concept.

Applicability for Jackson

The downtown area around the intersection of Pearl Ave. and Millward St., near the existing downtown parking structure has been identified as a place where some of the mobility hub concepts could be applied long-term.

Trend #3: Bus Rapid Transit and Transit Prioritization

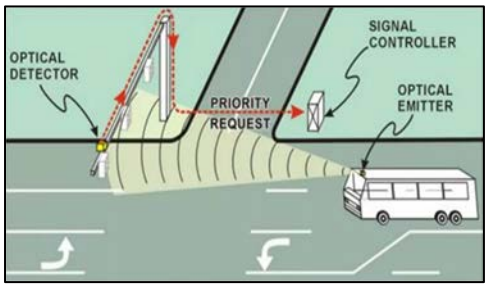
What Is It?

Bus rapid transit (BRT) is a term for high frequency bus service that operates on a dedicated lane, shoulder, or corridor that is typically as quick or quicker than car travel and has characteristics such as:

- Limited stops and longer distances between stops than typical fixed route bus service; usually half a mile or more between stops
- Enhanced bus stops that offer zero height entry and exit utilizing train station style platforms
- Unique bus designs that often have larger door openings for quicker boarding and unloading
- Electronic ticketing or fare media that offer "tap and board" convenience
- 15 minute or less headways between buses
- Has infrastructure for buses to operate quickly, sometimes in the form of dedicated lanes or separate bus-only corridors, but can also utilize high occupancy vehicle (HOV) or high occupancy toll (HOT) lanes shared with private vehicles. Can also utilize highway shoulders if there is space (called bus-on-shoulder or BOS).
- BRT and BOS tools have been successfully deployed in other mountain resort communities including the Glenwood Springs to Aspen, CO corridor, operated by the Roaring Fork Transportation Authority, and the Park City Transit Silver Line on SR224 between Kimball Junction and Park City, Utah.

What Are The Critical Success Factors?

In order for BRT or BOS to succeed, there are several considerations:



- There must be dedicated infrastructure that is well maintained and clearly marked or signed to indicate that only buses can operate in the space
- Travel time advantage over single occupancy vehicles (SOVs) should be the goal, as this creates operational efficiency and motivation to use the bus
- Technology must be integrated and be tied to the infrastructure such as transit priority traffic signals that allow the bus to go before other vehicles or on-demand to keep the bus moving quickly
- Public education, signage, and marketing around how the infrastructure operates, what types of vehicles are allowed to be in which lanes, and what times of day to accept certain roadway operations (in some national examples, buses only use the shoulder during commuter times and/or HOV lanes are only designated as such during commute times)

Operational Considerations

BRT or BOS solutions require transit operators to alter normal operations. BRT or BOS often requires specialized buses, advanced driver training, high frequency bus service with extra cost, and technology integration between the buses and the roadway infrastructure such as transit priority signals.

Applicability for Jackson

The applicability of BRT and HOV has been discussed extensively lately as part of the Wyoming Department of Transportation (WYDOT) Snake River Bridge replacement on WYO 22 (as identified in the Draft Wyoming 2020 State Improvement Program) and the WYO 22/WYO 390 intersection improvements. The programmed improvements consist of bridge replacement over the Snake River, WYO 22/WYO 390 intersection modifications, and roadway widening to 4-lanes.

BRT, HOV, BOS, and transit prioritization tools all have benefits to START as part of these WYDOT planned improvements. Incorporating park and ride improvements to the Stilson Transit Center and Parking would also be beneficial and should be a part of any roadway improvements in this area.

CONCLUSIONS

The context described in this chapter points to an urgency to move forward quickly to implement the START system improvements described in this final report. Recent spikes in VMT and SOV mode use, new emerging mobility trends, and current infrastructure projects with transit impacts all reinforce the need to position START for future ridership growth and community impact. Through strategies described in this plan, START will be able to positively impact emission reduction goals and traffic mitigation.

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Chapter III presents the public input gathered throughout this study as well as discussion on how the Preferred System Alternative was modified in the final plan based on public input.

PUBLIC OUTREACH PLAN

In response to the START RFP# 19-20, 2020-2025 Route Plan, LSC proposed a robust public outreach plan to support the plan development and ensure implementation. The public outreach goal for the project was to connect with as many people as possible through a public involvement effort that engages key partners, stakeholders, and constituents throughout the entire planning process via five phases of public engagement and outreach. The public outreach plan included four phases:

- Phase 1 – Stakeholder Interviews, Community Familiarization (June 2019)
- Phase 2 – Rider Survey, Focus Groups, Driver Meeting, General Community Survey (August 2019)
- Phase 3 – Route Options Workshop (February 2020)
- Phase 4 – Community Survey on Route Options (February 2020)
- Phase 5 – Draft Presentation (April/May 2020)

Kick-Off Trip

The LSC team traveled to Jackson June 25 through 27, 2019 to kick-off the project and conduct initial community familiarization, outreach, and engagement.

Stakeholder Interviews

As part of the initial community engagement, LSC interviewed a variety of stakeholders with the purpose of introducing the plan and its process to the community, as well as soliciting feedback on community transportation needs. LSC conducted stakeholder interviews with representatives from:

- Town of Jackson - Larry Pardee, Town Manager
- St. Johns Medical Center - Thom Kinney, Human Resource Director
- Teton Village Association - Melissa Turley, Executive Director
- Jackson Hole Mountain Resort - Mike McGrath, Parking and Transportation Manager
- START Board - Seadar Davis, Vice Chair and Susan Mick, Chair
- START staff

The following takeaways were gained from the stakeholder interviews:

- START has grown organically, and this plan presents the opportunity to look at the system more strategically and efficiently.
- Service options should incorporate multimodal options as well as a variety of service types, such as vanpool.

- Service options should consider current and future development patterns, as well as the location of employee housing.
- Park-n-ride lots:
    - Where should new lots be located?
    - How can existing lots be used more efficiently?
    - Is there an opportunity to partner with a business in Jackson for an in-town lot?
- What are other resort communities doing? What are the industry best practices that could be applied to START?
- Unserved/underserved areas to consider: airport, Grand Teton National Park, Moose, Wilson, Rafter J, South Park, and the new Munger Mountain elementary school.
- WyDOT road improvements by the Stilson lot could impact service options. Potential for transit priority signal at the Stilson lot would require working with WyDOT.
- Jackson Chamber of Commerce may have ideas on the best way to engage the community – they have conducted several past survey efforts.
- What is the real potential for service to the airport? The "Taxi and Fly" program has largely been unsuccessful to date with little usage.

In addition, LSC also attended a Town of Jackson Development Review Committee Meeting to present the project and solicit feedback from the committee on community transportation needs. Issues discussed included:

- Importance of streamlining the existing services to make them more efficient, while also operating on 15-20 minute headways in town.
- The current system is difficult to navigate and understand, so locals end up walking or biking around town instead of waiting for the bus.
- Need to consider traffic and seasonal parking issues, as part of developing route options.
- The Town is currently conducting a parking study – important to keep in mind as this project progresses.
- Should START provide transportation to the airport, national park, trailheads?
- Location and formalization of park-n-ride lots will be a key part of developing route options. Is there potential to partner with businesses in town for new park-n-ride lots?
- How does land use and density impact transit service?

Initial START Advisory Committee Meeting

LSC's first meeting with the START Advisory Committee occurred after the kick-off trip on July 17, 2019. The Advisory Committee is an important group and will be meeting five times throughout the course of this project. The next meeting with the Advisory Committee is planned for October in order to coincide with the START Board retreat.

As part of the initial meeting, LSC and the Advisory Committee discussed study issues and goals, including:

- How do we continue the vision of the Jackson Integrated Transportation Plan?
- Overall, there is a need to reduce vehicle miles traveled (VMT) and get more people using transit, so how do we make transit a viable choice and how do we use resources more efficiently and make transit customer friendly?

- Should service options adhere to the 63,000-64,000 hours range per the RFP? The tradeoff between existing resources and potential growth needs to be considered.
- How do technology and infrastructure needs (i.e. reducing dwell times, fare collection methods, signal prioritization, etc.) impact service options? What is the opportunity, realistically, with the understanding that this project is limited by the five-year timeline?
- How does the separate, ongoing Microtransit RFP impact this project?
- Does new service to the airport and/or Grand Teton National Park make sense and is it feasible?
- What are the best ways to engage the entire community throughout the entire planning process?

Onboard Survey

LSC staff conducted an onboard rider survey over three days in mid-August on the Town Shuttles and the Teton Village Route. Riders were asked to participate as they boarded the bus by filling out a written survey while they rode the bus. The surveys were tailored to the route with questions developed to address the specific aspects of each route.

A total of 356 onboard survey responses were received, which represents approximately 12 percent of the average daily START ridership. The printed surveys were available in English and Spanish, and response rates were 86 percent English and 14 percent Spanish.

Initial Community Survey

In order to solicit community input on needs and new service opportunities, LSC developed an online survey that both START Bus riders and non-riders could complete. Since only a sample of existing riders were captured by the onboard survey, the online survey provided an important additional opportunity to solicit broader community input on the future development of START Bus.

The online survey was open between August 12, 2019 and September 19, 2019 and was available in both English and Spanish (the Spanish survey was open August 21, 2019 through September 19, 2019). A total of 641 responses were received, of which 97 percent were English and 3 percent were Spanish.

Presentation of the Preliminary System Alternatives

During the week of November 11th, 2019, LSC presented the five preliminary system alternatives to the Route Plan Advisory Committee, the START Board of Directors, START operations staff, Town of Jackson staff, and various community stakeholders. The goals of the meetings and discussions were to brainstorm the initial system alternatives, understand the trade-offs associated with each, and start to identify common themes to use for development of the two preferred alternatives.

Preferred System Alternatives Stakeholder Open Houses

Once the two preferred system alternative were developed, LSC conducted a series of open houses during early February 2020 for stakeholders to attend. The open houses were held at:

- TVA & JHMR – TVA Office
- START Bus Facility Lobby
- Town of Jackson Town Council Chambers
- Teton County/Jackson Recreation Center
- St. John's Hospital

In total, there were over 125 attendees at these events – the conversations were very engaging and overall positive with attendees developing a deeper understanding for the preferred alternatives presented.

The feedback received at the open houses included:

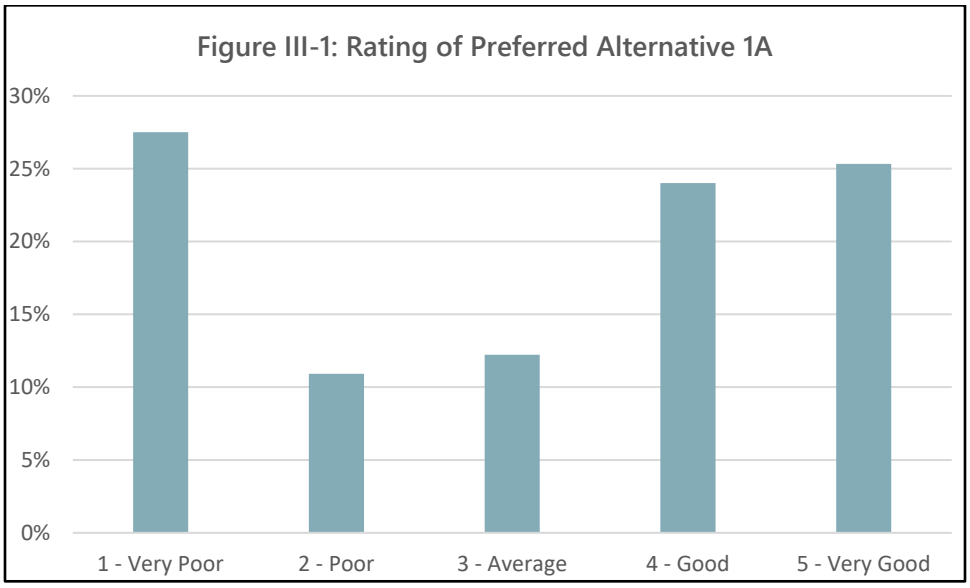
- Alternative 1A with microtransit for East Jackson was favored over Alternative 1B by the majority of attendees.
- For Commuter routes as shown in Alternative 1A, input included:
    - Departure times in our proposed schedule should be adjusted and spread out to serve more of the day, including later morning, midday, and later evening.
    - Weekend service should be considered and included in the plan.
- For Teton Village routes as shown in Alternative 1A, input included:
    - The Local version should go further east and utilize Redmond to get to Snow King.
    - The South Jackson/Smith's version should serve the South Park Loop/Middle School areas, given that so many employees in this neighborhood would utilize this, and not go on Gregory Lane.
    - The Express from downtown should run in the summer, if possible.
- For Town Shuttle as shown in Alternative 1A, input included:
    - Overall, this route was well received and attendees were excited about having one efficient route running with 20-minute frequency.
    - The routing in the South Loop/Middle School area may need to be adjusted to run the length of High School Rd. before coming back on Blair (this would be more similar to the current Town Shuttle 1).
- For new Rafter J route and Microtransit area as shown in Alternative 1A, input included:
    - The microtransit zone needs to be larger and stretch into north Jackson to the northern edge of downtown.
    - Attendees were excited about the new Rafter J route and the routing shown in Alternative 1A, but many commented that they would like to see more hours of service, including midday and evening.
- Infrastructure needs to support Alternative 1A, input included:
    - The downtown transfer point should be a modest facility using existing curb space along Pearl, between Millward and Glenwood, and curb space along Millward between Pearl and Simpson.
    - Final plan needs to include recommendations for improvements to Stilson parking lot and transit center.
    - A formalized parking partnership at Albertson's or KMART lots should be pursued.
- Miscellaneous input
    - Certain high demand needs may require specific route variations and/or additional peak vehicles.

- Implementation of this plan will require significant public outreach, education, and marketing, not just initially but throughout the first 18 months of service changes.

Preliminary System Alternatives Community Survey

The LSC team also developed an online community survey to solicit public input about the two preferred system alternatives. The online survey was open between February 10, 2020 and March 10, 2020 and was available in both English and Spanish. A total of 255 responses were received, of which 253 percent were completed in English and two were completed in Spanish.

Respondents were asked to rate each preferred alternative on a scale from one (very poor) to five (very good). Figure III-1 illustrates the results for Preferred Alternative 1A. Approximately 49 percent of respondents gave a positive rating to Preferred Alternative 1A, followed by 38 percent of respondents who gave a negative rating to Preferred Alternative 1A and 12 percent of respondents who had neutral feelings on Preferred Alternative 1A.



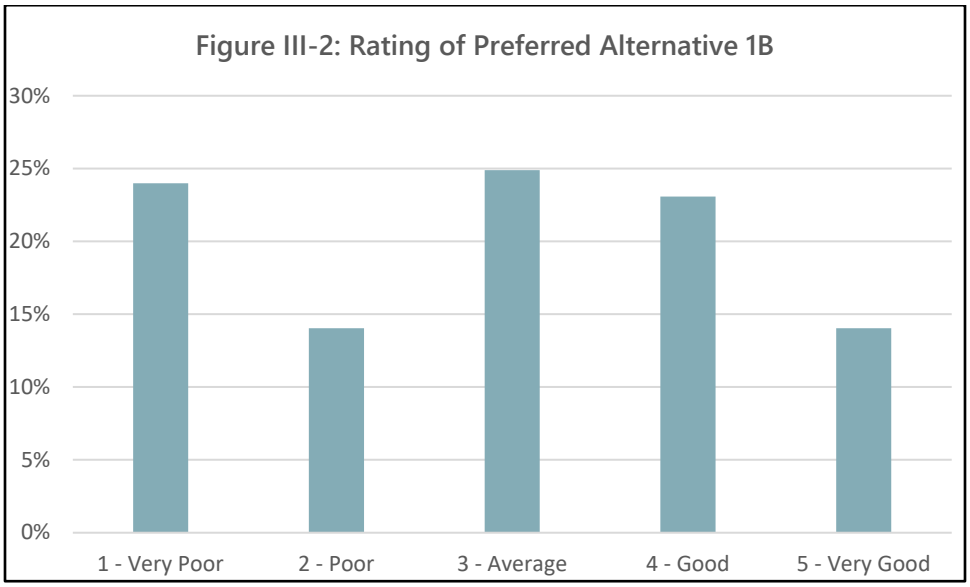
Respondents were asked to indicate what they liked most and least about each of the Preferred Alternatives. For Preferred Alternative 1A, respondents most liked:

- New microtransit service and reduced bus congestion in East Jackson
- New route south of Jackson to Rafter J, Melody Ranch, and South Park
- Direct routing of services – single town shuttle, express service to Teton Village
- Increased commuter service
- High frequency of service and better year-round service

For Preferred Alternative 1A, respondents had concerns about:

- Change in service delivery in East Jackson
- How microtransit service will work
- Removing stops in Jackson for commuter routes
- The need to transfer between routes
- Eliminating the Red Line

Figure III-2 illustrates the results for Preferred Alternative 1B. Approximately 38 percent of respondents gave a negative rating to Preferred Alternative 1B, followed by 37 percent of respondents who gave a positive rating to Preferred Alternative 1B and 25 percent of respondents who had neutral feelings on Preferred Alternative 1B.



For Preferred Alternative 1B, respondents most liked:

- East Jackson fixed-route service and no microtransit service
- New route south of Jackson to Rafter J, Melody Ranch, and South Park
- Direct routing of services – single town shuttle, express service to Teton Village
- Increased commuter service
- High frequency of service and better year-round service

For Preferred Alternative 1B, respondents had concerns about:

- Lots of bus stops, longer routes, less direct service
- Bus congestion in East Jackson
- The need to transfer between routes
- Eliminating the Red Line

Respondents were also provided the opportunity to add additional comments. Top comments included:

- The need to improve on-time performance
- The need for bus only lanes/street improvements, as well as more park-n-ride facilities
- Adding weekend service and runs accommodating non-traditional work shifts on the commuter routes
- Other service areas not included – National Museum of Wildlife Art, Airport, Munger Mountain, Moose, etc.

ROUTE CHANGES BASED ON PUBLIC INPUT

In the final Route Plan presented in this report, there were several changes made to address public comment received:

- The Teton Village Local route was changed to run further into East Jackson to replicate connectivity from East Jackson to Teton Village, replicating the connectivity that exists on the current Red Line (24) route
- The microtransit zone was expanded to cover more of downtown so that most connections between points within the core of the Town of Jackson (e.g., East Jackson to downtown or the Rec Center) could be made without a transfer
- Making the Teton Village Express route truly express but eliminating intermediate stops and creating a fast connection between downtown Jackson and Teton Village
- Making the new Town Shuttle route operate differently in the South Park Loop area, more similar to the current Town Shuttle 1
- Identifying the costs associated with adding weekend commuter routes for as a future enhancement
- Considering as a possibility having commuter routes run further into East Jackson, similar to how they currently operate
- Additional marketing resources were added to the financial plan to address public education and outreach

These changes address many of the public concerns expressed in the online community survey and will create a better overall system for the final Route Plan.

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This chapter presents the final route service plan for START that meets the long-term goals of START, its riders, and the communities it serves. This final service plan is largely based on Preferred Alternative 1A with some small adjustments, changes, and improvements.

FINAL ROUTE SERVICE PLAN

The final route service plan consists of the following routes and services:

- Town Shuttle
- Teton Village Routes
  - Teton Village Local Route
  - Teton Village Express
  - Teton Village South Jackson
  - Stilson to Teton Village Peak Express
- Rafter J – Melody – South Park Route
- Microtransit
- Star Valley Commuter Route
- Teton Valley Commuter Route

The recommended final route plan is shown in Figures IV-1 and IV-2, and a detailed service plan is presented in Table IV-1. Detailed descriptions of each route in the final route plan are included on the following pages.

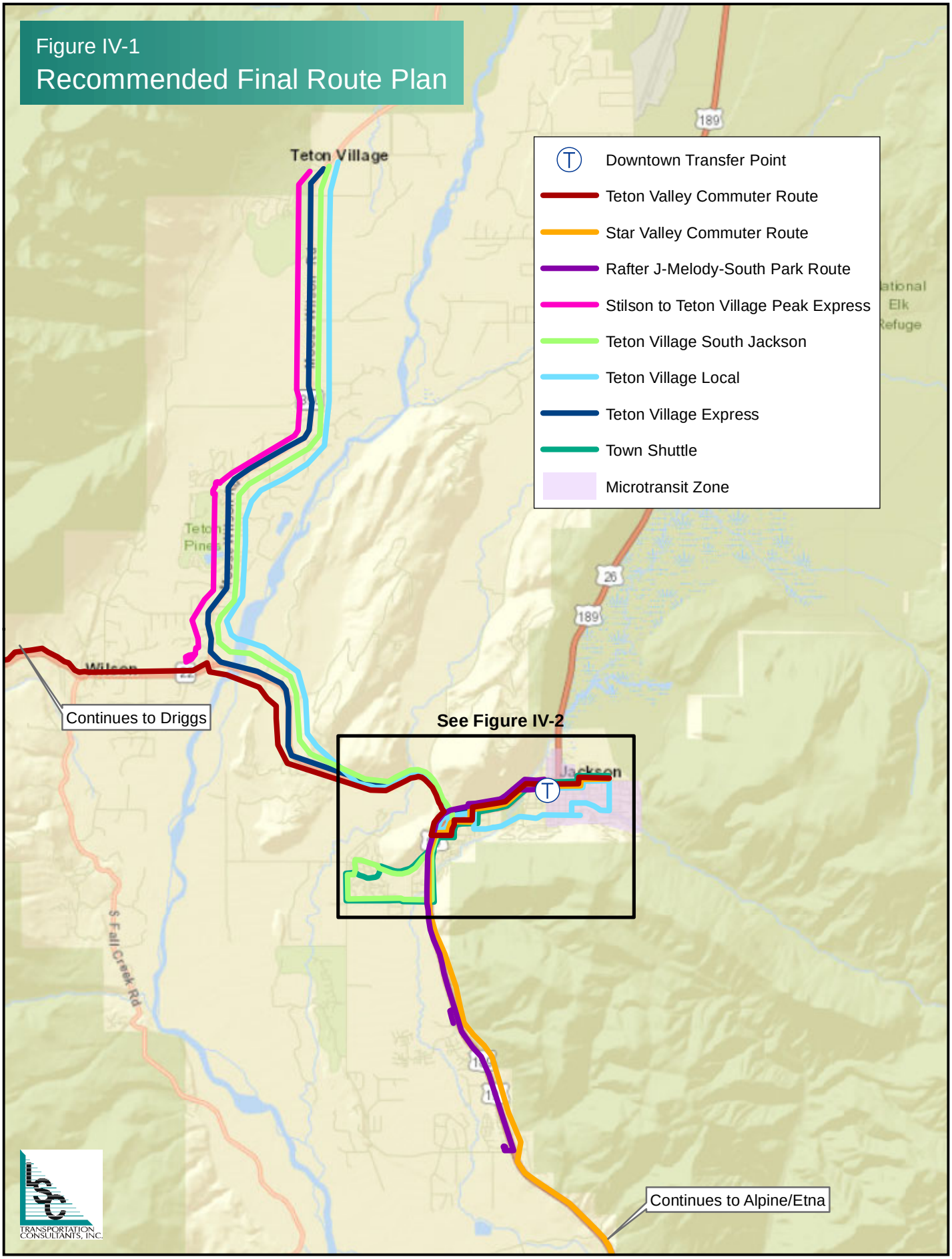
Figure IV-1
Recommended Final Route Plan
Downtown Transfer Point
Teton Valley Commuter Route
Star Valley Commuter Route
Rafter J-Melody-South Park Route
Stilson to Teton Village Peak Express
Teton Village South Jackson
Teton Village Local
Teton Village Express
Town Shuttle
Microtransit Zone
Teton Village
Wilson
Jackson
Continues to Driggs
See Figure IV-2
Continues to Alpine/Etna
S Fall Creek Rd
189
26
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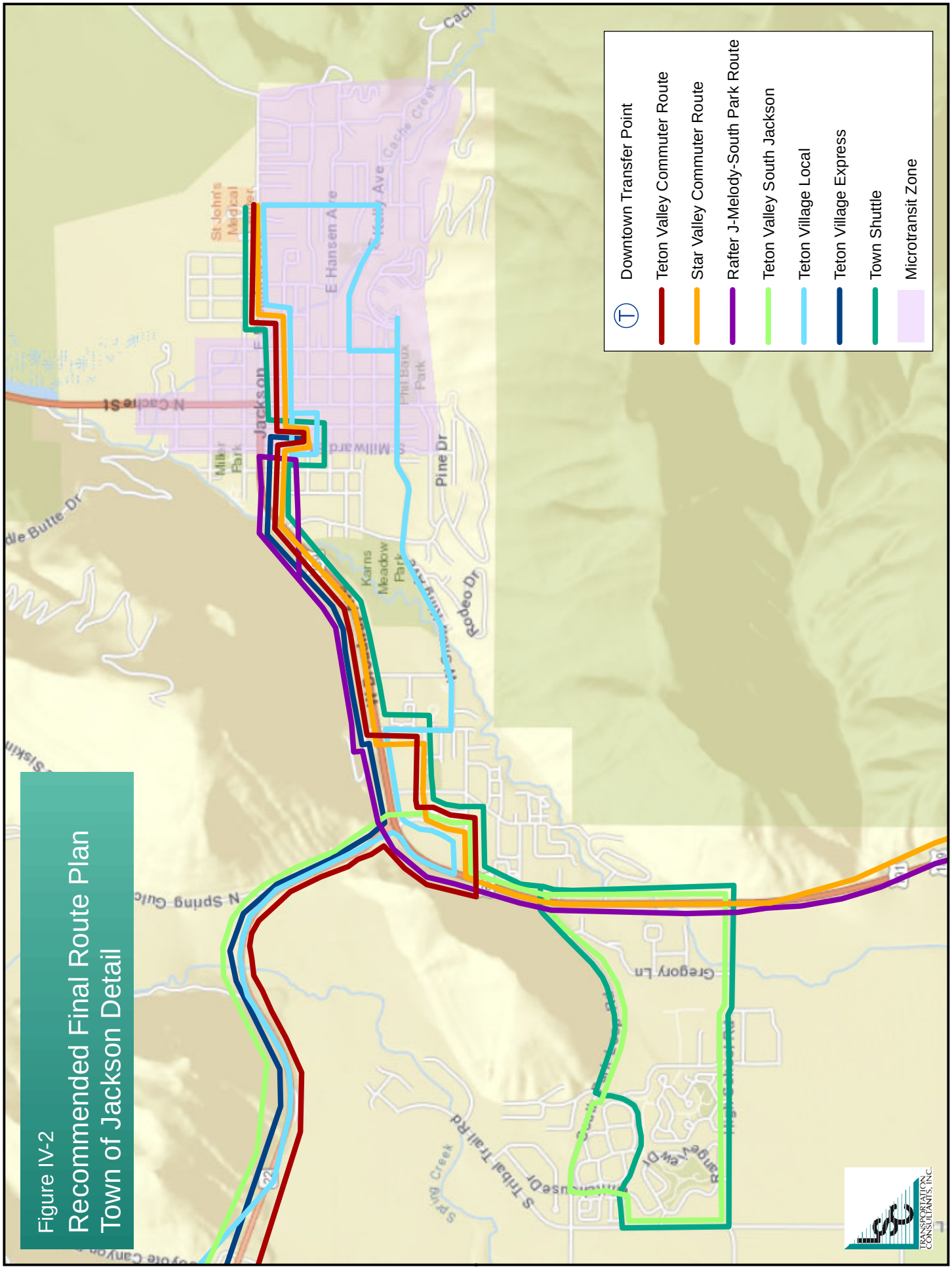

Figure IV-2
Recommended Final Route Plan
Town of Jackson Detail

Table IV-1: Final Service Plan Summary													
		# of Vehicles Required	Total Daily			Total Annual			Annual Operating Days	Annual Operating Cost	Annual Ridership	Cost per Passenger	Passengers per Rev Hour
Service Description			Revenue - Miles	Revenue - Hours	Roundtrips	Revenue - Miles	Revenue - Hours	Total Hours					
Town Shuttles													
Status Quo	FY 2019 - Town Shuttle 1 and 2 with seasonal service changes.	4	606 (Spring/Fall) 691 (Summer/Winter)	46 (Spring) 49 (Summer) 46 (Fall) 48 (Winter)	57 (Spring/Fall) 65 (Summer/Winter)	243,031	17,408	24,757	365	$1,808,959	482,655	$3.75	27.7
Final Plan	Route operates on a 20-minute frequency, year-round from 6am-10pm daily.	2	432	32	48	157,680	11,680	14,016	365	$1,109,000	530,921	$2.09	45.5
Difference between Current and Final Plan		*-2*	*-174 (Spring/Fall) -259 (Summer/Winter)*	*-14 (Spring), -17 (Summer), -14 (Fall), -16 (Winter)*	*-9 (Spring/Fall) -17 (Summer/Winter)*	*-85,351*	*-5,728*	*-10,741*	*No Change*	*-$699,959*	*48,266*	*-$1.66*	*17.7*
Teton Village Routes													
Status Quo	FY 2019 - Teton Village with seasonal service changes (Blue, Red, Yellow, and Green variations).	16 (peak)	279 (Spring/Fall) 528 (Summer) 2,716 (Winter)	10 (Spring/Fall) 24 (Summer) 106 (Winter)	9 (Spring/Fall) 17 (Summer) 98 (Winter)	463,674	18,110	28,499	365	$2,386,665	533,997	$4.47	29.5
Final Plan													
Winter Service	**Teton Village Local Route** (daily, 5am-6am 60-minute frequency, 6am-6pm 30-minute frequency, 8pm-midnight 60-minute frequency) **Teton Village Express Route** (daily, 7am-8am 20-minute frequency, 8am-5pm 10-minute frequency, 5pm-7pm 20-minute frequency) **Teton Village South Jackson** (daily, 7am-6pm with 45-minute frequency) **Stilson to Teton Village Peak Express** (daily from mid-December to end of Feb. only, 7:30am-10am and 2:30pm-4pm with 15-minute frequency)	11	3,080	136	124	405,664	18,263	22,280	136	$1,763,000	716,529	$2.46	39.2
Summer Service	**Teton Village Local Route** (daily, 5am-6am 60-minute frequency, 6am-9pm 30-minute frequency, 9pm-midnight 60-minute frequency)	3	976	48	32	119,072	5,856	7,027	122	$556,000	172,752	$3.22	29.5
Off-Season (Spring and Fall Combined)	**Teton Village Local Route** (daily, 6am-9pm with 30-minute frequency)	3	793	39	26	84,851	4,173	5,008	107	$396,000	92,328	$4.29	22.1
	Annual Total:	**11**	**4,849**	**223**	**182**	**609,587**	**28,292**	**34,315**	**365**	**$2,715,000**	**981,609**	**$2.77**	**35**
Difference between Current and Final Plan		*-5*	*+514 (Spring/Fall) +448 (Summer) +692 (Winter)*	*+29 (Spring/Fall) +24 (Summer) +30 (Winter)*	*+17 (Spring/Fall) +15 (Summer) +26 (Winter)*	*145,913*	*10,182*	*5,816*	*No Change*	*$328,335*	*447,612*	*-$1.70*	*5.2*
Rafter J-Melody-South Park Route													
Final Plan	New route operates year-round, weekdays only on 30-minute frequency during commute times (6:00-10:00 a.m. and 2:00-6:00 p.m).	1	203	8	16	52,832	2,080	2,496	260	$198,000	29,120	$6.80	14.0
Microtransit													
Final Plan	New service operates daily year-round from 7am-8pm.	1-4	213	27	n/a	77,880	9,735	10,709	365	$633,000	77,880	$8.13	8.0
Star Valley Commuter													
Status Quo	FY 2019 - Star Valley Route operates on weekdays with 3 roundtrips per day.	3	292	6	3	76,202	2,183	3,414	261	$254,439	32,054	$7.94	14.7
Final Plan	8 roundtrips per weekday with focused departures morning and evening commute hours plus additional midday and evening trips	4	768	16	8	200,448	4,176	5,095	261	$419,000	64,108	$6.54	15.4
Difference between Current and Final Plan		*1*	*476*	*10*	*5*	*124,246*	*1,993*	*1,681*	*No Change*	*$164,561*	*32,054*	*-$1.40*	*0.7*
Teton Valley Commuter													
Status Quo	FY 2019 - Based on second half of year, with Teton Valley Route operating on weekdays with 4 roundtrips per day.	4	288	9	4	66,510	2,297	2,946	261	$267,702	33,383	$8.02	14.5
Final Plan	8 roundtrips per weekday with focused departures morning and evening commute hours plus additional midday and evening trips	5	544	18	8	141,984	4,594	5,604	261	$460,000	66,766	$6.89	14.5
Difference between Current and Final Plan		*1*	*256.00*	*9*	*4*	*75,474*	*2,297*	*2,658*	*No Change*	*$192,298*	*33,383*	*-$1.13*	*0.0*
SUMMARY													
					TOTAL OF CURRENT START ROUTES (FY2019)	849,416	39,998	59,616	365	$4,717,765	1,082,089	$4.36	27.1
					TOTAL OF FINAL ROUTE PLAN	1,163,000	61,000	72,000	365	$5,530,000	1,750,000	$3.16	28.7
					Difference between Current and Recommended Plan	*313,584*	*21,002*	*12,384*	*No Change*	*$812,235*	*667,911*	*-$1.20*	*1.6*

Notes:
- Star Valley and Teton Valley operating costs were combined, so the table shows an approximate cost per hour based on revenue hours.
- For FY 2019 status quo revenue and non-revenue hours are shown. For preferred alternatives, total hours are 20% higher than revenue hours, based on reasonable goal for efficient operations and better, more consistent driver shifts with less non-revenue time.
- Operating costs are based on a cost of $79.14 per total hour (total cost/total hours) for fixed routes and $82.20 per total hour for commuter routes. Microtransit is based on $65 per revenue hour, which is industry competitive for turn-key operations.
- Ridership numbers are estimated for mature service, usually at year 3 of operations.
Source: LSC 2020.

Town Shuttle

In the final route service plan, the two existing town shuttle routes are combined into a single more streamlined route.

The Town Shuttle Route is shown in Figure IV-3, on the following page. The Town Shuttle Route begins at St. John's Hospital, stops at the new downtown transfer point, heads southwest along Broadway, serves Albertsons and Kmart, and completes a loop west of Smiths and the Middle School in South Jackson.

The Town Shuttle Route provides consistent year-round service, operating seven days per week from approximately 6:00 a.m. to 10:00 p.m. The Town Shuttle Route would be operated by two buses on a 20-minute frequency. Table IV-2 presents the schedule for the Town Shuttle Route.

Table IV-2: Schedule for Town Shuttle Route

	Bus Stop		First Bus	Departures All Day			Last Bus
Towards Smiths	*11*	St. John's Hospital	6:06 AM	:06	:26	:46	9:46 PM
	15	Broadway & Gros Ventre	6:07 AM	:07	:27	:47	9:47 PM
	19	Pearl & Jean	6:08 AM	:08	:28	:48	9:48 PM
	New	**Downtown Transfer Point**	**6:10 AM**	**:10**	**:30**	**:50**	**9:50 PM**
	35	Pearl & Jackson	6:11 AM	:11	:31	:51	9:51 PM
	50	Scott & Broadway	6:14 AM	:14	:34	:54	9:54 PM
	53	Albertsons	6:16 AM	:16	:36	:56	9:56 PM
	55	Hampton Inn	6:17 AM	:17	:37	:57	9:57 PM
	57	Maverick	6:18 AM	:18	:38	:58	9:58 PM
	60	Smiths	6:20 AM	:20	:40	:00	10:00 PM
Towards Town/Hospital	*61*	High School	6:21 AM	:21	:41	:01	10:01 PM
	62	High School Rd. & Corner Creek	6:22 AM	:22	:42	:02	10:02 PM
	63	High School Rd. & Rangeview	6:22 AM	:22	:42	:02	10:02 PM
	64	Blair & South Park	6:23 AM	:23	:43	:03	10:03 PM
	66	Blair & Whitehouse (adjusted location	6:24 AM	:24	:44	:04	10:04 PM
	65	Blair & Middle School Rd.	6:25 AM	:25	:45	:05	10:05 PM
	68	South Park @Middle School	6:26 AM	:26	:46	:06	10:06 PM
	69	South Park & Gregory	6:27 AM	:27	:47	:07	10:07 PM
	56	Kmart	6:29 AM	:29	:49	:09	10:09 PM
	54	Buffalo Way & Alpine	6:30 AM	:30	:50	:10	10:10 PM
	49	Lodge	6:32 AM	:32	:52	:12	10:12 PM
	36	49'er	6:36 AM	:36	:56	:16	10:16 PM
	New	**Downtown Transfer Point**	**6:37 AM**	**:37**	**:57**	**:17**	**10:17 PM**
	18	Pearl & Jean	6:39 AM	:39	:59	:19	X
	14	Broadway & Gros Ventre	6:40 AM	:40	:00	:20	X
	10	Broadway & Stormy Cr. (Hospital)	6:41 AM	:41	:01	:21	X

Source: LSC, 2020.

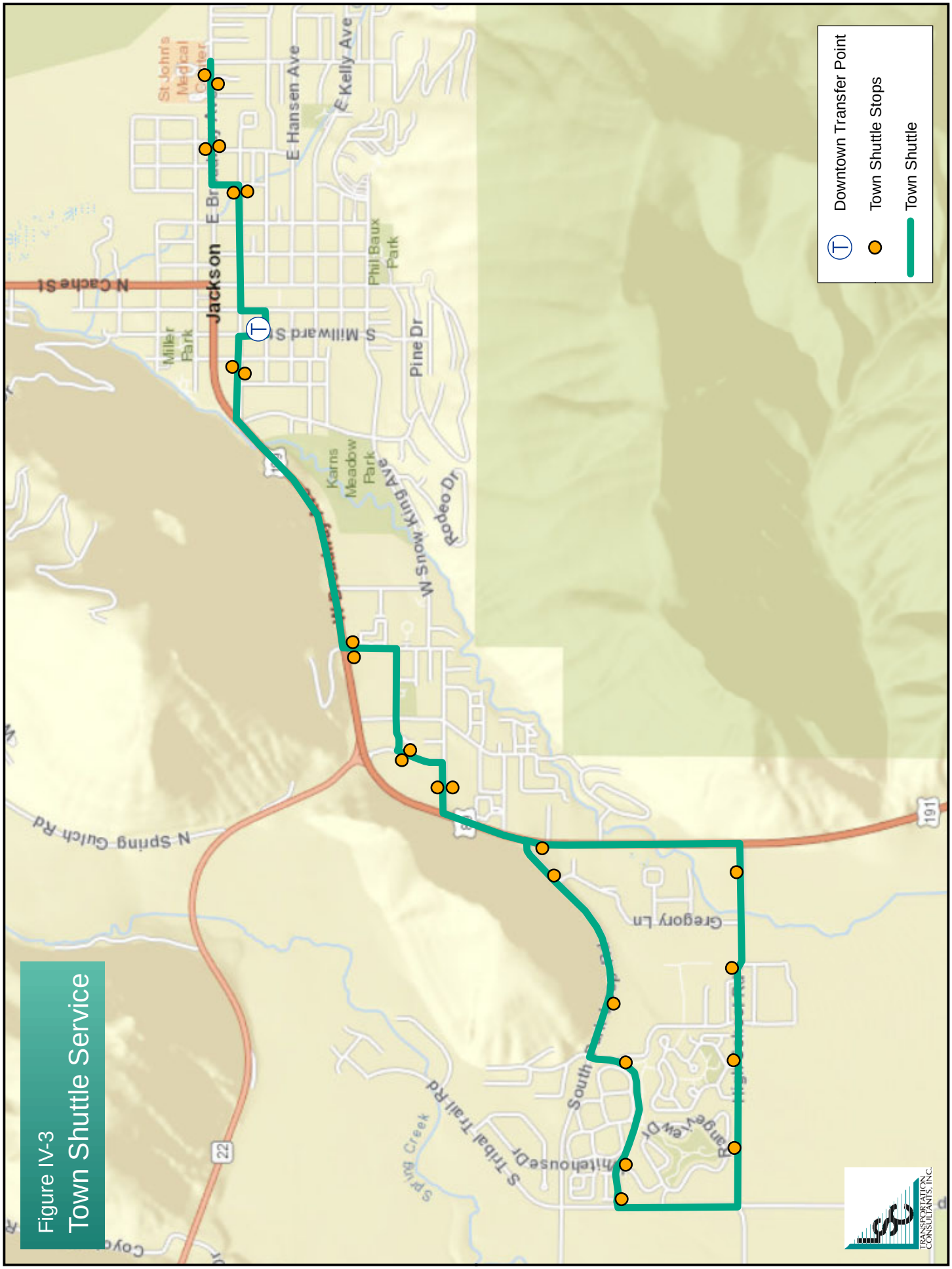

Figure IV-3
Town Shuttle Service

Teton Village Routes

The final route plan has four different variations of service to Teton Village that vary in route structure, seasonality of service, operating hours, and frequency of service.

Teton Village Local

The Teton Village Local route is shown in Figure IV-4. The route begins in Jackson at the new downtown transfer point, proceeds east along Pearl Avenue and south along Redmond to serve Snow King, heads west along Snow King Avenue, and loops to serve the Lodge at Jackson Hole, Albertsons, and Kmart. Beyond Jackson, the Teton Village Local route serves the Village Road Transit Center in the spring, summer, and fall (but not during the winter), as well as serving the intermediate stops along Highway (Hwy.) 390 out to Teton Village.

The Teton Village Local route provides consistent year-round service, operating seven days per week from approximately 6:00 a.m. to 8:00 p.m. The Teton Village Local route is operated by three buses on a 30-minute frequency. During the summer and winter seasons, additional service would be operated between 5:00 a.m. to 6:00 a.m. and 8:00 p.m. to midnight, on a 60-minute frequency. Table IV-3 presents the schedule for the Teton Village Local route.

Teton Village Express

The Teton Village Express service is shown in Figure IV-5. The route operates as a true express route, beginning in Jackson at the new downtown transfer point and proceeding directly to Teton Village without any intermediate stops.

The Teton Village Express route would only operate during the winter season, operating seven days per week from approximately 7:00 a.m. to 7:00 p.m. During peak hours, from 8:00 a.m. to 5:00 p.m., the route would operate on a 10-minute frequency using seven buses. During off-peak hours, from 7:00 a.m. to 8:00 a.m. and 5:00 p.m. to 7:00 p.m., the route would operate on a 20-minute frequency. Table IV-4 presents the schedule for the Teton Village Express route.

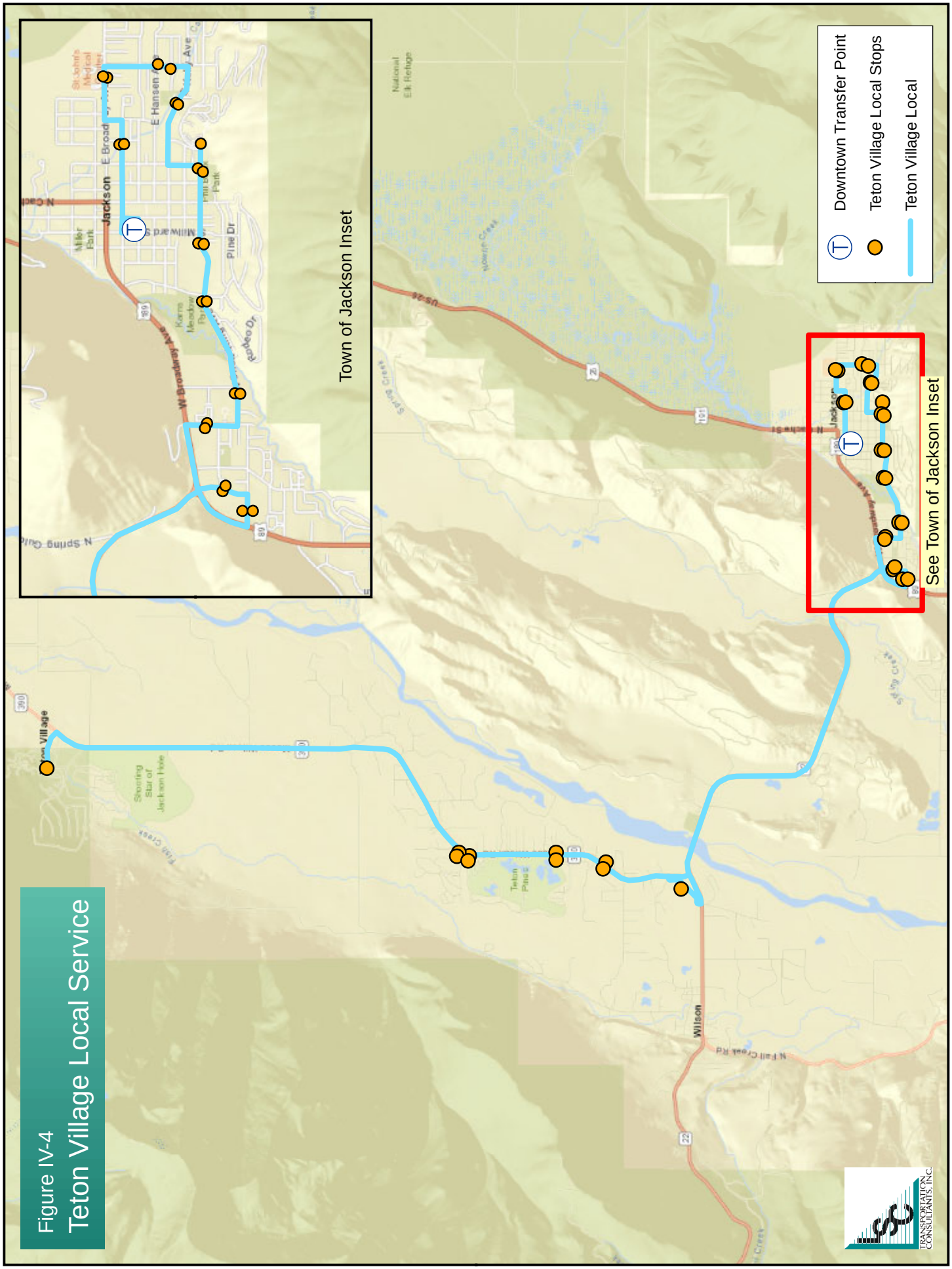
Figure IV-4
Teton Village Local Service
Town of Jackson Inset
See Town of Jackson Inset
Downtown Transfer Point
Teton Village Local Stops
Teton Village Local
Jackson
Wilson
Teton Village
National Elk Refuge
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Table IV-3: Schedule for Teton Village Local						
	Bus Stop		First Bus	Departures All Day		Last Bus
Towards Teton Village	***New***	**Downtown Transfer Point**	**6:00 AM**	**:00**	**:30**	**6:30 PM**
	18	Pearl & Jean	6:01 AM	:01	:31	6:31 PM
	10	Broadway & Stormy Circle	6:02 AM	:02	:32	6:32 PM
	6	Redmond & Hall	6:03 AM	:03	:33	6:33 PM
	4	Mike Yokel Park	6:04 AM	:04	:34	6:34 PM
	1	Snow King Resort	6:05 AM	:05	:35	6:34 PM
	9	Snow King & Willow	6:06 AM	:06	:36	6:35 PM
	43	Rodeo Grounds	6:07 AM	:07	:37	6:37 PM
	45	Snow King & Flat Creek	6:08 AM	:08	:38	6:38 PM
	47	Teton County Library	6:10 AM	:10	:40	6:40 PM
	49	Lodge at Jackson Hole	6:11 AM	:11	:41	6:41 PM
	53	Albertsons	6:14 AM	:14	:44	6:44 PM
	55	Hampton Inn	6:15 AM	:15	:45	6:45 PM
	70	Village Road Transit Center (No Winter Service)	6:25 AM	:25	:55	6:55 PM
	81	Teton Science School Res.	6:28 AM	:28	:58	6:58 PM
	83	Calico	6:29 AM	:29	:59	6:59 PM
	82	Westbank Center	6:30 AM	:30	:00	7:00 PM
	84	The Aspens	6:31 AM	:31	:01	7:01 PM
	89	Arrive Teton Village	6:39 AM	:39	:09	7:09 PM
Towards Jackson	*89*	Depart Teton Village	6:44 AM	:44	:14	7:14 PM
	84	The Aspens	6:52 AM	:52	:22	7:22 PM
	82	Westbank Center	6:53 AM	:53	:23	7:23 PM
	83	Calico	6:54 AM	:54	:24	7:24 PM
	81	Teton Science School Res.	6:55 AM	:55	:25	7:25 PM
	70	Village Road Transit Center (No Winter Service)	6:58 AM	:58	:28	7:28 PM
	56	Kmart	7:08 AM	:08	:38	7:38 PM
	54	Buffalo Way & Alpine	7:09 AM	:09	:39	7:39 PM
	50	Scott & Broadway	7:12 AM	:12	:42	7:42 PM
	48	810 West	7:13 AM	:13	:43	7:43 PM
	44	Snow King & Flat Creek	7:15 AM	:15	:45	7:45 PM
	42	Fair Buiding	7:16 AM	:16	:46	7:46 PM
	8	Snow King Center	7:17 AM	:17	:47	7:47 PM
	1	Snow King Resort	7:18 AM	:18	:48	7:48 PM
	3	Mike Yokel Park	7:20 AM	:20	:50	7:50 PM
	7	Redmond & Hansen	7:21 AM	:21	:51	7:51 PM
	11	St. Johns Hospital	7:22 AM	:22	:52	7:52 PM
	19	Pearl & Jean	7:24 AM	:24	:54	7:54 PM
	New	**Downtown Transfer Point**	**7:25 AM**	**:25**	**:55**	**7:55 PM**

Note: Extra service from 8pm-midnight and 5am-6am during the winter and summer only with hourly frequency.

Source: LSC, 2020.

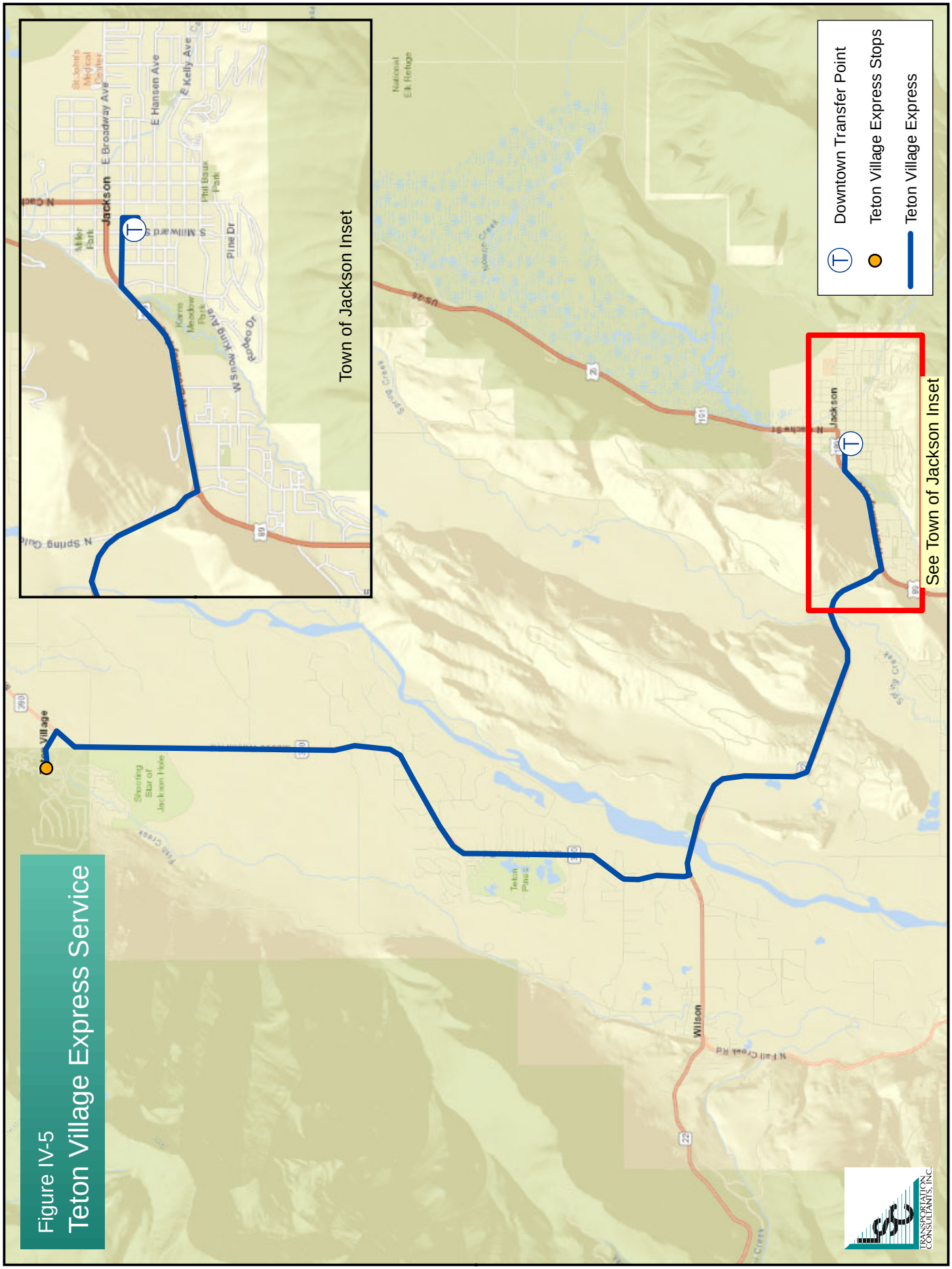

Figure IV-5
Teton Village Express Service

Table IV-4: Schedule for Teton Village Express																		
Bus Stop			20-Minute Frequency			10-Minute Frequency								20-Minute Frequency				
						Starting	Departures All Day						Ending					
Towards Teton Village	***New***	**Downtown Transfer Point**	**7:00 AM**	**7:20 AM**	**7:40 AM**	**8:00 AM**	**:00**	**:10**	**:20**	**:30**	**:40**	**:50**	**4:50 PM**	**5:00 PM**	**5:20 PM**	**5:40 PM**	**6:00 PM**	**6:20 PM**
	89	Arrive Teton Village	7:25 AM	7:45 AM	8:05 AM	8:25 AM	:25	:35	:45	:55	:05	:15	5:15 PM	5:25 PM	5:45 PM	6:05 PM	6:25 PM	6:45 PM
Towards Jackson	*89*	Depart Teton Village	7:30 AM	7:50 AM	8:10 AM	8:30 AM	:35	:45	:55	:05	:15	:25	5:20 PM	5:30 PM	5:50 PM	6:10 PM	6:30 PM	6:50 PM
	New	**Downtown Transfer Point**	**7:55 AM**	**8:15 AM**	**8:35 AM**	**8:55 AM**	**:05**	**:15**	**:25**	**:35**	**:45**	**:55**	**5:45 PM**	**5:55 PM**	**6:15 PM**	**6:35 PM**	**6:55 PM**	**7:15 PM**

Source: LSC, 2020.

Teton Village South Jackson

The Teton Village South Jackson service is a completely new connection from South Jackson to Teton Village. The Teton Village South Jackson service is shown in Figure IV-6. The route begins in South Jackson at Smiths, makes a loop in South Park, proceeds north along Broadway, and serves Albertsons and Kmart. Beyond Jackson, the route serves the Village Road Transit Center, as well as the West Bank Center and the Aspens, but does not serve the remaining existing stops along Hwy. 390 out to Teton Village. If/when a new road connection is built that bypasses Town/Y, this route could use the new connection.

The Teton Village Express route operates only during the winter season, but could be expanded to the summer as resources allow. The route would operate seven days per week from approximately 7:00 a.m. to 6:00 p.m. on a 45-minute frequency using two buses. Table IV-5 presents the schedule for the Teton Village South Jackson route.

Stilson to Teton Village Peak Express

The Stilson to Teton Village Peak Express route is designed to replace and replicate the existing service that the Jackson Hole Mountain Resort (JHMR) and the Teton Village Association (TVA) currently contract for, and is shown in Figure IV-7. The route operates direct service between the Village Road Transit Center (Stilson) and Teton Village, with one stop along Hwy. 390 at the Westbank Center.

The Teton Village Express route operates during a shortened peak winter season from approximately mid-December until the end of February. The route operates seven days per week during peak skier commute times from approximately 7:30 a.m. to 10:00 a.m. and 2:30 p.m. to 4:00 p.m. The route would operate on a 15-minute frequency using two buses. Table IV-6 presents the schedule for the Stilson to Teton Village Peak Express route.

Rafter J – Melody – South Park Route

The Rafter J – Melody – South Park service is a completely new connection from Jackson to South Park, as shown in Figure IV-8. The route makes limited stops connecting downtown Jackson with Rafter J and Melody Ranch areas, including a new stop at High School Road and Highway 89 (Smith's), a new stop at Rafter J, and a new stop in South Park.

The Rafter J – Melody – South Park route provides consistent year-round service, operating five days per week (weekdays) from approximately 6:00 a.m. to 10:00 a.m. and 2:00 p.m. to 6:00 p.m. The route would be operated by one bus on a 30-minute frequency. Table IV-7 presents the schedule for the Rafter J – Melody – South Park route. As much as possible, the Rafter J – Melody – South Park route schedule is designed to allow for transfers at Smith's to the Teton Village South Jackson route, although they operate on different headways.

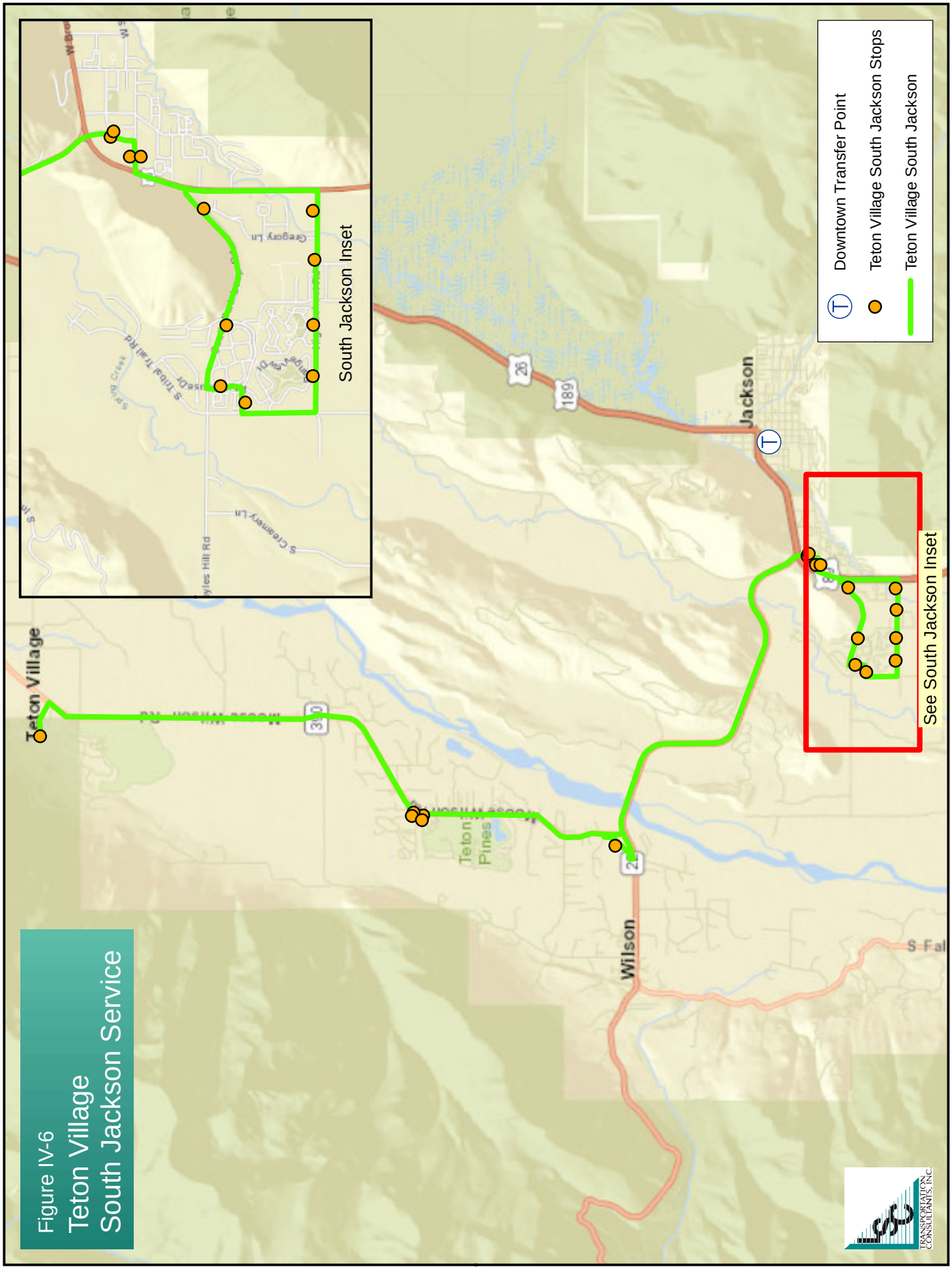
Figure IV-6
Teton Village
South Jackson Service
Teton Village
Wilson
Jackson
Teton Pines
South Jackson Inset
See South Jackson Inset
Downtown Transfer Point
Teton Village South Jackson Stops
Teton Village South Jackson
TRANSPORTATION CONSULTANTS, INC.

Table IV-5: Schedule for Teton Village South Jackson																
Bus Stop			45-Minute Frequency													
Towards Teton Village	*60*	Smiths	7:00 AM	7:45 AM	8:30 AM	9:15 AM	10:00 AM	10:45 AM	11:30 AM	12:15 PM	1:00 PM	1:45 PM	2:30 PM	3:15 PM	4:00 PM	4:45 PM
	61	High School	7:01 AM	7:46 AM	8:31 AM	9:16 AM	10:01 AM	10:46 AM	11:31 AM	12:16 PM	1:01 PM	1:46 PM	2:31 PM	3:16 PM	4:01 PM	4:46 PM
	62	High School Rd & Corner Crk	7:02 AM	7:47 AM	8:32 AM	9:17 AM	10:02 AM	10:47 AM	11:32 AM	12:17 PM	1:02 PM	1:47 PM	2:32 PM	3:17 PM	4:02 PM	4:47 PM
	63	High School Rd & Rangeview	7:03 AM	7:48 AM	8:33 AM	9:18 AM	10:03 AM	10:48 AM	11:33 AM	12:18 PM	1:03 PM	1:48 PM	2:33 PM	3:18 PM	4:03 PM	4:48 PM
	64	Blair & South Park	7:04 AM	7:49 AM	8:34 AM	9:19 AM	10:04 AM	10:49 AM	11:34 AM	12:19 PM	1:04 PM	1:49 PM	2:34 PM	3:19 PM	4:04 PM	4:49 PM
	66	Blair & Whitehouse	7:05 AM	7:50 AM	8:35 AM	9:20 AM	10:05 AM	10:50 AM	11:35 AM	12:20 PM	1:05 PM	1:50 PM	2:35 PM	3:20 PM	4:05 PM	4:50 PM
	68	South Park @ Middle School	7:07 AM	7:52 AM	8:37 AM	9:22 AM	10:07 AM	10:52 AM	11:37 AM	12:22 PM	1:07 PM	1:52 PM	2:37 PM	3:22 PM	4:07 PM	4:52 PM
	56	Kmart	7:10 AM	7:55 AM	8:40 AM	9:25 AM	10:10 AM	10:55 AM	11:40 AM	12:25 PM	1:10 PM	1:55 PM	2:40 PM	3:25 PM	4:10 PM	4:55 PM
	54	Buffalo Way & Alpine	7:11 AM	7:56 AM	8:41 AM	9:26 AM	10:11 AM	10:56 AM	11:41 AM	12:26 PM	1:11 PM	1:56 PM	2:41 PM	3:26 PM	4:11 PM	4:56 PM
	70	Village Road Transit Center	7:23 AM	8:08 AM	8:53 AM	9:38 AM	10:23 AM	11:08 AM	11:53 AM	12:38 PM	1:23 PM	2:08 PM	2:53 PM	3:38 PM	4:23 PM	5:08 PM
	83	Calico	7:26 AM	8:11 AM	8:56 AM	9:41 AM	10:26 AM	11:11 AM	11:56 AM	12:41 PM	1:26 PM	2:11 PM	2:56 PM	3:41 PM	4:26 PM	5:11 PM
	82	Westbank Center	7:28 AM	8:13 AM	8:58 AM	9:43 AM	10:28 AM	11:13 AM	11:58 AM	12:43 PM	1:28 PM	2:13 PM	2:58 PM	3:43 PM	4:28 PM	5:13 PM
	84	The Aspens	7:29 AM	8:14 AM	8:59 AM	9:44 AM	10:29 AM	11:14 AM	11:59 AM	12:44 PM	1:29 PM	2:14 PM	2:59 PM	3:44 PM	4:29 PM	5:14 PM
	89	Arrive Teton Village	7:38 AM	8:23 AM	9:08 AM	9:53 AM	10:38 AM	11:23 AM	12:08 PM	12:53 PM	1:38 PM	2:23 PM	3:08 PM	3:53 PM	4:38 PM	5:23 PM
Towards Jackson	*89*	Depart Teton Village	7:45 AM	8:30 AM	9:15 AM	10:00 AM	10:45 AM	11:30 AM	12:15 PM	1:00 PM	1:45 PM	2:30 PM	3:15 PM	4:00 PM	4:45 PM	5:30 PM
	84	The Aspens	7:53 AM	8:38 AM	9:23 AM	10:08 AM	10:53 AM	11:38 AM	12:23 PM	1:08 PM	1:53 PM	2:38 PM	3:23 PM	4:08 PM	4:53 PM	5:38 PM
	82	Westbank Center	7:54 AM	8:39 AM	9:24 AM	10:09 AM	10:54 AM	11:39 AM	12:24 PM	1:09 PM	1:54 PM	2:39 PM	3:24 PM	4:09 PM	4:54 PM	5:39 PM
	83	Calico	7:56 AM	8:41 AM	9:26 AM	10:11 AM	10:56 AM	11:41 AM	12:26 PM	1:11 PM	1:56 PM	2:41 PM	3:26 PM	4:11 PM	4:56 PM	5:41 PM
	70	Village Road Transit Center	7:59 AM	8:44 AM	9:29 AM	10:14 AM	10:59 AM	11:44 AM	12:29 PM	1:14 PM	1:59 PM	2:44 PM	3:29 PM	4:14 PM	4:59 PM	5:44 PM
	53	Albertsons	8:11 AM	8:56 AM	9:41 AM	10:26 AM	11:11 AM	11:56 AM	12:41 PM	1:26 PM	2:11 PM	2:56 PM	3:41 PM	4:26 PM	5:11 PM	5:56 PM
	55	Hampton Inn	8:13 AM	8:58 AM	9:43 AM	10:28 AM	11:13 AM	11:58 AM	12:43 PM	1:28 PM	2:13 PM	2:58 PM	3:43 PM	4:28 PM	5:13 PM	5:58 PM
	60	Smiths	8:20 AM	9:05 AM	9:50 AM	10:35 AM	11:20 AM	12:05 PM	12:50 PM	1:35 PM	2:20 PM	3:05 PM	3:50 PM	4:35 PM	5:20 PM	6:05 PM

Source: LSC, 2020.

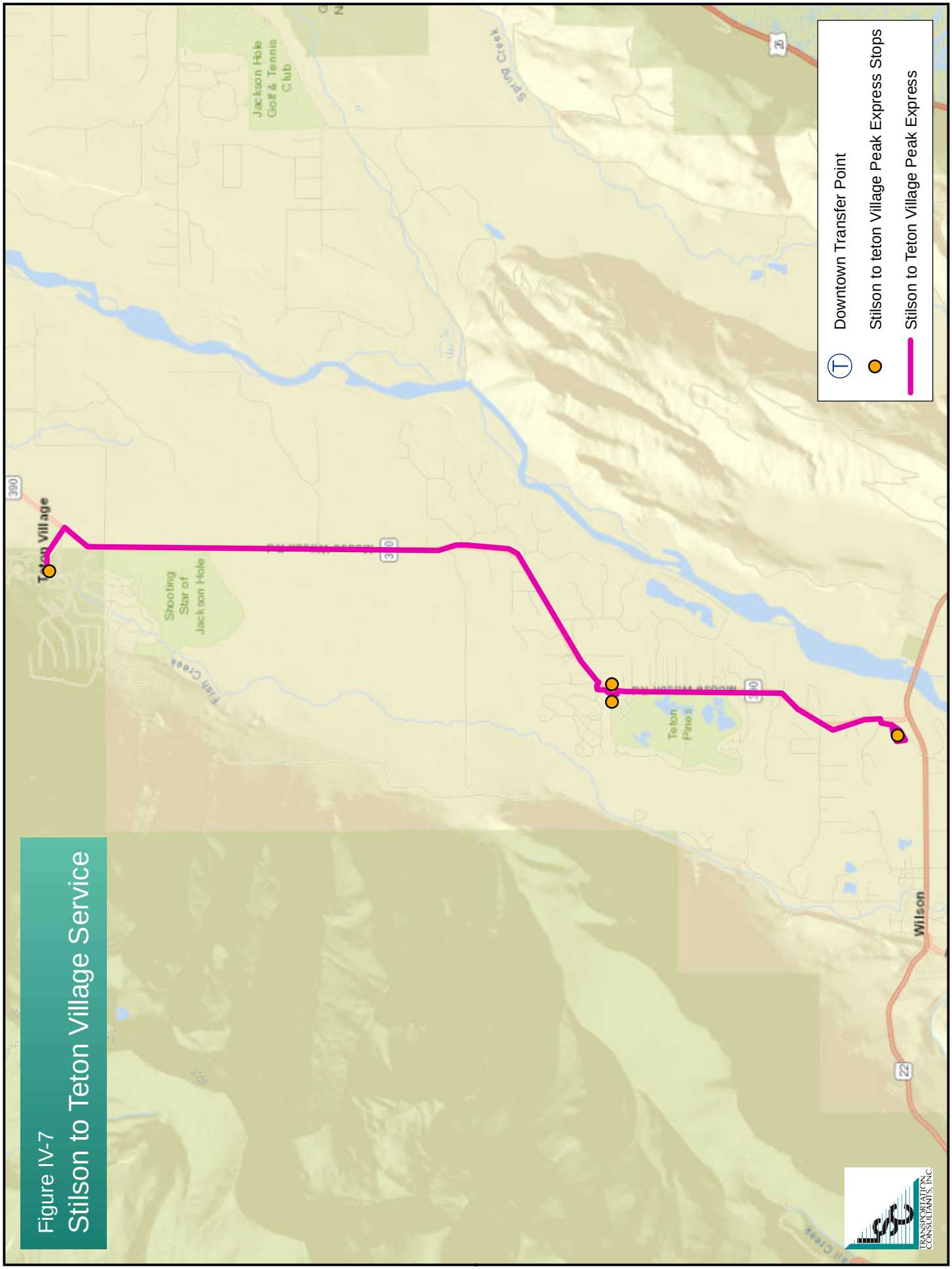

Figure IV-7
Stilson to Teton Village Service

Table IV-6: Schedule for Stilson to Teton Village Peak Express																	
Bus Stop			15-Minute Frequency Between 7:30-10:00 a.m. and 2:00-4:00 p.m.														
Towards Teton Village	*70*	Village Road Transit Center	7:30 AM	7:45 AM	8:00 AM	8:15 AM	8:30 AM	8:45 AM	9:00 AM	9:15 AM	9:30 AM	2:00 PM	2:15 PM	2:30 PM	2:45 PM	3:00 PM	3:15 PM	3:30 PM
	82	Westbank Center	7:35 AM	7:50 AM	8:05 AM	8:20 AM	8:35 AM	8:50 AM	9:05 AM	9:20 AM	9:35 AM	2:05 PM	2:20 PM	2:35 PM	2:50 PM	3:05 PM	3:20 PM	3:35 PM
	89	Arrive Teton Village	7:43 AM	7:58 AM	8:13 AM	8:28 AM	8:43 AM	8:58 AM	9:13 AM	9:28 AM	9:43 AM	2:13 PM	2:28 PM	2:43 PM	2:58 PM	3:13 PM	3:28 PM	3:43 PM
Towards Stilson	*89*	Depart Teton Village	7:45 AM	8:00 AM	8:15 AM	8:30 AM	8:45 AM	9:00 AM	9:15 AM	9:30 AM	9:45 AM	2:15 PM	2:30 PM	2:45 PM	3:00 PM	3:15 PM	3:30 PM	3:45 PM
	82	Westbank Center	7:53 AM	8:08 AM	8:23 AM	8:38 AM	8:53 AM	9:08 AM	9:23 AM	9:38 AM	9:53 AM	2:23 PM	2:38 PM	2:53 PM	3:08 PM	3:23 PM	3:38 PM	3:53 PM
	70	Village Road Transit Center	7:58 AM	8:13 AM	8:28 AM	8:43 AM	8:58 AM	9:13 AM	9:28 AM	9:43 AM	9:58 AM	2:28 PM	2:43 PM	2:58 PM	3:13 PM	3:28 PM	3:43 PM	3:58 PM

Source: LSC, 2020.

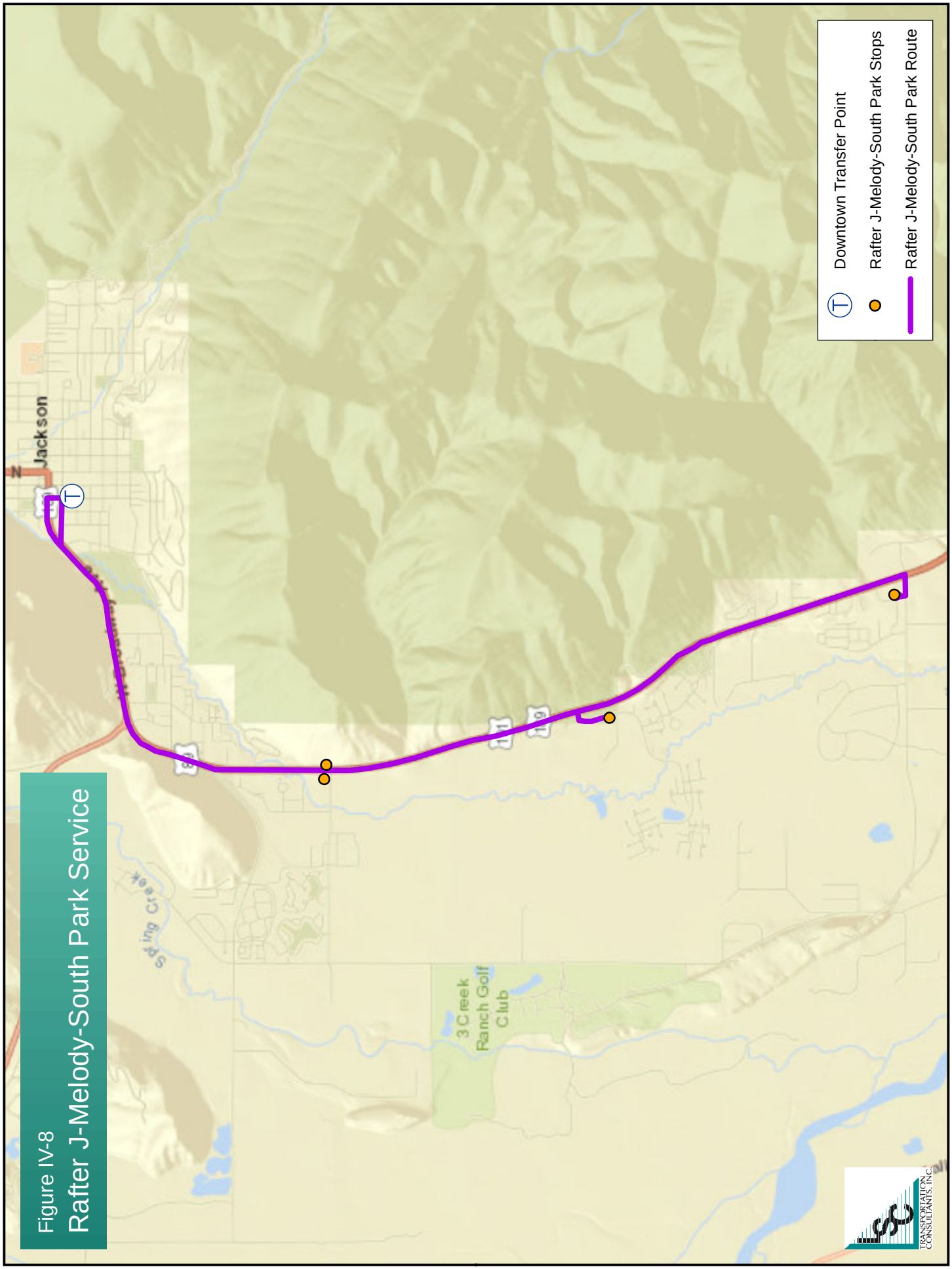

Figure IV-8
Rafter J-Melody-South Park Service

Table IV-7: Schedule for Rafter J – Melody – South Park Route																	
		Bus Stop	30-Minute Frequency Between 6:00-10:00 a.m. and 2:00-6:00 p.m.														
Towards South Park	***New***	**Downtown Transfer Point**	**5:52 AM**	**6:22 AM**	**6:52 AM**	**7:22 AM**	**7:52 AM**	**8:22 AM**	**8:52 AM**	**9:22 AM**	**1:52 PM**	**2:22 PM**	**2:52 PM**	**3:22 PM**	**3:52 PM**	**4:22 PM**	**4:52 PM**	**5:22 PM**
	New	High School Rd. & Hwy. 89 (Smiths)	5:59 AM	6:29 AM	6:59 AM	7:29 AM	7:59 AM	8:29 AM	8:59 AM	9:29 AM	1:59 PM	2:29 PM	2:59 PM	3:29 PM	3:59 PM	4:29 PM	4:59 PM	5:29 PM
	New	Rafter J	6:02 AM	6:32 AM	7:02 AM	7:32 AM	8:02 AM	8:32 AM	9:02 AM	9:32 AM	2:02 PM	2:32 PM	3:02 PM	3:32 PM	4:02 PM	4:32 PM	5:02 PM	5:32 PM
	New	Arrive South Park	6:05 AM	6:35 AM	7:05 AM	7:35 AM	8:05 AM	8:35 AM	9:05 AM	9:35 AM	2:05 PM	2:35 PM	3:05 PM	3:35 PM	4:05 PM	4:35 PM	5:05 PM	5:35 PM
Towards Jackson	*New*	Depart South Park	6:06 AM	6:36 AM	7:06 AM	7:36 AM	8:06 AM	8:36 AM	9:06 AM	9:36 AM	2:06 PM	2:36 PM	3:06 PM	3:36 PM	4:06 PM	4:36 PM	5:06 PM	5:36 PM
	New	Rafter J	6:09 AM	6:39 AM	7:09 AM	7:39 AM	8:09 AM	8:39 AM	9:09 AM	9:39 AM	2:09 PM	2:39 PM	3:09 PM	3:39 PM	4:09 PM	4:39 PM	5:09 PM	5:39 PM
	New	High School Rd. & Hwy. 89 (Smiths)	6:12 AM	6:42 AM	7:12 AM	7:42 AM	8:12 AM	8:42 AM	9:12 AM	9:42 AM	2:12 PM	2:42 PM	3:12 PM	3:42 PM	4:12 PM	4:42 PM	5:12 PM	5:42 PM
	New	**Downtown Transfer Point**	**6:19 AM**	**6:49 AM**	**7:19 AM**	**7:49 AM**	**8:19 AM**	**8:49 AM**	**9:19 AM**	**9:49 AM**	**2:19 PM**	**2:49 PM**	**3:19 PM**	**3:49 PM**	**4:19 PM**	**4:49 PM**	**5:19 PM**	**5:49 PM**

Source: LSC, 2020.

Microtransit

The final route service plan includes a new microtransit zone in Jackson, as shown in Figure IV-9. The service area is designed to serve east Jackson, the new downtown transfer point, Snow King, town square area (including visitor center and hotels in north Jackson), and St. John's Hospital. The microtransit service operates seven days per week year-round from 7:00 a.m. to 8:00 p.m. During the spring, summer, and fall seasons the service would operate with one to three vehicles, and during the winter season the service would operate with two to four vehicles.

Star Valley Commuter

The Star Valley Commuter Route remains mostly the same as existing, with a slight change to the route structure in Jackson, as shown in Figure IV-10. In Jackson, the route serves Kmart and Albertsons and loops around to serve the Lodge before continuing to downtown along Broadway. The route serves the new downtown transfer point and ends at St. John's Hospital.

Service on the Star Valley Commuter Route increases from three roundtrips per day to eight roundtrips per day, with morning northbound departures between 5:30 a.m. and 11:30 a.m. and afternoon/evening departures from Jackson between 3:35 p.m. and 9:35 p.m. Table IV-8 presents the schedule for the Star Valley Commuter Route. The last three trips of the morning depart from Alpine while all other northbound departures are from Etna.

The schedule is designed so that buses could run multiple roundtrip laps in the morning and evening, but the return trips are not shown in the schedule in order to give operational flexibility in how buses may be assigned to multiple roundtrips or not. It may make sense to show these "reverse commute" direction trips on a published schedule.

Teton Valley Commuter

The Teton Valley Commuter Route also remains mostly the same as existing, with a slight change to the route structure in Jackson, as shown in Figure IV-11. In Jackson, the route serves Kmart and Albertsons and loops around to serve the Lodge before continuing to downtown along Broadway. The route serves the new downtown transfer point and ends at St. John's Hospital.

Service on the Teton Valley Commuter Route would increase from four roundtrips per day to eight roundtrips per day with morning northbound departures between 5:30 a.m. and 11:30 a.m. and afternoon/evening departures from Jackson between 3:35 p.m. and 9:35 p.m. Table IV-8 presents the schedule for the Star Valley Commuter Route. The last three trips of the morning depart from Alpine while all other northbound departures are from Etna.

The schedule is designed so that buses could run multiple roundtrip laps in the morning and evening, but the return trips are not shown in the schedule in order to give operational flexibility in how buses may be assigned to multiple roundtrips or not. It may make sense to show these "reverse commute" direction trips on a published schedule.

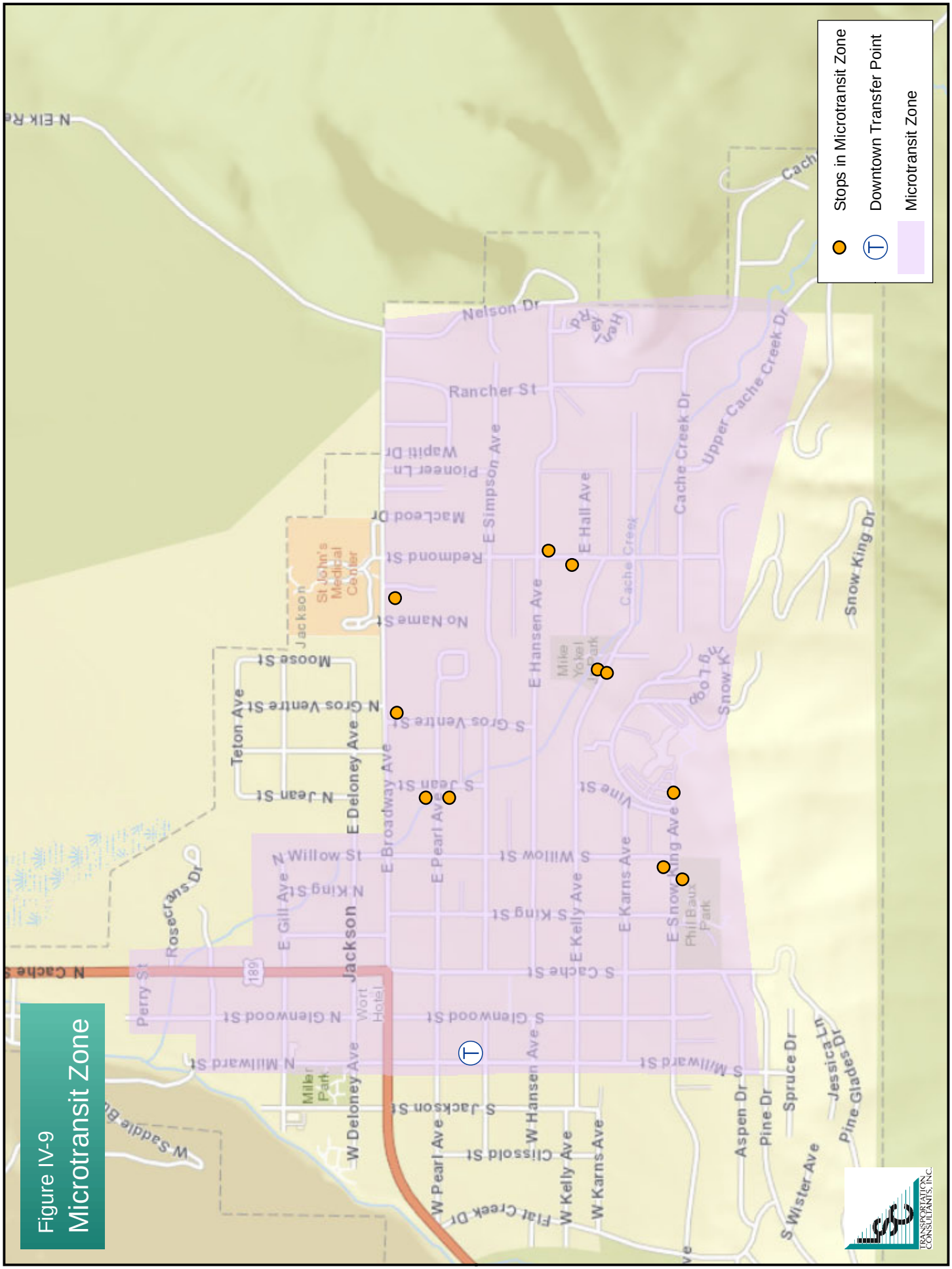

Figure IV-9
Microtransit Zone

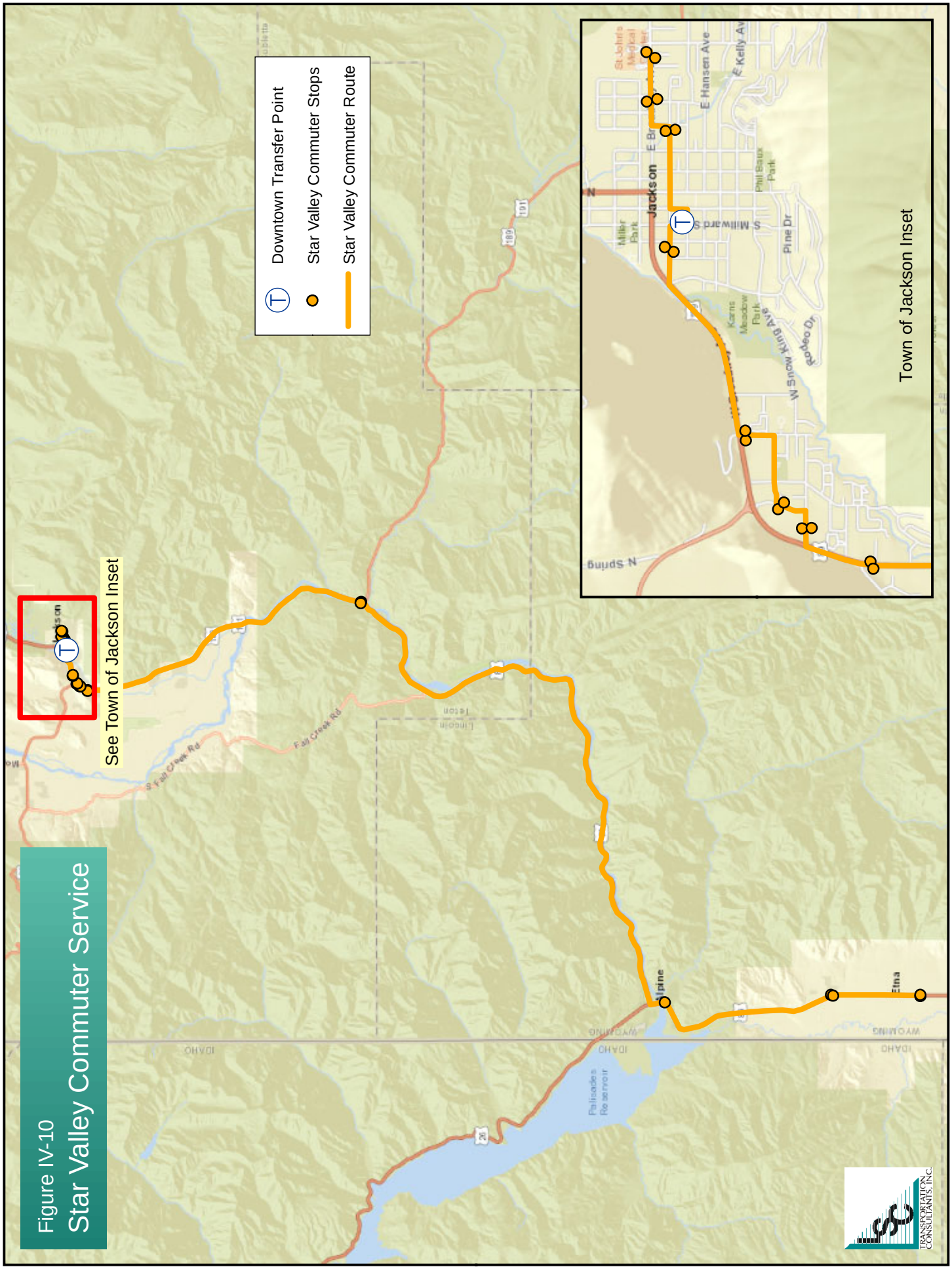

Figure IV-10
Star Valley Commuter Service

Table IV-8: Schedule for Star Valley Commuter Route										
	Bus Stop		Eight roundtrips per weekday							
Towards Jackson (AM)	*98*	Etna / Star Valley Community Center	5:30 AM	6:15 AM	6:45 AM	7:15 AM	8:15 AM	X	X	X
	96	County Road 106 & Highway 89	5:35 AM	6:20 AM	6:50 AM	7:20 AM	8:20 AM	X	X	X
	94	Alpine / KJ's Super Store	5:45 AM	6:30 AM	7:00 AM	7:30 AM	8:30 AM	9:30 AM	10:30 AM	11:30 AM
	92	Hoback Market	6:10 AM	6:55 AM	7:25 AM	7:55 AM	8:55 AM	9:55 AM	10:55 AM	11:55 AM
	58	Broadway & Huff	6:25 AM	7:10 AM	7:40 AM	8:10 AM	9:10 AM	10:10 AM	11:10 AM	12:10 PM
	56	Kmart	6:27 AM	7:12 AM	7:42 AM	8:12 AM	9:12 AM	10:12 AM	11:12 AM	12:12 PM
	54	Buffalo Way & Alpine	6:28 AM	7:13 AM	7:43 AM	8:13 AM	9:13 AM	10:13 AM	11:13 AM	12:13 PM
	49	Lodge	6:30 AM	7:15 AM	7:45 AM	8:15 AM	9:15 AM	10:15 AM	11:15 AM	12:15 PM
	36	49er	6:33 AM	7:18 AM	7:48 AM	8:18 AM	9:18 AM	10:18 AM	11:18 AM	12:18 PM
	New	**Downtown Transfer Point**	**6:34 AM**	**7:19 AM**	**7:49 AM**	**8:19 AM**	**9:19 AM**	**10:19 AM**	**11:19 AM**	**12:19 PM**
	18	Pearl & Jean	6:35 AM	7:20 AM	7:50 AM	8:20 AM	9:20 AM	10:20 AM	11:20 AM	12:20 PM
	14	Broadway & Gros Ventre	6:37 AM	7:22 AM	7:52 AM	8:22 AM	9:22 AM	10:22 AM	11:22 AM	12:22 PM
	10	Broadway & Stormy Cr. (Hospital)	6:38 AM	7:23 AM	7:53 AM	8:23 AM	9:23 AM	10:23 AM	11:23 AM	12:23 PM
Towards Alpine/Etna (PM)	*11*	St. John's Hospital	3:35 PM	4:35 PM	5:05 PM	5:35 PM	6:35 PM	7:35 PM	8:35 PM	9:35 PM
	15	Broadway & Gros Ventre	3:36 PM	4:36 PM	5:06 PM	5:36 PM	6:36 PM	7:36 PM	8:36 PM	9:36 PM
	19	Pearl & Jean	3:38 PM	4:38 PM	5:08 PM	5:38 PM	6:38 PM	7:38 PM	8:38 PM	9:38 PM
	New	**Downtown Transfer Point**	**3:39 PM**	**4:39 PM**	**5:09 PM**	**5:39 PM**	**6:39 PM**	**7:39 PM**	**8:39 PM**	**9:39 PM**
	35	Pearl & Jackson	3:40 PM	4:40 PM	5:10 PM	5:40 PM	6:40 PM	7:40 PM	8:40 PM	9:40 PM
	50	Scott & Broadway	3:43 PM	4:43 PM	5:13 PM	5:43 PM	6:43 PM	7:43 PM	8:43 PM	9:43 PM
	53	Albertsons	3:45 PM	4:45 PM	5:15 PM	5:45 PM	6:45 PM	7:45 PM	8:45 PM	9:45 PM
	55	Hampton Inn	3:46 PM	4:46 PM	5:16 PM	5:46 PM	6:46 PM	7:46 PM	8:46 PM	9:46 PM
	57	Maverick	3:48 PM	4:48 PM	5:18 PM	5:48 PM	6:48 PM	7:48 PM	8:48 PM	9:48 PM
	92	Hoback Market	4:03 PM	5:03 PM	5:33 PM	6:03 PM	7:03 PM	8:03 PM	9:03 PM	10:03 PM
	94	Alpine / KJ's Super Store	4:28 PM	5:28 PM	5:58 PM	6:28 PM	7:28 PM	8:28 PM	9:28 PM	10:28 PM
	96	County Road 106 & Highway 89	4:38 PM	5:38 PM	6:23 PM	6:38 PM	7:38 PM	8:38 PM	9:38 PM	10:38 PM
	98	Etna / Star Valley Community Center	4:43 PM	5:43 PM	6:28 PM	6:43 PM	7:43 PM	8:43 PM	9:43 PM	10:43 PM

X = stop not served at this time
Source: LSC, 2020.

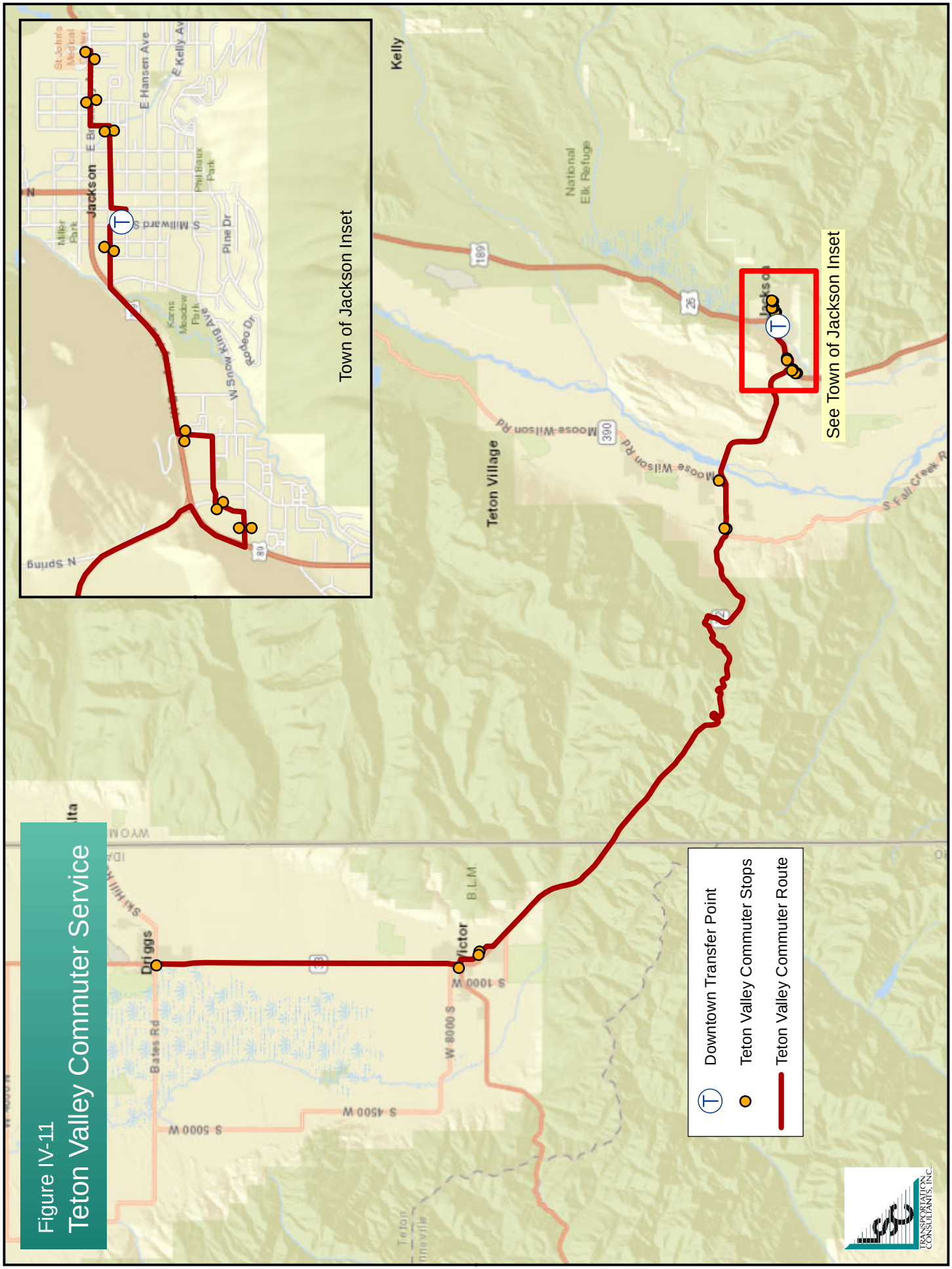
Figure IV-11
Teton Valley Commuter Service
Town of Jackson Inset
See Town of Jackson Inset
Downtown Transfer Point
Teton Valley Commuter Stops
Teton Valley Commuter Route
Kelly
Teton Village
Jackson
Victor
Driggs
National Elk Refuge
Moose-Wilson Rd
S Fall Creek R
E Hansen Ave
E Kelly Ave
S Millward St
Pine Dr
Phil Baux Park
Karns Meadow Park
W Snow King Ave
Miller Park
St John's Medical Center
N Spring
Bates Rd
S 5000 W
S 4500 W
W 8000 S
S 1000 W
B.L.M.
Teton Valley
TRANSPORTATION CONSULTANTS, INC.

Table IV-9: Schedule for Teton Valley Commuter Route										
Bus Stop			Eight roundtrips per weekday							
Towards Jackson (AM)	*78*	Driggs Community Center	5:30 AM	6:15 AM	6:45 AM	7:15 AM	7:45 AM	8:45 AM	X	X
	76	Victor Depot	5:42 AM	6:27 AM	6:57 AM	7:27 AM	7:57 AM	8:57 AM	X	X
	74	Victor Transit Center	5:46 AM	6:31 AM	7:01 AM	7:31 AM	8:01 AM	9:01 AM	10:01 AM	11:01 AM
	72	Wilson / Nora's	6:12 AM	6:57 AM	7:27 AM	7:57 AM	8:27 AM	9:27 AM	10:27 AM	11:27 AM
	70	Village Rd. Transit Center	6:15 AM	7:00 AM	7:30 AM	8:00 AM	8:30 AM	9:30 AM	10:30 AM	11:30 AM
	56	Kmart	6:25 AM	7:10 AM	7:40 AM	8:10 AM	8:40 AM	9:40 AM	10:40 AM	11:40 AM
	54	Buffalo Way & Alpine	6:26 AM	7:11 AM	7:41 AM	8:11 AM	8:41 AM	9:41 AM	10:41 AM	11:41 AM
	49	Lodge	6:28 AM	7:13 AM	7:43 AM	8:13 AM	8:43 AM	9:43 AM	10:43 AM	11:43 AM
	36	49er	6:31 AM	7:16 AM	7:46 AM	8:16 AM	8:46 AM	9:46 AM	10:46 AM	11:46 AM
	New	**Downtown Transfer Point**	**6:32 AM**	**7:17 AM**	**7:47 AM**	**8:17 AM**	**8:47 AM**	**9:47 AM**	**10:47 AM**	**11:47 AM**
	18	Pearl & Jean	6:33 AM	7:18 AM	7:48 AM	8:18 AM	8:48 AM	9:48 AM	10:48 AM	11:48 AM
	14	Broadway & Gros Ventre	6:34 AM	7:19 AM	7:49 AM	8:19 AM	8:49 AM	9:49 AM	10:49 AM	11:49 AM
	10	Broadway & Stormy Cr. (Hospital)	6:35 AM	7:20 AM	7:50 AM	8:20 AM	8:50 AM	9:50 AM	10:50 AM	11:50 AM
Towards Driggs (PM)	*11*	St. John's Hospital	3:35 PM	4:35 PM	5:05 PM	5:35 PM	6:35 PM	7:35 PM	8:35 PM	9:35 PM
	15	Broadway & Gros Ventre	3:36 PM	4:36 PM	5:06 PM	5:36 PM	6:36 PM	7:36 PM	8:36 PM	9:36 PM
	19	Pearl & Jean	3:37 PM	4:37 PM	5:07 PM	5:37 PM	6:37 PM	7:37 PM	8:37 PM	9:37 PM
	New	**Downtown Transfer Point**	**3:38 PM**	**4:38 PM**	**5:08 PM**	**5:38 PM**	**6:38 PM**	**7:38 PM**	**8:38 PM**	**9:38 PM**
	35	Pearl & Jackson	3:39 PM	4:39 PM	5:09 PM	5:39 PM	6:39 PM	7:39 PM	8:39 PM	9:39 PM
	50	Scott & Broadway	3:42 PM	4:42 PM	5:12 PM	5:42 PM	6:42 PM	7:42 PM	8:42 PM	9:42 PM
	53	Albertsons	3:44 PM	4:44 PM	5:14 PM	5:44 PM	6:44 PM	7:44 PM	8:44 PM	9:44 PM
	55	Hampton Inn	3:45 PM	4:45 PM	5:15 PM	5:45 PM	6:45 PM	7:45 PM	8:45 PM	9:45 PM
	70	Village Rd. Transit Center	3:55 PM	4:55 PM	5:25 PM	5:55 PM	6:55 PM	7:55 PM	8:55 PM	9:55 PM
	71	Wilson / Hungry Jack's	3:58 PM	4:58 PM	5:28 PM	5:58 PM	6:58 PM	7:58 PM	8:58 PM	9:58 PM
	74	Victor Transit Center	4:24 PM	5:24 PM	5:54 PM	6:24 PM	7:24 PM	8:24 PM	9:24 PM	10:24 PM
	76	Victor Depot	4:28 PM	5:28 PM	5:58 PM	6:28 PM	7:28 PM	8:28 PM	9:28 PM	10:28 PM
	78	Driggs Community Center	4:40 PM	5:40 PM	6:10 PM	6:40 PM	7:40 PM	8:40 PM	9:40 PM	10:40 PM

X = stop not served at this time
Source: LSC, 2020.

SEASONALITY

START operates a seasonal system with service levels that vary significantly by time of year, with highest service level in the winter and summer and less service in the spring and fall. The final service plan adds more year-round service, but there is still considerable seasonal variation, as shown in Table IV-10.

Table IV-10: Level of Service by Season

Route	Season			
	Spring	Summer	Fall	Winter
Town Shuttles	20-Minute Frequency, 7 Days per Week, 6 AM - 10 PM	20-Minute Frequency, 7 Days per Week, 6 AM - 10 PM	20-Minute Frequency, 7 Days per Week, 6 AM - 10 PM	20-Minute Frequency, 7 Days per Week, 6 AM - 10 PM
Teton Village Local	30-Minute Frequency, 7 Days per Week, 6 AM - 8 PM	30-Minute Frequency, 7 Days per Week, 6 AM - 8 PM	30-Minute Frequency, 7 Days per Week, 6 AM - 8 PM	30-Minute Frequency, 7 Days per Week, 6 AM - 8 PM
		60-Minute Frequency, 7 Days per Week, 5-6 AM, 8 PM - Midnight		60-Minute Frequency, 7 Days per Week, 5-6 AM, 8 PM - Midnight
Teton Village Express				20-Minute Frequency, 7 Days per Week, 7-8 AM, 5-7 PM
				10-Minute Frequency, 7 Days per Week, 8 AM - 5 PM
Teton Village South Jackson				45-Minute Frequency, 7 Days per Week, 7 AM - 6 PM
Stilson to Teton Village Peak Express				15-Minute Frequency, 7 Days per Week (Mid-December - End of February Only), 7:30-10 AM, 2:30-4 PM
Rafter J-Melody-South Park Route	30-Minute Frequency, Year-round, Weekdays, 6-10 AM, 2-6 PM			
Microtransit	1-2 Vans, 7 Days per Week, 7 AM - 8 PM	1-3 Vans, 7 Days per Week, 7 AM - 8 PM	1-2 Vans, 7 Days per Week, 7 AM - 8 PM	2-4 Vans, 7 Days per Week, 7 AM - 8 PM
Star Valley Commuter	8 Roundtrips, Year-round, Weekdays, 5:30 AM - 10:45 PM			
Teton Valley Commuter	8 Roundtrips, Year-round, Weekdays, 5:30 AM - 10:40 PM			

Source: LSC, 2020.

TRANSFERS AND COORDINATION

The route plan is designed to facilitate coordination among the various routes and services. The downtown transfer point is designed to facilitate activity at top of the hour and :30 after the hour, as well as at :10, :20, :40, and :50 after the hour for more frequent routes such as Teton Village Express and Town Shuttle.

Commuter routes are designed to get employees to work for shifts that start at the top of the hour or :30 after the hour. They also coordinate with other routes through timed transfers at the downtown transfer point.

Another transfer point is at the Albertsons and Kmart stops where the new version of Teton Village South Jackson, the new Rafter J-Melody Ranch route, the new Town Shuttle, and commuter routes can interact.

FUTURE SERVICE INVESTMENTS

The routes and associated service levels presented in this plan fit largely in the existing total service hours, and thus represent a resource-constrained plan with a small amount of service hour and budget growth in the next five years. However, START should be considering how it will grow beyond the next five years and how it would invest if new or additional resources were to come available.

If new funding were to materialize, START would have to answer a fundamental question:

Do you invest in improvements to the service concepts in the final route plan or do you invest in additional/new services?

Table IV-11 shows the estimated costs and performance associated with the investments for the final service plan and for new services that were identified as potential needs but not included in the final plan.

Table IV-11: Future Service Investments

Service Description		Additional Peak Vehicles Required	Total Annual			Annual Operating Days	Annual Operating Cost	Annual Ridership	Cost per Passenger	Passengers per Rev Hour
			Revenue - Miles	Revenue - Hours	Total Hours					
INVESTMENTS IN IMPROVEMENTS TO FINAL ROUTE PLAN										
Teton Village Express - Add Summer Service	Operate Teton Village Express during the summer, 8am-4pm 20-minute frequency	0	73,200	2,928	3,514	122	$278,000	73,200	$3.80	25.0
Stilson to Teton Village Peak Express - Expanded Hours	Operate Stilson to Teton Village Express all day 7:30am - 4:30p, filling in midday gap, with 15-minute frequency (mid-Dec to end of Feb)	0	38,808	693	832	77	$66,000	20,790	$3.17	30.0
Teton Village South Jackson - Add Summer Service	Operate the new route connecting Smiths in South Jackson to the Village during the summer, daily from 7am-6pm with 45-minute frequency.	0	46,116	2,562	3,074	122	$243,000	56,364	$4.31	22.0
Rafter J-Melody-South Park Route - Add Midday Service	Operate the new route connecting Melody Ranch and Rafter J with Jackson all day, filling in the midday gap so that 30-minute frequency runs from 6am to 6pm weekdays.	0	37,084	1,460	1,752	365	$139,000	17,520	$7.93	12.0
Commuter Routes - Add More Weekday Service	Add two more weekday roundtrips to both commuter routes.	2-4	85,608	1,305	1,566	261	$129,000	15,660	$8.24	12.0
Commuter Routes - Add Weekend Service	Add two roundtrips on Saturday and one roundtrip on Sunday to both commuter routes.	0	25,584	343	412	52	$34,000	3,432	$9.91	10.0
INVESTMENTS IN NEW SERVICES										
Airport Service	New route connecting the airport to Jackson with six roundtrips per day during the summer and winter seasons.	1	4,644	903	1,084	258	$86,000	9,030	$9.52	10.0
Grand Teton National Park Service	New route connecting the airport to Jackson with Moose and Jenny Lake in GTNP with five roundrips per day in the summer only	2	5,124	915	1,098	122	$87,000	7,320	$11.89	8.0

Source: LSC 2020.

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Chapter V: Implementation

Chapter V presents activities associated with implementing the 2020-2025 START Route Plan including the five-year operating and capital plan, phasing, supporting infrastructure, and implementation steps.

FINANCIAL PLAN

Operating, Startup, and Capital Expenses

Table V-1 presents the five-year operating and capital expenses for the final plan. A 3.5 percent annual inflation rate is assumed and operating costs are shown with individual costs for each route – these route and service costs are fully burdened in that they contain all overhead and administration costs allocated proportionally. The required capital expenses are presented including microtransit startup costs, basic bus stop improvements for new stops, park and ride improvements for commuter service and the new Rafter J route, and costs associated with creating a new downtown transit hub, which is discussed in more detail later in this chapter.

The financial plan also shows one-time implementation costs associated with an accelerated startup and implementation within six to nine months of plan adoption. As shown in Table V-1, the most expensive startup costs are associated with inefficiencies of the first few years operating the service. This line item provides a buffer against likely expenses associated with making a large-scale change to the START routes and operations – startup costs for inefficiency includes items such as extra driver training, extra revenue and non-revenue operating hours associated with learning the new routes and making adjustments to route timing/schedules, extra standby drivers, and other contingency costs.

Additional marketing, above what START currently spends, is also included to support community/rider education about how the new routes operate and overall promotion of the new system. Finally, there is organizational capacity building included to help give START more resources to support implementation – in year one this is for consulting support of development of operational resources such as driver schedules, as well as internal transit planning. Beyond year one, $25,000 is allocated towards part-time transit planning support, perhaps shared with other entities (more detail on this is included later in this chapter).

Revenue Sources

To support the final Route Plan, existing funding sources are estimated to remain the same with proportional growth among the various revenue sources. The historical revenue sources are shown in Table V-2. It should be noted that the final Route Plan costs presented in Table V-1 include allocations for Town of Jackson administration of START, which aren't reflected in Table V-2.

Other Potential Revenue Sources

START currently accesses a variety of funding sources for operating and capital expenses, including FTA 5311, 5339, and Low-No Emission Buses grant programs, as well as local funding from the Town of Jackson, Teton County, Teton Village Association, Jackson Hole Mountain Resort, and system fares. START has also utilized Special Purpose Excise Tax (SPET) to fund capital projects. While there is always

opportunity to increase these existing funding sources, the opportunities for significant growth in existing funding may be limited.

Table V-1: Final Route Plan - Operating and Capital Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Expenses					
Town Shuttles	$1,109,000	$1,148,000	$1,188,000	$1,230,000	$1,273,000
Teton Village Routes	$2,715,000	$2,810,000	$2,908,000	$3,010,000	$3,115,000
Rafter J-Melody-South Park Route	$198,000	$205,000	$212,000	$219,000	$227,000
Microtransit	$633,000	$655,000	$678,000	$702,000	$727,000
Star Valley Commuter	$419,000	$434,000	$449,000	$465,000	$481,000
Teton Valley Commuter	$460,000	$476,000	$493,000	$510,000	$528,000
ADA*	$300,000	$311,000	$322,000	$333,000	$345,000
Bikeshare	$75,000	$78,000	$81,000	$84,000	$87,000
Grand Targhee	$122,000	$126,000	$130,000	$135,000	$140,000
Operating Expenses Subtotal	**$6,031,000**	**$6,243,000**	**$6,461,000**	**$6,688,000**	**$6,923,000**
Implementation Capital Expenses (excludes ongoing capital projects and fleet replacements)					
Downtown Transfer Point	$10,000	$10,000			
Bus stop improvements for new stops	$10,000	$10,000			
Stilson improvements	$100,000	$75,000			
Park and ride lot improvements	$25,000	$25,000	$25,000		
Microtransit start-up costs	$40,000				
Capital Expenses Subtotal	**$185,000**	**$120,000**	**$25,000**	**$0**	**$0**
Startup Expenses (for accelerated implementation in 6-9 months after plan adoption)					
Years 1-2 inefficiencies	$225,000	$100,000			
Additional marketing, education, outreach	$50,000	$20,000			
Consulting support, staff capacity building	$65,000	$25,000	$25,875	$26,781	$27,718
Startup Expenses Subtotal	**$340,000**	**$145,000**	**$25,875**	**$26,781**	**$27,718**
Total Expenses	**$6,556,000**	**$6,508,000**	**$6,511,875**	**$6,714,781**	**$6,950,718**

Note: Assumes 3.5% annual inflation rate.
** ADA estimate includes $275,000 from FY2020 plus $25,000 for Rafter J*
Source: LSC, 2020.

Table V-2: START Revenues by Source				
	Fiscal Year			
Description	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Recommended
Electronic Fare System Grant	--	$183,000	$178,400	--
SLIB START Grant (County)	--	$110,000	--	$467,460
FTA Wyoming 5311 Grant	$1,588,610	$2,000,000	$2,000,000	$2,000,000
FTA/WYDOT - Bus Replacement	--	--	--	--
ITD-FTA 5339 Capital	--	$172,000	--	--
FTA Idaho 5311 Grant	$70,472	$171,230	$171,230	$171,230
FTA Idaho 5311 Grand Targhee Grant	--	$116,598	$116,598	$116,598
FTA 5339/Wyoming Capital	$23,363	$1,715,702	--	$2,320,000
Low - No Grant	--	--	--	$2,290,000
Bus Shelter Grant	--	--	--	$168,000
Route Plan RFP	--	--	--	$80,000
Bike Share- Capital	--	--	--	--
Teton County Grant - Operations	$461,757	$584,423	$584,423	$782,657
Teton County Grant - Capital	--	--	--	$727,703
Total Intergovernmental Revenue	**$2,144,202**	**$5,052,953**	**$3,050,651**	**$9,123,648**
START Transit Fares	$273,557	$275,000	$282,500	$291,000
START Fares - Star Valley Passes	$98,908	$87,541	$90,000	$92,700
START Fares - Star Valley Ticket	$18,879	$17,778	$19,000	$19,600
START Fares - Teton Valley Pass	$70,036	$76,825	$77,000	$79,300
START Fares - Teton Valley Ticket	$39,952	$38,475	$38,475	$39,600
START Bus - Commuter Subsidy	--	--	--	--
START Transit Contract Fares	$275,367	$315,000	$315,000	$315,000
START Advertising	$11,100	$8,000	$8,000	$8,000
Bike Share - Member Revenue	$7,403	$22,000	$15,000	$15,000
Teton Village Area 2 1% Transfer Fee	$419,400	$450,000	$263,565	$385,000
Short Term Rental Impact Fee	$10,913	$30,000	$4,137	$30,000
Total Charges for Services	**$1,225,515**	**$1,320,619**	**$1,112,677**	**$1,275,200**
Miscellaneous Revenue	$37,621	$4,500	$452,064	$13,000
Transfers In	$377,801	$430,914	$430,914	$1,235,748
Total START Bus System Fund	**$3,785,139**	**$6,808,986**	**$5,046,306**	**$11,647,596**

Source: Town of Jackson Town Manager's Recommended Budget FY2019-20.

In terms of new, stable funding sources, the best option would be a dedicated funding source from a tax mechanism. As discussed in Interim Report #1, the only current option for dedicated funding is through creation of a Regional Transportation Authority (RTA) but the current Wyoming statute is very limiting in terms of the maximum mill rate (current statue states that annual levy not to exceed one-half mill on the dollar of assessed valuation of the county or municipality, which would raise less than $1 million annually) and the fact that funding must be renewed every four years by voter approval.

The best possibility would be a dedicated funding source for transit with long-term stability and higher taxation rates than currently afforded by the existing RTA statute – this would require a change to Wyoming state law to allow such a new funding source.

START should stay engaged in all local and state efforts to create a dedicated transit funding source, as well as continuing to maximize all existing local, state, and federal funding sources for operating and capital projects.

Fares

START is proactively analyzing its fare structure to balance ridership and revenue. START should continue to develop creative bulk discount programs for commuter passes supported by employers, as well as private and public sector partnerships for fares and passes.

PHASING

The potential timing and phasing of the final recommended Route Plan could follow one of three implementation paths:

Path 1 - All at once	Path 2 - Commuter/regional first	Path 3 - Town Shuttle first
•Implement all route and service changes together in first year •May require 1-2 years of pre-planning	•Focus on implementing regional and commuter service recommendations first including changes to Star/Teton Valley, new Rafter J, and Teton Village •Would keep Town Shuttles the same for 1-2 years, which would be more expensive short-term, but pushes off decision about how to serve East Jackson	•Focus on implementing changes to Town Shuttles and East Jackson, given that these are the most signficant changes, plus likely add Rafter J •Would allow Town changes to be worked out before other changes are implemented

However, given how interrelated the options are and how the final Route Plan is designed to be a functioning system with all routes working together, Path 1 is the recommended implementation path.

SUPPORTING INFRASTRUCTURE

Downtown Transit Hub

To facilitate implementation of the final Route Plan, a downtown transfer point is envisioned and included in capital financial requirements. The recommended location of this facility is one full block of Pearl Ave. between Millward St. and Glenwood St., as well as the block face on Millward St. that is directly across from the downtown parking garage. This location is recommended because it is:

- Proximate to the core of downtown activities and primary rider origin and destination points
- Easy to access on foot or by bike
- Operationally efficient for buses without requiring undue time
- Located near long-term parking opportunities and public facilities such as a public restroom

This new downtown transfer point will utilize existing street infrastructure to consolidate the two existing bus stops east and west of this location along Pearl Ave. to facilitate six bus pullout locations along the existing curb face and will involve relatively simple improvements including:

- Using street markings and paint to indicate where bus stops are
- Signage and dedicated locations for particular routes going in different directions
- Benches and customer information
- Incorporating into public street right-of-way in the vicinity of the existing downtown parking structure
- Possibly using the stairwell entryway of the parking structure on the northwest corner of the building as a passenger waiting area
- Designating the curb face along Millward, directly across from the parking garage, as the spot where microtransit vehicles pickup and drop-off

The development of this downtown transit hub could be incremental and start with these modest street improvements described above, and develop over time into a more robust facility with a long-term vision of more of a mobility hub concept.

Transit Prioritization

According to the *Transit Improvements Assessment for the Jackson-Wilson Road (Snake River Bridge) Draft Final Report (Kimley Horn, October 2019)*, transit prioritization strategies applied in and around the Stilson facility could yield operational savings for relatively small infrastructure investments, as shown below in Table 11 from that report.

Table 11: Criteria Screening Results

	Recommendation	Capital Cost	Annual Operations/ Maintenance Savings
1A	Construct a traffic signal on WYO 390 at the existing boat launch access road along with a transit-only access roadway to Stilson Ranch Road/Beckley Park Way with a northbound left-turn lane for buses only (Strategy 6)	$300,000	$87,500
	OR		
1B	Construct a traffic signal at the existing intersection of WYO 390 and Stilson Ranch Road/Beckley Park Way (Strategy 8)	$210,000	$64,200
2	Relocate transit stops to WYO 390 consistent with the Stilson Master Plan	$165,000	$184,700
3	Implement system-wide TSP*	N/A*	$18,100**

** Cost depends on the number of signals where TSP is implemented as well as the number of buses where communication devices are installed; therefore, a system-wide cost cannot be estimated at this time.*

***Savings as a result of implementing TSP could only be calculated for the WYO 22/WYO 390 intersection. Implementation across the whole Teton Village route would result in a higher corridor travel time and operations/maintenance benefit.*

The report doesn't analyze the impact that shoulder running buses or a full BRT concept using an HOV lane might have on operational efficiency, but LSC recommends that a full analysis be conducted to understand and quantify the possible benefits. A simple, "back of the envelope" calculation yields:

If a BRT/HOV lane (or bus on shoulder operations) between Jackson and Teton Village provided an average travel time benefit of 10% overall, applied to the 28,292 total revenue hours for the Teton Village Route for the final Route Plan, this yields an annual savings of 2,829 hours that would create an annual operational savings of approximately $260,000.

Stilson Transit Center and Park and Ride

The Stilson Transit Center and Park and Ride is an asset to the START system that should be improved over time, in partnership with Jackson Hole Mountain Resort (JHMR) and Teton County, who jointly operate the facility. The facility currently provides all-day parking for skiers and JHMR employees with a basic bus stop and passenger waiting area.

In the future, this facility should be improved to allow for easier and quicker transit access, more comfortable passenger waiting facilities, and dedicated parking for general public park and ride designed to capture commuters traveling from points west and north of Stilson to points within Jackson.

Examples from Other Resort Communities

Many other resort communities have developed and improved over time similar transit facilities in places such as Park City, UT; Avon, CO; Tahoe City, CA; and Vail, CO.

Characteristics of other facilities include:

- Dedicated bus-only access lanes and pull-outs
- Space for 4-8 buses, depending on location and route demands
- Architecture that matches the community
- Safe and accessible pedestrian environment
- Comfortable and inviting passenger waiting areas with bathrooms, transit information, information desks, real-time digital information boards, and plenty of seating

Park and Ride Intercept Lots

Other park and ride lots need to be developed to support the final Route Plan. Locations for park and ride improvements include:

- Upgrades and formalization (through written agreements) of existing park and ride locations along the commuter routes
- New park and ride at Rafter J to support the new Rafter J-Melody Ranch route
- Minor upgrades and memorandum of understanding with Teton County for the existing parking lot at the corner of County Rd. 221 and US Hwy. 191 at the entrance to Melody Ranch
- Formalization (through written agreements) of parking in either the KMART or Albertson's lots, where many people are already parking to catch START buses

A small amount of capital funding is included in the plan to support upgrades such as signage, simple bus shelters or benches, paved or concrete landing pads, and grading or paving of existing lots.

ORGANIZATIONAL CAPACITY

START will need additional organizational capacity to implement the final Route Plan – this capacity is included in the financial plan:

- In Year 1, this organizational capacity includes consultancy support for implementation as well as one third of a transportation planner
- In Years 2 and beyond, the time to support one-third of a transportation planner is included and continues throughout the five years of the plan

The funding shown to support transportation planning functions is envisioned to be shared by the Town of Jackson, Teton County, and other possible partners. This transportation planning function may not be housed at START and may ultimately be a Town or County employee, or possibly an employee of a new entity such as a Regional Transportation Planning Organization (RTPO). An RTPO has been discussed as part of the Integrated Transportation Plan (ITP) development process – it is recommended to help support implementation of the ITP and should be leveraged to also support implementation of this plan.

IMPLEMENTATION STEPS

Once this Route Plan is adopted, there are many steps to be taken to move towards implementation and route/service operations of the new system. These steps would happen between plan adoption and the start of transit operations under this Route Plan.

1. Financial
    a. Finalize FY2021 budget according to the financial plan.
    b. Make necessary service adjustments if final budget is lower or higher than expected (implementation may need to be delayed or slowed if budget is much lower than requested).
2. Organizational and Internal
    a. Prepare for winter 2020-2021 hiring and beyond to support the final Route Plan.
    b. Develop RFP for consulting support, release, and award.
    c. Work on internal systems (scheduling, run cutting, work assignments, etc.) to support transit operations.
    d. Refine and make final adjustments to service plan for each route.
3. Microtransit
    a. Develop RFP for turn-key operations, release, and award.
    b. Finalize service area boundaries.
    c. Determine policies and procedures, as well as service rules.
4. Marketing
    a. Develop RFP for marketing support, release, and award.
    b. Create messaging, marketing collateral, and strategy for promotion and public education.
    c. Implement marketing strategies and continue to market throughout the first few years of new route operations.
5. Infrastructure
    a. Prioritize bus stop and downtown transfer point improvements; develop implementation plan.
    b. Coordinate necessary park and ride improvements with local government entities, as well as private business, and seek required approvals such as encroachment permits or operating agreements.
    c. Apply for appropriate grants according to application timeframes.
    d. Construct infrastructure improvements needed for transit service.
    e. Work on long-term development strategy for larger projects such as Stilson improvements, BRT/HOV, and transit prioritization infrastructure.
6. Partnerships and Long-term Funding Strategies
    a. Refine years 2-5 operating and capital budgets and communicate with local funding partners on long-term needs and funding scenarios.
    b. Prepare and submit grant applications for vehicles, facilities, and operating funds.
    c. Create long-term funding vs. service allocation strategy with input from all partners.
    d. Lead discussion with local business community on funding partnership possibilities.
    e. Investigate innovative and unique funding opportunities.
    f. Communicate proactively with elected officials and all partners on progress, challenges, opportunities, and adjustments.
    g. Pursue RTPO or other organizational structures that meet long-term transit goals.

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Chapter VI presents a summary of previous work products, including Interim Report #1, Interim Report #2, the PowerPoint on the Preliminary Service Alternatives, and the PowerPoint on the Preferred Service Alternatives. Please visit the following link to view each of the previous work products discussed in this chapter: https://www.lsctrans.com/start-deliverables.

INTERIM REPORT #1

Interim Report #1 was the first deliverable completed as part of the START Bus 2020-2025 Route Plan planning process. The report was available in October 2019 and contained the following eight chapters:

Chapter I provided an introduction with the project overview, purpose, and context.

Chapter II presented an overview of the demographics and visitor statistics of the study area as they relate to transit, as well as transit demand estimations and local travel patterns. While the population for the Town of Jackson and Teton County has remained relatively stable over the last 10 years, like many mountain resort communities, the Town of Jackson's relatively low year-round population of approximately 10,500, swells to over 50,000 people during peak times, which poses unique challenges in providing public transportation. Visitation statistics include:

- Overnight Lodging Visitation – In 2017, Teton County welcomed over 1.8 million overnight visitors to the area.
- Skier Days – During the 2018-2019 season, the Jackson Hole Mountain Resort recorded a record number of 715,100 skier days.
- Park Visitation – Recreational visitors to Grand Teton National Park have remained fairly steady over the last five years, with a strong summer peak (795,725 in July 2019) and winter lows (43,913 in February 2019).
- Enplanements – The number of enplanements at Jackson Hole Airport has grown substantially from 284,397 in 2009 to 383,178 in 2018, representing a 34.7 percent increase in the last decade.

Chapter III reviewed the progress made on the Integrated Transportation Plan's (ITP) goals to date. The ITP established a combination of actions to reduce the growth in Vehicle Miles Traveled (VMT) by almost half 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, as well as an additional five percent shift from single occupant vehicle trips to non-driving modes (walk, bike, transit) by 2035.

Chapter IV provided an overview of the public outreach plan, which contained five phases:

- Phase 1 – Stakeholder Interviews, Community Familiarization
- Phase 2 – Rider Survey, Focus Groups, Driver Meeting, General Community Survey
- Phase 3 – Route Options Workshop
- Phase 4 – Community Survey on Route Options
- Phase 5 – Draft Presentation

Chapter V contained an analysis of START's four existing routes, including route structure, fare structure, ridership, and performance. Individual route profiles were also included at the end of the chapter. During FY 2019:

- The Teton Village Route provided almost 534,000 passenger trips, averaged approximately 17.6 passengers per hour, had an average cost per hour of $69.17, and had an average cost per passenger-trip of $3.93.
- The Town Shuttles provided almost 483,000 passenger trips, averaged approximately 19.2 passengers per hour, had an average cost per hour of $61.83, and had an average cost per passenger-trip of $3.22.
- The Star Valley Commuter Route provided over 32,000 passenger trips and averaged approximately 11.4 passengers per hour. The Teton Valley Commuter Route provided over 33,000 passenger trips and averaged approximately 11.4 passengers per hour. Combined, the two commuter routes had an average cost per hour of $166.75 and had an average cost per passenger-trip of $7.25.

Chapter VI presented a budget and financial analysis, including revenues, expenditures, and a cost allocation model.

Chapter VII discussed current infrastructure needs for park-n-rides, bus roadway improvements, and a transit hub.

Chapter VII concluded the report with a summary, as well as a discussion of possible evaluation criteria and next steps. LSC identified an initial list of criteria for evaluation of the initial service delivery alternatives, including:

- Total Ridership
- Productivity
- Efficiency and Effectiveness
- Segment Cost
- Passenger Cost
- Compatibility with START Service Objectives and Board Goals
- Financial Sustainability
- Environmental Benefits
- Traffic and Congestion
- Ease of Use for Passengers
- Ease of Implementation
- Impact on Applicable ADA Regulations

POWERPOINT ON THE PRELIMINARY SERVICE ALTERNATIVES

LSC was onsite in November 2019 to present the preliminary service alternatives. The presentation contained a recap of the rider survey results, a summary of the online community survey results, a review of mobility trends and transit planning best practices, and discussion on the five preliminary system alternatives. The review of emerging mobility trends included:

- Microtransit – a form of demand response transit using a smartphone app to match trip requests in real-time to dynamic/flexible routes. Microtransit is successful 1) with a smaller

service area, usually connected with transit center, with urban, near urban density; 2) ability to group trips to/from key destination at similar times; 3) fare structure that balances convenience and ridership; and 4) extensive marketing. Microtransit can be contracted turn-key or agency operated with technology. Productivity is generally lower than fixed-route bus (three to six passengers per hour) and may cost more per hour due to the need for multiple vehicles. Vehicles for microtransit are smaller than fixed-route service, such as vans or even small electric shuttles.

- Transportation Network Company (TNC) Partnerships - generally used to enhance existing service, as well as provide first-mile last-mile solutions and extend paratransit service. TNC partnerships work best for short trips, usually non-work, in non-rural areas. They can have a lower upfront cost, but success is not guaranteed. TNC partnerships must define subsidy limits and eligibility, address accessibility and drug testing, may not be eligible for federal funding, require a supply of available drivers, and run the risk of lack of control over service consistency, availability, fares, and ridership data.
- Mobility Hubs – an evolving concept that takes dedicated space and a bike-pedestrian environment. Mobility hubs are seamless and interconnected with a technology focus, including: 1) single-point, app-based ticketing and trip planning; 2) real-time information across modes; and 3) smart infrastructure.
- E-Bikes and E-Scooters (Micro-Mobility) - E-bikes are electric-assist bike-share bikes and in Park City, e-bikes connect with battery electric buses. Scooters have recently surpassed bike-share in total trips taken, but they create right-of-way and safety challenges. Scooters are not yet present in many mountain resort communities.
- Bus on Shoulder / Bus Rapid Transit (BRT) – BRT provides a dedicated lane or corridor that is quicker than car travel with transit prioritization. The service has limited stops with train style platforms and provides headways of 15 minutes or less. Bus on shoulder uses existing or slightly expanded shoulder at least 11' wide, where buses bypass traffic by using shoulder combined with transit prioritization. Bus on shoulder creates operational efficiency and motivation to use the bus, and is much cheaper than BRT systems.

The goal of the preliminary alternatives was to provide potential ideas to spur discussion and input. LSC created five preliminary system alternatives, including:

- #1: Expand System Coverage by Adding New Routes
- #2: Maximize Fixed Route Frequency with Microtransit
- #3: Maximize Fixed Route Frequency without Microtransit
- #4: Reduce Regional Traffic Congestion, BRT/HOV
- #5: Balanced Approach

INTERIM REPORT #2

Interim Report #2 was available in January 2020. It contained five chapters organized with a recap of input received on the draft service options presented in the previous Interim Report #1, followed by a preferred transit system and implementation. The five chapters included the following:

Chapter I provided an introduction with a review of the work completed to date, as well as a previous of Preferred Alternative 1A and 1B, explored in detail later in the report.

Chapter II reviewed the five preliminary system alternatives and summarized input from the START Board of Directors, the Advisory Committee for this study, and critical stakeholders from meetings and presentations conducted during November 2019. Key themes included:

- Alternatives 4 and 5 were the most preferred options, with Alternative 5 being the most highly rated.
- Microtransit is a concept that is interesting but comes with trade-offs; there was discussion of including preferred alternatives with and without microtransit for East Jackson.
- An express version of Teton Village route seems to be needed.
- South of Jackson is a high priority for new service.
- Service to/from the airport might need to come at a later point.
- Investments in increased commuter service with more roundtrips per weekday should be a part of the preferred/final alternative – timing should be filled in throughout the day to provide more commuter options for non-traditional work shifts.
- A new version of Teton Village route connecting to Smiths could work well in winter season.
- There should be an improved year-round level of service for Teton Village for what is currently the Green route variation – the addition of service in the summer of 2019 to improve frequency to every 30 minutes should be considered.
- Consider START for operations of the current JHMR contracted extra transit service to/from Stilson Transit Center.
- We have to work within existing resources, but we also need to be aspirational and identify growth opportunities.
- The need for a centrally located downtown transit hub is understood and supported but exact location needs further consideration and evaluation.

Chapter III presented the two preferred alternatives and associated service plan details.

Chapter IV contained the implementation plan, including the operating and capital requirements necessary to implement the preferred alternatives. In addition, initial ideas for potential timing and phasing of the final recommended Route Plan were presented.

Chapter V concluded the report with a review of key strategic questions, a discussion of details to come in the Final Report, and an overview of the next steps for soliciting community input and refining the preferred alternative. The key strategic questions included:

- How does East Jackson receive service? Microtransit (Alternative 1A) or fixed route bus (Alternative 1B)?
- What is the appropriate level of service for the Teton Village route variations? Do the route versions and service levels proposed in both Alternative 1A and 1B meet community goals and expectations?
- With an increase of up to eight roundtrips per day in commuter service proposed in both alternatives, does this represent enough of an increase in commuter service?
- Is the community willing to accept possibly walking a little further, or a transfer, in order to access much more direct and higher frequency service?
- What is the exact routing and service level of the new Rafter J/Melody Ranch route?
- What additional resources are needed to support the preferred alternative?

- How can the final service plan be refined to help maximize financial resources; for example, having less evening service during the off-seasons during the first couple of plan years?
- If new funding resources become available, what are the top priorities for additional investments? Do we invest in additional service for the routes and services defined in the preferred alternatives or should other new services be proposed? A prioritized "wish list" should be developed.
- How does the final service plan impact existing funding partners and how can the impacts be addressed or mitigated?
- Where exactly should the proposed Downtown Transit Hub be and what is the scale and timing of this major capital project?
- How would the preferred alternative benefit from any roadway improvements that prioritize transit operations?
- Should a fare-free concept be instituted system-wide? What would be the ridership and capacity impacts? And how would current fare revenue be replaced?

POWERPOINT ON THE PREFERRED SERVICE ALTERNATIVES

Following input received on the initial alternatives, the LSC team developed two preferred service alternatives, Alternative 1A and Alternative 1B. Both of the Preferred Alternatives are based on a few key concepts, including:

- More efficient and direct routing overall
- Higher frequency to maximize ridership
- Reducing Vehicle Miles Traveled (VMT) within Teton County, WY
- Increased commuter and regional services
- Adding a new route to connect to points south of the Town of Jackson
- Considering microtransit as a possible service delivery model for one of the preferred alternatives

Alternative 1A and 1B are the same, except that Alternative 1A serves East Jackson with microtransit and Alternative 1B uses a fixed route to serve East Jackson and areas south of Jackson.

Both Preferred Alternatives provide:

- More direct Town Shuttles with improved frequency
- Simplified Teton Village routes, along with a new high frequency express route and a route version from Smiths, and improved year-round frequency
- Provide increased service on commuter routes with more direct routing
- New connectivity to areas south of Jackson (Melody Ranch, Rafter J) via a new fixed route
- Revised service in East Jackson (either microtransit with 1A or fixed route with 1B)

START
2020-2025 Routing Plan

Final Recommended Plan

June 1, 2020: JIM Presentation

TRANSPORTATION CONSULTANTS, INC.

Charlier Associates, Inc.

START BUS

Project Overview

- Goal of the study:
  - Evaluate routing alternatives that will increase ridership, increase system efficiency, and reduce vehicle miles traveled
    - (intertwined with ITP goals and update process)
- Process:
  - *Analysis of existing routes*
  - *Development of preliminary route alternatives*
  - *Preferred alternative(s) and technical analysis*
  - *Public input and review of the preferred alternative(s)*
  - *Draft and final 5-year Route Plan*
  - *START Board Plan Recommendation: April 9th*

Timeline

Project Kickoff
- June 2019

Rider Survey, Community Survey
- August 2019

Interim Report #1: Existing Conditions
- September 2019 presentation

System Alternatives Development
- November 2019 presentation

Preferred Alternatives Presentation and Open Houses
- February 2020

Draft Final Report
- March 2020

Final Report Presentation
- April 2020

Public Outreach

- Vigorous Community Outreach Process
  - Phase 1 – Stakeholder Interviews, Community Familiarization (June 2019)
  - Phase 2 – Rider Survey, Focus Groups, Driver Meeting, General Community Survey (August 2019)
    - 356 onboard rider survey responses
    - 641 online community survey responses
  - Phase 3 – Route Options Workshop (February 2020)
    - 5 different open houses
    - 125 attendees
  - Phase 4 – Community Survey on Route Options (February-March 2020)
    - 255 responses
  - Phase 5 – Draft Presentation (April 2020)

Final Recommended Plan Benefits

- *Estimated 55-60% ridership increase*
- *Direct routing for Town Shuttle and Teton Village routes*
- *Higher frequency to maximize ridership*
- *Increased commuter and regional services*
- *Efficient transit connections with travel times that are competitive with personal auto travel time*
- *Reduced VMT within Teton County, WY*
- *Introducing microtransit with smaller vehicles and real-time on-demand service for East Jackson*
- *New routes for south Jackson and south of Jackson*

Financial Plan

- FY2019 data used, given last full year
- In comparison, FY2020 adopted budget is $5.7 million for operating expenses
- 3.5% inflation factor used

Table V-1: Final Recommended Route Plan - Operating and Capital Plan

	Status Quo (FY 2019)	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Expenses						
Town Shuttle	$1,808,959	$1,109,000	$1,148,000	$1,188,000	$1,230,000	$1,273,000
Teton Village Routes	$2,386,665	$2,715,000	$2,810,000	$2,908,000	$3,010,000	$3,115,000
Rafter J-Melody-South Park Route		$198,000	$205,000	$212,000	$219,000	$227,000
Microtransit		$633,000	$655,000	$678,000	$702,000	$727,000
Star Valley Commuter	$254,439	$419,000	$434,000	$449,000	$465,000	$481,000
Teton Valley Commuter	$267,702	$460,000	$476,000	$493,000	$510,000	$528,000
ADA*	$408,940	$300,000	$311,000	$322,000	$333,000	$345,000
Bikeshare	$74,107	$75,000	$78,000	$81,000	$84,000	$87,000
Grand Targhee	$75,511	$122,000	$126,000	$130,000	$135,000	$140,000
Operating Expenses Subtotal	$5,276,323	$6,031,000	$6,243,000	$6,461,000	$6,688,000	$6,923,000
Implementation Capital Expenses *(Excludes Ongoing Capital Projects and Fleet Replacements)*						
Status Quo Capital	$294,654					
Downtown Transfer Point		$10,000	$10,000			
Bus Stop Improvements for New Stops		$10,000	$10,000			
Stilson Improvements		$100,000	$75,000			
Park-n-Ride Lot Improvements		$25,000	$25,000	$25,000		
Microtransit Start-Up Costs		$40,000				
Capital Expenses Subtotal	$294,654	$185,000	$120,000	$25,000	$0	$0
Startup Expenses *(For Accelerated Implementation in 6-9 months After Plan Adoption)*						
Years 1-2 inefficiencies		$225,000	$100,000			
Additional marketing, education, outreach		$50,000	$20,000			
Consulting support, staff capacity building		$65,000	$25,000	$25,875	$26,781	$27,718
Startup Expenses Subtotal	$0	$340,000	$145,000	$25,875	$26,781	$27,718
Total Expenses	$5,570,977	$6,556,000	$6,508,000	$6,511,875	$6,714,781	$6,950,718

Note: Assumes 3.5% annual inflation rate.

** ADA estimate includes $275,000 from FY2020 plus $25,000 for Rafter J*

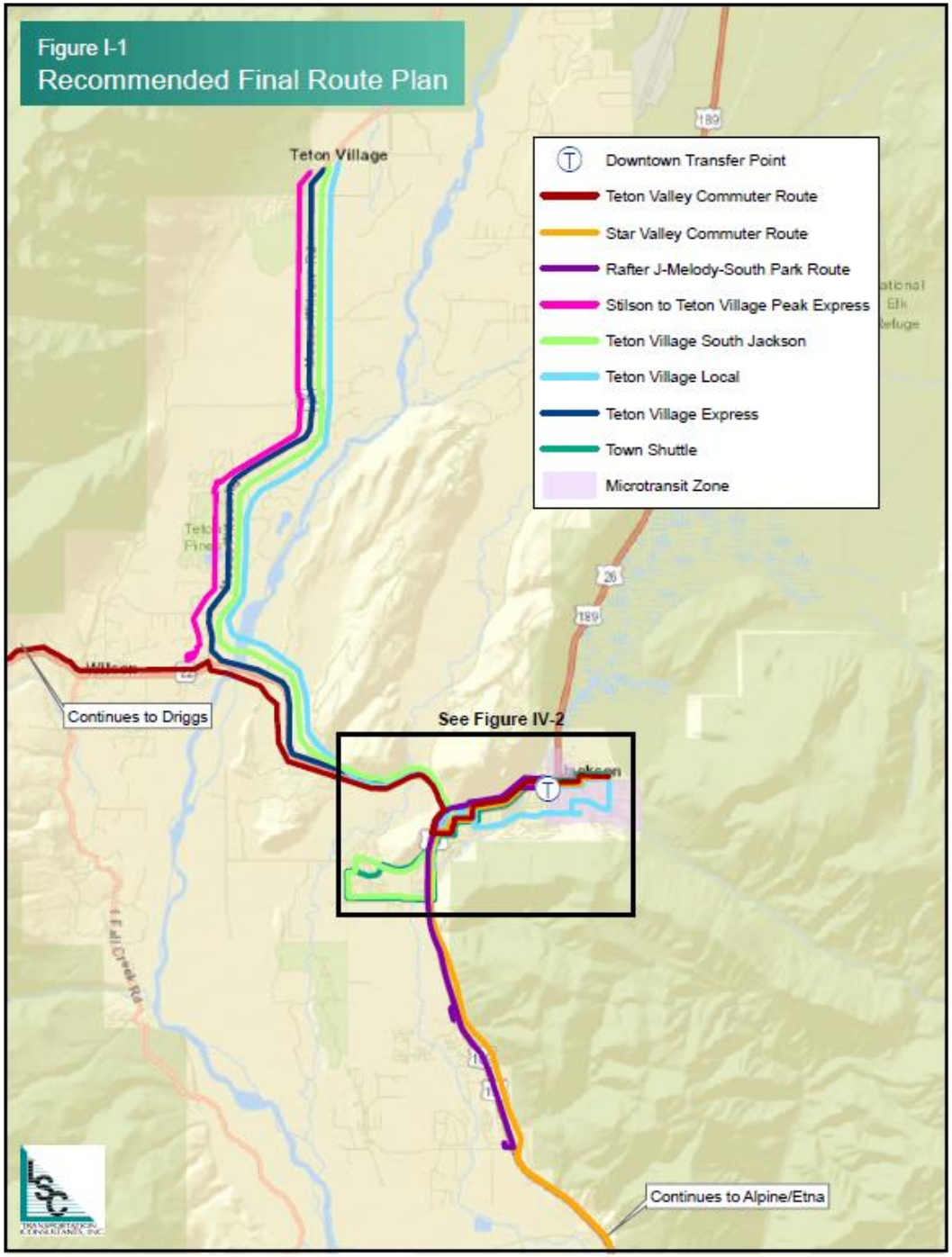
Source: LSC, 2020.

Supporting Infrastructure Needs

- Simple Downtown Transfer Point using existing assets, paint/signage
- Park and ride improvements/additions
- New bus stop locations supporting South Jackson Route
- Stilson Transit Center improvements and transit prioritization
- Roadway improvements to facilitate Bus Rapid Transit (BRT) between Town and Stilson

Final Recommended Plan Route Highlights

- Direct, higher frequency Town Shuttle
- Microtransit zone for East Jackson
- New Rafter J/Melody Ranch Route
- New high-frequency Express Teton Village Route
- New South Park Loop/Smith's Teton Village Route
- Doubling of service on Commuter Routes



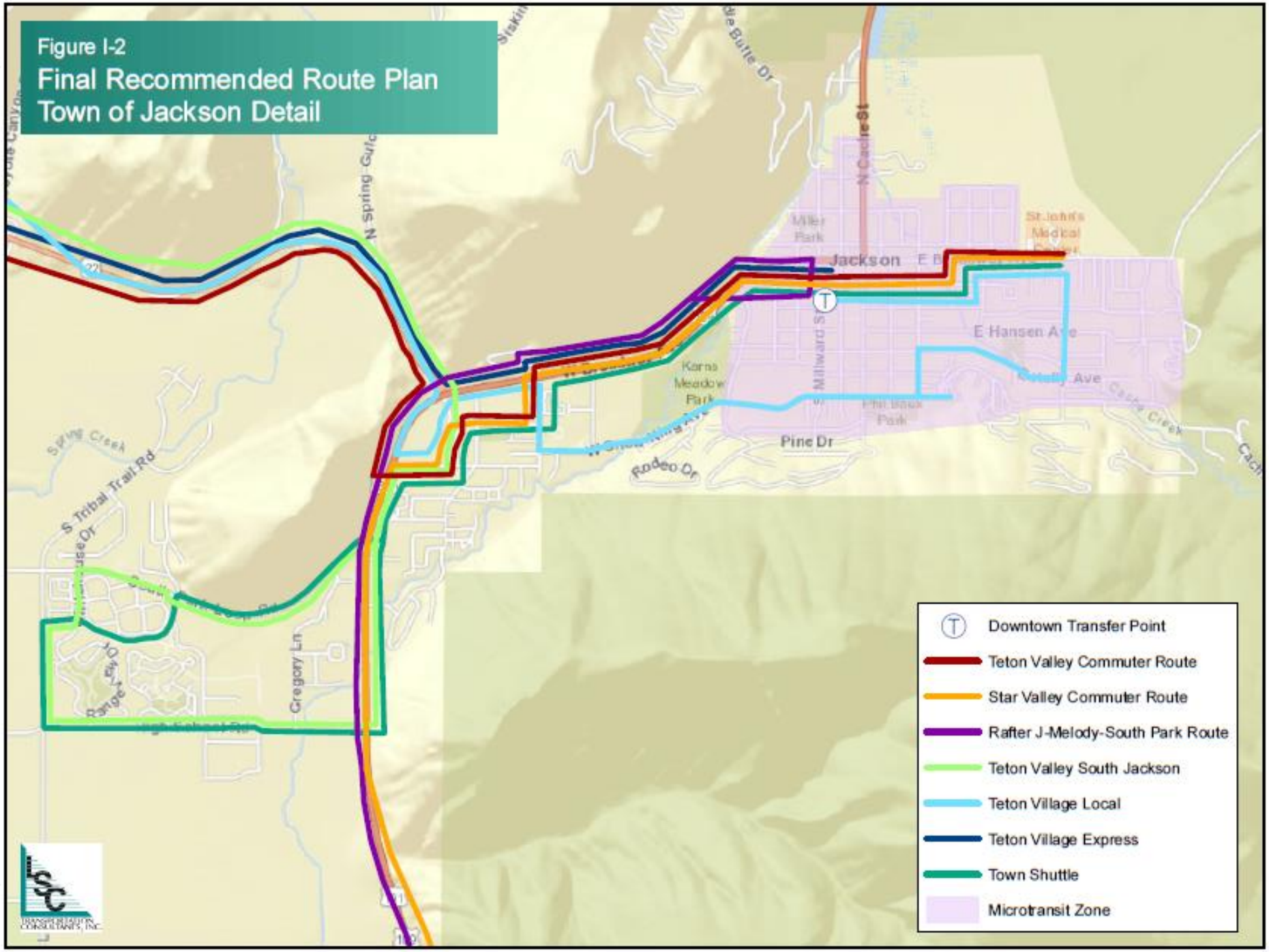
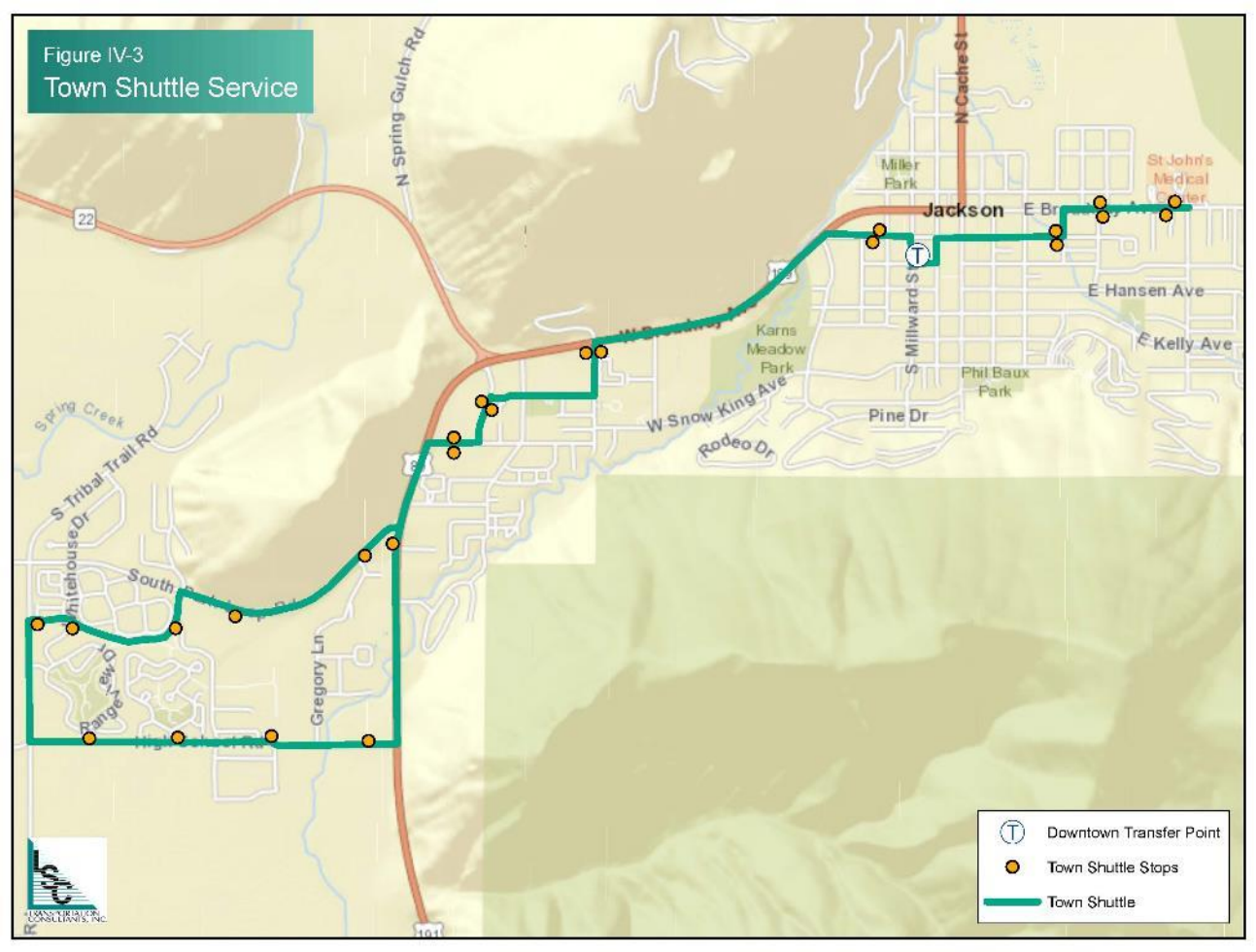


Figure I-2
Final Recommended Route Plan
Town of Jackson Detail
Downtown Transfer Point
Teton Valley Commuter Route
Star Valley Commuter Route
Rafter J-Melody-South Park Route
Teton Valley South Jackson
Teton Village Local
Teton Village Express
Town Shuttle
Microtransit Zone
Jackson
N Cache St
N Spring Gulch
Miller Park
St John's Medical
E Hansen Ave
Karns Meadow Park
Millward St
Phil Baux Park
Pine Dr
Rodeo Dr
Cache Creek
Spring Creek
S Tribal Trail Rd
Gregory Ln
Range Rd

Town Shuttle

- 2 buses
- 20 min freq.
- 6a – 10p year-round

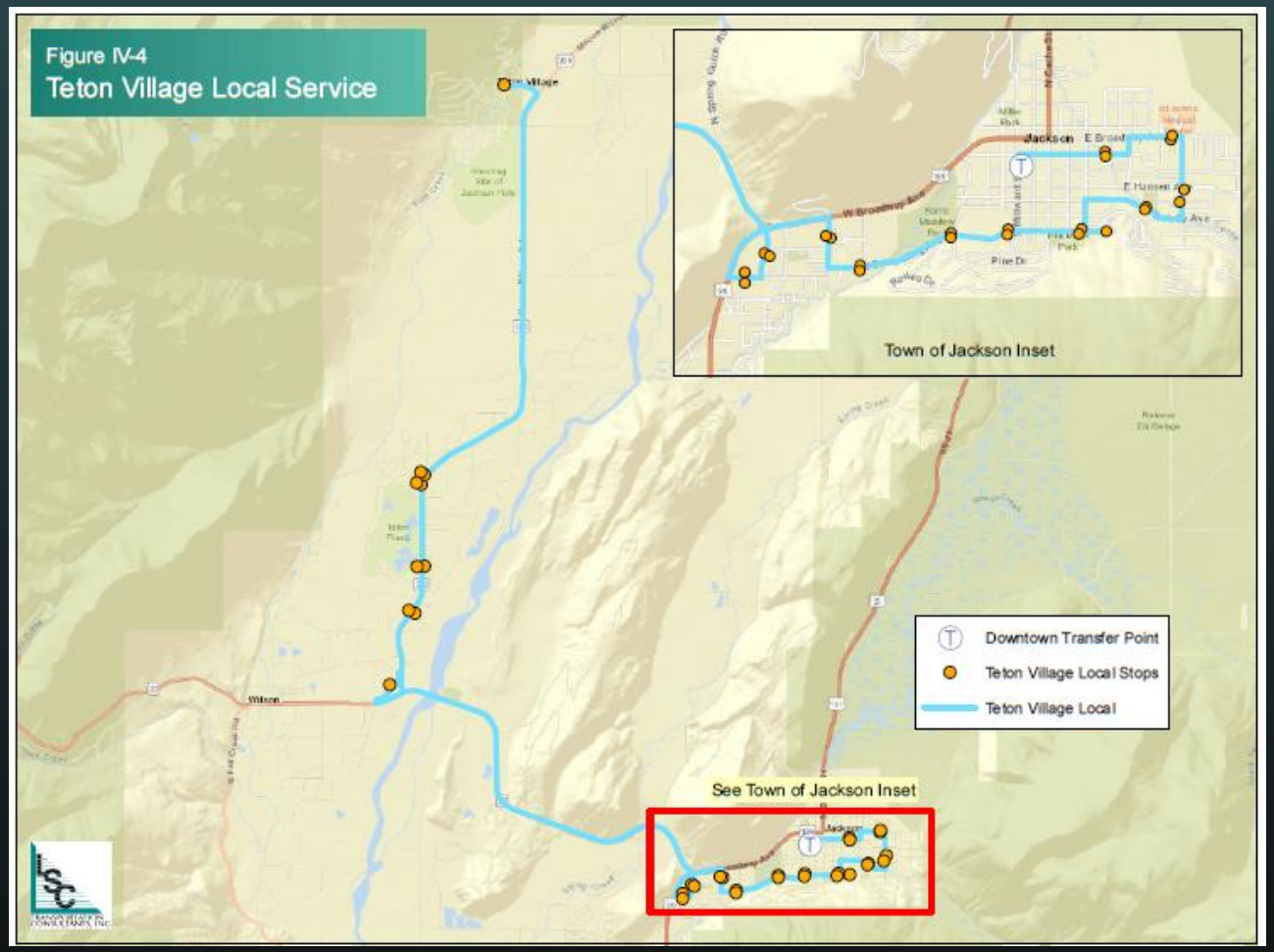


Microtransit

- On demand via app and phone dispatch
- 1 – 4 vans
- 10 min. response
- 7a – 8p year-round

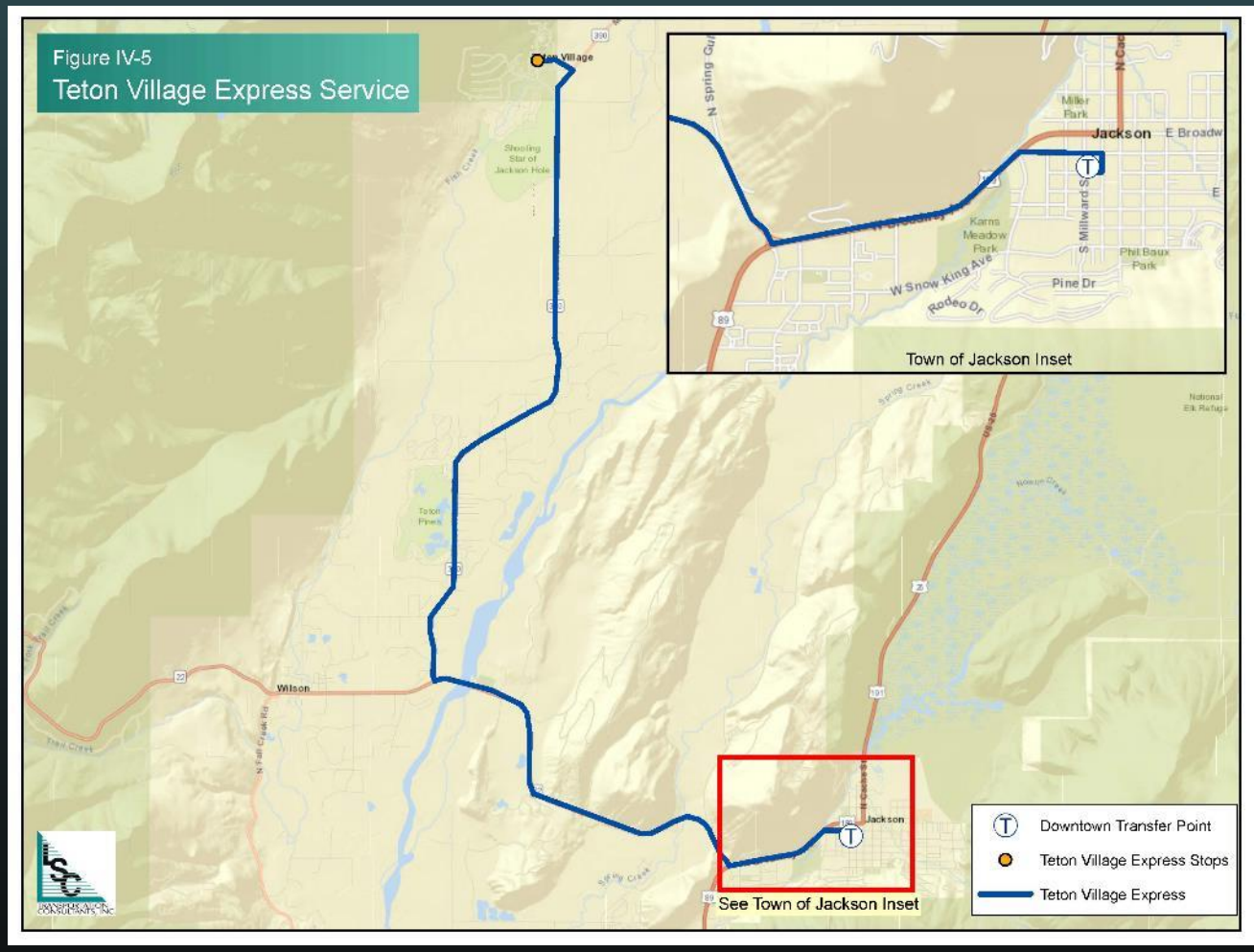
Teton Village Local

- 30 min. freq.
- 6a – 9p year-round plus extra early and late service in winter
- Serves dual purpose of local Jackson circulation and Village connection



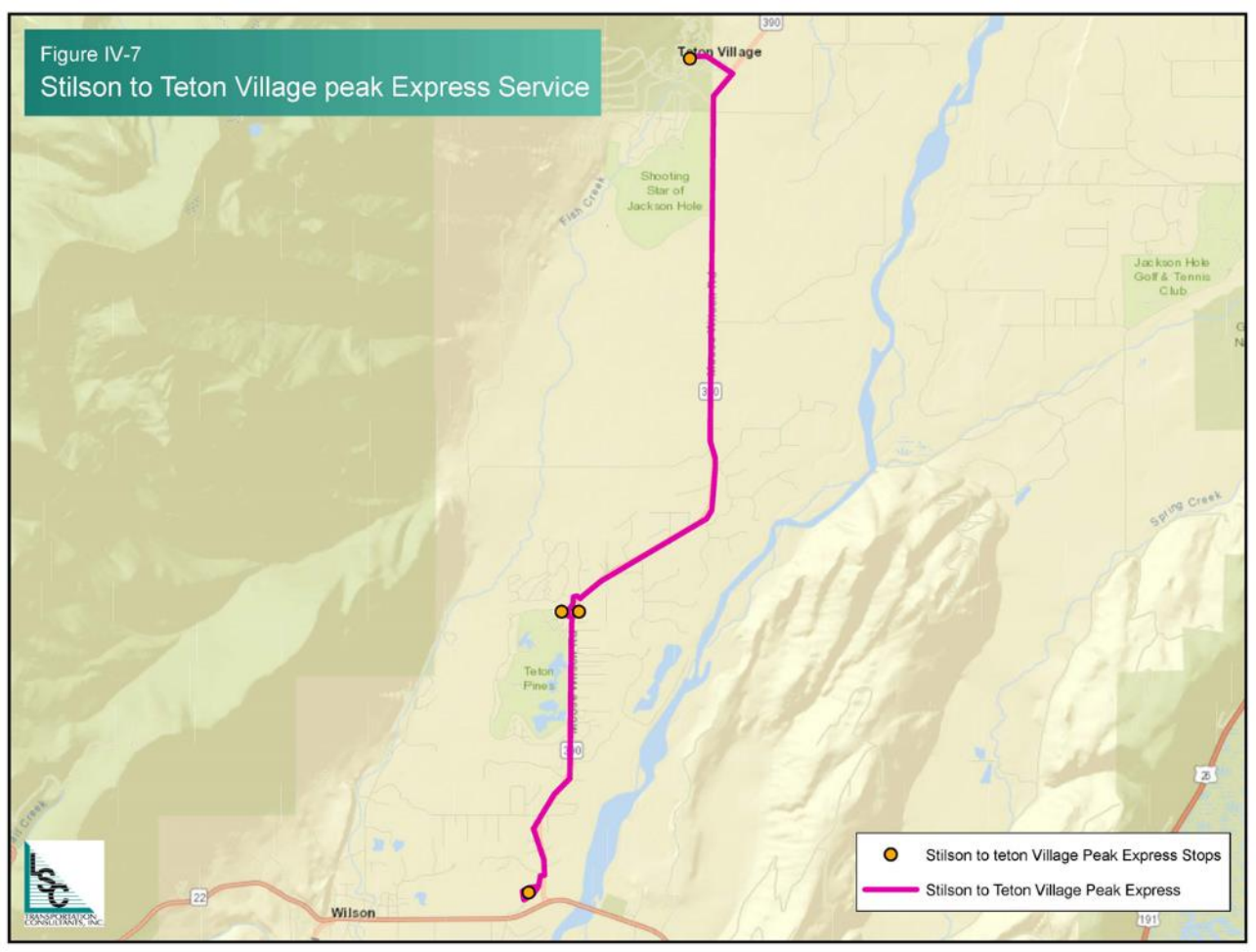
Teton Village Express (downtown to Village)

- Only two stops: Downtown and the Village
- 10 min. peak freq.
- Winter only



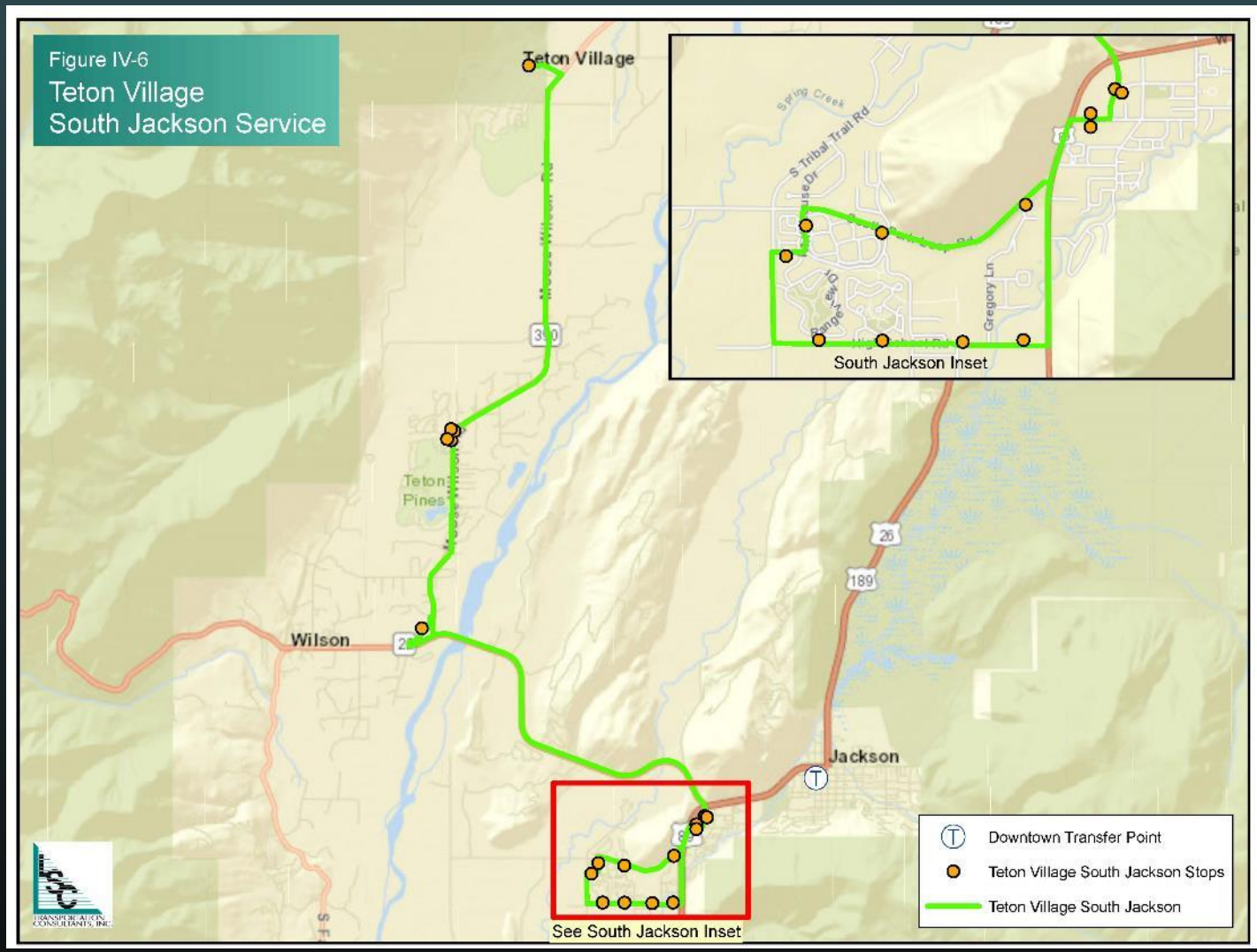
Stilson to Teton Village Express

- 15 min. freq.
- Morning and afternoon peak service
- Mid-Dec to end of Feb.



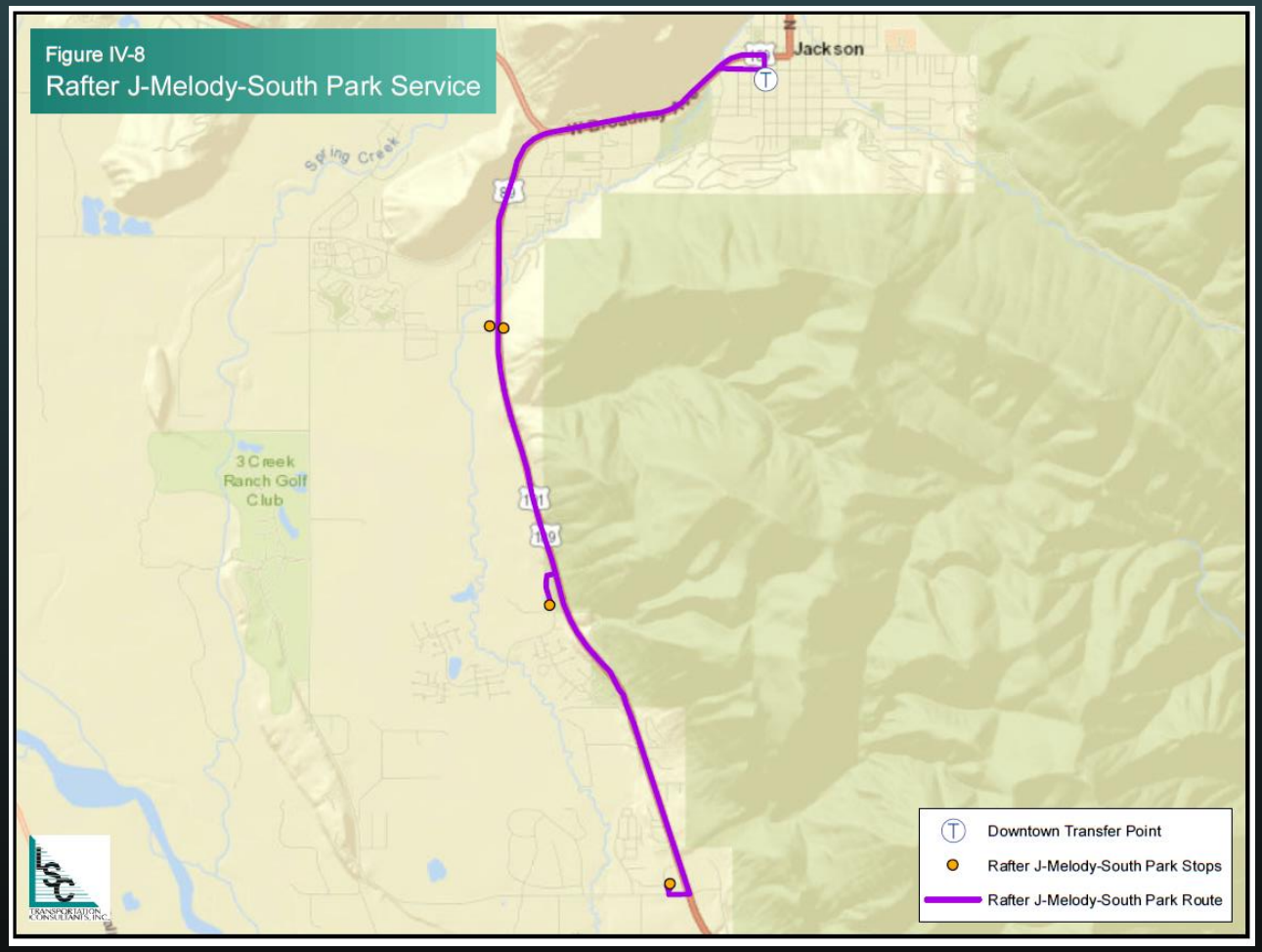
Teton Village – South Jackson

- 45 min. freq.
- 7a – 6p winter only



Rafter J-Melody Ranch South Route

- Serves limited points at highway entrances
- 30 min. freq.
- 6am-10am; 2pm-6pm
- Year round, weekdays

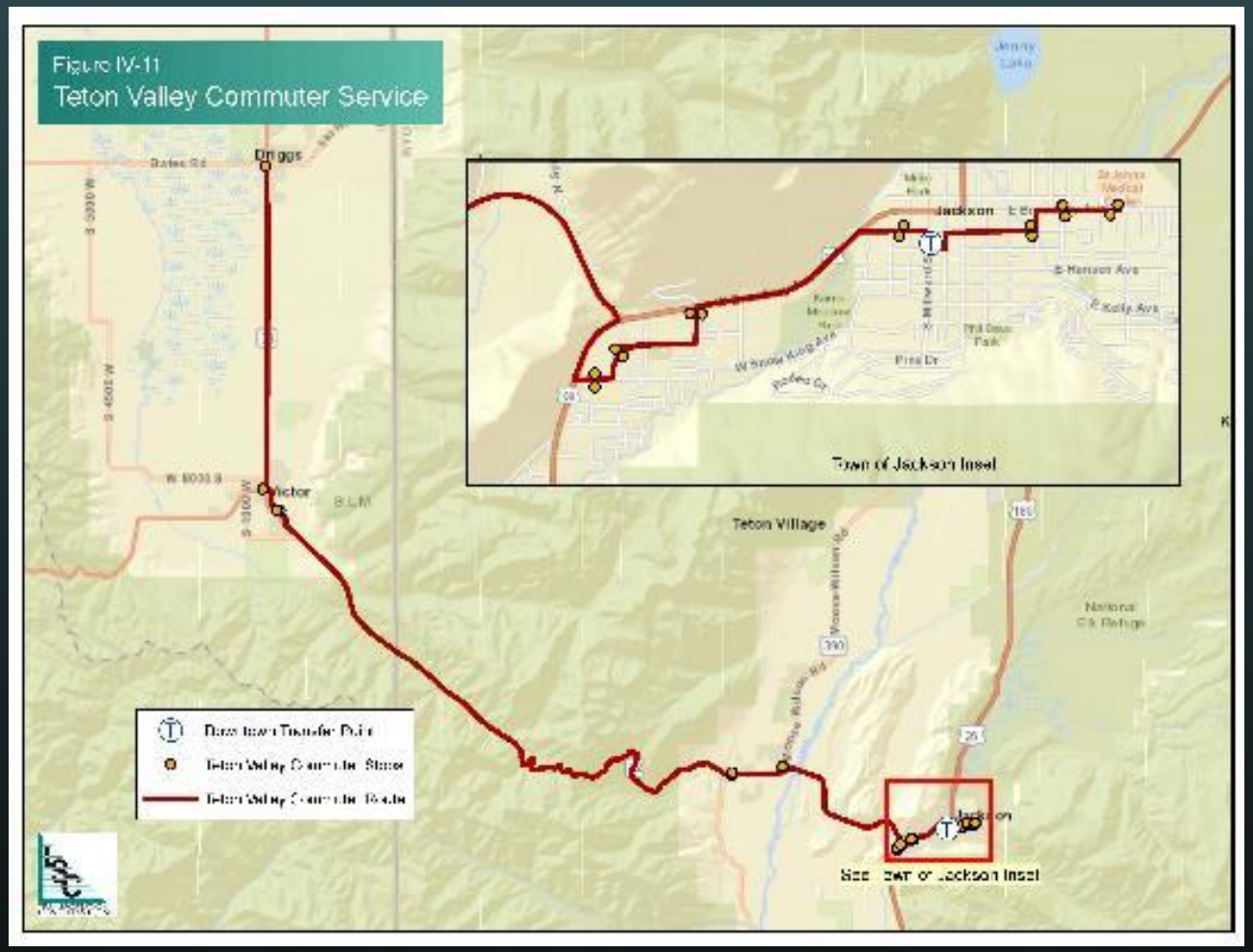


Star Valley commuter

- Increase service to 8 roundtrips per weekday
- More midday, evening options
- Similar route

Teton Valley commuter

- Increase service to 8 roundtrips per weekday
- More midday, evening options
- Similar route



Thank you!

- Project information posted: **lsctrans.com/start**
- Questions?

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Pathways **PRESENTER**: Brian Schilling

MEETING DATE: June 1, 2020

SUBJECT: **Structure of Pathways Task Force**

STATEMENT/PURPOSE
Consider options for the structure and function of the Pathways Task Force.

BACKGROUND/ALTERNATIVES
The Pathways Task Force is currently a 7-member volunteer board appointed by the Town Council and County Commission. The 1998 by-laws allows for the board be 11 members. The current function of the Task Force is to generally serve as an advisory committee to the Town Council and County Commission, the Pathways coordinator, and other Town/County staff on issues related to the Town/County Pathways program. The board members make recommendations to staff and the elected officials on multi-modal transportation issues and projects and also act as liaisons for staff and elected officials to the Jackson Hole community. Members are appointed to three-year terms and the board meets monthly.

In December 2019 the JIM briefly discussed the ongoing role of the Task Force and whether it made sense to change the structure or function of the board to enable it to better support the Pathways program. Several ideas were discussed but there was no clear direction provided at that time. The Task Force has since modified their meeting schedule to meet every other month.

The current proposal is to dissolve the Pathways Task Force and then reform it as an advisory board under a different name. The elected boards could establish new bylaws and guidance for the advisory board. Existing members could be reappointed to new terms, or an entirely new board could be formed. Several things would need to be defined, including: number of members; length of terms; process for appointing members; meeting frequency; board role; and responsibilities.

STAKEHOLDER ANALYSIS
Some of the current Task Force members would like to continue their involvement with the pathways program.

FISCAL IMPACT
None

STAFF IMPACT
The Pathways Coordinator will work with the Town Attorney and County Attorney to draft new organizational documents.

LEGAL REVIEW
Gingery/Colasuonno

ATTACHMENTS
1998 Bylaws of the Pathways Task Force
2003 Memorandum of Understanding
2004 Amendment #1 to 2003 MOU

RECOMMENDATION

Receive input and suggestions from the Town Council and Board of County Commissioners as to what should be included in the new organizational documents. The Town Attorney and the County Attorney will then help draft the new organizational documents and bring those back for approval by the Town Council and Board of County Commissioners in the near future.

SUGGESTED MOTION

I move to direct staff to begin drafting new organizational documents for the Pathways Taskforce.

BYLAWS

OF

PATHWAYS TASK FORCE

(A Citizen Advisory Committee)

* * * * * *

ARTICLE I

OFFICES

The principal office of the Pathways Task Force shall be at 200 South Willow Street, Jackson, County of Teton, State of Wyoming. The Committee may also have such offices at such other places within or without the State as the Pathways Task Force may from time to time determine.

ARTICLE II

MEMBERS

1. The initial Pathways Task Force shall consist of eleven (11) persons. Thereafter, the number of Members constituting the entire number of the Pathways Task Force may be fixed from time to time by review by the Joint Planning Board and by action of the Jackson Town Council and the Teton County Board of County Commissioners. No decrease shall shorten the term of any Member then in office.

2. The first Pathways Task Force shall consist of those persons named as the initial Pathways Task Force appointed by review by the Joint Planning Board and by action of the Jackson Town Council and the Teton County Board of County Commissioners, and they shall hold office until the end of their term, their resignation, death, or removal for cause. Three (3) members of the first Pathways Task Force shall serve a term of one (1) year, four (4) members shall serve a term of two (2) years, and four members (4) shall serve a term of three (3) years. Thereafter, the term of service shall be three (3) years.

Any Member may resign at any time by giving written notice of such resignation to the Pathways Task Force.

Any vacancy in the Pathways Task Force, including a vacancy created by an increase in the number of Members made by review by the Joint Planning Board and by action of the Jackson Town Council and the Teton County Board of County Commissioners, shall be filled by review by the Joint Planning Board and by action of the Jackson Town Council and the Teton County Board of County Commissioners, by affirmative vote of a majority thereof.

3. (a) A regular annual meeting of the Pathways Task Force shall be held on a convenient date in February of each year at the principal office of the Pathways Task Force or such other location in Jackson Hole as may be determined by the Committee, for the purpose of organization, the election of officers, and the transaction of other business. All other meetings shall be held at such time and place as shall be fixed by the Pathways Task Force from time to time.

(b) No notice shall be required for regular meetings of the Pathways Task Force for which the time and place have been fixed. Special meetings may be called by or at the direction of the Chairperson of the Committee, or by a majority of the Members then in office.

(c) Written, oral or any other method of notice of the time and place shall be given for special meetings of the Pathways Task Force in sufficient time for the convenient assembly of the Pathways Task Force. The notice of any meeting shall specify the purpose of such meeting. The requirement for furnishing a notice of a meeting may be waived by any member who attends the meeting without protesting the lack of notice to him.

4. Except as may otherwise be provided herein, a majority of the entire number of the Pathways Task Force shall constitute a quorum. Whenever a vacancy on the Pathways Task Force shall prevent a quorum from being present, then, in such event, the quorum shall consist of a majority of the Members excluding the vacancy. A majority of the Members present, whether or not a quorum is present, may adjourn a meeting to another time and place. Except to the extent provided by law and by these Bylaws, the act of the Pathways Task Force shall be by a majority of the Members present at the time of the vote, a quorum being present at such time. Any action authorized by resolution, in writing, by all of the Members entitled to vote thereon and filed with the minutes shall have the same force and effect as if the same had been passed by unanimous vote at a duly-called meeting of the Committee.

5. The Chairperson of the Committee, if any, shall preside at all meetings of the Pathways Task Force. If there is no chairperson, the Vice-Chairperson or any other Member chosen by the Committee shall preside.

6. Whenever the Pathways Task Force shall consist of more than three persons, the Pathways Task Force may designate from their number an executive committee and such other standing committees as they may establish. Such committees may be delegated any of the powers of the Pathways Task Force, except to the extent prohibited by law. In addition, the Pathways Task Force may establish special committees for any lawful purpose which shall have such powers as the Pathways Task Force may lawfully delegate.

7. Notwithstanding anything herein contained to the contrary, and to the extent permitted by law, the actual physical presence of any Member shall not be required at the annual meeting or at any special meeting of the Committee or at any meeting of the

Executive or any other committee. At any such meeting the Members may meet and confer in person, by telephone (including conference call), or any Member may participate by facsimile. In each case any Member who is in contact with the others and the meeting as a whole and is able to receive the communications of and communicate to the remainder of the Members shall be deemed present for purposes of all quorum and voting requirements. In addition, any action to be taken by the Committee or any committee, including the executive committee, may be effected by a written consent in lieu of a meeting; provided that such consent is joined in by a majority of Members entitled to vote thereon.

ARTICLE III

OFFICERS

1. The Pathways Task Force may elect or appoint a Chairperson (who shall be chairperson of the Pathways Task Force), a Vice-Chairperson, a Secretary, one or more Assistant Secretaries, and such other officers as they may determine. Any two or more offices may be held by the same person, except the office of Chairperson and Secretary.

2. Each officer shall hold office until the annual meeting of the Pathways Task Force and until his successor has been duly elected and qualifies. The Pathways Task Force may remove any officer with or without cause at any time.

3. (a) The Chairperson shall have the responsibility for the general management of the affairs of the Pathways Task Force and shall carry out the resolutions of the Pathways Task Force.

(b) During the absence or disability of the Chairperson, the Vice-Chairperson shall have all the powers and functions of the Chairperson.

(d) The Secretary shall keep the minutes of the Pathways Task Force. He shall have custody of the seal of the Pathways Task Force and shall affix and attest the same to documents duly authorized by the Pathways Task Force. He shall serve all notices for the Pathways Task Force which shall have been authorized by the Pathways Task Force, and shall have charge of all books and records of the Pathways Task Force.

ARTICLE IV

MISCELLANEOUS

1. The Members and officers of the Pathways Task Force may be interested directly or indirectly in any contract relating to or incidental to the operations conducted by the Pathways Task Force, and may freely make contracts, enter transactions or otherwise act for and on behalf of the Pathways Task Force, notwithstanding that they may also be acting as individuals, or as Members of trusts, or as agents for other persons or corporations, or may be interested in the same matters as Members, officers or

otherwise; provided, however, that any contract, transaction or act on behalf of the Pathways Task Force in a manner in which the Members or officers are personally interested as Members or officers or otherwise shall be at arm's length. In no event, however, shall any person or other entity dealing with the Members or officers be obligated to inquire into the authority of the Members and officers to enter into and consummate any contract, transaction or other action.

2. Neither Members nor officers shall receive any salary for their services as such; provided, however, that nothing herein contained shall be construed to preclude any Member or officer from serving the Pathways Task Force in any other capacity and receiving reasonable compensation therefore.

3. The Pathways Task Force may appoint such agents and representatives of the Pathways Task Force with such powers and to perform such acts or duties on behalf of the Pathways Task Force as the Pathways Task Force may see fit.

4. The Pathways Task Force shall keep at the principal office of the Pathways Task Force complete and correct records and books of account and shall keep minutes of the proceedings of the Pathways Task Force and any committees appointed by the Pathways Task Force.

5. The fiscal year of the Pathways Task Force shall be fixed by the Pathways Task Force from time to time, subject to applicable law.

6. The Pathways Task Force shall have the power to make, alter, amend and repeal the Bylaws of the Pathways Task Force by the affirmative vote of a majority of the Committee, with the review of the Joint Planning Board and by action of the Jackson Town Council and the Teton County Board of County Commissioners; provided, however, that the action is proposed at a regular or special meeting of the Committee and adopted at a subsequent regular meeting, except as otherwise provided by law.

Dated:_____.

_____
Secretary

Approved:

Dated: 8/12/98
Mayor, Town of Jackson

Dated: 8-4-98
Chairman, Teton County
Board of County Commissioners

MEMORANDUM OF UNDERSTANDING

Town of Jackson
and
Teton County

Effective September 8, 2003

This Memorandum of Understanding identifies the parties' current understanding of their working relationships and responsibilities relative to non-motorized transportation, to be incorporated in a future cooperative agreement executed pursuant to applicable law.

The Jackson Town Administrator will supervise the Pathways/Trails Coordinator ("Coordinator"), whose responsibility it is to coordinate pedestrian, bicycle, equestrian, and Nordic trail projects and programs serving non-motorized transportation and recreation users in Teton County ("County") and the Town of Jackson ("Town").

Financial agreement:

All of the operational expenditure and revenue transactions pertaining to Pathways will be recorded in a separate department of the General Fund of the Town of Jackson and will be part of the Town of Jackson reporting entity. The Town of Jackson and Teton County will evenly (50/50) share the net operational costs of the Pathways Department. Net operational costs are defined as all operational expenditures, including any indirect cost allocations, less any operational revenue. All capital expenditures, and any associated revenue, will be recorded within the jurisdiction where the project is located. There will be no net cost sharing for capital outlay.

Effective September 1, 2003, all expenditures pertaining to the administration and operation of the Pathways Program will be paid by the Town of Jackson and then invoiced to Teton County. Teton County will not accept Pathways-related operational revenue or incur Pathways-related operational expenditures other than through the Town of Jackson. An exception to this provision is for grant proceeds and grant-related expenditures where Teton County is the grantee. Maintenance expenditures for pathways maintenance will continue to be budgeted within the Parks and Recreation Department.

On a monthly basis and subject to Town of Jackson invoicing, Teton County will remit one-half of the actual monthly operational costs incurred by the Town of Jackson for the Pathways Program.

The Pathways Program is required to comply with both the Town of Jackson's and Teton County's budgetary procedures, which includes format and timing requirements for appropriation requests. All appropriations and budgeted revenue need approval from both the Jackson Town Council and Teton County Commissioners before the budget is considered "approved". Adjustments to appropriations and budgeted revenue throughout the fiscal year require the approval of both the Town of Jackson Town Council and Teton County Commissioners. The Pathways Department will comply with both the Town of Jackson's and Teton County's supplemental appropriation process.

The Pathways Program is also required to comply with both the Town of Jackson's and Teton County's Capital Improvement Plan (CIP) procedures, which includes format and timing requirements for project submittal. All capital projects require approval from either the Town of Jackson Town Council or the Teton County Commissioners before the project is considered "approved" and before it is included in the published Capital Improvements Plan.

Management/Maintenance of Infrastructure:
The Parks & Recreation Department is responsible for operations and management of all completed pedestrian, bicycle, equestrian, and Nordic trails, including ongoing maintenance, grooming, and implementation of repair and replacement programs, and oversight of all non-motorized infrastructure and facilities. Maintenance priorities are to be established with input from and consultation with the Pathways Coordinator. Pathways maintenance costs will be budgeted for and accounted within the Parks and Recreation Department Budget.

Planning:
The Coordinator will work with the Pathways Task Force advisory group to develop both long- and short-range plans for non-motorized pedestrian and bicycle systems.

Both long- and short-range plans shall be reviewed and must be approved by:

- Jackson Town Administrator
- Parks & Recreation Director or designee;
- County Engineer and Planning Director or their designees for projects within the unincorporated county;
- Town Engineer and Planning Director or their designees for projects within the town;
- Wyoming Department of Transportation, when applicable; and
- County or Town departments, such as public works, fire protection, law enforcement, or others as applicable.

Based on final approval from the Town Council and Teton County Commissioners funding for planned projects shall be incorporated into respective Town and County Capital Improvement Programs, and coordinated with the County's Grant Writer and other resources upon approval of long-range plans and Capital Improvement Programs.

Project/Program Design:
For each project, on a project by project basis, prior to consideration and approval by the respective government entity, the Coordinator will meet with the Jackson Town Administrator, Parks & Recreation Director or his designee, and others as appropriate to establish milestones and determine the department responsible for each.

Milestones include, but are not limited to:

Identification of stakeholders
Project design
Acquire permits
Approval and appropriation by County or Town
Preparation of construction or procurement documents
Bidding

Contracting
Construction or program management
Maintenance cost estimates (including repair/replacement)
Maintenance

Staff from each department shall have periodic meetings to provide updates on proposed and projects-in-progress. Staff includes, but is not limited to the Jackson Town Administrator, Parks Superintendent, Coordinator, Park Planner, and Engineering Technical staff.

Planning Department Reviews:
The Pathways Coordinator is to participate in the in development review process for private and public developments. County and Town Planning Offices will provide the opportunity for the Pathways Coordinator to review all development plans.

Teton County Commission

Bill Paddleford, Chair

ATTEST:

Sherry Daigle, Teton County Clerk

Town of Jackson

Mark Barron, Mayor

ATTEST:

Donna M. Baur, Deputy Town Clerk

FIRST AMENDMENT TO MEMORANDUM OF UNDERSTANDING
(Pathways)

WHEREAS, the Town of Jackson, and Teton County, Wyoming ("the Parties") entered into that certain Memorandum of Understanding ("MOU") regarding the Pathways Program, dated September 8, 2003, and;

WHEREAS, the Parties wish to Amend the MOU to articulate and clarify differences between major maintenance/capital repairs, versus routine maintenance of the Pathways system, and to have such amendment effective as of the 1st day of February, 2004,

NOW, THEREFORE, the Parties hereby amend that paragraph of the September 8, 2003 MOU styled "Management/Maintenance of Infrastructure" by striking and readopting it to read as follows:

> "Management/Maintenance of Infrastructure:
> Management of the Pathways Program Infrastructure will be the responsibility of the Town Administrator. The Pathways Program includes pedestrian, bicycle, equestrian, and Nordic trails throughout the Town and County, and pedestrian/bicycle infrastructure components of the Town and County's transportation system.
>
> Routine maintenance, including: mowing, weed control, sweeping, trash removal, staining of benches, signs and fences, Nordic grooming/snow removal, and recreational programming will be the responsibility of the Parks & Recreation Department. Maintenance priorities, and levels of service, will be established with input from and in consultation with the Pathways Coordinator. Friends of Pathways and the Pathways Coordinator will manage the Adopt-A-Trail volunteer maintenance program in coordination with the Parks & Recreation Department. All costs for routine maintenance will be budgeted and accounted for within the Parks and Recreation Department Budget.
>
> Major maintenance, repair and replacement needs, including: sealing, striping, signage, fencing, shoulder and bridge repairs (and other repairs as needed) will be the responsibility of the Pathways Department, through the Pathways Coordinator. The Coordinator will prepare, and submit for approval, the annual Pathways Capital Improvements Program, which will include an Annual Pathways Maintenance Program and Capital Improvement Program (for new projects). The Pathways Capital Improvement Program will be developed in coordination with the Parks & Recreation, County Engineering and Town Public Works Departments. All costs for major maintenance, repair, and replacement projects, as well as new construction, will be budgeted and accounted for within the

respective Pathways Capital Budgets of the Town and County (depending on the location of the pathway, trail or pedestrian/bicycle facility).

All of the rest and remainder of the MOU not specifically changed by this Amendment shall remain in full force and effect.

Teton County Commission

Andy Schwartz, Chair

Town of Jackson

Mark Barron, Mayor

ATTEST:

Sherry Daigle, Teton County Clerk

ATTEST:

Roxanne Lowries Robinson, Town Clerk